Best Practices Guide for LCIF Grants

LIONS CLUBS INTERNATIONAL FOUNDATION

Best Practices in Grants Management at the Local Level

The *Best Practices Guide for LCIF Grants* is designed to provide Lions with information on the best practices to follow at the local level to make the grant process easy to understand and navigate. Lions Clubs International Foundation (LCIF) encourages Lions to use this and other available grant resources to gain useful and practical knowledge about the LCIF grantmaking process.

This collection of best practices will guide Lions in the various stages of the grant process, including the project development stage, application submission, post-approval stage and project implementation and promotion. The goal is for Lions to have a successful grantmaking experience. This is one of many LCIF resources available to Lions who want to learn more about how to best manage the grant process at the local level. The *Best Practices Guide* is a great place to start!

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1. Where do I start?

Lions want to serve their community to improve its health and well-being, strengthen communities, and support those in need. However, some Lions are not sure how or where to start a service project for their community. Here are some resources that will help the Lions navigate their SERVICE JOURNEY.

Helpful resources

- **Club and Community Needs Assessment (download)**
  Looking to calibrate Lions' service for maximum impact? This tool is a great place to start, helping clubs apply their unique strengths and motivation to the needs and opportunities within their local community. Whether the Lions club is passionate about service but unsure where to begin, or a seasoned club seeking new service opportunities, this tool will help the Lions reflect on the club's service and discover new ways to impact their community.

- **Service Launchpad**
  Start the countdown to service! Service Launchpad is an interactive tool built to connect Lions with ready-to-go planning resources that help Lions serve the causes they care about. Click the link and get started by answering a few simple questions.

- **SMART Goal Setting Action Plan for Lions (download)**
  Make sure the service goal is SMART – Specific, Measurable, Achievable, Relevant, Time-based. This template will help the Lions setting up a SMART goal.

- **Developing Local Partnerships (download)**
  This guide helps clubs evaluate their strengths, identify their needs, and connect with like-minded organizations in the community for potential partnerships.

- **Fundraising Guide (download)**
  Some LCIF grants require local matching for a grant project. Raising funds is a valuable strategy for bringing a community together and increasing the impact of service. This guide helps clubs plan two common types of fundraising campaigns: online fundraisers and event fundraisers.

Beneficiary organization

LCIF grant programs can fund projects that support organizations providing charitable services to underserved populations. To be eligible for an LCIF grant, the application must identify a single beneficiary organization, entity, program, or group. Grant applications proposing support for multiple beneficiary organizations are not eligible. If a beneficiary organization receives an LCIF grant, they must wait for one year after submitting the final grant report before applying for a new grant, provided that the previous grant for the same project has met its objectives.

Project committee

Organizing a project committee is crucial for the success of a grant project. The committee can consist of Lions with relevant project experience or outside experts. Large grant projects come with numerous responsibilities and many moving parts to oversee. It can be challenging for a single project chairperson to handle everything. Having experts or experienced Lions on the committee can ensure smooth and successful project implementation. It also ensures continuity and succession planning in case of any unexpected events. Remember, this is a group effort.

2. Available LCIF grants for your service project

Click the links below to explore the LCIF grant programs.

Matching Grants	**Hunger Grants**	**Childhood Cancer Grants**
SightFirst Grants	**Leo Service Grants**	**Lions Quest Grants**
Disaster Relief Grants	**Diabetes Grants**	**District and Club Community Impact Grants (DCG)**

3. Navigating the LCIF Grants Toolkit

Lions can explore the different grant types and resources within this online toolkit to find out if there's a grant that's right for a Lions club, district, or multiple district now, or in the future!

Grant Opportunities Guide

LCIF offers a wide variety of grant programs to support Lions' efforts to improve health and well-being, strengthen communities, and support those in need. This document provides Lions an opportunity to explore the option best suited to their service project.

Grant application deadlines

- Some grants require Board or Trustees approval where applications must be submitted 90 days before the LCIF Board of Trustees Meeting. Deadlines are February 1, May 1, and October 1.
- Some grants receive a rolling approval where applications must be submitted 90 days before project commencement. Disaster Relief Grants are an exception to this rule, and most may be submitted at any time.
** If an email with an assigned grant number from LCIF is not received within two weeks of submission, please make sure to follow up with LCIF to check the status.

Life Cycle of a Grant

A grant from LCIF empowers Lions to take their impact further. Curious about how grants work? Take a look at our grant life cycle — from project conception to completion.

10 Tips: Applying for a LCIF Grant

This document will help Lions with tips to develop successful grant applications.

DRAFTING THE GRANT APPLICATION

1. Applications for each LCIF grant program

Matching Grants

District and Club Community
Impact Grants (DCG)

Diabetes Grants

SightFirst Grants

Hunger Grants

Childhood Cancer Grants

Leo Service Grants

Lions Quest Grants

Disaster Relief Grants
- Emergency Grants
- Community Recovery Grants
- Disaster Preparedness Grants

2. Email addresses to submit the grant application

Constitutional Area I (United States) – **USAGlobalGrants@lionsclubs.org**

Constitutional Area II (Canada) – **CANADAGlobalGrants@lionsclubs.org**

Constitutional Area III (Latin America and the Caribbean) – **LATAMGlobalGrants@lionsclubs.org**

Constitutional Area IV (Europe) – **EUROPEGlobalGrants@lionsclubs.org**

Constitutional Area V (Orient and Southeast Asia) – **OSEALGlobalGrants@lionsclubs.org**

Constitutional Area VI (India, South Asia, and the Middle East) – **ISAMEGlobalGrants@lionsclubs.org**

Constitutional Area VII (Australia, New Zealand, and Indonesia) – **ANZIGlobalGrants@lionsclubs.org**

Constitutional Area VIII (Africa) – **AFRICAGlobalGrants@lionsclubs.org**

3. Application checklist

- **Endorsement**

  Applicable signature of current multiple district council chairperson, district governor, or club president

- **Meeting minutes**

  The grant application must include the official meeting minutes of the cabinet or council that endorsed the grant project. These minutes serve as evidence that the project has received the necessary approval and support from the governing body. *(Some disaster grants do not require the meeting minutes.)*

- **Pro-forma invoices, architectural drawings, and land ownership verification if applicable**

  A pro-forma invoice is a documented cost estimate or quotation that must be acquired from the manufacturer or vendor from whom the equipment/materials will be purchased or from the construction company that will perform the work. This documentation is required for most of the LCIF grant programs. For projects involving new constructions, verification of land ownership will be requested by LCIF.

The following information should be included in a pro-forma invoice:

1. **Vendor/contractor information:** This includes basic company contact information including company name, logo, address, phone numbers and personal contact details.

2. **Buyer information:** Lions information

3. **Invoice issue date**

4. **Description of item/service to purchase:** This should include brief description of equipment, materials, supplies or services such as model number, size, SKU number if applicable.

5. **Quantity, unit price, any additional fees or charges must be included.**

MOU or letter of intent

To ensure the project's sustainability, LCIF strongly recommends having a concrete partnership with the organization that the Lions are working with. If the grant project involves partner organizations or a beneficiary organization, an MOU or letter of intent/support should be included in the grant application.

MOU is an abbreviation for a memorandum of understanding. It is a document drawn up between two or more parties entering a partnership. A memorandum of understanding is not a legally binding contract, but a preliminary agreement used to outline the terms of the partnership, similar to a letter of intent/support.

An MOU or letter of intent/support should include the following:
• Name of each party, along with contact information for the individuals
• General information about the grant project, including its goals and objectives
• Each party's roles and responsibilities
• Date of the agreement
• Signatures of all parties involved
• Requirements for co-branding and recognition for LCIF

Budget

All LCIF grant programs require Lions to submit a project budget with the application. The project budget should outline all sources of income and expenses associated with the project.

Local matching funds

LCIF requires local matching funds for some grant programs. Local matching funds are required to empower the Lions to take ownership and accountability of the project. It also ensures local buy-in and participation to make the project successful and sustainable.

The multiple district or district must provide local matching funds in the form of cash. Donations-in-kind won't qualify as local matching funds. The local matching funds must be new funds specially raised for the project that LCIF is being asked to fund. The applicant Lions multiple district or district and participating clubs must make a significant financial commitment to the project. Although the clubs involved may not contribute equal amounts in local matching funding, the amounts should be comparable to show that the project is not primarily funded by a single club. The partner organization can also contribute to local matching funds, but at least half of the local matching funds must be secured and/or raised by the Lions who submit the grant application.

The multiple district/district must collect at least 50% of the required local matching funds at the time the application is submitted to LCIF. This must be verified through a bank statement included in the grant application. The LCIF Board of Trustees will review the grant applications with at least 50% of the verified local matching fund to ensure the multiple district/district can materialize the full local matching fund for the project. Upon approval of the grant, the multiple district/district must submit a bank statement showing that 100% of the required local matching fund has been collected within six months.

Please find detailed information in the Grant Opportunities Guide regarding the local matching funds requirement for LCIF grant programs.

4. Financial Information

Budget

To ensure consistency and accuracy, the budget must follow the specific format provided below.

Income				Expenses		
Source	**Amount**	**Status**	**Notes**	**Expense Description**	**Amount**	**Explanation of Expense**
Lions				1		
				2		
Partners				3		
				4		
LCIF		Anticipated		5		
				6		
Total	$0.00			Total	$0.00	

Exchange rate

The application should clearly indicate which currency is being used and the exchange rate to US Dollars. The exchange rate used should be the latest available at the time of submission.

Please note that fluctuations in exchange rates or changes in project expenses that impact a grantee are beyond LCIF's control. Therefore, LCIF is not obligated to provide additional support or assistance to a grantee. For your information, Lions Clubs International provides exchange rates each month, and you can find that information by clicking here. This is the exchange rate that will be used at the time grants are disbursed.

How to create a budget

It could be challenging to create a budget for the grant project. On the next page is a sample budget for a better understanding of the project budget.

▶ **Sample Budget Scenario:**

Project: Renovate and Equip Soup Kitchen

Requested grant amount: US$50,000

Local matching funds required: US$50,000

Total project cost: US$100,000

Income				Expenses		
Source	**Amount**	**Status**	**Notes**	**Expense Description**	**Amount**	**Explanation of Expense**
Oak Brook Lions Club	$ 7,500	Collected		1 Refridgerator	$10,000	2 sets
Oak Brook Lions Club	$ 7,500	Anticipated	Fundraising Scheduled 12/25	2 Stove top and oven	$ 5,000	10 burner gas range with standard oven
Chicago Lions Club	$ 12,000	Collected		3 Food prep stainless tables	$ 6,000	3 sets
Berwyn Lions Club	$ 13,000	Collected		4 Dining tables	$10,000	10 table
				5 Dining chairs	$ 5,000	50 chairs
Chicago Food Bank (Partner Organization)	$ 10,000	Pledged		6 Dishwashers	$12,000	2 sets
				7 Plumbing repair	$25,000	Kitchen
LCIF	$ 50,000	Anticipated		8 Drywalls and flooring	$27,000	Kitchen and dining area
				9		
Total	$100,000			Total	$100,000	

Circled markers: ① (Oak Brook Lions Club through Chicago Food Bank income rows), ② (LCIF row), ③ (Expenses Amount column)

1. Make sure to list ALL income sources such as Lions clubs, Lions multiple district, district, or partnering organization on the income section.

2. This amount should be the same that the applicant is asking LCIF to fund for this project.

3. Make sure to provide currency information. If you are using a different currency than US dollars, it is important to provide the currency exchange rate you used for the project budget. If you are unsure what exchange rate should be used, please visit https://www1.oanda.com/currency/converter/.

Income				Expenses		
Source	**Amount**	**Status**	**Notes**	**Expense Description**	**Amount**	**Explanation of Expense**
Oak Brook Lions Club	$ 7,500	Collected		1 Refridgerator	$10,000	2 sets
Oak Brook Lions Club	$ 7,500	Anticipated	Fundraising Scheduled 12/25	2 Stove top and oven	$ 5,000	10 burner gas range with standard oven
Chicago Lions Club	$ 12,000	Collected		3 Food prep stainless tables	$ 6,000	3 sets
Berwyn Lions Club	$ 13,000	Collected		4 Dining tables	$10,000	10 table
				5 Dining chairs	$ 5,000	50 chairs
Chicago Food Bank (Partner Organization)	$ 10,000	Pledged		6 Dishwashers	$12,000	2 sets
				7 Plumbing repair	$25,000	Kitchen
LCIF	$ 50,000	Anticipated		8 Drywalls and flooring	$27,000	Kitchen and dining area
				9		
Total	$100,000			Total	$100,000	

4. Oak Brook Lions Club is contributing US$15,000 for local matching fund. However, they have collected US$7,500 of the funds, but anticipate US$7,500 from the fundraising they planned later. The local matching funds must clearly identify whether they are collected, pledged or anticipated.

5. A partner organization can contribute to local matching funds. In this sample budget, partner organization Chicago Food Bank pledged US$10,000 for this project. A proof of the pledge should be provided along with the application (letter or copy of check from the organization).

6. Income total and expenses total must match.

7. When creating expenses for the project budget, it is important to provide a detailed itemized list of all expenses related to the project. Any expenses that are not specified or labeled as "miscellaneous," "other" or "reserves" are not eligible. Furthermore, a corresponding pro-forma invoice must accompany each expense item, and the amount listed on the invoice should match the amount in the budget's expense section.

5. Application tips

- Answer ALL questions in the application:
  It's crucial that you answer all the questions in the application. Please note that some questions may have multiple parts within a single question. Missing any of the questions may lead to an incomplete application, which may cause a delay in the review process.

- Number of grants eligible per district/multiple district:
  Each grant program has different restrictions on the number of grants a district or multiple district can apply for at once. For instance, in a Matching Grant program, a district or multiple districts can only have a maximum of two matching grants in progress at any given time. This includes grants that are either approved or in the review process. Once an approved grant is closed by submitting a satisfactory final report, a new application can be submitted.

- A grant application must be submitted by the deadline for each LCIF grant program. Check the Grant Opportunities Guide for details.

- Upon submission, a specialist from the Global Grants Division will email the applicant an assigned a grant tracking number. If you do not receive this email within two weeks, please contact LCIF.

- The application will undergo translation if applicable and review after submission. The staff will ensure all questions are answered, grant criteria are met, the budget is completed, and supporting documents are provided.

- The assigned specialist may contact the applicant if there is any missing information or concerns regarding project eligibility. If the project is determined to be ineligible, the application will not move forward and the applicant will be notified.

- If the applicant does not respond within the time frame given by the specialist, their application may not be presented to the LCIF Board of Trustees or LCIF Chairperson. If the applicant fails to respond within 120 days or as specified in the grant criteria, their application may be withdrawn, and they would have to reapply.

- Once the application is reviewed and confirmed to be complete, it will be submitted for approval to either the LCIF Board of Trustees or the LCIF Chairperson. The LCIF Board of Trustees will review grant applications in January, May, and August. The LCIF Chairperson will review and approve grant applications on a rolling basis. LCIF Board of Trustees or the LCIF Chairperson can approve, table, or deny a grant request. The application can be approved at the full requested amount or approved with certain conditions attached or at a reduced amount. If the application is tabled, it requires additional information or revision before a decision can be made. However, if the application is denied, it means the project is not eligible for the grant program and Lions cannot apply for an LCIF grant for the same project again.

- If a grant project is approved by the LCIF Board of Trustees or the LCIF Chairperson, an email notification will be sent to the Lions informing them of the approval. The email will contain a grant agreement and instructions for wire transfer or banking information, which the Lions are required to fill out.

- LCIF will disburse the grant fund upon receipt of the signed grant agreement and satisfaction of approval conditions. Please note that some grants are disbursed in increments where installments are based on previous reporting.

- The applicant may commence the project only if approved by LCIF. Please note LCIF grants are only available for projects that have not begun in any way. If the project that LCIF is being asked to fund has started or is completed, the request is ineligible. Grants are not provided on a reimbursement basis.

After a LCIF grant is approved, an LCIF Global Grants specialist will send an award email. This email will contain the official grant agreement, disbursement information, a final report form, and, 10 Tips: How to Effectively Manage Your LCIF Grant.

1. Grant agreement

All LCIF awarded grants get a grant agreement (except LCIF Emergency Grants). This grant agreement must be thoroughly read. This document is a contract between the beneficiary (club, district or multiple district) and LCIF. The Lions are the beneficiary, not the partner organization the grant will benefit. It is the responsibility of the Lions to ensure that this grant is executed as approved and provide a final report.

Share that grant agreement with your partner organization as well so they are informed.

The grant administrator is always the district governor or council chairperson at the time of the approval of the grant. The project chairperson must be a Lion that is directly involved in the project. Local Lions cannot arbitrarily change those assigned to this position without LCIF's documented approval.

Typically, the project chairperson handles much of the daily operation and implementation of the project. It is important to note that those two people, the grant administrator and the project chairperson, will not change throughout the life of the grant. When a new governor enters, LCIF will not hand over the role of grant administrator to them. These two people must be the grant administrator and the project coordinator until the grant is completed and closed. The current treasurer is the mandatory signatory for the project account and should change year to year if the project is multi-year.

This grant agreement supersedes all other contracts, like local agreements, related to the project.

2. Proof of local matching funds

Lions must provide an updated bank statement that shows the local matching funds required.

Local matching funds must be cash in hand, never donations in kind. This means that the local matching funds must be money that has been fundraised specifically for the project.

When showing the local matching funds that were fundraised from the clubs, the bank statement cannot be from the partner organization. The partner organization can contribute **at most** 50% of the local match requirement. Please be prepared to clearly show the funds raised from the clubs and partner organization.

3. 10 Tips: How to Effectively Manage Your LCIF Grant

Please read 10 Tips: How to Effectively Manage Your LCIF Grant. This document has important information that will help you successfully complete your LCIF grant-funded project.

4. Banking information

There is a section in the grant agreement regarding accounting and finances. Any grant that is approved for more than US$20,000 must establish a project-specific bank account.

The project-specific bank account must be made with an accredited bank like a national bank. We suggest not opening an account in a small, local community bank.

This account should have three signatories. The three signatories are the grant administrator, the project chairperson, and the current treasurer or district secretary.

There should be no cash withdrawals as payments. Lions should provide invoices or receipts and the payments should reflect in the bank account statement. We need original receipts from the supplier, not just bank transfers. Those are not satisfactory as proof of payment.

5. Other important information about the grant agreement

- The grant administrator and project chairperson cannot be family members (i.e., spouses or relatives). Doing so would be a conflict of interest. Lions must disclose any relationships between those managing the grant, including with beneficiaries, vendors, or suppliers for the project.
- Please be sure to understand the final approved budget and timeline of the project. If you have any questions, please contact the grant specialist.

PROJECT IMPLEMENTATION

1. Changes to the project

During the implementation of a project, no changes to the approved expenses or plan of action are allowed without explicit approval from LCIF. If a cost savings from a vendor results in a significant cost savings, such unused funds should be returned to LCIF. In some cases, Lions may make a proposal to LCIF to use those funds for expenses directly related to the approved project. Grantees may not make arbitrary decisions to utilize unused funds. If unused funds are spent differently from the approved budget this could cause a grant compliance Issue.

2. Grant compliance

Grant compliance is as a process of ensuring that grant money is properly used and reported to the foundation. LCIF staff ensures a grant is complaint when reviewing final reports and documentation. Grant compliance issues are serious and will be acted on. If staff finds a situation that does not meet compliance, then this matter could be presented to the Programs Committee during the LCIF Board Trustees Meeting as a compliance issue.

Examples of grant compliance are:

- Allegations and acts of funds misuse
- Questionable and/or lack of financial reporting
- Misrepresentation of project performance
- Project management issues with Lions and implementing partners
- Issues with the timeliness of a project's completion
- Grant term expiration with little or no progress made
- Failure to comply with LCIF directives, conditions or decisions
- Grants which have a conflict of interest within the management committee or with vendors
- Misrepresentation of project income and expenses

FINAL REPORT

1. Final report checklist

In the award email, you will receive a final report form for the specific grant type that was approved. It is the responsibility of the Lions to provide a report that answers the questions in these forms. This provides answers like the number of beneficiaries, narrative on the operations of the project and a financial report requirement.

Besides the narrative, other components of the final report are required. Here is a quick final report checklist:

- ✓ Narrative
  - Answer all questions in the report form.
- ✓ Final receipts/invoices
  - Must be original receipts from the vendor or contractor. Bank transfers are not accepted as receipts.
- ✓ Cabinet or Council meeting minutes noting the review and approval of the report before submission to LCIF
- ✓ Photos and testimonials from beneficiaries
- ✓ Signatures of the grant administrator and project chairperson in the final report
- ✓ Monthly bank statements for the life of the project
- ✓ Serial numbers for capital equipment or vehicle registration (if applicable)

2. Deadlines

LCIF requires a final report six months after the completion of a grant. Failure to provide a final report with all the required components hinders the multiple district or district's ability to request grants in the future. Further action can be taken if a final report is not provided. If there is any reason a final report will be delayed, please contact the LCIF Global Grants specialist for your area to explain the reason for the delay and perhaps request an extension to the deadline.

Submitting a final report is not optional. Each grant has a specific deadline to present a final report. Please make note of this deadline when you receive the grant approval email. Failure to submit a final report may result in a grant compliance issue for the grantee.

3. LCIF recognition

There is an LCIF recognition requirement, where each grantee must acknowledge LCIF for financial support for physical projects like construction or large equipment. This could be a plaque or signage. For smaller equipment this could be stickers with the LCIF logo or signs that say the project was made possible by the support of the Lions Clubs International Foundation. It is encouraged to promote the LCIF brand as much as possible, this can include more than a plaque and signage.

You must use the most up to date logos. If you have questions on branding, please see the resource: LCIF Branding Guidelines.

4. Financial reporting

As explained in the final report form, please submit the financial details of your project. This must include a table with all listed expenses. This table must include a breakdown of each receipt. We recommend numbering each receipt so it corresponds to each listed expense in the table.

Receipts are original documents or bills from the vendor which are marked as paid. We do not accept bank transfer documents as proof of payment.

The financial details provided should match the approved budget which is in the grant agreement. Any deviations could result in a grant compliance issue as previously outlined.

In the case of unused project funds please contact the grant specialist to determine the best course of action.

Income Sources	Amount	Equipment and Construction Expenses	Amount	Vendor Name	Receipt Number
Lions		Equipment X			1
		Equipment Y			2
Other		Equipment Z			3
		Construction Cost			4
LCIF Grant					
Total:		**Total:**			

5. Direct beneficiaries

The beneficiaries of a project are the people that will benefit from your project and will be served after the completion of the project.

When calculating beneficiaries, it is important to be realistic with the numbers and be very specific to the people that will be directly impacted.

For example, if an LCIF grant funded a new dialysis equipment at a hospital the beneficiaries are the all the members of the town (for example 500,000 citizens) where the hospital is located. The beneficiaries are the people who will be using this equipment (300 patients a year).

Oftentimes you will need to do research which will require you to consult with the partner organization to get accurate information.

6. **Where to send the final report**

When you are ready to submit the final report, send it to the Constitutional Area specific mailbox. The emails are as follows:

Constitutional Area I (United States) – **USAGlobalGrants@lionsclubs.org**

Constitutional Area II (Canada) – **CANADAGlobalGrants@lionsclubs.org**

Constitutional Area III (Latin America and the Caribbean) – **LATAMGlobalGrants@lionsclubs.org**

Constitutional Area IV (Europe) – **EUROPEGlobalGrants@lionsclubs.org**

Constitutional Area V (Orient and Southeast Asia) – **OSEALGlobalGrants@lionsclubs.org**

Constitutional Area VI (India, South Asia, and the Middle East) – **ISAMEGlobalGrants@lionsclubs.org**

Constitutional Area VII (Australia, New Zealand, and Indonesia) – **ANZIGlobalGrants@lionsclubs.org**

Constitutional Area VIII (Africa) – **AFRICAGlobalGrants@lionsclubs.org**

PROMOTION OF THE GRANT PROJECT

Congratulations on the completion of your project! There are best practices to ensure that your project is seen by the world and helps inspire other districts to apply for an LCIF grant.

1. **Lions Guide to Promoting a LCIF Grant Project**

An important step in getting the most from your grant is letting the community know about your impact! Promoting your service is helpful in several ways: shows the impact Lions make in the community; helps spread the word about a need in the community; inspires others to act for the cause; and an added bonus… completed grant reports with high-resolution images, videos and testimonials can be shared internationally in LCIF feature articles, blogs and other communications!

2. **Stories of Pride**

Inspiration is a powerful tool that motivates Lions to enhance their service. This is why after every project's completion Lions must visit the LCIF portal LCIF: Stories of Pride. Here you can see other LCIF-funded projects, but most importantly this is where you share your project story!

After you submit your final report, visit https://lcifpride.org/ to share a story and photos about your LCIF-funded grant.

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LCIF677_EN 1/24
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