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PROJECT MANUAL

For

Rotary Australia Overseas Aid Fund

ABN 21 388 376 554

Rotary Australia Benevolent Society

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RAWCS PROJECT MANUAL

1. INTRODUCTION

Rotary Australia World Community Service Limited (**RAWCS**) was started as FAIM (Fourth Avenue In Motion) in 1964 by Keith Hopper from the Rotary Club of Inverell in NSW. The Fourth Avenue referred to the fourth Avenue of Rotary Service: International Service. FAIM grew and in 1987 became RAWCS a company incorporated under the Corporations Act and regulated by the Australian Securities and Investment Commission (**ASIC**). RAWCS has continued and expanded the work started under FAIM and now is responsible for over 400 active Projects operating overseas and within Australia.

RAWCS is a large organisation, seen by the outside world as the face of Rotary in Action. Governments, the public, public and private ancillary funds and the corporate sector monitor how and what RAWCS does. Therefore it is extremely important for RAWCS to manage its projects in a way that is fully compliant with its legislative obligations and to fully protect the Rotary brand and image.

RAWCS operates three funds which service three types of Projects:

Level 1 DGR (Deductible Gift Recipient) Funds;

- a. **Rotary Australia Overseas Aid (RAOAF) Projects** – to aid projects in developing countries overseas, and
- b. **Rotary Australia Benevolent Society (RABS) Projects** – for providing benevolent aid to people (both overseas and within Australia).

Level 2 DGR Fund;

- a. **Rotary Australia Relief Fund (RARF) Projects** – for providing funding that can be rapidly collected and then distributed to RAOAF, RABS projects or any other Level 1 DGR project registered with ASIC.

Note: a fourth type of Project, **Rotary Australia Compassionate Grants (RACG) Projects** is a subset of the RABS Projects and was established to provide matching funding on a dollar for dollar basis with Clubs. This Project type was made possible by a large donation to the Rotary Australia Benevolent Society by philanthropist Dick Smith's Trust.

This Manual explains the method of starting, managing, reporting and closing RAWCS Projects at Club, District, Regional and National levels. The Manual is divided into Sections that explain the responsibilities of all Rotarians involved in managing RAWCS Projects.

2. ROLES AND RESPONSIBILITIES

a. Sponsoring Rotary Club

The role of a Sponsoring Rotary Club is to appoint, supervise and support the Project Manager, Project Committee and volunteers, all of which are acting on behalf of RAWCS in relation to the Project.

The Sponsoring Rotary Club is responsible for and is required to:

- i. Ensure a proposed project complies with the Project Criteria;
- ii. Appoint a Project Manager and Project Committee;
- iii. Supervise and support the Project Manager to manage the Project;
- iv. Ensure the financial and administrative records are maintained by the Project Manager on behalf of RAWCS;
- v. Obtain regular reports on progress of the Project from the Project manager;
- vi. Ensure the Project is progressing satisfactorily;
- vii. Raise the funds necessary for completion of the Project; and
- viii. Assist the Project Manager to recruit and provide volunteers.
- ix. Ensure that the Project Manager submits the online six-monthly Project Audit Reports.

b. Sponsoring Club President

The President of the Sponsoring Rotary Club agrees to comply with the Project Manual on behalf of the Sponsoring Club. The President of the Sponsoring Rotary Club must agree and sign the Project application and ensure that the ongoing responsibility of the Project is passed on to future Club Presidents.

c. Project Manager

The Project Manager (or in his/her absence, the Deputy Project Manager) is responsible for:

- i. Managing the Project on behalf of the Sponsoring Rotary Club and RAWCS.
- ii. Obtaining the agreement and support of the Project Committee for all decisions relating to the Project
- iii. Keeping detailed financial and administrative records in relation to the Project.
- iv. Completing the online six-monthly Project Audit Reports.
- v. Ensuring that the Board of the Sponsoring Rotary Club is kept advised of all aspects of the Project.

- vi. Providing the District RAWCS Project & Volunteers Chair with quarterly Project Progress Reports for the RAWCS Regional Operations Committee.

The Project Manager (or in his/her absence, the Deputy Project Manager) acts as an agent for RAWCS in managing the Project on behalf of RAWCS, with support from the Sponsoring Rotary Club. The Project Manager is responsible for implementation of the Project, and agrees to carry out the Project, on behalf of RAWCS and subject to the control of RAWCS.

The Project Manager and the Deputy Project Manager MUST be Rotarians from the Sponsoring Rotary Club.

The Project Manager (or in his/her absence, the Deputy Project Manager) must authorise the payment of funds from the RAWCS Project Account

d. Project Committee

The Sponsoring Rotary Club (for Rotary Club Projects) or the District Governor (for District Projects) appoints a Project Committee, a Project Manager, a Deputy Project Manager and at least one other Committee Member to manage the project and to keep the Club or District informed on all financial and progress activities of the Project.

The Project Manager and the Deputy Project Manager MUST be Rotarians.

Other Committee Member(s) may be either Rotarians from other Rotary Club or non-Rotarians. Ultimately, these individuals act as agents for RAWCS and the operation of the Projects is the responsibility of RAWCS.

The Project Committee must agree to all decisions relating to the Project.

Where a Project Manager, Deputy Project Manager or Committee Member is a member of a Donor organisation, an MOU (Memorandum of Understanding) must be drawn up between the Sponsoring Rotary Club and the Donor Organisation that defines the activities that the donated funds may be used to support.

e. District RAWCS Co-ordinator

The District RAWCS Co-ordinator is responsible for:

- i. Approving Project Applications on behalf of the DG and of keeping the DG informed of District RAWCS Project Activities.
- ii. Providing assistance and advice to Project Managers and Clubs on Project Applications.
- iii. Progressing the submission of routine six-monthly online Project Audit Reports.
- iv. Obtaining Quarterly Project Progress Reports from their District Clubs and sending these Reports to the Regional RAWCS Project Supervisor for presentation at RAWCS Regional Operations Committee Meetings.

f. RAWCS Regional Projects Supervisor

The Regional RAWCS Project Supervisor is responsible for:

- i. Approving Project Applications.
- ii. Working with the District RAWCS Project & Volunteer Chairs to progress the routine six-monthly online Project Audit Reports.
- iii. Providing advice, assistance and training on establishment, submission and management of RAWCS Projects to District and Club personnel in their Regions.
- iv. Obtaining Project Progress Reports from District RAWCS Projects & Volunteer Chairs for the RAWCS Regional Meetings.
- v. Reporting to the RAWCS Regional Operations Committee and RAWCS National Manager Projects and Volunteers.

g. Partner Clubs

Partner Clubs are responsible for:

- i. Acting as a local information resource to the Sponsoring Rotary Club.
- ii. Providing confirmation of satisfactory completion of work stages in the Project so that payments can be made from the Project account.
- iii. Confirming satisfactory completion of the Project.

h. Donor Organisations

- i. Donor organisations provide extremely valuable resources to RAWCS Projects. While these organisations cannot directly approve the expenditure of Project Funds, they have a right to direct where their donated funds are to be used. When a Project is being registered, an MOU (Memorandum of Understanding) between the Donor Organisation and the Sponsoring Rotary Club is required which specifies the rights and responsibilities of all parties involved in the management of the project to reduce the possibility of future conflict.

- j. **National RAWCS Manager Projects & Volunteers Responsibilities**
RAWCS is responsible for the overall operation and management of all Projects. These Projects are run in collaboration with a Sponsoring Rotary Club and through Rotary personnel who act as agents for RAWCS.

National RAWCS Manager Projects & Volunteers is responsible for:

- i. Registering all Project Applications.
- ii. Ensuring all projects are evaluated in conjunction with the Project Evaluation Committee to ensure they meet the requirements of RAWCS, DFAT, ACNC and the ATO.
- iii. Initiating the requests for six-monthly online Project Audit Reports and monitoring the reports.
- iv. Initiating RAWCS Board approved actions for non-submission of these Reports.
- v. Working with the Website Committee and the Website manager to organise timely improvements to the RAWCS website.
- vi. Providing assistance, advice and, where necessary, training on establishment, submission and management of RAWCS Projects to Regional, District and Club personnel.
- vii. Working with the RAWCS National Treasurer to manage and identify inactive Projects.
- viii. Providing Project Reports to the RAWCS Board Meetings.
- ix. Preparing the Reports Section of the RAWCS Annual report.
- x. Obtaining RAWCS Board approval for any necessary changes to the Project documentation.

3. INFORMATION AND ADVICE TO SPONSORING ROTARY CLUBS

a. Email Addresses

- i. **A unique private email address should be used on the RAWCS website.** The email address used for Project Committee members and Club officials is used by the RAWCS database as the **key identifier** of a person. Generic email addresses (e.g. presidentxyclub@rotary.com.au) are not acceptable. These addresses will cause a conflict when the person in that position changes annually. Similarly, using an Organisation (e.g. bill@cambodianbabiesproject.org.au), a Company or a .gov.au email address can lead to problems if the person leaves the Organisation, Company or Government department concerned and forgets to change

their email address on the RAWCS website. Free private email addresses are available from most email service providers (e.g. Gmail and Yahoo). Internet Service Providers will also usually allow multiple email addresses without additional charge.

- ii. **RAWCS National Projects & Volunteers Manager should be advised of any change to a private email address.**

b. Project Registration

To register a new Project, the Project Manager opens

<https://rawcs.org.au/register-projects/>

The instructions for completing the Project registration is embedded in the Project application and must be Viewed (and should be printed)

There is also a Power Point presentation at;

<https://rawcs.org.au/key-documentation/presentations>

All Project Registration Applications are totally online and automatically pass through the online approvals chain to the National Projects & Volunteers Manager who registers the Project.

PLEASE NOTE: Once the Project Application is Submitted for approval, it can only be edited by the RAWCS National Project & Volunteers Manager so please ensure that all the documentation is accurate, and any MOU has been uploaded before Submitting.

c. Projects Connected With Orphans And Orphanages

There have been instances of philanthropic organisations unwittingly being involved in orphanages that do not comply with the UN guidelines for managing orphanages and further investigation of these instances have revealed that the orphanage is run primarily as a money-making business for the owners with the 'orphans'; being bussed in from their villages to impress visitors. To avoid RAWCS becoming involved in these schemes, any RAWCS project that involves support of an orphanage, must have a letter from the government authority responsible for registering orphanages in that country. The letter must assure us that the orphanage is genuine and is managed in accordance with UN guidelines for the operation of orphanages.

d. Compliance with RAWCS Policies and Procedures

All parties to a Project, including the Sponsoring Club President and Project Manager must agree to comply with all RAWCS policies and procedures. Prior to agreeing to take the position as Project Manager they acknowledge that they have had the opportunity to review these policies prior to taking this position.

RAWCS policies and procedures include, but are not limited to RAWCS Code of Conduct, Volunteer Manual and this manual.

<https://rawcs.org.au/key-documentation/>

e. Requirement for Memorandum of Understanding (MOU)

Any Project that includes work managed by a non-Rotary entity must have an MOU established between the sponsoring Rotary Club and the non-Rotary entity. Online Project Applications allow the Sponsoring Rotary Club to use either the MOU template embedded in the Project application or to use a separate MOU that they can upload to the Project application website. The MOU produced from the embedded template should be carefully edited for accuracy before being emailed to the non-Rotary entity, signed and then emailed back and uploaded to the Project Application.

f. Record Keeping

Once the Project has been registered, the Project Manager (or in his/her absence, the Deputy Project Manager) is responsible for keeping accurate records of all financial transactions and Project progress and advising the Board of the Sponsoring Rotary Club. The Board of the Sponsoring Rotary Club is responsible for ensuring that the Project Manager does provide regular progress and financial reports regarding the Project.

g. Expenditure of Project Funds

Project funds can only be expended on the authority of the Project Manager or, in his/her absence, the Deputy Project Manager. Details of the required funds disbursement process are contained in the email that is sent advising that the Project has been registered,

h. Transferring A Project to Another Club

No Project may be transferred to another Club unless the current Sponsoring Club agrees, in writing, to the transfer and the Club that will be the new Sponsoring Club agrees, in writing, to accept the Project. A Project cannot be moved automatically to another Club just because the Project Manager moves to that Club. The Club that is accepting transfer of a Project must advise the RAWCS National Projects & Volunteer Manager the name, mobile number and email address of the new Project Manager, Deputy Project Manager and the Committee Member/s.

i. Financial Management

Club Boards must ensure that they are familiar with ALL financial aspects of any Project they Sponsor. Any funds connected with a Sponsored

Project that are held in a Club Account remain the sole responsibility of the Sponsoring Club. No funds that have been committed for a RAWCS Project are to be held in a personal account. Tax deductibility is only available on funds that have been deposited into a Project account within the appropriate RAWCS DGR Fund (i.e. RAOAF, RABS or RARF.) Payments from the Project account should only be authorised in respect of properly presented invoices after the goods or services have been confirmed as delivered.

j. Resolution Of Disputes

All disputes related to a RAWCS Project should be settled at the lowest possible level: preferably at Club level. The assistance of the District RAWCS Co-ordinator or the DG may be sought if necessary. RAWCS reserves the right to intervene in the resolution of disputes if they form an opinion that their involvement is required.

l. Reporting Requirements

i. Routine Six-Monthly Project Audit Reports

Every six months, the Project Manager will be sent an email requesting completion of an online Project Audit Report. Instructions for completing this Report are embedded in the online form. This report is primarily a financial audit report to enable the ACNC to audit expenditure from the Project Account. The report is NOT the appropriate vehicle to provide a Project progress report or comments not directly related to the information sought in the Report. **Usually no conclusion is necessary**

ii. Marking a Project as Complete

If the Project is completed, the Project Manager should ensure that the Project account is reduced to a zero balance and then mark the Project as Completed when completing the next online six-monthly Project Audit Report. It is advisable to reduce the balance to zero before the start of the next reporting period. The Completion Date will automatically be inserted as a default date of 30Jun or 31Dec. The Project Manager may change the completed date if required but, if the date inserted is after 30Jun or 31Dec, another report request will be issued when the reports are requested for the next report period.

iii. Project Closure Report

When the Project Manager marks the Project as completed in the Project Audit Report, an additional Tab opens in the Project report to enable a Closure Report to be inserted together with some photographs of the Project.

4. RAWCS POLICIES AND PROCEDURES

Existing RAWCS national policies accommodate the specific requirements of various State and Territory Legislations and are to be referred to as the overriding documents.

Policy documents required include:

- Occupational Health and Safety
- Risk Management
- Working with Children
- Responsibility for Children in the centres – an indemnity form
- Sexual Harassment Policy
- Anti-discrimination Policy
- Drug and Alcohol Policy
- Conflict/Dispute Resolution Procedures
- Procedures for accommodating people with Disabilities
- Code of Conduct
- Misappropriation of Goods Policy
- Whistle Blower Policy

a. Occupational Health & Safety

All individuals involved in a Project must abide by Workplace Health and Safety Legislation and the Workplace Health and Safety Policy (WHS) of RAWCS. A copy of this Policy can be found at: <https://rawcs.org.au/key-documentation/>

b. Risk Management

Project Managers must implement a Risk Management Plan as part of best practice to minimise accidents and claims on insurance. There are five basic steps in the workplace health and safety management process when implementing a plan:

- Identify hazards
- Assess risks that may result because of the hazards
- Decide on control measures to prevent or minimise the level of the risks
- Implement control measures
- Document the review and control measures put in place
- Monitor and review the effectiveness of measures
- A detailed Risk Assessment is included in the Volunteer Team Leader Manual

c. Working with Children

The Working with Children Act 2005 requires that people who work or volunteer in certain child-related activities apply for, and pass, a WWCC. The Australian Government also requires organisations that send volunteers overseas to ensure that known sex offenders and offenders against children are not included in these volunteer teams. The WWCC helps to protect children from sexual or physical harm by checking a person's criminal history for serious sexual, serious violence or serious drug offences and the person's history with specific professional disciplinary bodies for certain findings. The requirement is to have a WWCC or a National Police Records Check undertaken for all RAWCS employees and volunteers.

d. Responsibility Policy

A copy of the RAWCS Policy for the Prevention of Abuse and Harassment of Young and Vulnerable persons can be found at: <https://rawcs.org.au/key-documentation/>

e. Sexual Harassment Policy

RAWCS has a legal responsibility to prevent sexual harassment.

Sexual harassment is any unwanted, unwelcome or uninvited behaviour of a sexual nature which makes a person feel humiliated, intimidated or offended. Sexual harassment can take many different forms and may include physical contact, verbal comments, jokes, propositions, the display of offensive material or other behaviour which creates a sexually hostile working environment.

RAWCS is committed to ensuring that the working environment of its activities is free from sexual harassment, it will not be tolerated under any circumstances and that disciplinary action will be taken against any committee member, volunteer, employee or member of public who breaches this policy.

RAWCS aims to:

- Create a working environment which is free from sexual harassment and where all members of staff are treated with dignity, courtesy and respect
- Implement training and awareness raising strategies to ensure that all employees know their rights and responsibilities
- Provide an effective procedure for complaints, based on the principles of natural justice
- Treat all complaints in a sensitive, fair, timely and confidential manner
- Guarantee protection from any victimisation or reprisals

- Encourage the reporting of behaviour which breaches the sexual harassment policy
- Promote appropriate standards of conduct at all times

Committee members have a responsibility to:

- Monitor the working environment to ensure that acceptable standards of conduct are observed at all times
- Model appropriate behaviour themselves
- Promote the organisation's sexual harassment policy within their work area
- Treat all complaints seriously and take immediate action to investigate and resolve the matter
- Refer a complaint to another member if they do not feel that they are the best person to deal with the case (for example, if there is a conflict of interest or if the complaint is particularly complex or serious)

All committee members, volunteers and members of public have a responsibility to:

- Comply with the company's sexual harassment policy
- Offer support to anyone who is being harassed and let them know where they can get help and advice (they should not, however, approach the harasser themselves)
- Maintain complete confidentiality if they provide information during the investigation of a complaint. Persons should be warned that spreading gossip or rumours may expose them to a defamation action

f. Anti-discrimination & Harassment Policy

It is unlawful to discriminate on the basis of age, disability, race and sex.

Discrimination and harassment occur when a person is discriminated against or harassed in the workplace and in certain areas of public life, because of their race, colour, descent or national or ethnic origin. Because of their sex, marital status and pregnancy or because of a disability, or because of age as defined under the *Age Discrimination Act 2000* and some grounds under the *Australian Human Rights Commission Act 1986*.

- RAWCS is committed to ensuring that the working environment is free from discrimination and harassment
- Discrimination and harassment will not be tolerated under any circumstances
- Disciplinary action will be taken against any volunteer, employee (or agent) who breaches the policy

RAWCS aims to:

- Create a working environment which is free from discrimination and harassment and where all members are treated with dignity, courtesy and respect
- Implement training and awareness raising strategies to ensure that all employees know their rights and responsibilities
- Provide an effective procedure for complaints based on the principles of natural justice
- Treat all complaints in a sensitive, fair, timely and confidential manner
- Guarantee protection from any victimisation or reprisals
- Encourage the reporting of behaviour which breaches the discrimination and harassment policy
- Promote appropriate standards of conduct at all times

g. Drug & Alcohol Policy

RAWCS is committed to providing safe and healthy workplaces and is committed to the well-being of volunteers, committees and members of public and to enabling all persons to perform their work in a manner which is both productive and does not jeopardise their own safety or the safety of others. RAWCS attitude is that it is unacceptable to volunteer or work under the influence of alcohol or drugs.

To achieve the highest standards of health and safety, the company will maintain a drug and alcohol cut off level that sets out the requirements for determining whether an employee is under the influence of drugs and alcohol.

In office environments persons are expected to have blood alcohol concentration (BAC) levels consistent with community expectations. For work in the field the BAC level is 0.0 g/100ml. For the avoidance of doubt, field work includes any work not in an office environment and also includes work in an office environment that involves construction, installation or building work.

RAWCS does not and will not condone:

- The use, sale or possession of any illegal/prohibited substance or alcohol at its premises, the workplace or a work related event
- The presence of employees adversely affected by alcohol at the workplace, premises or work related event
- The consumption of alcohol at the workplace or at a work related event without express management permission

RAWCS acknowledges that alcohol may be consumed at some activities involving persons including RAWCS initiated activities. When attending a

function as representative of RAWCS persons are expected to conduct themselves responsibly within the bounds of the company's policies.

h. Procedures for Accommodating People with Disabilities

It is the policy of RAWCS to provide reasonable accommodations for qualified individuals with disabilities.

RAWCS activities shall comply with all applicable Federal, State & Territory laws and regulations regarding reasonable requirements needed to provide equal opportunity to individuals with disabilities. An individual with a disability is a person who, with or without reasonable accommodation, can perform the essential functions of a job.

The following procedure should be used in responding to requests for accommodation of an individual with a disability:

- Once a qualified individual with a disability has requested an accommodation, RAWCS will take steps to determine an appropriate accommodation.
- The appropriate reasonable accommodation is best determined through a flexible, interactive process that involves both the individual with a disability and a committee member to whom the request is directed

The interactive process to determine a reasonable accommodation involves the following steps:

- Analyse the job, course, or program involved to determine its purpose and essential functions or requirements
- Talk with the individual with a disability to identify the precise job-related or education-related limitations imposed by the person's disability and how these limitations could be overcome with a reasonable accommodation
- Involve the individual with a disability in identifying a range of potential accommodations and assessing the effectiveness of each would have in enabling the individual to perform the essential functions of the task

Attachments:

- Volunteer Code of Conduct acknowledgement

- Checklists or decision frameworks
- Briefing checks
- Risk Management Frameworks
- Incident Report Form
- Volunteer Time Sheet
- Team Leader Report
- List of Contract people for a Project