



# Programme Management Guidelines

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## 1.0 Introduction

The mission of RNZWCS Limited (Rotary New Zealand, Rotary) is to identify, develop, promote and oversee World Community Service activities for participation by Rotarians, Rotary Clubs and Districts in New Zealand.

Rotary has prepared these guidelines to assist personnel to implement its programme effectively. This document was developed in July 2021, drawing several existing procedures into a standalone document.

## 2.0 Programme

RNZWCS is a development organisation that works to significantly improve the health, wellbeing and self-reliance of communities. Rotary has 7 areas of focus:

- Peace and conflict prevention/resolution.
- Disease prevention and treatment.
- Water and sanitation.
- Maternal and child health.
- Basic education and literacy.
- Economic and community development.
- The Environment.

RNZWCS does not limit itself to these focus areas. Rotary's programme includes:

1. Development activities
2. Humanitarian response activities
3. Disaster preparedness through pre-positioned supplies

The overall goal of Rotary's Programme is to ensure these activities maximise the benefit to recipient communities, and particularly those most vulnerable. Rotary's approach emphasises partnership:

- with Rotary Clubs and supporters in New Zealand and elsewhere who wish to engage in community service
- with Rotary Clubs, and other civil society organisations in developing contexts who wish to respond to the needs of their community, and have the capacity to do so

Rotary's programme is responsive to partner-determined priorities, and consequently may include a variety of geographic areas and thematic approaches. Development and humanitarian activities tend to be with capable partners. RNZWCS's activities are focussed mainly on the relief of poverty, hunger, sickness, and/ or the provision of emergency assistance to people affected by war and natural disasters, and the economic development of developing countries (recognised as such by the United Nations) which may involve raising educational standards, ensuring access to clean water and sanitation, disease prevention and health programmes, conflict resolution, and promoting equality for the marginalised and disabled.

Humanitarian response and disaster preparedness activities are undertaken in the Pacific region and elsewhere in the world when partners request.

## 3.0 Partnership

Rotary's activities are conducted in the context of partnership with an in-country partner. In-country partners are responsible for the co-ordination and delivery of the in-country components of the Activity, and reporting to Rotary.

Partners typically present their requests to Rotary either directly (e.g. following a mission by RNZWCS Limited) or via a NZ Rotary Club with which they have a connection. Rotary assesses all partnership/project requests, and prioritises those for support based on the following criteria:

- Alignment with Rotary's desire to do good in the world
- Addresses a recognised need, particularly for the poor or marginalised
- Alignment with Rotary policies and guidelines, including those for cross-cutting issues (Section 8)
- Design aims to ensure sustainability
- Partner(s) have the capacity to implement, with the necessary expertise, personnel, tools and support services
- Monitoring, review and evaluation plans are appropriate and achievable

## 4.0 Planning

### 4.1 Activities Initiated by RNZWCS Limited.

The Executive Director, with the assistance of the Directors, Associates or Consultants, shall be proactive in identifying, investigating, appraising, packaging and promoting activities for financial and active participation by Rotary Clubs. Identification of activities will generally be from information supplied by contacts, project databases and from structured missions.

The Executive Director shall prepare, for Board consideration and endorsement at the March meeting of each year, as part of the income and expenditure budget for the ensuing year commencing 1 June, a programme for project investigation missions to countries where priority needs have been determined. The proposed schedule of investigation missions should be in accordance with the objectives of the Business Plan. The selection of countries to visit should take NZ Government spending preferences into account.

#### Project investigation and appraisal

Prior to embarking on missions, contacts should be made and itineraries agreed with local Rotary clubs and/or other existing or potential project partners. At each stage of a mission proposed activities should be reviewed in depth, goals and objectives highlighted and all discussions and agreements recorded. The mission participants should meet with local Rotary clubs and/or Project Partners to review in depth proposed activities and to highlight goals and objectives. Discussions with proposed beneficiaries shall ensure that the community is properly represented and that gender issues are clarified and resolved. On-site appraisals should also include the gathering of suitable public relations material for the subsequent promotion of the activities.

Following the conclusion of each project investigation mission the Executive Director will rank activities in priority for recommendation to and endorsement by the Board. Accepted activities will then be developed to a stage whereby an application for grant funding could be reasonably assured. This will include compliance with MFAT or other funding requirements, establishment of partnerships and preparation of promotional material.

All potential activities should be developed and promoted in conjunction with identified partners with a preference given to areas where a local Rotary club can join with the RNZWCS Limited side of the partnership. In the case of activities seeking Rotary Foundation grants these partners will be a Rotary club in the recipient country. In the case of activities seeking MFAT grants these partners may be either a Rotary Club or another NGO working with a community organisation.

#### Project promotion

Once the appraisal stage has been completed details of the individual activities should be translated into a promotional package, for "on selling" to individual or selected groups of clubs to seek their

financial contributions. The prepared activities should then be placed on the RNZWCS Limited web site database and actively promoted, for contributions, through the District Directors, News sheets and by direct approaches to potential participants. All promotional material soliciting funds and project participation should be in quality format e.g. a printed brochure with illustrations setting out the identification of the need, a description of the project and the planned outcomes, the proposed project management, a proposed implementation time table and the budget. Promotional material should specifically identify how to participate in a project and what is actually involved in being a participant. It should also state how the participants would be kept informed and involved in the implementation.

#### 4.2 Activities Originating from Clubs or Districts

Activities originating from clubs and districts which require MFAT co-funding shall follow the processes as set out in the guide document *Applying for a MFAT Grant* published on the RNZWCS Limited web site. All proposals shall be submitted electronically in the first instance to the District Director. The Director shall work with the applicant to ensure that the project for which the grant is sought generally meets MFAT criteria.

##### Project appraisal

The Director will then forward the application to the Executive Director who will review the application and seek additional information where necessary. When deemed to be acceptable the application will be forwarded electronically to MFAT. The Executive Director, with the assistance of the Director concerned, where necessary, will respond to any questions from MFAT.

##### Project contributions

When approval is given and funds received from MFAT, the Executive Director notifies the relevant Director if applicable with a request to advise the applicant with instructions for the applicant to pay the club or district contribution if not already done so. For activities which do not require MFAT co-funding the same club or district contribution procedure applies.

#### 4.3 Emergency Response & Disaster Preparedness Programmes

RNZWCS Limited manages the following emergency response programmes:

1. Emergency Response Kits - Refer ERK Manual of Procedure (separate document)
2. Disaster Responses – In the case of a specific event or one requiring Humanitarian Action and Emergency Response, the Executive Director with the approval of the Board Chair may in consultation with the District Governors launch an appeal soliciting donations from Rotary Clubs, individual Rotarians and the Public. Such donations will be channelled through the Westpac Bank Ltd. 01 Account and will be remitted to International Partners identified as being the most suitable recipient for such donations. In the event that MFAT creates a special fund that is available to RNZWCS Limited to make application against, then the Executive Director will undertake such application on behalf of the Board.

## 5.0 Design

Where possible, project design is undertaken by in-country partners with input from project beneficiaries. Rotary reviews all project concepts and proposals, and typically engages in an interactive process to develop the design with the in-country partner. For MFAT-funded projects, a formal design phase follows concept approval. In such cases, MFAT also contributes design recommendations.

The design phase should include:

- Stakeholder analysis
- Development and articulation of project theory of change
- Project risk assessment and design of risk mitigations
- Project Health and Safety plan

- Monitoring and evaluation plan
- Finalisation of the detailed project budget (prepared in local currency)

## 6.0 Implementation

Any Activities where RNZWCS Limited enters into a funding arrangement with MFAT or any other donor, the Executive Director would establish a Grant Funding Arrangement with such party subject to approval by the Chair or the Board. The Executive Director shall forward to the overseas partner a Funding Agreement for signature and return prior to the release of funds by RNZWCS Limited.

Rotary supports an adaptive management approach to development programming, recognising that many contextual changes can affect a project, or that the planned approach may need to change to achieve the desired outcomes. Regular monitoring is required to support this approach.

The Executive Director maintains regular contact with contributing Rotary clubs in New Zealand and the International partner during project implementation and reviews the project by ensuring the receipt of regular updates and a draft final completion form. The Executive Director will submit a final report to MFAT and answer any questions arising.

The project file is closed once it has been acknowledged as accepted by MFAT. Records of each project shall be retained for seven years.

### Guidance for emergency response

RNZWCS is committed to (as referred to in its Emergency Response Kit Booklet Page 19) following the relevant guidelines at all times. Guidelines include (but are not limited to):

- IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings
- IASC Operational Guidelines on Human Rights and Natural Disasters
- Human Rights Guidance Note for Humanitarian Coordinators
- Guidelines on Gender-Based Violence Interventions
- IASC advocacy paper on Humanitarian Action and Older Persons: An essential brief for humanitarian actors
- IASC Case Studies on Climate Change
  - Adaptation - Addressing the Humanitarian
  - Challenges of Climate Change
- Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response
- Women, Girls, Boys & Men. Different Needs – Equal Opportunities. IASC Gender Handbook for Humanitarian Action
- IASC Guidelines for Addressing HIV in Humanitarian Settings
- Handbook for Residents Coordinators (RCs) and Humanitarian Coordinators (HCs) on Emergency Preparedness and Response
- Plan of Action and Core Principles of Codes of Conduct on Protection from Sexual Abuse and Exploitation in Humanitarian Crisis

## 7.0 Monitoring & Evaluation

Whilst the prime responsibility for project administration and monitoring lies with RNZWCS Limited there should also be opportunities provided for participation by contributing clubs, essential for establishing “ownership” of their share in the project and to engender a desire for participation in future activities. This participation could range from regular direct mailed project progress reports, throughout all stages of the project development and implementation, to opportunities to partake in monitoring and evaluation visits. Clubs which seek to be actively involved in the management of activities, should be given the opportunity to undertake appropriate training.

In-country monitoring should be participatory where possible, providing opportunities for project beneficiaries to express their opinions and recommendations on the project progress. Partners shall be encouraged to design a monitoring plan for the project, and to use the monitoring processes to guide any adaptations required. The Executive Director (or delegate) maintains regular contact with the in-country partner during project implementation and reviews the project by ensuring the receipt of regular updates and a draft final completion form. The Executive Director will submit a final report to MFAT and answer any questions arising.

Formal independent evaluation is not typically required for Rotary projects unless this is required by a back-donor. However, where possible Rotary will undertake monitoring visits with an evaluative component. These will typically be undertaken annually for Pacific projects and ideally at mid-term and end-of-term for projects beyond the Pacific. If visits by Rotary are not feasible, Rotary will consider the use of local consultants or contacts, to undertake evaluative visits to the programme.

Rotary’s programme will be monitored quarterly via the Executive Director’s report to the Board. External evaluation of the Board capabilities and its overall programme shall be undertaken triennially.

## 8.0 Cross-cutting issues

### 8.1 Non-Development Activity

RNZWCS is a secular organisation and does not engage in or support any evangelical activities and is not linked to any political party. In some instances, RNZWCS may have association with faith-based organisations on the basis that their delivery is without evangelising or making participation conditional on conversion or adherence to a particular religious denomination. RNZWCS may have association with advocacy organisations from time to time on the basis that their activities are not in support of a political party or candidate. RNZWCS’s Policy on Non-Development Activity (separate document) is guided and informed by the CID Code of Conduct.

RNZWCS is committed to ensuring that funds and other resources designated for the purpose of aid and development are used only for those purposes. RNZWCS supports and is committed to abiding by the following principles:

- to ensure accurate representation of its activities to the people they work with, donors and the public
- to ensure that funds raised for aid and development purposes are not used to exploit people and communities who are vulnerable, and do not place any conditions or obligations on recipients in terms of non-development, religious or political outcomes that would affect their access to services being offered

Should there be any components of partner programmes which involve evangelical or partisan political activities, these will be promoted and accounted for separately.

Refer to RNZWCS's Policy on Non-Development Activity (separate document) for more details. The main Control Procedures affecting programme management activities are reproduced here:

- RNZWCS will appraise all project proposals to determine whether they include non-aid and development components. Any issues will be noted and then be followed up to ensure that the policy requirements are satisfied before the project is approved. Appraisers record any aspects of the project that should be closely monitored over the life of the project to ensure compliance with this policy.
- Partner capacity assessment processes require RNZWCS to identify whether the partner is engaged in non-development activities, and if so, how it is able to manage and account for them separately to aid and development activity.
- Components of activities that represent non-development activity will be managed, reported and accounted for separately to aid and development components.
- In-country project monitoring will include, where relevant, monitoring of the separation of non-development activities from aid and development activities.
- RNZWCS's Communications, Media and Fundraising addresses appropriate reporting in organisational promotional materials. All articles, website or social media material, photos or video will be reviewed for differentiation between development and non-development activities. Communications materials and program proposals are reviewed prior to publication to ensure separation of reporting and fundraising for aid and development and non-development activities. Fundraising materials will be reviewed prior to publication to ensure that solicitations make a clear distinction between aid and development and any non-development activities. Where fundraising solicitations include references to both aid and development and non-development activities, they will be reviewed to ensure that donors are provided with the choice of contributing to aid and development activity only.
- Communication with new partners will state the signatory's position on support for non-development activity. Signatory partners will receive a copy of this policy.
- The partner agreement Memorandum of Understanding (MoU) or equivalent will include clear definitions of aid and development activity and non-development activity, and will require the partner to agree that RNZWCS funds designated for aid and development purposes will not be used to fund any non-development activity.
- Ongoing dialogue between RNZWCS and its partners will reinforce the definitions of development and non-development
- Consultants will be regularly briefed on RNZWCS's policy commitments.

## 8.2 Gender

RNZWCS issues guidelines on gender sensitive approaches and community capacity building which informs partners of good development practice and its standards for including these principles in the design and implementation of programmes.

Partners must demonstrate through their project proposals and activities that they promote development outcomes which build capacities of communities for long term sustainability. Partners must also demonstrate their ability to implement cost-effective activities, undertake needs and vulnerability analyses, appropriately consider and respond to gender, conduct environmental impact assessments and strengthen communities.



RNZWCS appraises activities on the basis of its development approaches including cost-effectiveness, needs and vulnerability analysis, sustainability of activities and outcomes, gender considerations, environmental impact and capacity building approaches. In particular gender inequality is addressed through specific targeting of women and girls to ensure their training and inclusion in project activities

Organisation is secular and apolitical as decreed by Rotary International

### 8.3 Human Rights

Rotary Internationally is a service organization whose stated human rights purpose is to bring together business and professional leaders in order to provide humanitarian services, encourage high ethical standards in all vocations, and to advance goodwill and peace around the world. It is a secular organization open to all people regardless of race, colour, creed, religion, gender, or political preference.

Human rights are promoted at all times, either through addressing them directly, such as meeting the basic needs of the most disadvantaged communities, or through ensuring that their activities and approaches never undermine the human rights of those they work with.

Rotary New Zealand adheres to the principles of the SPHERE Project for disaster relief i.e. collaboration during humanitarian action and its commitment to quality and accountability. RNZWCS's humanitarian response always takes place within the context of cooperation between agencies and communities. The SPHERE Project principles include the right to life with dignity, the right to receive humanitarian assistance, the right to protection and security, and the right to seek asylum or sanctuary. RNZWCS works in the Pacific, sub-Saharan Africa and South and South East Asia, although does not exclude any region where it is able to provide development and humanitarian responses.

RNZWCS is an affiliate of an international service organization Rotary International RI whose stated purpose is to bring together business and professional leaders in order to provide humanitarian services, encourage high ethical standards in all vocations, and to advance goodwill and peace around the world. It is a non-political and non-sectarian organization open to all people regardless of race, colour, creed, religion, gender, or political preference.

RNZWCS operates as an independent and autonomous entity and has access to support services provided by RI. In addition, RI facilitates RNZWCS's access to its international network of representation. RI appoints representatives to:

- The United Nations (New York, Geneva, Vienna)
- Council of Europe (CoE)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- UN Food and Agriculture Organization (FAO) and the World Food Programme (WFP)
- UNCHS/Habitat and UN Environmental Programme (UNEP)
- Organization of African Unity (OAU)/ African Union (AU)
- World Bank (WB)
- Organization of American States (OAS)
- UN Economic and Social Council for Asia and the Pacific (ESCAP)
- UN Economic Commission for Africa (ECA)
- UN Economic Commission for Europe (ECE)



- UN Economic Commission for Latin America and the Caribbean (ECLAC)
- UN Economic and Social Commission for Western Asia (ESCWA)

#### 8.4 Inclusion

Rotary aims to promote human rights, social justice and equality for all people. This requires Rotary to consider the impacts of its activities on, and make efforts to include, people living with disability (physical or mental), and other diverse minority groups such as those identified by caste, race, colour, gender, gender identity or expression, sexual orientation or sex characteristics.

#### 8.5 Safeguarding

It is the duty of all Rotary personnel to safeguard, to the best of their ability, the welfare of all people with whom they come into contact, and prevent their assault, physical or sexual, emotional abuse, sexual exploitation, or harassment. This equally applies to all organisations and individuals that Rotary partners with or has an association.

Refer to RNZWCS Limited's Policy for the Prevention of Sexual Exploitation, Abuse, and Harassment (separate document) for detailed procedures.

#### 8.6 Environment and Climate Change

Rotary aims to promote and practice environmental sustainability for present and future generations as part of all development initiatives. This requires Rotary to consider:

- a) The impacts of its own activities on the environment. To do this, Rotary will:
  - Seek to minimise its international travel, and offset emissions on all flights (domestic and international)
  - Reuse and recycle waste materials where possible
  - Use renewable energy where possible in preference to non-renewables
  - Monitor and report to the board on changes in its environmental footprint
- b) The effect of the activities it funds. To do this, Rotary will:
  - prioritise projects with positive environmental outcomes over those with negative environmental outcomes
  - Appraise potential projects for their environmental effects, including their potential to increase or reduce greenhouse gas emissions
  - encourage partners to minimise their environmental footprint including both their operation and in their projects

#### 8.7 Localisation

Rotary encourages its in-country partners to identify and guide the development activities that they implement in their local communities. Accordingly, Rotary will:

- work with in-country partners to implement programmes
- engage closely with in-country partners in project design, ensuring that partner perspectives are prominent in decision-making about the design of any Activity
- to the extent possible provide control of project resources to the in-country partner (e.g. budget control achieved by transferring project funds in substantial tranches)