

# ROTARY CHARITIES

*Resources for change.*

## 2020 GRANT APPLICATION GUIDANCE All Applicants

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*Revised 6/16/2020*

## OVERVIEW

### ROTARY CHARTIES

**VISION** A region that is fair, thriving and resilient.

**MISSION** Rotary Charities helps changemakers work better together to address our region's complex problems and create community assets for all.

### ELIGIBLE APPLICANTS

Eligible applicants for funding include all 501(c)(3) tax-exempt organizations, tribal nations, local units of government, and local school districts serving **Antrim, Benzie, Grand Traverse, Kalkaska or Leelanau Counties**. Partnerships and networks are encouraged to apply using an eligible organization as a fiduciary.

### GRANTS AT A GLANCE

GRANT CATEGORY	PURPOSE	DEADLINES	AMOUNT & DURATION	MATCH	STAFF CONTACT
Assets for Thriving Communities (ATC)	Support for <b>community assets</b> that help create prosperity that is <b>broadly experienced</b> .	9/1/2020  3/1/2021	\$50,000 total  1 - 3 years	Request can be no more than 50% of the total project cost	Sakura Takano: <a href="mailto:stakano@rotarycharities.org">stakano@rotarycharities.org</a>
Systems Change Accelerator (SCA)	Support collaborative <b>innovation(s) that target root causes</b> to complex community problems	9/1/2020  3/1/2021	\$150,000 Total  2 – 3 years	10% of request (mix of cash and in-kind); all organizations named in budget contributing	Freya Bradford: <a href="mailto:fbradford@rotarycharities.org">fbradford@rotarycharities.org</a>
Changemaker Fellowship	Support breakthrough <b>learning</b> and <b>sharing</b> that will expand understanding about how we might <b>work differently</b> to make durable and broad community progress. Fellows will commit to share what they learn through a local workshop and through quarterly Community of Practice (CoP) meetings with other fellows & grantees.	15 <sup>th</sup> of the month	\$20,000  1 year	Sharing what you learn with our region	Colleen Masterson-Bzdok: <a href="mailto:cmasterson@rotarycharities.org">cmasterson@rotarycharities.org</a>
Seed Grant	Support ventures where a <b>small investment will go a long way</b> toward a larger impact. Often used for convening, planning or capacity building stages of larger projects like those that could be funded under the ATC or SCA programs.	15 <sup>th</sup> of the month	\$10,000 (suggested max)  1 year	25% of request (mix of cash and in-kind)	Related to Community Assets: <a href="#">Sakura Takano</a>  Related to Systems Change: <a href="#">Freya Bradford</a>

Before beginning the grant application process, please review the [Pre-Grant Checklist](#) and contact the lead staff person to schedule a pre-grant conversation..

## APPLICATION & REVIEW PROCESS

	Assets for Thriving Communities & Systems Change Accelerator	Seed Grant & Changemaker Fellowship
Pre-Grant Call or Meeting	Required before application	Required before application
Applications Due in Online Portal	September 1, 2020 March 1, 2021 (11:59 PM)	15 <sup>th</sup> of any month
In person reviews with select applicants	Fall: Completed by October 31, 2020 Spring: Completed by April 30, 2021	NA
Final decision and notification	Fall: November 2020 Spring: May 2020	First Thursday of most months

All grant applications must be submitted electronically here: <https://rotarycharities.smapply.io/>.

Please contact Tori Craig [tcraig@rotarycharities.org](mailto:tcraig@rotarycharities.org) if you need assistance with the electronic submission process.

## GENERAL FUNDING REQUIREMENTS

**Please note:** Adherence to these requirements does not ensure that the application will be funded. Grant decisions will be made by the Rotary Charities Board based on current priorities and availability of funds.

- Grants are not made to individuals.
- An applicant must be a school system, tribal nation, local units of government or have received a ruling from the Internal Revenue Service (IRS) that it is tax-exempt under Section 501(c)(3) and is not a private foundation as defined by the IRS. Applications from partnerships and networks are encouraged to apply using an eligible applicant as a fiduciary.
- Applications from tribes, units of local government, governmental departments, organizations and schools must be approved by the elected body that is ultimately responsible for the grant funds and implementation.
- Start-up organizations are not eligible for Rotary Charities grants. Prior to applying, the applicant should have: 501(c)(3) status and been providing services for at least one year
- No part of a grant may be used for, or applied to, debt service without the expressed written consent of Rotary Charities.
- Proposals **will not be considered** for any religious programs or services that:
  - Require a person to hold or accept a particular religious belief, doctrine or creed as a condition to receive services
  - Primarily address spiritual needs
  - Have evangelism as the primary purpose of the program
- Proposals from faith-based organizations **must** address community need or enhance the quality of life for citizens of the region and:
  - Have a clearly demonstrated public benefit
  - Be fully accessible to persons regardless of their individual religious creed or convictions
  - Respect diversity of religious and spiritual beliefs of all individuals

## ADDITIONAL GUIDANCE

- Grants to school districts will be directed to programs and facilities that serve the entire district and not benefit only a single building. Grants for school curriculum will generally not be considered.
- Requests or grants to meet immediate short-term emergency needs of clients (for rent payment, gas money, food, etc.) will generally not be considered.
- Endowment funds are not supported, unless such support is considered necessary to carry out other Rotary Charities objectives.
- It is allowable to have active grants in one of the Fall categories – Assets for Thriving Communities or Systems Change Accelerator – concurrent with a grant in one of the monthly categories – Seed Grants and Changemaker Fellowship.

## REQUIRED ATTACHMENTS FOR ALL GRANT APPLICATIONS

All attachments are able to be submitted electronically through the online application at <https://rotarycharities.smapply.io/>.

### Nonprofit Organizations

1. List of Board of Directors with affiliations
2. Applicant organization's current annual operating budget, including expenses and revenues
3. Applicant organization's balance sheets (current Fiscal Year to date and previous Fiscal Year)
4. Project/Initiative Budget (if template in narrative is not used)
5. Budget Narrative describing the expenses in your project/initiative budget
6. Most recent independent audited statement or review. **Organizations with operating budgets \$750,000 and over** must submit an Audited Statement. **Organizations with budgets under \$750,000** may submit an Independent Review
7. Copy of the minutes of the meeting or board resolution authorizing the grant application
8. If Applicable: Memorandums of Understanding, Letters of Intent or other indications of collaboration from all participating entities, Statements of Work from consultants or coaches. (General Letters of Support are not accepted)

### Governmental Agencies or School Districts

1. List of elected officials
2. Summary of the current operating budget, including expenses and revenue for the appropriate department budget
3. Most recent independent audit
4. Project/initiative budget (if template in narrative is not used)
5. Budget narrative describing the expenses in your project/initiative budget
6. If applicable: Memorandums of Understanding, Letters of Intent and other indications of collaboration from all participating entities. General Letters of Support are not accepted.
7. Copy of the minutes of the meeting or board resolution from the body that has the ultimate authority to implement the grant (Usually this is the board of elected officials versus the appointed board).

# GRANT CRITERIA

We've learned from our grantees over the years that projects most likely to achieve long-lasting results involve deep collaboration, resourcefulness and the flexibility to adapt to changing circumstances.



Those closest to an issue or opportunity have strong solutions for a way forward. Involve those most affected by an issue or opportunity as well as those who have the most ability to affect change.



We are stronger and smarter together. Collaboration can take a variety of forms, from an advisory team to a joint venture where ownership and decision-making are shared.



Creatively leveraging the knowledge, capital and infrastructure that is already available makes for sustainable, relevant initiatives.



Learning does not take time away from work, weaving learning into the everyday is the work. We must learn from what is happening globally and nationally; in our local contexts and ecosystem; and within the culture, mindsets and practices of our organizations, teams and ourselves.



Building flexibility into strategies helps us use what we are learning to adapt to what's needed, when it's needed. Principles of Prototyping and Adaptive Leadership can help.



Our society is interconnected and initiatives that build a fair, thriving and resilient region must reflect that. Get to know others who are working toward a similar vision. What part of the problem are they most familiar with? Work in ways that complement each other.

# GRANT SPECIFIC GUIDELINES

## ASSETS FOR THRIVING COMMUNITIES

**Community assets that are available to everyone are the building blocks of a fair, thriving and resilient region. Our Assets for Thriving Community grants support the infrastructure & initiatives our neighbors need.**

### WHAT WE FUND

We support initiatives that develop, strengthen, or build community assets that are available to all, or make an existing asset more widely available. This category is intended for projects that have done significant groundwork prior to application to engage the community, establish working relationships with stakeholders, and execute research to inform strategy. Citizen voice is essential in determining what is best for our communities. We prioritize assets that have been identified by citizens as important to improve the quality of life in their community. We recommend applicants demonstrate a robust community engagement strategy and decision-making process. This category is not generally intended to fund the engagement process; if you are interested in that, please consider applying for a Seed Grant instead.

### POTENTIAL GRANT USES

*Including but not limited to:*

- Multi-modal transportation
- Affordable housing
- Accessible recreation
- Arts & culture
- Energy (efficiency, conservation, renewable)
- Child welfare
- Land preservation
- Health and wellbeing
- Education
- Adapting a program or service to COVID-19

### ELIGIBILITY

Eligible applicants for funding include all 501(c)(3) tax-exempt organizations, tribal nations, local units of government, and local school districts serving Antrim, Benzie, Grand Traverse, Kalkaska or Leelanau Counties. Partnerships and networks are encouraged to apply using an eligible organization as a fiduciary.

### DEADLINE

Fall: September 1, 2020; Spring: March 1, 2020

### AMOUNT & DURATION

Up to \$50,000 total disbursed over 1 to 3 years. Request must not exceed 50% of the total project cost.

### NEXT STEPS

Please contact Sakura Takano to set up a time to discuss your project: [stakano@rotarycharities.org](mailto:stakano@rotarycharities.org).

# SYSTEMS CHANGE ACCELERATOR

**We support collaborative initiatives that target the root causes of complex problems. Our Systems Change Accelerator grants invest in problem solving that is different than business as usual, shifting resources, structures, and mindsets for lasting change.**

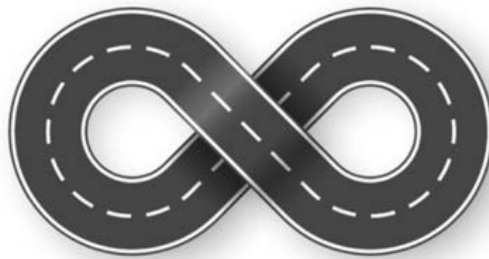
Rotary Charities believes that in order for our communities to thrive we need to tackle our most entrenched, **complex problems at their roots**. The roots of complex problems lie in the **context, or systems, around them**. Many interconnected factors together often end up producing results nobody wants – poverty, obesity, addiction, climate change, health inequities, homelessness. In order to really begin to solve these problems and not just keep treating the symptoms over and over again, we believe we must apply a different problem solving approach that aims at systems change.

## A Systems Change Approach

There are many

**I: Convene & Commit**

**IV: Learn as you Go**



**III: Design & Implement Actions to Change Systems**

**II: Explore the Problem & Find Leverage Points for Change**

frameworks and approaches to systems change; we do not prescribe any one in particular. However, four key elements are at the heart of most approaches. First changemakers **convene and commit** to others in the system, including those most affected by the issue, **see the system** around a problem together, develop and implement innovations that **change that system** so it functions differently, and **learn all along** the way and adapt accordingly. The intended impact of systems change is both durable and broad progress on a complex problem, beyond what any one organization could achieve alone.

## GRANT PURPOSE

Most of the work in the social sector targets the people or environments *experiencing* a problem to help them transcend the problem. These efforts are critical as long as we have systems that are not working for everyone. But, if this is all we do, our problems will persist. Systems change strategies offer an upstream complement by targeting the systemic factors *creating* the problem.

Rotary Charities System Change Accelerator Grants are awards intended to support innovation(s) that **target root causes of complex community problems** leading to a more fair, thriving and resilient region. These grants support systems change strategies that **restructure how things work**

and aim to change policies, practices, relationships, resource flows, relationships, power and mental models so that fewer and fewer people or environments ever experience a problem.

Powerful strategies involve a **constellation of actions**: multiple, complementary actions carried out by stakeholders throughout the system. They create greater equity in a system by considering who experiences the problem most severely and designing actions that intentionally target the roots of those inequities ([ABLE Change Framework, Michigan State University](#)).

### The Targets of System Change

- Policies
- Practices
- Resource Flows
- Relationships and Connections
- Power Dynamics
- Mental Models

*John Kania, Mark Kramer, and Peter Senge. "The Waters of Systems Change." FSG, June 2018.*  
[https://www.FSG.org/publications/water\\_of\\_systems\\_change](https://www.FSG.org/publications/water_of_systems_change)

### What complex problems are we interested in?

We do not limit funding to specific issue areas, but rather open to any that, if addressed, will lead to a more fair, thriving, and resilient region for all. Ideally, applicants will know the following about the problem they are targeting:

- The current status of the complex problem, how many are experiencing it or are affected by it, what groups of people are affected most by the problem and why
- What the typical approach to the problem has been, what has been tried, what is the "status quo"
- Why this is a good time to disrupt this status quo. Systems will naturally uphold the status quo until they have to change. Systems change efforts are most successful when the timing is right for change.

### What work is required before an application?

This grant category is meant for teams that have done some significant groundwork together prior to applying. Rotary Charities supports all stages of systems change work. However, for this grant, applicants will apply **after** they have come together with other diverse stakeholders, looked at what may be causing the current levels of the complex problem they are addressing, found potential leverage points and designed a constellation of actions that will act on those leverage points to change the system that is creating the problem.

Early aspects of a systems change process can be funded through our **Seed Grants** (described in this document). Learning about new ways to approach problems like this can be funded through our **Changemaker Fellowship** (described in this document).

To get more familiar with these concepts, you may want to review some of the definitions and resources highlighted at the end of this document. We also offer workshops and other learning opportunities throughout the year. You can find out about those by signing up for our newsletter at: <http://www.northskynonprofitnetwork.org/sign-up/> and visiting our Events Calendar (<https://www.rotarycharities.org/learning-coaching/learning-experiences/workshop-calendar>). If you are ready to go a little deeper, your team may want to sign up for a free online course called Systems Practice: How to move from Impossible to Impact (<https://www.plusacumen.org/courses/systems-practice>) or Systems Thinking Practice by David Peter Stroh and Michael Goodman (<https://www.iseesystems.com/store/training/systems-thinking-practice/>). Rotary Charities offers free coaches to teams who are interested in taking a course. Contact Freya Bradford to learn more,



[fbradford@rotarycharities.org](mailto:fbradford@rotarycharities.org). These courses are suggested as resources that may be helpful. We do not prescribe any precise approach to systems change and are open to considering any process of system change that meet our criteria.

**POTENTIAL GRANT USES**

Grants may be for a **constellation of actions by several organizations** aimed at leverage points for the same problem. Grants can be used for innovations that are intended to change systems by shifting the underlying structures that keep problems in place: changes in system processes, policies, resources flows, relationships, power structures, and mindsets.

The actions that will change a system are unique to the particular context of that system. Some actions that have been funded in previous years:

- Convening of cross-sector networks that are working together to share information and best practices, align work more effectively, experiment with new innovations and learn
- Advocacy work to increase public or legislative support
- Communication work to change public narratives about a problem or solution
- Stipends to compensate stakeholders experiencing a problem to participate in creating solutions
- Creating new standards for data collection, sharing and use between organizations

**EXAMPLE Provided by the Housing Partnership**

**Complex Community Problem: Lack of affordable housing in the region**

**System/Context around the problem**

A network of diverse stakeholders explored the context surrounding the region’s affordable housing crisis and found that factors were working together in a way that is creating several confounding patterns:

- The cost of development is high
- The return on investment for affordable workforce housing is extremely low
- The process of development is extremely complex
- The perception of the problem at the public level and the legislative level are often inaccurate and working against potential solutions

**Proposed Constellation of Actions**

An organizing entity will work to align and support actions of several partner organizations to:

- Develop and share local data and public messaging about the problem
- Advocate for enabling legislation at the state level that will increase local governmental tools and subsidies
- Provide education and resources to local governments and the public on long-term development costs and procedures
- Provide education and resources to developers on community goals and best practices for development in this region
- Provide developers, employers and communities with one-stop information and expertise to navigate the development process from pre-development to post-development compliance activities
- Aid developers in accessing and braiding multiple financing sources

## **LEARNING – A SHARED COMMITMENT**

Systems change as an intentional approach to social change is relatively new. Not many funders and changemakers are organizing their work in this way. We believe that learning together as we go **must be a shared commitment**. We ask that applicants demonstrate a commitment to learning by **designating a Learning Steward from your team and budgeting for their time** (grant funds and/or match may be used for this person's time). You are encouraged to designate a Learning Steward from an organization that is not the primary fiscal agent for this proposal.

The Learning Steward will commit to:

- Join a **Systems Change Community of Practice** with other grantees that meets quarterly (other team members are welcome as well, but not required). The Community of Practice is a facilitated group focused on learning and co-designed around the needs of the cohort.
- Work with Rotary Charities staff and consultants to create processes custom to your team that will help you collect information and stories that will document your team's unique learning journey, and help us all notice early signals of a changing system together.
- Capture and share your team's unique learning journey.

Rotary Charities is committed to:

- Provide facilitation for the Community of Practice that will create a brave space to share and explore successes and challenges.
- Work with Learning Stewards to articulate processes that will help document each team's learning.
- Amplify each team's story (with permission) through our communications channels. We hope to help inspire others, build the body of knowledge around this type of work, and attract more resources.

## **ELIGIBILITY**

Eligible applicants for funding include all 501(c)(3) tax-exempt organizations, tribal nations, local units of government, and local school districts serving Antrim, Benzie, Grand Traverse, Kalkaska or Leelanau Counties. Partnerships and networks are encouraged to apply using an eligible organization as a fiduciary.

## **DEADLINE**

Fall: September 1, 2020; Spring: March 1, 2020

## **AMOUNT & DURATION**

Up to \$150,000 total disbursed over 2 to 3 years. Applicant must provide 10% match, contribution from all entities named in the budget is required (may include a combination of cash and in-kind).

## **NEXT STEPS**

Please contact Freya Bradford to set up a meeting to discuss your initiative:

[fbradford@rotarycharities.org](mailto:fbradford@rotarycharities.org).

# CHANGEMAKER FELLOWSHIP

**Changemaker Fellows are lifelong learners who adapt in the name of progress. They investigate new ideas to lay a foundation for a better future. And they commit to bringing us all along on the journey.**

## WHAT WE FUND

The Changemaker Fellowship is one way we support community leaders to develop their skills to change behavior, workplace culture, or systems when what's established or expected isn't what's best for most. Changemaker Fellows are local leaders seeking **breakthrough learning** at the leading edge of changemaking work. Fellows may travel outside of the region for an opportunity, or bring an opportunity here for community-wide or group/issue learning. Then, fellows **share what they've learned** with the community to expand the conversation about how we might work differently to make progress toward a fair, thriving and resilient region. We work with fellows to design the community learning experience that best suits their skills – for example, a local workshop, a video or blog series, an event.

*Our Changemaker Fellowship is made possible by a generous bequest from Charles Fultz.*

## POTENTIAL GRANT USES

*Costs associated with learning activities, including, but not limited to:*

- Registration fees
- Travel
- Bringing trainers/trainings to our region for community-wide or group/issue learning
- Participant's absence from work
- Local application of learning

This funding is not intended for issue-specific training (e.g. a national affordable housing summit), but rather **something that can be generalized and shared with changemakers working in other issue areas.**

\*\*Find a list of learning experiences that would be a good fit at <https://www.rotarycharities.org/grants-investments/grant-types/changemaker-fellowship>. This list is meant to give you an example of what we have considered funding. Don't feel limited – bring us your ideas. We want to hear about what excites you and how it might contribute to community transformation.

## ELIGIBILITY

Eligible applicants for funding include all 501(c)(3) tax-exempt organizations, tribal nations, local units of government and local school districts serving Antrim, Benzie, Grand Traverse, Kalkaska or Leelanau Counties. Partnerships and networks are encouraged to apply using an eligible organization as a fiduciary.

## DEADLINE

15th of the month, the Board makes decisions at their monthly board meeting, typically the first Thursday of the month.

## AMOUNT & DURATION

Up to \$20,000, 1 year

## NEXT STEPS

Please contact Colleen Masterson-Bzdok to discuss your request: [cmasterson@rotarycharities.org](mailto:cmasterson@rotarycharities.org)

# SEED GRANTS

**We support the convening, planning & capacity building that make projects possible. Our Seed grants make small investments with potential for big impact.**

## **WHAT WE FUND**

Seed grants fund the beginning stages of projects with the potential for broad community impact that may eventually be strong applicants for an Assets for Thriving Communities grant or a Systems Change Accelerator grant.

Finding the way into deeper collaboration, learning and adapting – as described in our Grant Criteria below – often requires that we pause and take stock of where we are and where we want to go. Whether you're developing a new community asset or trying to change an entrenched system, new ways of working may require coaching, consulting, and facilitated processes. Seed Grants can help support this type of groundwork that must happen before the rubber ever meets the road. You have heard us and others say, "go slow to go fast." Seed Grants are part of our "patient capital" that helps build strong foundations for deeper impact.

## **POTENTIAL GRANT USES**

*Including, but not limited to what is listed here. Bring your ideas that best suit your project needs.*

- Convening stakeholders to better understand a community problem or need, and developing opportunities for development
- Community planning to implement high priority projects
- Feasibility studies, market analyses, needs assessments, or other research
- Planning or piloting new strategies and/or aligning actions with others
- Assessing and building the capacity of organizations, partners, or networks to move forward together
- Network convening around a complex community issue
- Organization, partner or network development activities – especially those that will improve connectivity, learning and the ability to adapt and respond to changing conditions
- Designing processes and tools for deeper learning

## **ELIGIBILITY**

Eligible applicants for funding include all 501(c)(3) tax-exempt organizations, tribal nations, local units of government, and local school districts serving Antrim, Benzie, Grand Traverse, Kalkaska or Leelanau Counties. Partnerships and networks are encouraged to apply using an eligible organization as a fiduciary.

## **DEADLINE**

15th of the month, the Board makes decisions at their monthly board meeting, typically the first Thursday of the month.

## **AMOUNT & DURATION**

Up to a suggested maximum of \$10,000, 25% match of request required (combination of cash and in-kind)

1 year

## **NEXT STEPS**

Please contact Stacey Foster to set up a meeting with staff to discuss your project: [sfoster@rotarycharities.org](mailto:sfoster@rotarycharities.org) or (231) 941-4010.

## GLOSSARY OF TERMS

**Community asset:** Something that will improve the quality of life in our region in a broad (for all) and durable (for a long time) way.

**Complex community problem:** A community problem that defies any singular solution. There may be disagreement about what is causing a problem and/or what to do about it. Many factors influence complex problems that are difficult to predict and influence (political, social, economic, attitudinal).

**Problems at their roots:** Tackling the system dynamics or conditions that created the problem in the first place.

**Context around a complex problem:** Various factors and how they are working together in a way that is creating an entrenched problem. Factors are things like policies, practices, resource flows, relationships and connections, power dynamics, and mental models.

**See the system:** Diverse stakeholders **name** and **visualize** the factors that are influencing a problem and explore how they may be interacting to create the problem. Through this, opportunities for “**leverage**” emerge – places in the system where relatively small structural change can have outsized impact.

**Change the system:** Unlike direct service projects, systems **change works on the underlying structures of a system** by shifting processes, practices, relationships, resources, and/or policy. This also requires shifting and supporting new mindsets, building trust and deep connections to others working in the system, and engaging those most affected by the system. The intended impact of systems change is both **durable** and **broad** progress on a complex problem, beyond what any one actor could achieve alone.

**Leverage:** In this context, leverage means making the actions funded by a Rotary Charities grant to be bigger and do more and affect more people. In other words, what other partners, grants or resources will you be able to attract to your work as a result of this grant and how will it change your impact?

**Community of Practice:** Groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly. (Etienne Wenger)

**Learning Steward:** A designated person who will ensure your team is intentionally learning and adapting based on new insights. With support from Rotary Charities, they will help identify indicators of systems change that are specific to your context and develop processes to collect and share data and stories about changing patterns. All Systems Change Accelerator applicants are required to designate a Learning Steward in their application.

## RESOURCES THAT HAVE SHAPED THIS WORK

[ABLE Change Framework, Michigan State University](#)

[Capacity Building 3.0: How to Strengthen the Social Ecosystem, TCC Group](#)

[Emergent Strategy, Adrienne Maree Brown](#)

[Grantmakers for Effective Organizations](#), especially the Systems Grantmaking Community of Practice and the Change Leaders in Philanthropy Fellowship program

[Network Weaver Handbook, June Holley](#)

[Social Innovation Generation \(Sig\), Fostering a Canadian Ecosystem for Social Change](#)

[Social Innovation Exchange & SIX Funders' Node](#)

[Systems Grantmaking Resource Guide, GEO & Management Assistance Group](#)

[Systems Practice Course, +Acumen & The Omidyar Group](#)

[Systems Thinking for Social Change, David Peter Stroh](#)

[Theory U, Leading from the Future as it Emerges, Otto Scharmer, MIT](#)

[The Fifth Discipline Fieldbook, Peter Senge, et al.](#)

[The Practice of Adaptive Leadership, Ronald Heifetz, et al.](#)

[The Water of Systems Change, FSG](#)

[Thinking in Systems, Donella Meadows](#)

[Who Do We Choose To Be?, Margaret Wheatley](#)

## APPENDIX 1: ATC & SCA SCORING CRITERIA

Assets for Thriving Communities & Systems Change Accelerator grants are reviewed and scored by staff, board and Rotarian volunteers. Final decisions to fund are made by the Rotary Charities board of directors. The following criteria will each be scored from 1 to 5 using the following scale. Application questions have been designed to elicit responses to the bullets under each criterion.

<b>1</b> <b>Does Not Meet Criteria</b>	<b>2</b> <b>Mostly Does Not Meet Criteria</b>	<b>3</b> <b>Somewhat Meets Criteria</b>	<b>4</b> <b>Mostly Meets Criteria</b>	<b>5</b> <b>Meets or Exceeds Criteria</b>
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## ASSETS FOR THRIVING COMMUNITIES

<b>ATC 2020 CRITERIA</b>
<p><b>Proposed Project:</b> Project meets the purpose of the category and is likely to produce the intended results:</p> <ul style="list-style-type: none"> <li>The project is well designed to create/expand a community asset that will help our region be more fair, thriving or resilient.</li> <li>There is evidence that the project is based on a known need/opportunity (based on data and/or a community engagement process)</li> </ul>
<p><b>Alignment:</b> Project is well aligned with other work in the community:</p> <ul style="list-style-type: none"> <li>The project is aligned with other related work in the region in order to maximize impact</li> <li>References are well-informed about the initiative, in full support, and believe the work will create a more fair and thriving region (new)</li> </ul>
<p><b>Inclusive:</b> The project is inclusive of project beneficiaries:</p> <ul style="list-style-type: none"> <li>Those who will benefit from the project have influenced the planning or design of the proposed work</li> <li>If a group of stakeholders has not been included, there is a plan to include them in the future</li> <li>Project beneficiaries will be included throughout the implementation of the project</li> <li>The asset will be equally available to all in the community; barriers to access have been addressed. Or, the project will make an existing asset more available to a specific group.</li> </ul>
<p><b>Collaborative:</b> The organization and project will be collaborative:</p> <ul style="list-style-type: none"> <li>The applicant describes a history of collaboration</li> <li>It is clear how project partners will work together to increase the project's impact, including how decisions will be made</li> <li>If there is a fiduciary, its role is clear, including how funds will be distributed to other partners</li> <li>MOUs or partnership agreements are attached if grant funds will be shared with partners</li> </ul>
<p><b>Resourceful:</b> The project will be resourceful:</p> <ul style="list-style-type: none"> <li>Other funds, expertise and resources will be leveraged for the project.</li> <li>Existing community resources and assets will be used creatively to make the most out of what the community already has</li> <li>Future resource needs have been considered and there is an idea how these resources may be acquired</li> </ul>
<p><b>Reflective:</b> The project has been, and will continue to be, reflective:</p> <ul style="list-style-type: none"> <li>The project has been informed by global, national and or local trends</li> <li>They have ideas about what will indicate progress toward their long-term vision, what they will look for and how they will find it</li> <li>They have considered the potential unintentional consequences of the success or failure of their initiative</li> </ul>
<p><b>Adaptive:</b> The project will be able to be adaptive during the grant period and after:</p> <ul style="list-style-type: none"> <li>Processes, mechanisms, and culture are in place that ensure they can adapt quickly to changing needs</li> <li>The project has been designed in a way that it will continue to adapt into the future</li> </ul>

# SYSTEMS CHANGE ACCELERATOR

<b>SCA 2020 CRITERIA</b>
<p><b>Proposed Initiative:</b> Initiative meets the purpose and requirements of the grant category, and it is likely to produce intended results:</p> <ul style="list-style-type: none"> <li>• Addresses a complex community problem that inhibits our region’s ability to be fair, thriving or resilient</li> <li>• It is a good time to intervene</li> <li>• Well designed to change systems factors like mindsets, policies, relationships, power, practices, the way resources flow</li> <li>• Seems likely the actions proposed will achieve the impact described</li> </ul>
<p><b>Alignment:</b> Work is aligned with others to maximize impact:</p> <ul style="list-style-type: none"> <li>• Initiative is aligned with other related work in the region in order to maximize impact</li> <li>• The initiative will stay connected and amplify others doing complementary work</li> <li>• References are well-informed about the initiative, in full support, and believe the work will create a more fair and thriving region (reference information may not be available until in-person review, score can be adjusted as needed then) (new in 2020)</li> </ul>
<p><b>System-Awareness:</b> Partners are aware of the system, or context, around the complex problem they aim to change:</p> <ul style="list-style-type: none"> <li>• They understand the current status of the problem - who/how many are experiencing the problem and the trends over time</li> <li>• They have looked at the factors that may be enabling and inhibiting the complex problem they aim to change and how those factors are interconnected</li> <li>• They have considered how all partners may be unintentionally contributing to conditions that create the need for the proposed initiative</li> </ul> <p style="margin-left: 20px;">They have selected how they will intervene in the system based on their understanding of this context</p>
<p><b>Inclusive:</b> The initiative is inclusive of those experiencing, or most affected by, the problem:</p> <ul style="list-style-type: none"> <li>• Those experiencing, or most affected by the problem, have been meaningfully included in the exploration of the problem and/or planning and design of the proposed work.</li> <li>• If they have not been able to include all stakeholder groups, there is a plan to try to include them in the initiative going forward</li> </ul> <p style="margin-left: 20px;">Those experiencing, or most affected by the problem, will be included in the implementation of the initiative</p>
<p><b>Collaborative:</b> The initiative will be collaborative:</p> <ul style="list-style-type: none"> <li>• It is clear how initiative partners will work together throughout the grant period</li> <li>• It is clear how decisions will be made</li> <li>• The role of the fiduciary/fiscal agent is clear, including how funds will be distributed to other partners (if applicable) MOUs or partnership agreements are attached</li> </ul>
<p><b>Resourceful:</b> The initiative will be resourceful:</p> <ul style="list-style-type: none"> <li>• Other funds, expertise and resources will be leveraged for the initiative. Existing community resources and assets will be used creatively to make the most out of what the system already has</li> <li>• Future resource needs have been considered and there is an idea how these resources may be acquired</li> </ul>
<p><b>Reflective:</b> The initiative has been, and will continue to be, reflective:</p> <ul style="list-style-type: none"> <li>• They have identified two levels of impact: systemic factors and long-term change in the level of the problem</li> <li>• They have identified an approach to learning and evaluation and selected a learning steward for their project</li> </ul>
<p><b>Adaptive:</b> The initiative will be able to be adaptive:</p> <ul style="list-style-type: none"> <li>• They can point to an example of adapting to new information or needs (new in 2020)</li> <li>• Processes, mechanisms and culture are in place that ensure they can adapt quickly to changing circumstances</li> </ul>