

CRCID Code of Policy and Operational Plan

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**Canadian Rotary Collaboration for International Development
(CRCID)**



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Canadian Rotary Collaboration for International Development (CRCID)

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WHAT IS CRCID

CRCID (Canadian Rotary Collaboration for International Development) is an organization initiated and governed by the District Governors of the 23 Districts with Canadian Rotary clubs. The 23 District Members of CRCID are appointed by the District Governors and are either the District Chairs of World Community Service (responsible for international development) or a Canadian Rotarian from the District well versed in international development. The Canadian RI Director from Zone 24 is the Chair who appoints the President. Five Directors are elected by the members to represent the different regions of Canada. The Board of Directors elects the Vice President and appoints the Treasurer.

CRCID was a committee created by the RI Board in 1984. The Board recognized CRCID as a Multi-District Activity in 1999. The District Representatives thus changed the name of the organization in May 2006 from The Canadian Rotary Committee for International Development to the Canadian Rotary **Collaboration** for International Development.

The Canadian Rotary Collaboration for International Development is a leading advocate in fostering the alleviation of poverty and improving the quality of life through facilitating the implementation of sustainable international development programs. CRCID will support Canadian Rotarians in delivering sustainable international development programs by:

1. Collaborating with Rotary clubs and other entities, Governments and other NGOs to achieve the Millennium Development Goals;
2. Facilitating the development, implementation, monitoring, evaluation, and reporting of effective programs that meet needs as identified and “owned” by partner communities;
3. Developing capacity in Canada and in partner countries;
4. Securing human and financial resources;
5. Ensuring sound governance within Canadian and partner organizations;
6. Creating and enhancing development awareness in Canada and abroad.

CRCID engages not only the Canadian Rotarians, but also their host country partners through the Worldwide Rotary Network, always ensuring that sound business practices are applied in the management of funds supplied by CIDA and other agencies for World Community Service.

Our Vision

CRCID champions sustainable international development initiatives that foster the alleviation of poverty and improve the quality of life in partner countries

Core Values

CRCID reflects the Core Values of Rotary International which include:

1. Fellowship
2. Service
3. Integrity
4. Diversity
5. Leadership

Underlying all of these Core Values is adherence to Rotary's Four Way Test.

Mission

Focused on its vision, CRCID supports Rotary clubs in delivering sustainable international development programs.

Collaboration

CRCID collaboration includes the support and/or funding of community development programs that address one or more of the following sectoral priorities (see appendix 4 for details):

- Health Concerns, including water management
- Literacy and Education

Program Goals

CRCID will:

Goal 1:

Collaborate with Rotary entities, CIDA and other Non-Government Organizations to achieve the mission of both Rotary International and the Rotary Foundation.

Strategy:

Enter into agreements with Rotary, CIDA and/or Non-Government Organizations that meet the above criteria.

Actions:

1. Encourage all Canadian Rotary clubs to seek collaborative and financial support for WCS projects.
2. Collaborate with Rotary entities, CIDA, Non-Governmental Organizations by:
 - a. Preparing a list of current and potential organizations that meet the criteria for cooperation.
 - b. Developing a strategy to approach these organizations.
 - c. Entering into Collaborations or agreements that do not exceed three years without the express consent of the CRCID Board, as appropriate.
 - d. Entering into memoranda of understanding with other organizations.

Goal 2:

Facilitate the development, implementation, monitoring, evaluation, and reporting of effective programs.

Strategy 2a:

Focus programs within countries and/or regions that have internationally recognized National Poverty Reduction plans.

Actions:

1. Identify programs and countries and/or regions of focus.
2. Communicate to clubs that CRCID has financial support available for programs in these countries.

Strategy 2b:

Collaboration with Rotary entities, as appropriate, such as:

- TRF
- Rotarian Action Groups.
- Other multi-district service activity groups
- Clubs
- Districts
- Multiple district committees recognized by their respective DG's
- Recognized NGO's (Board approved)

Actions:

1. Develop awareness initiatives to inform entities of the values of collaborating with CRCID.
2. Enter into agreements to further the CRCID mission.

Strategy 2c:

Create a process for identifying, developing, implementing and evaluating sustainable multi-year community development programs as sponsored by Rotary Clubs.

Actions:

1. Foster the development of (or support of) one or more programs that address the most pressing issues in the country according to one or more community development sectoral priorities.
2. Ensure the partner population in the developing country identifies its own needs, sets the priorities, organizes the management and contributes whatever resources it reasonably can, i.e. land, funds, and/or labour;
3. Assist the partners in the developing country design a program wherein they demonstrate how they will contribute their resources (e.g... mentoring, management training, facilitation of government processes, etc.);
4. Encourage the Rotary partner club adopts that program as a humanitarian program and contributes their available resources (e.g. administration, training, funds, etc.);
5. Adopt the humanitarian program if it addresses CRCID criteria, including
 - Gender equality
 - Environmental stewardship
 - Utilization of a results based approach

- Includes a plan for sustainability after Rotary involvement ends.
6. Support a CRCID program officer who assesses the submitted program proposal for sustainability, capacity development, integration with the country's sectoral goals and objectives, and other factors.
 7. Obtain qualitative and quantitative measurements for the results achieved during the implementation and completion of the individual components of the program.
 8. Train a group of Canadian Rotarians to effectively monitor and evaluate CRCID approved Rotary funded programs.

Strategy 2d:

Access sufficient funds in order to sustain and adapt the program focus that unites Rotary clubs and/or districts in their international development efforts in response to identified needs in the beneficiary communities.

Actions:

1. Identify appropriate funding agencies that support International Development programs and/or projects according to CRCID's Sectoral and Geographic foci;
2. Ensure that CRCID has sufficient and appropriate human capacity and professionalism to meet funding criteria of International Development funding agencies;
3. Prepare and submit program funding proposals to funding agencies supporting International Development programs and/or projects.

Strategy 2e:

Evaluate CRCID approved programs according to the results achieved compared to results expected; host country's poverty reduction strategy; and, sustainability.

Actions:

1. Ensure appropriate professional development opportunities for the CRCID monitors.
2. Increase resources to sustain the program(s) and components after Rotary involvement ends.

Section 1 : Governance

1 INTRODUCTION

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The Canadian Rotary Committee for International Development (CRCID) was incorporated with Consumers and Corporate Affairs Canada on January 8, 1986 (Film 542, Document 188). The Constitution lists the objects of the Company, its legal powers, composition of the Board, officers, conduct of elections and general meetings, membership, and so on. Copies of the Constitution are held in the office and are available to all members and staff of the organization.

In decision 303, February 2000, the Board requested the General Secretary of Rotary International to review whether CRCID was in compliance with its mandate as set out in decisions 47, June 1985, and 344, July 1988. The General Secretary observed that the policy on “Advisory Committees,” under which the operations of CRCID were approved in 1988, no longer exists. Therefore, noting that the CRCID is currently functioning in compliance with RI policy on multi-district activities, the General Secretary recommended and the RI Board recognized CRCID as such an activity.

As CRCID is a Rotary multi-district activity the term “committee” no longer applies. The new name for CRCID is: “Canadian Rotary *Collaboration* for International Development. (BOD 05/26/06).

Industry Canada, according to the Canada Corporations Act, issued a supplementary Letters Patent on July 4, 2006 (File #199445-0) legally acknowledging the organization’s name change from “*Canadian Rotary Committee for International Cooperation*” to “*Canadian Rotary Collaboration for International Development*”.

This section explains in more detail:

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1.1 THE ROLE OF THE BOARD

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A Board of Directors as outlined in Clause 8 of the current Bylaw shall manage the affairs of the Corporation. The Board of Directors shall consist of the Chairperson, the President, a board appointed treasurer, and five (5) directors, each of whom shall be elected from one of the five (5) regions of Canada and additional directors as may assume office from time to time in accordance with the By-laws.

The Role of the Board falls into three areas:

- Organizational Management;
- Governance; and,
- Policy Issues

1.1.1 Organizational management and governance

The roles of the Board in governance and management are:

- Establishing, reviewing and amending organizational policies as required; and,
- Monitoring compliance with organizational policies and reporting against agreed upon performance standards.
- Establishing sub-committees of the Board. To ensure Board responsibilities are met, the Sub-Committees will:
 - Examine and monitor compliance with policies and procedures, and with legal requirements, in a more detailed way than the Board is able to do (e.g. in relation to staffing issues and the organization's role as an employer and in relation to financial responsibilities
 - Report to the Board on compliance issues.
 - To provide direction to the Executive Director

The Board recognizes that the management of the organization and implementation of organizational policies is the responsibility of the Secretariat.

1.1.2 Policy Procedures for Review

The role of the Board in relation to policy issues comprises:

- Setting annual priority policy areas around implementation of the Strategic Plan;
- Identifying/deciding on CRCID's involvement in new or emerging issues and in issues raised from the sector committees; and,
- Making decisions regarding existing policy positions.

1.1.3 Representing CRCID

Representing CRCID in the Media

The President and Executive Director shall consult as required to determine the guiding principles and behaviors to help ensure consistent, fair and ethical communication between the organization and its constituents through all media channels including print; radio; television; and social. CRCID's policy regarding working with the media is found in Section 2.14 of this document.

Representing CRCID on Committees

There is a role for Board members to represent CRCID on external committees and in various consultative forums.

In cases where CRCID has been invited to nominate a Board representative such requests are to be brought to the Board for a decision.

1.2 CONFLICT OF INTEREST

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From time to time CRCID Board members may encounter conflicts of interest when participating in CRCID decision-making processes, as other professional or personal roles intersect. Potential areas where a conflict of interest may arise include:

- Recruitment of staff or contractors
- Decisions to undertake projects or enter into partnerships
- Representing CRCID in other forums.

In general, a conflict of interest can be said to arise if:

- It is likely that the performance of a person's duties as a CRCID Board member could be prejudicially influenced by that person's other interests (private, personal or professional), or that a reasonable person would believe that the person could be so influenced; or,
- A person's participation on the CRCID Board could be prejudicially influenced by the interests of the organization the person is representing, or that a reasonable person would believe that the person could be so influenced.

CRCID expects that Board members will be mindful of potential conflicts of interest (or the likely perception of a conflict), and declare a conflict of interest before it arises. Appropriate action should then be taken. A Board member will usually be expected to withdraw from a particular selection panel or lobbying delegation or absent him/her from discussion about particular issues if it presents

a conflict of interest. Minutes of the meeting should note the conflict of interest and recusing¹ of the said member.

1.3 ELECTION OF THE BOARD

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The process for the election of the Board and the appointment of officers is set out in the Bylaws. Staff members shall assist in the implementation of the Bylaw requirements.

1.4 THE ANNUAL GENERAL MEETING

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The Annual General Meeting (AGM) is a legal requirement. The AGM is usually held in May, once the audited statement is received from the auditors. Notice of the AGM is provided in the CRCID newsletter and in a communication to members.

A quorum for the AGM is set out in s. 5 of the Bylaws.

1.5 BOARD MEETINGS

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The Board has adopted the following strategies in order to ensure efficient and effective decision making at board meetings. Board meetings are held three (3) times a year tentatively scheduled for fall; winter and spring. Board Meetings may be held by teleconference as required. A quorum for a Board meeting is set out in the Bylaws. The Chair and President shall determine who will chair Board and General Meetings of the Corporation.

1.5.1 Agenda planning

The Secretariat and President plan the agenda before each meeting in order to:

- Allocate issues to be included for decision making, discussion or information only;
- Ensure that the purpose for inclusion of issues is clear;
- Plan time allocation for different issues on the agenda.

1.5.2 Decision making in Board meetings

- Areas for decisions to be made will be clearly indicated on the agenda. Staff may be asked to make recommendations on agenda items
- The Minute Book of the Corporation shall record all decisions made by the Board – to ensure all decisions are captured and available for reference.
- Details of Board decisions and the Bylaw changes will be captured and included in this policy and procedure manual.

1.5.3 Reporting and presentation of materials

The Board papers will ordinarily include:

- Minutes of the previous Board meeting
- Minutes of sub-committee meetings

¹ Recusing: To disqualify or seek to disqualify from participation in a decision on grounds such as prejudice or personal involvement

- Financial Reports
- Papers provided for information and discussion, including any staff reports

Procedure

The Administrative Coordinator sends out reminders to staff to submit their contributions to the staff report that is prepared by the Chief Administrative Officer. The Administrative Coordinator prepares the appropriate Board papers prior to each Board Meeting or Board Teleconference. Papers are emailed to Board members at least three working days prior to a meeting.

1.5.4 Role of staff in Board meetings

Staff members may attend Board meetings at the discretion of the Chair. The Board would normally expect staff to attend for discussion of issues in their area, where these have been placed on the agenda for decision or discussion.

The Staff Report should identify:

- Progress and results attained against the Operational Plan
- Major developments in ongoing policy issues
- Emerging policy issues that may need to be addressed in policy discussions in the future.

1.5.5 Records of Board meetings

Minutes are taken at each Board meeting. Usually a staff member is delegated to this task. Once ratified, the President and Chair sign the minutes. The Minute Book can be made available on request to any Board member. The minutes from current and previous years are lodged in the office.

1.5.6 Financial Records

CRCID will maintain its financial records for a minimum of seven (7) years and in accordance with the Canadian Revenue Agency *Books and Records Retention / Destruction Information Circular*.

- Current version is #IC78-10R5 dated June 2010 found at: http://www.cra-arc.gc.ca/E/pub/tp/ic78-10r5/ic78-10r5-10e.html#P30_2515

1.6 ATTENDANCE AT BOARD MEETINGS

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Board members are expected to attend meetings and to advise if they cannot attend.

1.7 ORIENTATION FOR NEW BOARD MEMBERS

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New Board members are provided with an orientation kit, which includes the Policy and Procedures Manual, an organizational chart, copies of the Bylaws, Strategic Plan, Annual Report, Board policy, and other useful documents.

1.8 BOARD PERFORMANCE APPRAISAL

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The board will strengthen its governing capacity by periodically assessing its own performance. Such an assessment provides the board with an opportunity to

reflect on how well the board is meeting its responsibilities with regard to its mission.

Monitoring the board's performance and getting feedback on how well the board is doing is a crucial part of board and organizational learning. Some of the performance areas that may be evaluated include:

- Is CRCID clear and in agreement about mission and purpose?
- Are values shared?
- Does CRCID have a strong orientation for our new members?
- What goals has CRCID set and how well is it accomplishing them?
- What can the board do to improve its performance in these areas?
- Is this Board providing clear and relevant governance for the organization?

Whilst CRCID believes that evaluation is the responsibility of the board itself, it may choose, at times, to seek input from outside of the board. The board may draw on representatives of CRCID staff and members (with their consent) or even an independent consultant, to evaluate achievements, strengths and weaknesses. Utilizing people external to the board will only be initiated by full board consent. This process should occur at least annually and the responsibility rests with the President or delegated person to organize the appraisal.

1.9 COMMITTEES OF THE BOARD

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The CRCID Board delegates governance powers to its committee(s). From time to time the Board of Directors will authorize the establishment of committees and sub-committees for the effective operation and/or oversight of the Corporation. The Board is authorized to select the Committee Chairs (Clause 13c of CRCID Bylaw). The current committees are:

- The Developing Country Program Committee with the following sub-committees:
 - Health Concerns Sectoral Committee (BOD 31/01/04);
 - Literacy & Education Sectoral Committee (BOD 31/01/04); and,
 - Monitoring & Evaluation Committee
- Canadian Program Committee with the following sub-committees:
 - Public Engagement sub-committee;
 - Capacity Development sub-committee;
 - Development Education sub-committee; and,
 - Finance sub-committee;
- Executive Committee
 - Nominating Committee (Section 8g of CRCID Bylaw);
- Ad Hoc Committees:
 - Strategic Planning Committee
 - Ottawa Liaison Committee
 - Program Review Committee

1.9.1 Role of the Board:

The Board shall:

- Appoint Chairs for the committees;
- Approve the selection of the sub-committee Chairs upon the recommendation of the Committee;
- Designate ex-officio members to the sub-committees;
- Review and approve all Committee Terms of Reference;
- Receive committee reports at Board of Directors meetings;

1.9.2 Role of Committees:

The Committees shall:

- Develop; regularly review and update the sub-committee Terms of Reference document;
 - Any revisions subject to approval by Board Committee.
- Operate according to the approved Terms of Reference;
- Prepare and maintain an annual operating budget in collaboration with the Secretariat;
- Make recommendation for sub-committee chairs.

1.9.3 Composition of Committees (BOD 08/12/06)

The Committees:

- Shall have a Chairperson who is a member of CRCID, and appointed by the Board. Under extraordinary circumstances it is possible for the Board to approve a Canadian Rotarian who is not a CRCID member as the chair. For example:
 - when no CRCID members have the knowledge and experience to assume the position of Chair;
 - The Chair resigns or is incapacitated by ill health to continue as Chair and a CRCID member is not available.
- Shall establish a minimum and a maximum number of members while ensuring that:
 - Each member is a Canadian Rotarian in good standing and has committee related experience at the Club and/or District level;
 - Each of the five regions is represented as per the CRCID By-Laws if the committee is comprised of 5 or more members. If a committee has less than 5 members, each member should be from a different region.
- May, with the approval of the Board:
 - Invite representatives of affiliated Rotary organizations (e.g. Rotaract, RAG's) as "ex-officio" members;
 - Invite non-Rotary organizations or non-Rotarians to serve on the Committee in an advisory "ex-officio" capacity.
- Shall present all decisions and recommendations of the committee for approval by the CRCID Board.

1.9.4 Specific Committee Functions

1.9.4a Sectoral Committees:

- The Sectoral Committees shall at the request of the Program Review Committee (PRC):
 - Answer technical questions pertaining to the proposal;
 - Conduct a more thorough review of the proposal but only by those members who are not implementing or planning to implement a CRCID funded program;
 - Report back to the PRC the answers to the technical questions with recommendations and/or results of their review with recommendations.
- In collaboration with Secretariat ensure that developing country program reports are provided in a timely manner and meet the needs of TRF, CRCID and CIDA and other organizations where applicable.

1.9.4b Monitoring & Evaluation Committee:

The Monitoring & Evaluation Committee shall:

- Approve the selection of the monitors;
- Ensure all monitors are fully trained;
- Establish the timing for all monitoring & evaluation missions;
- Approve the M&E tools developed by the Secretariat;
- Review all monitoring and evaluation reports submitted by the Monitors;
- Submit a Monitoring Evaluation report to the Board that will include the following elements:
 - Positive aspects of the program monitored or evaluated;
 - Any components of the program requiring improvement; and,
 - Recommendation.

1.9.4c Capacity Development Committee:

The Capacity Development Committee shall:

- Establish guidelines and expectations for capacity development in host countries and within CRCID.
- Develop the tools for reporting the results of the developing country program capacity development initiatives.

1.9.4d Public Engagement Committee:

The Public Engagement Committee shall:

- Ensure CRCID is able to effectively communicate with all Canadian Rotarians through multi-media, such as:
 - Newsletters;
 - Website; and,
 - Presentations

- Regularly review effectiveness of current communication channels & make recommendations to the Board for improving CRCID's engagement.
- Consider other audiences that CRCID could engage to further the goals and objectives of CRCID and Rotary.

1.9.4e Development Education Committee:

The Development Education Committee shall:

- Develop and make available international development related educational tools for Canadian Rotarians and CRCID personnel;
- Oversee and if necessary make recommendations regarding the education of CRCID staff and volunteers to maintain the ongoing professionalism of the organization.

1.9.4f Executive Sub-Committee

There shall be an Executive Committee as defined in the Bylaws.

1.9.4g Nominating Committee (Section 8g of CRCID Bylaws);

There shall be a Nominating Committee as defined in the Bylaws.

1.9.4h Ad Hoc Committees:

The Board will from time to time form committees for a specific task or objective that will be dissolved after the completion of the task or achievement of the objective. Current ad hoc committees include:

1.9.4a Strategic Planning Committee

CRCID will review and revise its Strategic Plan every 3 years according to section 1.11 of this document.

1.9.4b Ottawa Liaison Committee

The Board will appoint a Rotarian who resides in the Ottawa area and is experienced in World Community Service and has intimate knowledge about CRCID. He/she will serve as CRCID's liaison with the Government of Canada and other International Development Non-Governmental Organizations in the Ottawa area.

This individual shall:

- Be a member of the CRCID Board of Directors;
- Establish an ad hoc committee if required;
- Prepare and submit reports on all meetings and discussions held on behalf of CRCID; and,
- Volunteer to be Director of any Ottawa based organizations of which CRCID is a member;
- The appointment term shall be determined mutually by the Board and the individual.

1.9.4c Program Review Committee

The Board of Directors assumes the responsibility of reviewing submitted Program Funding Proposals for approval after an initial review is conducted by the Secretariat to ensure the programs being proposed:

- Are consistent with CRCID's goals and objectives;
- Meet the needs of the beneficiaries;
- Are providing reliable data and that Rotary partners are in good standing with TRF and CRCID;.
- Are ensuring financial stewardship procedures are in place and those partners; whether they are Rotary partners or non-Rotary organizations, have the capacity and ability to successfully complete the program;
- Addresses Gender and environmental concerns;
- The budget is reasonable and accurately calculated.

If there are technical components specific to one of CRCID's sectoral priorities, the committee may request a the proposal be also reviewed by the relevant Sectoral Committee

To accomplish this role, the Board may form an ad hoc Program Review committee, consisting of current CRCID Directors and/or other knowledgeable Rotarians

1.10 MEETINGS AND CONFERENCES

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1.10.1 Annual General Meeting

Responsibility for the organization; implementation and other tasks of the Annual General Meeting is either assumed or delegated to different staff members.

Tasks usually include:

- Developing the agenda;
- Liaising with the Board of Directors;
- Arranging the venue for the meeting
- Sending out the Notice of Meeting
- Preparing meeting papers and kits;
- Organizing materials to be taken to the meeting;
- Ensuring that audiovisual aids are available;
- Taking Minutes and distributing them to the Directors to review for any errors or omissions within 14 days after the meeting ends;
- Distributing the approved Minutes to the membership after approved and signed by the Chair and President or other CRCID Directors with signing authority.

The Chief Administrative Officer is responsible for coordinating the budget, in consultation with the staff organizing the event. The final budget for the meeting must be approved by the Executive Director before the meeting is publicized.

The agenda should also be approved by the President before being publicized.

1.10.2 Board Meetings

Responsibility for the organization; implementation and other tasks of Board Meetings is either assumed or delegated to different staff members. Tasks usually include:

- Developing the agenda;
- Liaising with the Board of Directors;
- Arranging the venue for the meeting
- Sending out the Notice of Meeting
- Preparing meeting papers and kits;
- Organizing materials to be taken to the meeting;
- Ensuring that audiovisual aids are available;
- Taking Minutes and distributing them to the Directors to review for any errors or omissions within 14 days after the meeting ends;

The Chief Administrative Officer is responsible for coordinating the budget, in consultation with the staff organizing the event. The final budget for the meeting must be approved by the Executive Director before the meeting is publicized.

The agenda should also be approved by the President before being publicized.

1.10.3 Public Engagement Meeting

The Public Engagement Meeting provides a useful forum for CRCID to exchange information, build networks, and enhance professional development. The CRCID Secretariat is responsible for organizing the annual Public Engagement Meeting (PEM) held in concert with the Annual General Meeting.

Responsibility for the organization; implementation and other tasks of the PEM is either assumed or delegated to different staff members. Tasks usually include:

- Developing a budget;
- Developing the agenda;
- Liaising with the Board of Directors;
- Approaching potential speakers;
- Seeking sponsorship where appropriate;
- Arranging the venue for the conference;
- Promoting the PEM to the Membership;
- Organizing registrations;
- Preparing conference papers and kits;
- Organizing materials to be taken to the conference;
- Ensuring that audiovisual aids are available;
- Collecting papers for printing and distribution after the conference;
- Conducting an evaluation.

The Chief Administrative Officer is responsible for coordinating the budget, in consultation with the staff organizing the event. The final budget for a conference must be approved by the Board of Directors before the meeting is publicized.

The final program should also be approved by the President before being publicized.

Evaluation

CRCID routinely conducts an evaluation of each PEM that it organizes / hosts as a matter of good practice and continuous improvement. Staff members who take responsibility for organizing conferences need to take evaluation into account in the planning process and ensure that the evaluation form is updated and is available to the attendees.

110.4 Rotary Conferences

CRCID staff may be requested to represent CRCID at a Rotary District Conference and/or at a Zone Institute. The Executive Director and/or the President must authorize staff's attendance at such a meeting as a representative of CRCID according to the following criteria:

- Location (Canada) and timing (no CRCID conflicts) of the conference;
- Sufficient budget available to reimburse eligible costs;
- Reason for the request (e.g. the staff person is the best CRCID representative available);
- Source of the request (CRCID Director; District Governor; CRCID District Representative; or, Program Coordinator).

1.10.5 Other Meetings/Conferences

CRCID staff may be requested to represent CRCID at a non-Rotary meeting or conference. The Executive Director and/or the President must authorize staff's attendance at such a meeting or conference according to the following criteria:

- Relevance to CRCID;
- Location (Canada) and timing (no CRCID conflicts) of the conference;
- Sufficient budget available to reimburse eligible costs;
- Reason for the request (e.g. the staff person is the best CRCID representative available);
- Source of the request (CRCID Director; District Governor; CRCID District Representative; or, potential collaborative partner).

1.11 ROLE OF THE EXECUTIVE DIRECTOR AND CHIEF ADMINISTRATIVE OFFICER

[Sec.1 Table of Contents](#)

The Board delegates day-to-day management of the organization to the Executive Director and the Chief Administrative Officer (CAO) as defined in Sections 24 and 25 of the Bylaws.

1.12 STRATEGIC PLANNING

[Sec.1 Table of Contents](#)

The Strategic Plan outlines the key goals and objectives of CRCID, as well as broad strategies to meet these objectives.

The CRCID Strategic Plan is in effect for three years between July 1st. and June 30th.

The CRCID Board of Directors appoints the members of a Strategic Planning committee to review and revise, as needed, the CRCID 3-year Strategic Plan. The committee will consist of a minimum of 3 and maximum of 5 Canadian Rotarians who are familiar with the policies and programs of CRCID. The committee will be created a minimum of 6 months prior to the termination of the current Strategic Plan.

The Strategic Plan is developed after a process of consultations with the Board, staff, members, and other stakeholders. Preparation of the Strategic Plan is the responsibility of the Strategic Planning Committee appointed by the Board. The Board formally adopts the final document.

The Strategic Plan is available to be distributed to all members and to the public. Copies of the current Strategic Plan are available from the office and the Plan is also posted on the CRCID website.

1.13 OPERATIONAL PLANNING

[Sec.1 Table of Contents](#)

The Operational Plan is an internal document that is designed to support the implementation of the detailed Strategic Plan. The operational plan includes key strategies, actions, and areas of responsibility for staff members.

The Operational Plan is developed and reviewed annually. The Executive Director reviews the Plan quarterly, to evaluate progress against targets and consider emerging priorities.

1.14 MEMBERSHIP

[Sec.1 Table of Contents](#)

Membership in CRCID is set out in Section 3 and 27 of the Bylaws.

1.13.1 Membership Register

A list of CRCID members is kept in the office, and is updated regularly. The list of organizational members is published each year in the Annual Report. Membership information relating to individuals is subject to privacy legislation and is not made public.

1.15 THE ANNUAL REPORT

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The Annual Report is published each year for the AGM. Typically, the Annual Report will include:

- A report from the Chair
- A report from the President
- A report from the Secretariat
- Progress report against the CRCID Strategic Plan
- A report from the Treasurer
- Audited financial statements

Responsibility for producing the Annual Report and organizing the AGM resides with the Chief Administrative Officer (CAO). The CAO will liaise with the auditors and coordinate contributions from relevant staff to produce the report.

The Annual Report will be posted on the CRCID website after it is approved by Board.

1.16 POLICY MANUALS

[Sec.1 Table of Contents](#)

The Board of Directors will approve updates to the CRCID Code of Policy prior to the AGM to ensure that all CRCID policies are current and appropriate.

1.15.1 Environmental Sustainability Policy Manual

The Environmental Sustainability Policy Manual, as approved by the Board, will be regularly updated by the Secretariat with changes approved by the Board of Directors and/or the membership.

1.15.2 Gender Equality Policy Manual

The Gender Equality Policy Manual, as approved by the Board, will be regularly updated by the Secretariat with changes approved by the Board of Directors and/or the membership.

1.17 FACTSHEETS

[Sec.1 Table of Contents](#)

CRCID will, as required, develop and distribute “Factsheets”. These factsheets will provide CRCID Members and Canadian Rotarians with important information related to the policies and operation of the organization. The Factsheets will not in themselves constitute policy but be strictly informative. All CRCID policies will be maintained in the Policy Manual while non-policy factsheets will be maintained in Appendix 5 of the Policy Manual.

1.18 BYLAWS

[Sec.1 Table of Contents](#)

The CRCID Board of Directors will, as required, review and revise its Bylaws. Any revisions to these Bylaws must be approved by an affirmative vote by 2/3 of the current membership.

1.19 SECRETARIAT

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The Directors may appoint such agents and engage such employees as they shall deem necessary from time to time and such persons shall have such authority and shall perform such duties as shall be prescribed by the Directors at the time of such appointment. Such agents shall comprise the CRCID Secretariat. (Bylaw #13; Clause 8e)

The remuneration of all agents and employees shall be fixed within the annual budget of the Corporation to be approved by the Directors by resolution. (Bylaw #13; Clause 8f)

1.20 EMPLOYEES

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The CRCID Secretariat will consist of positions to meet identified needs and available funds.

Staff will receive salary increases of up to 3% per year effective April 1st. based upon annual performance reviews conducted by the Executive Director and Canadian (Ontario) annual cost of living statistics.

(BOD: 11/05/07)

This policy will be reviewed by the Board of Directors prior to any proposal being submitted to a funding agency that includes a budget for salaries.

1.21 COOPERATIVE PARTNERSHIPS (BOD 01/22/05)

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The CRCID board reserves the authority to authorize the organization to engage non-Rotary entities and then only for purposes of enhancing the corporation's capacity for World Community Service by cooperative relationships with kindred organizations. (BOD 28/10/08)

The Board, acknowledging that CRCID can benefit from cooperation with other organizations, hereby adopts the following terms for acceptance of cooperative relationships with CRCID.

1.21.1 Rationale for Cooperative Relationships:

CRCID shall pursue and be receptive to appropriate cooperative relationships with other reputable organizations that are not on the RI "no-contact" list where such relationships enhance the public image of and the development of membership in Rotary and meet one or more of the following criteria:

- a. Assist in carrying out Rotary's Programs, or programs of CRCID; or
- b. Provide financial assistance or other support for the programs of RI or TRF; or
- c. Promote a common program or goal; or
- d. Where CRCID's and/or Rotary's intended goals or objectives could be better served by the participation and eventual assumption of the activity by another organization; or
- e. Where CRCID's and/or Rotary's endorsement for a program or project is sought by an organization formed by Rotary clubs or districts; or
- f. Extend the reach of a best practices program or project developed by an organization formed by Rotary clubs or districts.

1.21.2 Restrictions on Cooperative Relationships:

CRCID shall **not** enter into a cooperative relationship that involves:

- a. Any matter, which is not in accord with the Object of Rotary or RI Code of Policies.
- b. The RI "No Contact list".

1.21.3 Evaluation of Proposed Cooperative Relationships:

In the evaluation of any proposed relationship, the following factors shall be considered by the appropriate approving authority:

- a. The financial impact on CRCID;
- b. The effect on the autonomy of clubs, and the operation of districts;
- c. The reputation and financial health of the other organization and any associated organizations or relationships, as evidenced by annual audited accounts to be provided to CRCID;
- d. The willingness of the proposed organization to make full and continuing financial and operational disclosure;
- e. The effect on any existing program of CRCID, RI or TRF;
- f. The duration of the proposed relationship;
- g. The potential for CRCID and/or RI to obtain public recognition;
- h. Compliance with existing CRCID, RI and TRF policy;
- i. Potential conflicts of interest;
- j. Size, scope and status of the proposed organization;
- k. Record of service;
- l. Risk of legal liability; and the
- m. Level of participation expected of clubs, districts, CRCID, RI, TRF and individual Rotarians.

Cultural and legal variances in business practices among nations should be identified and honored whenever possible in matters of CRCID cooperative relationships.

1.21.4 Organizations Eligible for Funding Support

CRCID has the authority to engage Rotary entities by way of formal agreements for the purpose of undertaking World Community Service. Without limiting the generality of this statement such entities include:

- The Rotary Foundation (TRF);
- Other multi-district service activity groups;
- Rotarian Action Groups;
- Clubs;
- Districts;
- Recognized Non-Governmental Organizations (NGOs) approved by the Board of Directors.

Section 2: Operational Polices

2 INTRODUCTION

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This section outlines CRCID's operational policies relating to its functions and relationships with stakeholders with whom it works.

This section explains in more detail:

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2.1 FUNDING AGREEMENTS

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CRCID is committed to maintaining positive working relationships with stakeholders and meets all funding agreement requirements in a timely and efficient manner.

Liaison with funding agencies and managing compliance issues is the responsibility of the Secretariat and primarily the Chief Administrative Officer.

CRCID funding agreements are filed in the Secretariat Office and access to the funding agreements is by permission of the Chief Administrative Officer. Staff or board members may take a copy of the original for their personal records.

2.1.1 Funding Agreement Terms and Conditions

The terms of funding agreements commonly include some or all of the following:

- Performance monitoring and evaluation arrangements
- Specific function and performance indicators
- Service specifications outlining goals and targets for the current funding period
- Compliance with relevant service standards and statutory requirements
- Reporting requirements
- Management arrangements
- Budgets and timelines
- Staffing and volunteer arrangements
- Confidentiality

- Asset management, insurance and indemnity procedures in the event of a dispute or termination of the funding agreement.

CRCID is fully committed to meeting the performance targets specified in the agreement, and complying with reporting requirements.

2.2 PROGRAM DEVELOPMENT

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Specific developing country programs are an important part of CRCID's work, and the organization is usually involved in several programs at any given time. In deciding whether or not to pursue a particular program, CRCID will consider:

- **Policy priorities.** This involves an assessment of the project in terms of CRCID's policy priorities and strategic plan, the likely outcomes and impact of the project, the urgency of the issue, and possible benefits for the organizations' client base.
- **Appropriateness of CRCID's involvement.** It is important to consider whether CRCID can add value to the project or whether another agency may be more appropriate, and what participation offers to CRCID in terms of staff development, resources, and organizational profile. Any potential risks to CRCID should also be considered.
- **Effectiveness of our involvement.** It is necessary to consider whether CRCID has the networks, resources, capacity necessary to support the program and ensure that our participation is effective, as well as any organizational costs that may arise from participation.

2.2.1 Sectoral Priorities

CRCID has identified two (sectoral) priority foci for CIDA funding. These are:

1. Health Concerns (including water & sanitation management); and,
2. Literacy and Education.

However, if alternative funding sources become available or if CRCID does not receive any program applications for the above sectoral priorities CRCID will consider amending the above priorities or expanding them to include:

3. Micro-Credit.

All programs and related projects requesting funds from CRCID must qualify under one or more of these sectoral priorities. Examples of possible programs/projects in each sectoral priority that may be eligible for CRCID funding are provided in the table found in appendix 4.

Note:

CRCID funding is only available for those projects that are linked to the currently approved CRCID programs. For example, a Water and Sanitation project will not receive CRCID funding if CRCID does not currently have an approved Water and Sanitation program.

2.2.2 Geographic Focus

(Revised: 19/01/12 BOD)

- CRCID will accept program proposals for the next funding cycle from Canadian Rotary clubs, Canadian Districts and/or Canadian incorporated Rotarian Action Groups (RAGs) on or before the deadline established by the CRCID Board of Directors;
- The submission deadline will be communicated to Canadian Rotarians by CRCID using all available communication mediums;
- CRCID is subject to the Government of Canada requirement that the geographic focus for any program requesting Government of Canada funding must be identified in the organization's program funding proposal.
- Once the funding is approved, these countries cannot be changed without prior consultation and approval from the Government of Canada.
- The program seeking funding support from CRCID must be located in a country identified as being eligible for "Official Development Assistance" (ODA) by the Canadian Government and CRCID Board of Directors. The list of eligible countries can be found in [Appendix 7](#).
- While CRCID's mandate includes supporting Rotary programs in any ODA country, CRCID support is restricted by the Contribution Agreements with the Government of Canada to those countries it approves for funding.
- The current list of countries eligible to receive CRCID funding are posted on the website and listed in Fact Sheet #6.

2.2.3 Gender Equality Policy

CRCID has developed a separate gender equality policy that represents the organizational commitment to gender equality within the organization and as a key component of the developing country programs receiving financial support. CRCID is committed to implementing this policy and the values upon which it is informed both in the way the organization and its partners operate and in the objectives they seek to achieve.

CRCID understands gender equality as:

- Equal opportunities to participate in and influence political and economic decision making for women and men.
- Equal legal, political, civil, economic and social rights for women and men.
- Equal consideration and valuation of the needs and aspirations of women and men.
- Equal access to and control over resources such as land, income and other productive assets.

2.2.4 Environmental Sustainability Policy

CRCID has developed a separate Environmental Sustainability Policy and Procedures document. Environmental sustainability is a fundamental part of

development because there is interdependence between the world's environment – the physical, biological and social surroundings and their interactions that sustain life – and the objectives of human development.

Effective and sustainable development depends on the successful integration of many factors: economic, social, political, cultural and environmental. Environmental quality and sustainability have a special importance to development because the environment is the very basis of human life.

2.2.5 Program/Project Eligibility²

For a project/program to qualify for CRCID funding it must:

1. Originate with the beneficiaries, the host country Rotary club partner, or a host country non-Rotary NGO.
2. Be implemented in a host country that is eligible for Canadian Official Development Assistance and approved by CRCID (please see list of eligible countries in appendix 3 as per 2.2.2, paragraph 2).
3. Address one of CRCID's sectoral priorities found in paragraph 2.1 that will benefit a community in need, in the context of Community Development.
4. Address Gender Equality (paragraph 2.2.3); and, Environmental Sustainability (paragraph 2.2.4) according to CRCID policies and procedures.
5. The expected results of the project/program must comply with the poverty reduction goals and objectives established by the government and administration of the host country.
6. Have significant Rotarian involvement.
7. Have visible CRCID identification (CRCID to provide identification material).
8. Benefit the recipient community as a whole. The project/program must not be designed to help any individual(s) to obtain an academic degree or professional advancement, or for any individual(s) to attend a seminar, conference or international exchange. Project/programs can involve educational training, but the training must be short-term in nature and provide for basic educational needs only.
9. CRCID will support salary and other administrative costs necessary for the successful implementation of a program that meets all other approval criteria in accordance with current policy.

² Matching Grants Eligibility Criteria and Guidelines.

<http://www.rotary.org/newsroom/downloadcenter/foundation/humanitarian.html#hgeligible>.

10. Not involve the establishment of a permanent foundation, trust, or permanent interest-bearing account. Contribution project/programs can involve the establishment of a revolving loan fund, but must include training and detailed information regarding recipient payback schedules.
11. Involve participation and monitoring by Rotarians of clubs/districts in at least 2 countries. One country will be the local, host or offshore project/program country (where the project/program is located and the host Rotary club is undertaking a community service project or Rotary program), and one will be the international sponsor country (where the Canadian Rotary club is undertaking a world community service project or Rotary program). Contribution applicants are partners in the service project/program and must work closely together to complete the project/program. To ensure this kind of cooperation, each participating club/district must establish a committee of at least 3 Rotarians to oversee and report both to each other every 6 months and to CRCID on the project's/program's progress and completion.
12. Not directly benefit a Rotarian; an employee of a club, district or other Rotary entity, or of Rotary International; or a spouse, lineal descendant (child or grandchild by blood or legally adopted child), a spouse of a lineal descendant, or an ancestor (parent or grandparent by blood) of any living Rotarian or Rotary employee.
13. Not duplicate any existing Foundation or other Rotary-sponsored program.
14. Exclude any liability to CRCID for the amount of the contribution.
15. Be received by CRCID prior to the submission deadline.
16. Involve significant correspondence between the Canadian and host Rotary clubs.
17. If a TRF Matching Grant or Global Grant is being sought, the CRCID application must be accompanied by a copy of the submitted TRF application prior to it being approved by TRF (B.O.D 9/30/05).
18. Construction:
Project/programs that entail the construction of structures in which individuals live or work (including but not restricted to low cost shelters, schools and hospitals) are eligible for CRCID funding subject to compliance with CRCID Environmental sustainability policy (see CRCID Environmental Sustainability Policy document).
19. Incorporate a strategy for capacity development of the beneficiaries and local partners in accordance with CRCID policies.

2.2.6 Developing the Program

It is recommended that Canadian Rotarians proposing a developing country program and are considering CRCID financial and administrative support should do the following:

- Conduct a Community Needs Assessment
- Review the CRCID policies and procedures located on the CRCID website and www.crcid.org
- Contact their CRCID District Representative to discuss the critical path for the submission of a proposal to CRCID. The following should be discussed:
 - Key dates (e.g. deadline for program proposal submission);
 - Funding priorities (sectoral and geographic) and guidelines;
 - Availability of specific program related documents, such as:
 - Concept paper guidelines;
 - Program Proposal guidelines and application;
 - Gender Equality policy;
 - Environmental Assessment policy;
 - Capacity Development policy; and,
 - Any other information that would assist the Canadian Rotarian with the application process.
- Contact the CRCID staff person responsible for program development. This is currently the Chief Administrative Officer. The purpose for this discussion is to:
 - Inform the CRCID staff that a program submission to CRCID is being considered; and,
 - Ensure that they have all of the most current information regarding the submission of a concept paper for assessment.

2.3 ELIGIBLE COST ELEMENTS

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Subject to the maximum set out in CRCID policies, the following costs may be reimbursed by CRCID:

2.3.1 Program Expenses

Program Expenses are determined by the funding agreement(s) between CRCID and the Canadian Rotary Organization(s) responsible for implementing the Developing Country Program(s).

2.3.2 Board; Member; and, Staff Reimbursement of Expenses

CRCID operates as a multi-district activity for the benefit of all Canadian Rotary clubs' World Community Service activities. The District Governor for each District with Canadian Rotary clubs annually selects a District CRCID member to:

- Represent the District Governor and District at CRCID meetings; and,
- Assist Rotary clubs within the District access CRCID funding.

Canadian Rotary clubs have received many benefits from CRCID that include matched funding, individual project assistance, and education that were not available anywhere else. In order to ensure that Canadian Rotarians continue to receive these benefits, it is necessary that each District contribute towards the expense of their District Governor representative attending the CRCID Annual General Meeting (AGM)/Public Engagement Meeting (PEM).

- a. With the agreement of the 16 District Governors in Zone 24 and the 7 District Governors in Zones 24,25,27, and 32 CRCID requests that each Rotary District that includes at least one Canadian Rotary club contribute an amount annually as approved by the CRCID Board of Directors towards the expenses of the CRCID AGM/PEM to cover a portion of the following costs:
 - i) District member's travel to and from the meeting;
 - ii) District member's Hotel Room;
 - iii) District member's meals;
 - iv) Training seminars and workshops.
- b. For those Districts not contributing towards the cost of the CRCID AGM/PEM, the members attending will be responsible for their own travel expenses, unless reimbursed directly from their district
- c. Only travel expenditures approved by CRCID will be reimbursed to the CRCID members, Directors and staff attending the AGM/PEM.
- d. CRCID will reimburse CRCID staff, Directors and members for travel expenses incurred while on CRCID related business upon the submission of a signed travel expense form with attached invoices and bills. The current rates of reimbursement can be found in Section 3.1.18 of this manual.
- e. CRCID will upon occasion reimburse non-CRCID members for expenses incurred while upon CRCID related business. Any reimbursements must be approved by:
 - i) Appropriate CRCID committee and be within its allocated budget; or,
 - ii) Executive Director in consultation with the President.
- f. CRCID will reimburse current CRCID members for public engagement related travel within their respective District at a rate of \$0.50 per kilometer (B.O.D. 5/15/2011). The reimbursement for each member shall not exceed \$125 per CRCID fiscal quarter nor exceed \$500 per fiscal year.

The Secretariat shall only reimburse the member upon the authorization of the President of CRCID after the receipt of an acceptable:

- i) Report submitted to the Secretariat and Development Education Committee that outlines his/her activities for the previous fiscal quarter; and,
- ii) Travel expense claim (forms are available from the Secretariat).

Reports and accompanying travel expense claims are due by the 15th of the month following the fiscal quarter being reported. For example the report and travel expense claim for the fiscal quarter ending March 31st. is due April 15th.

(BOD 02/16/08)

2.4 PROGRAM PRE-APPROVAL (CONCEPT PAPER) SUBMISSION

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The Program Pre-Approval Submission (PPAS) or concept paper should provide a broad picture of the proposed program - a detailed analysis or work plan is not required at this stage. The PPAS shall include the following elements:

1. Development Issues and Program Goals (max. 1 page)
2. Brief Program description and purpose (max. 1 page)
3. Results expected at the end of the Program, including capacity development of beneficiaries & host country partners (max. 1 page)
4. Environmental Sustainability & Gender equity (max. 1 page)
5. Partnerships and Engagement of Canadians (max. 1/2 page)
6. Organizational capacity and relevant experience (max. 1 page)
7. Resources (max. 1/2 page)

Once received, the submission is reviewed by staff according to CRCID's funding criteria, including gender equality and environmental sustainability. The CAO will prepare a short comment paper outlining any concerns and questions regarding the program and will make a recommendation to the Program Review Committee (See Section 1.10) as to whether or not a full program proposal should be considered for CRCID's review and analysis.

2.5 PROGRAM PROPOSAL

(Revised: 19/01/12 BOD)

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2.5.1 Who Can Apply?

1. Canadian Rotary clubs that partner with at least one Rotary club in the country where the program will be implemented.
2. Eligible Rotary Districts (include a minimum of 1 Canadian Rotary club) that partner with at least one Rotary club and/or Rotary District in the country where the program will be implemented.
3. Rotarian Action Groups (RAGs) incorporated in Canada that are implementing an eligible program and supported by a minimum of one

Canadian Rotary club and/or Rotary District and a Rotary club and/or Rotary District in the country where the program will be implemented.

All Rotary partners must be in good standing with Rotary International and The Rotary Foundation.

2.5.2 What are the Funding Limits?

CRCID's funding ratio for developing country programs is dependent upon the approved funding ratio between CRCID and CIDA and the total dollar value of CIDA's contribution.

CRCID will match funds from the following sources:

- Canadian Rotary clubs;
- Canadian Rotary Districts;
- The Rotary Foundation (matching Canadian Rotary contributions). and,
- RAG contributions from a Canadian foundation

CRCID charges a 10% management on all funds CRCID advances to the approved program.

Management Services:

CRCID staff and volunteers will provide ongoing management and administrative support to approved programs including:

- Assistance with drafting financial and narrative reports;
- Consultation;
- National program promotion (e.g. website & newsletter articles);
- Providing guidance and support in development of collaborative partnerships

2.5.3 What are the Requirements for Receiving CRCID Funding?

- CRCID approved programs are intended to provide long-term benefits and capacity development to a large number of beneficiaries.
- Program terms should be for a period of 3-year increments and should ensure continued support from other sources after the completion of the CRCID Contribution Agreement.
- Rotarians from the host and international partnering clubs must actively participate in the program through planning, hands-on implementation and oversight.
- **A CRCID program proposal must include a community needs assessment.**

2.5.4 Principles of Effective Development:

CRCID approval is dependent upon the programs adhering to the principles of effective development. These principles include:

- Local ownership;
- Gender Equality;
- Environmental sustainability;
- Governance;
 - *Participation*: The involvement of stakeholders in planning, implementation and evaluation of proposed initiatives
 - *Inclusion*: The share of benefits of proposed initiatives without any exclusion or discrimination based on age, gender, disability, social status, ethnicity and other social factors and customary practices
 - *Equity*: Equal access to public services and productive resources, including land, water, capital, technology and finances
 - *Transparency and accountability*: Organizational structures (e.g. committees) that ensure that stakeholders have access to information on how decisions are made and resources allocated
- Improved donor coordination;
- Stronger partnerships;
- Results based approach (see Results Based Planning Worksheet in Appendix 6); and,
- Building capacity.

The most effective programs include a combination of components such as training, community participation, Rotary Community Corps, capital assets, technical expertise from Rotarian and/or non-Rotarian sources and capacity-building activities.

2.5.5 How to Apply:

- Complete the program proposal template found on the website or from the Secretariat. The guidelines are included to assist you.
- Proposals can be submitted by regular mail, fax or email to the CRCID Secretariat by the submission deadline.
- The proposal will be initially assessed by CRCID's Program Management Officer and then submitted to the appropriate CRCID Sectoral Committee for evaluation and approval.

- The proposal will only be processed IF the contact information for all Rotary partners and the budget are included;
- Each submitted program proposals must include a brief description of any coordinating partners, including specific program related role and qualifications for undertaking this role.
- Approval means that your program will be included in CRCID's next funding program proposal submitted to CIDA for which it qualifies;

You will normally be notified of CRCID's decision within 8 weeks from the date of submission of the program proposal. The decision will be one of the following:

- *Approved:* Your program will be included in the next CIDA Call for Proposals for which it qualifies;
- *Rejected:* Your program proposal did not meet some or all of CRCID's funding criteria. A revised proposal can be resubmitted up to the final submission date.
- *Conditionally Approved:* Your program will be included in the next CIDA Call for Proposals for which it qualifies if specifically requested actions are taken for the program to meet CRCID's funding criteria by the final submission date.

Important Note:

Even if your program is approved for inclusion in the CRCID funding program proposal to CIDA, there is no guarantee of it being approved for funding by CIDA.

Submission Deadline:

- CRCID will accept program proposals for the next funding cycle from Canadian Rotary clubs, Canadian Districts and/or Canadian incorporated Rotarian Action Groups (RAGs) on or before the deadline established by the CRCID Board of Directors;
- CRCID reserves the right to limit the number of program submissions it approves. Programs will be evaluated according to the principles of effective development.

2.5.6a Review Process for Clubs, Districts, and Rotarian Action Groups:

- CRCID will review the proposals and select those programs that best match CRCID's funding criteria.

- The successful programs will be retained in a “bank of eligible proposals” that will be integrated into the next eligible program funding proposal submitted to the Canadian Government.
 - Since the Canadian Government has initiated the “Call for Proposals” system it will determine, according to its internal processes, when each call will be made.
- Organizations, including CRCID, will only have between 60 and 90 days to respond to a call for which it is eligible to apply.

CRCID will, within 2 working days of CRCID learning of a Government of Canada call for proposals to which CRCID is eligible to respond, inform the eligible program(s) contact person of this posting. This communication will include a link to the appropriate Government website where the call for proposals is posted to allow the Program Contact to review the call on behalf of the program. The communication will also advise:

- Whether or not CRCID is considering a program funding proposal submission by the submission deadline;
- What programs currently in the bank that CRCID proposes should be included in the proposal submission; and,
- The rationale and reasons for the proposed action.

Clubs and Districts will have the opportunity to challenge CRCID’s position in writing providing supporting evidence for their position. This communication should be directed to the Executive Director and President of CRCID who must respond within 15 working days after receiving the communication. CRCID may overturn its previous decision if the evidence is compelling and any revisions to the “banked” program can be made, submitted, and approved 20 working days prior to the submission deadline.

If there are insufficient number of eligible programs available in the “bank” to respond to a call for proposals, CRCID may issue a “Special Call” to Canadian clubs and Districts. However, this will only be done rarely due to the limited time available for a club, District, or RAG to respond appropriately to such a call.

2.5.6b Initial Funding Advances:

- Programs approved for CRCID funding will be eligible to receive funds only after authorized representatives of CRCID and CIDA have signed the Program Funding Contribution Agreement;
- CRCID will make an initial advance based upon the Rotary in Canada funds in the program bank account on the date the CRCID/CIDA Agreement is signed;
- Initial advance amount will be determined by:

- Cost Share ratio;
- Amount required by program to initiate program related activities; and,
- Amount CIDA advances to CRCID.
- See clauses 2.8.5 and 2.8.6 for subsequent CRCID funding advance payment requirements.

2.6 CRCID Program Agreement

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Once the program is approved by CRCID, CRCID will draft a Contribution Agreement between CRCID and the Canadian Rotary lead club, District or RAG.

This agreement will need to be signed by the Club President; District Governor; or RAG President prior to CRCID signing. CRCID will sign the agreement after the Canadian partner has signed and once CIDA has approved the program for funding.

A current CRCID Contribution Agreement template is included in Appendix 1.

2.7 CRCID PROGRAM OFFICER

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Each approved program will be assigned a CRCID Program Officer. The Program Officer is the central contact person at CRCID for the program and reports to the Chief Administrative Officer.

The Program Officer is responsible for, and will liaise closely with the Program Coordinators to:

- Ensure that the project is completed on time, within budget and to a high standard.
- Provide appropriate oversight and support to the Program Coordinators.
- Ensure that the relevant financial and performance reporting requirements are met.
- Provide assistance to the Coordinator if they are facing any difficulties.

2.8 PROGRAM MANAGEMENT

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2.8.1 Initial Workplan

The Program Coordinators shall prepare and submit to CRCID the initial Workplan within sixty (60) days from the effective date of the Agreement. The Initial Workplan shall present the management principles of the program and outline major components and key milestones for the delivery of the activities, by quarter for the first year. The initial Workplan shall include, but not necessarily be limited to the following:

1. Executive summary;
2. Program and administrative management, including a risk management framework;
3. Key milestones tied to each activity for each quarter;

4. Expected results for the Program, contained within an agreed Logical Framework Analysis (LFA) including intended impact, outcomes, outputs, output indicators, annual output targets, indicative activities and inputs;
5. Anticipated fund-raising for each quarter; and,
6. Identification of unforeseen constraints.

Moreover, the Initial Workplan shall contain a section on the communications strategy to publicize Program achievements and to acknowledge CRCID's Contribution. The strategy shall address the following issues:

- Target groups in Canada and the recipient country;
- Estimated target population; and,
- Communications methods to be used.

2.8.2 Semi-Annual Progress (narrative) Reports

- a. Semi-annually and within 30 days from the end of the period, the Program Coordinators shall provide a Semi-Annual Progress Report for the six-month period ending March 31st. and September 30th.
- b. Semi-annual Progress Reports shall provide qualitative and quantitative information on the significant Program activities for the Program to date and include the following:
 1. Executive summary (maximum 1 page)
 2. Analytical comments on the variances between the planned activities, as identified in the previous narrative report, the Workplan and activities actually completed;
 3. Analytical comments on the variances between the anticipated funds raised, as identified in the previous narrative report, the Workplan and funds actually raised;
 4. Problems and difficulties encountered, if any, and remedial action taken or to be taken;
 5. Analysis of changes to any important aspect of the Program, which have been or should be made, in consultation with CRCID;
 6. Analytical comments on Financial Reports concerning variances between forecasted and actual expenditures, as they relate to successes or problems encountered and actions taken, as well as consequences on the financial forecasting for the next quarter;
 7. Planned activities for the next six months;
 8. Integration of gender in the activities;
 9. Progress towards results; and,
 10. Other important issues affecting Program implementation.

A current CRCID narrative report template is included in Appendix 2a.

2.8.3 Annual Workplan

The Program Coordinators shall submit an Annual Workplan within 45 days from the end of each fiscal year, together with the Semi-Annual Progress Report and the Annual Financial Report. The annual Workplan shall present the funds raised and the results achieved in comparison with objectives established in the

previous Workplan and present the differences that exist regarding activities and costs. Finally, the Workplan shall establish objectives for each activity to be implemented during the year, as well as anticipated fund-raising by quarter.

A current CRCID workplan template is included in Appendix 2b.

2.8.4 Final Narrative Report

a. The Final Narrative Report shall be submitted within 60 days from the end of the activities of the Program. The report shall:

1. Analyze original budget forecasts, including fund-raising forecasts, compared to actual fund-raising/disbursements, for the Program as a whole as well as for each of the main activities;
2. State reasons justifying variances;
3. Include any other information related to the administrative and financial aspects of the Program;
4. Include a comprehensive final presentation of the in-kind and financial contributions to the Program from all sources specified in Part C of the Contribution Agreement;

b. The Final Narrative Report shall include, but not necessarily limited to, the following sections:

1. Background and objectives. This section of the report shall contain a brief statement with respect to the Program. It should include:
 - Background and rationale;
 - Goals and objectives; and,
 - Results.
2. Summary Description of the Project. This section of the report shall contain a description of the actual activities, including:
 - Management and organization;
 - Description of activities; and,
 - Stakeholders, their roles and responsibilities.
3. Analytical Review of the Program. This section of the report shall address the following issues and offer comments and/or recommendations for similar programs in the future:
 - Program rationale and justification;
 - Planned and achieved goals and objectives;
 - Detailed final report on achievement of results;
 - Political considerations;
 - Analysis of scheduling, difficulties encountered (if any) and remedial actions taken;
 - Analysis of actual disbursements compared to the original and revised budgetary forecasts as presented in the Final Financial Report;
 - Logistical difficulties;
 - Public engagement issues;
 - Capacity Development issues;

- Analysis, comments, and recommendations with respect to each of the main activities; and,
- Assessment of any similarities between the Program funded under the Agreement and other programs funded by CRCID.

A current CRCID Final Narrative Report template is included in Appendix 2c.

2.8.4 Method of Payment

For the performance of the Program, to CRCID's satisfaction, and the fulfilment of all the Program's other obligations pursuant to the Contribution Agreement, CRCID agrees to finance the Organization's expenses as follows:

- a) CRCID shall provide advance payments in accordance to the schedule described in the Contribution Agreement, and the payments will be based on the approved Program Budget as updated in the detailed annual budget, the approved annual workplan and on approved quarterly cash flow requirements. Quarterly periods begin with the months of April, July, October and January.
- b) After signature of the Agreement, acceptance by CRCID of the annual workplan and receipt of a request from the Organization for an advance payment, CRCID will provide a first advance payment to the Organization, based on the approved cash flow forecast.
- c) CIDA shall approve subsequent advance payments to the Organization on a quarterly or biannual basis upon receipt of a signed « Advance Payment Request ». These advance payments are subject to CRCID approval; availability of CRCID Program funds; and, receipt of satisfactory financial and narrative reporting documents.
- d) Upon approval of the « Advance Payment Request », CRCID shall issue a payment in Canadian dollars to the Program. This payment will be sent to the Program by regular mail at the address indicated in the Contribution Agreement.
- e) The Organization shall account for the disbursements against funds received by providing financial reports acceptable to CRCID (see clauses 2.8.6; 2.8.7; and, 2.8.8).
- f) All advance payments must be accounted for within six (6) months of the end of the period covered by the advance payment. No funds can be advanced or paid until such time as the past due accounting has been received.
- g) Upon submission of the Final Narrative report in accordance with the schedule of reports found in the Contribution Agreement, the Program shall return to the Receiver General for Canada, through CRCID, any funds contributed by CRCID under the Agreement which are not disbursed or accounted for.
- h) Current Program Agreements do not imply that CRCID will fund any continuation of the Programs.

2.8.5 Advance Payment Requests

- a. CRCID will only advance funds to a program if it has received a:
 - Financial report(s) for all previous funding advances that are approved by CRCID; and,
 - Completed Advance Payment Request.

- b. For an advance payment the Program Coordinators shall present a formal advance payment request considered acceptable to CRCID in both form and content. The request will include the following:
 - Total contribution by Rotary in Canada from previous advance payment request:
 - Total contributed by Rotary in Canada according to eligible sources during current reporting period:
 - Eligible sources include:
 - Canadian Rotary clubs;
 - Canadian Rotary districts;
 - Matching Rotary Foundation Contributions; and,
 - Canadian Rotarians.
 - RAG's with a Canadian foundation
 - Total contributions received from CRCID to reporting date;
 - Program disbursements as reported in the most recent financial report submitted to and approved by CRCID;
 - Advance Request including:
 - Program Disbursements forecast for next reporting period;
 - Less CRCID funds on hand at reporting date;
 - Less Rotary in Canada contributions during the current reporting period;
 - Less non CRCID matched funds on hand at reporting date;
 - CRCID Advance Amount Requested
 - Rotary in Canada fundraising projections for the next reporting period

A current CRCID Advance Payment Request template is included in Appendix 3a.

2.8.6 Interim Financial Reports

The Program Coordinators shall submit to CRCID an Interim Financial Report within 6 months of receiving the Advance Payment or when all CRCID and Rotary in Canada matching funds are at least 80% expended. The Interim Financial Report must be received in a format acceptable to CRCID and detail the following:

- a. Costs incurred throughout the period covered by the report, including remuneration of employees for the activities and results of the Program achieved during the reporting period; indicating the appropriate date and the number of hours worked on that date;

- b. All supporting documentation for claimed expenses, including those expenses paid from the matching Rotary in Canada funds;

- c. Interest earned on advances, if applicable;
- d. Year to date costs as of the date of the report (amount and percentage);
- e. Funds raised during the period covered by the report, the total funds raised, the total number of donations, and a confirmation that these funds were received for the purposes of the program; and, within the time frames permitted under the Contribution Agreement. The Program will maintain sufficient documentation on hand supporting these Interim Reports for audit purposes;
- f. Total funds raised since the signing of the Contribution Agreement;
- g. Estimate of the costs required to complete the activities and achieve the planned results under the Agreement;
- h. Cost estimate for the period to be covered in the next report;
- i. Fund-raising estimate for the period to be covered in the next report;
- j. Analysis of significant variances; and,
- k. In kind contributions:
 - Provide volunteer time sheets with appropriate quid pro quo³ valuations of comparable financial contributions in kind; and/or,
 - Provide supporting documentation showing the market value of donated equipment and/or services.

A current CRCID Interim Financial report template is included in Appendix 3b.

2.8.7 Annual Financial Reports

The Program Coordinators shall submit the Fourth Quarter Financial Reports within 30 days from the end of the fiscal year together with the Semi-Annual Progress Report and the Annual Workplan. The Fourth Quarter Financial Reports shall take a full-year perspective on the Program and shall be tied closely to the Workplan and the costs of the activities. It shall detail the following, in addition to the information required under 2.3.5:

- a. A comparison between the forecasted expenditures and the actual expenditures for the year just completed, including an accounting of the funds raised;

³ **Quid pro quo** (From the Latin meaning "what for what") indicates a more-or-less equal exchange or substitution of goods or services. English speakers often use the term to mean "a favor for a favor" and the phrases with almost identical meaning include: "what for what", "give and take", "tit for tat", "this for that", and "you scratch my back, and I'll scratch yours".

Wikipedia, August 12, 2011. http://en.wikipedia.org/wiki/Quid_pro_quo

- b. A forecast for the upcoming fiscal year, i.e. the forecast of the cost of the activities identified in the Annual Workplan as well as the projected fund-raising; and,
- c. A list of the other sources of funding for the year just completed.

A current CRCID Annual Financial report template is included in Appendix 3c.

2.8.8 Final Financial Reports

The Program Coordinators shall submit a Final Financial Report, together with the Final Narrative Report, within 60 days from the end of the activities of the Program. The Program Final Financial Report shall present an account of actual funds raised, and actual disbursements on the basis of a line item breakdown, in comparison to the budgetary estimates.

A current CRCID Final Financial report template is included in Appendix 3d.

2.8.9 Audit

The Programs shall safekeep for at least 3 years following the final payment of the Contribution Agreement, all supporting documentation for all program costs including:

- Those costs reimbursed by CRCID; and,
- Costs not reimbursed by CRCID but reimbursed from Rotary in Canada sources that were leveraged to access CRCID matching funds.

2.9 MONITORING AND EVALUATION

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Monitoring and evaluating those projects/programs funded by CRCID in keeping with CRCID's Vision, Mission and Core Values is the cornerstone of effective international development programming. It is an ongoing multi-stage outcome focused process that begins with the planning of the program/project including defining of expected outcomes. The process ends with the evaluation of the achieved outcome results compared to defined outcomes established during the planning process. The program/project is monitored during its implementation to provide early indications of progress towards the achievement of the anticipated results. The evaluation is conducted at selective times culminating in the final evaluation at the completion of the program/project to report on the outcome results achieved.

2.10 CENTRAL PROGRAM FILE

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The Program Officer will maintain a file on each program containing the following information:

- The original submission, including the budget submitted to CRCID;
- The budget developed by the Program using the Program's categories of expenditure;
- The signed Contribution Agreement;
- Amendments to the Contribution Agreement (if any);
- Submitted and approved:

- Advance Payment Requests;
- Financial reports;
- Narrative Reports; and,
- Other documents/reports requested by CRCID;
- All relevant correspondence.

The project manager will ensure that copies of any correspondence with the Program and other program stakeholders (including CRCID staff/members/Directors; CIDA; etc....) are added to the file as the program progresses.

All correspondence sent or received by the Chief Administrative Officer that concerns a CRCID approved program will be copied to the appropriate Program Officer for inclusion in the Program file.

2.10.1 Keeping Staff Informed

The Program Officer will ensure that all relevant parts of the organization are kept informed about the progress of the program, including actual results achieved against anticipated result; financial updates; news releases; and other relevant information.

2.10.2 Reporting Progress

The Program Officer will report regularly to the Chief Administrative Officer on the progress of the program.

2.10.3 Finalizing the Project

The Program Officer will ensure that all obligations under the Contribution Agreement have been met and that all reports and publications have been finalized prior to recommending the closing of the Program file. They are to prepare a short evaluation of the program.

2.11 PUBLICATIONS

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CRCID produces a range of publications available free of charge. For example, conference papers or reports may be published if there is significant demand for them. A publication may be the result of a specific project or as part of a larger project. Staff members should consult their supervisor before developing any material to be published on behalf of CRCID. The Public Engagement Chair must approve all publications before being sent to print. Staff members writing publications need to factor timeframes for gaining approval into their planning processes.

2.11.1 CRCID Newsletter

The Public Engagement Committee manages content and format while the Secretariat manages publication and distribution of the newsletter. The newsletter is produced quarterly (February; July; October; and December) and distributed to Directors; members; District Governors; and other stakeholders.

The Public Engagement Committee seeks submissions of articles for the newsletter from the CRCID stakeholders. Once contributions are received, the newsletter is desktop published (i.e. published internally) using existing templates. The proofs are approved by the Public Engagement Committee Chair before printing and/or distribution.

2.11.1a Newsletter Advertising

The Public Engagement Committee may authorize advertising in the newsletter; so long as it is first approved by the Board of Directors. Advertising is managed by the Public Engagement Committee Chair in consultation with the Chief Administrative Officer. Advertising requests are submitted to the attention of the Chief Administrative Officer. Standard rates are applied for non-Rotary advertising, while Rotary related advertising received from members and other CRCID stakeholders will either receive a discounted rate or the rate will be waived at the discretion of the Public Engagement Committee Chair. The Public Engagement Committee reviews advertising rates from time to time.

2.11.2 CRCID website

The CRCID website is an important means through which CRCID can provide information to its members and stakeholders. For many stakeholders the CRCID website is their first contact with the organization.

The website provides public information on CRCID, including information about the Board, staff, Strategic Plan, policies and procedures, upcoming meetings/conferences, downloadable forms and presentations; and contact details. CRCID funding submissions to the Government of Canada and/or other possible funding agencies and other key documents are also uploaded. The site provides a range of links to other Rotary organizations and partner organizations (e.g. CIDA).

The Public Engagement Committee is responsible for oversight and management of the web design and site content. Maintaining the website on a day-to-day basis is the responsibility of the CRCID staff assigned by the Chief Administrative Officer.

The Public Engagement Committee shall establish a protocol explaining the process by which information is posted on the website and the format in which it should be provided. All material published on the website must be approved by the Public Engagement Committee Chair.

2.11.3 Annual Report

CRCID's "Annual Report" is a document that outlines its activities over the past year and provides an outlook for the future. It is an important document by which CRCID can be proactive in demonstrating accountability to its members, stakeholders and the Rotary community.

Responsibility for the organization's annual report rests primarily with the Board of Directors although the Secretariat will be delegated the production of the

report. It shall be published by July 15th each year and distributed to: CRCID Members; District Governors; and, other Stakeholders. The report will also be published on the CRCID website.

The Annual Report includes the following sections:

- Message from the Chair,
- Board of Directors (brief biography & picture),
- Program Accomplishments;
- Program Services provided,
- Operations/Staff,
- Finance (audited statements; budget),
- Goals for the Upcoming Year.

2.12 WORKING WITH THE MEDIA

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CRCID may, upon occasion, use the media to advocate on behalf of its constituency and/or its programming. The Executive Director generally acts as media spokesperson for CRCID. In some instances the President will also act in this role and in some cases the Executive Director may delegate this role to another staff member. All requests from journalists for comment by CRCID should be referred to the Executive Director.

Other staff members, Board members, and CRCID members are not to represent “Corporate” CRCID or provide information to journalists without authorization from the Executive Director (or in the Executive Director’s absence, the President). Staff members can provide background information to journalists provided that they will not be quoted. Wherever possible, approval from the Executive Director should be sought before providing such information. Local contact concerning the developing country programs should be directed to the Program Managers.

Similarly, liaison with politicians should only take place with the approval of the Executive Director.

When seeking or responding to media coverage of issues, the Executive Director considers CRCID’s strategic priorities, capacity to influence public debate, and the effects of media coverage. The Executive Director may delegate other staff members to speak to the media, or seek background information, or consult with other non-government organizations. CRCID does not respond to issues that are outside its brief, and will not normally make critical comment on government policy unless the issues have been previously raised with government.

2.13 SPONSORSHIP

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CRCID may upon occasion seek sponsorship for its events, or advertising in its publications, from private companies, individuals, government agencies, or non-profit, non-government organizations. Sponsorship is particularly useful in conducting conferences, as it helps to reduce costs for CRCID members’ participation.

In planning an event CRCID considers the target audience, interested stakeholders and potential sponsors. If it is deemed appropriate and beneficial to seek sponsorship, the Executive Director will forward correspondence outlining the event and the request for a contribution.

CRCID acknowledges the contribution of its sponsors. This may involve:

- Including the sponsor's logo on conference kits and papers
- Allowing the sponsor to set up a display at an event
- Acknowledging sponsorship in any opening and closing address; and/or
- Offering free participation to a sponsor's representatives.

CRCID will not accept sponsorship or advertising from organizations or individuals that are engaged in business which is unlawful, unethical, or damaging to public health and wellbeing. CRCID will not accept advertising or sponsorship from political parties.

CRCID will not accept sponsorship or advertising, or agree to any conditions of sponsorship, which may compromise its independence, or compromise the purpose of the particular publication or event.

Section 3: Human Resources Management

3 INTRODUCTION

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This section is a summary of policies, procedures and practices related to human resource management at CRCID.

The Executive Director is accountable for leading an effective staff team and is thereby accountable for the development and implementation of the policies outlined in this manual. The CAO is responsible for human resource management and should reference this manual to ensure organizational consistency in the application of these practices.

The Chief Administrative Officer is responsible for maintaining the procedures and systems which support human resource management for the organization and is available to answer any questions or provide clarification on any content of this manual.

Any approved CRCID benefits package, such as insurance and health plan and/or a group RRSP, will be coordinated through the CRCID Secretariat. Questions regarding the benefits package may be directed to the Chief Administrative Officer.

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3.1 EMPLOYMENT AT CRCID

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Statement of Philosophy

CRCID wishes to maintain a work environment that fosters personal and professional growth for all employees. Maintaining such an environment is the responsibility of every staff person. Because of their role, managers and supervisors have the additional responsibility to lead in a manner which fosters an environment of respect for each person.

It is the responsibility of all staff to:

- Foster cooperation and communication among each other
- Treat each other in a fair manner, with dignity and respect
- Promote harmony and teamwork in all relationships
- Strive for mutual understanding of standards for performance expectations, and communicate routinely to reinforce that understanding
- Encourage and consider opinions of other employees or members, and invite their participation in decisions that affect their work and their careers
- Encourage growth and development of employees by helping them achieve their personal goals at the [organization] and beyond
- Seek to avoid workplace conflict, and if it occurs, respond fairly and quickly to provide the means to resolve it
- Administer all policies equitably and fairly, recognizing that jobs are different but each is important; that individual performance should be recognized and measured against predetermined standards; and that each employee has the right to fair treatment
- Recognize that employees in their personal lives may experience crisis and show compassion and understanding

CRCID is committed to providing a positive work environment in which employees feel that they are valued, treated fairly and given recognition for their contribution to the organization's success. CRCID aims to provide an environment that fosters good working relationships at all levels and offers flexible and supportive work practices.

CRCID is committed to providing employees with working conditions that comply with relevant legislation and which are comparable with industry standards. All CRCID staff work under the conditions contained in the Ontario Employment Standards Act, 2000 and covers all standard working conditions such as salaries, and leave entitlements.

This section explains in more detail:

3.1.1 Employment Equity

CRCID is an equal opportunity employer and employs personnel without regard to race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender, sexual orientation, age, marital status, physical and/or mental handicap or financial ability. While remaining alert and sensitive to the issue of fair and equitable treatment for all, CRCID has a special concern with the participation and advancement of members of four designated groups that have traditionally been disadvantaged in employment: women, visible minorities, aboriginal peoples and persons with disabilities.

3.1.2 Recruitment and Selection

3.1.2a Recruitment and Selection Policy

CRCID's policy is to select on the basis of merit. The purpose of the Recruitment and Selection Policy is to ensure that CRCID fills the organization's available positions with the best possible candidate in a timely and cost effective manner.

The aims of the policy are to:

- Attract the best possible candidates for the available positions.
- Ensure all selections are based on merit recognizing that a person who has a Rotary background would be a preferred candidate.
- Ensure that all legal selection requirements are met and actively practiced.
- Provide the most cost effective way of recruiting and selecting staff.
- Plan strategically to meet future organizational requirements.

3.1.2b Confidentiality and Sensitivity

During the recruitment and selection process discretion should be exercised to ensure that all applicants are treated with respect and sensitivity. All details disclosed in applications and during interviews are to remain confidential. Panel members should also be mindful of potential conflicts of interest and declare any such conflicts where appropriate. Access to information about staff members and applicants is restricted to those with a genuine need to know; access to electronic information is also restricted

3.1.2c Responsibilities

Generally either the Executive Director or Chief Administrative Officer will manage recruitment processes. This involves taking responsibility for all aspects of the process, including:

- Consulting the recruitment and selection policy,
- Managing all aspects of the process,
- Ensuring all recruitment and selection principles are followed,
- Gaining the necessary budget and recruitment approvals,
- The timely processing and distribution of paperwork, and,
- Liaising with all applicants regarding the progress of their applications.

3.1.2d Recruitment and Selection Process

The following summarizes the process managers must follow in recruiting and selecting staff:

- Determine whether the vacancy needs to be filled;
- Establish or review the job description, person specification, salary and selection criteria;
- Obtain authority to recruit from the Executive Director;
- Determine the recruitment budget;
- Advertise the position (advertising depends on the nature of the position, but all permanent positions are advertised through the CRCID network and in the local Newspaper inviting applicants' to submit their application, along with a current résumé, demonstrating that they meet the minimum criteria for the position being sought);
- Acknowledge and review all applications;
- Form and brief a selection panel;
- Cull applicants and create a short-list of applicants for interviewing;
- Carry out interviews;

- Check references;
- Write the selection report;
- Make a job offer;
- Communicate with unsuccessful applicants;
- Develop and carry out an orientation process.

Applications are encouraged from current employees but will be screened in the same manner as applications received from outside applicants.

3.1.2e Composition of Selection Panels

- Selection panels for operational staffing positions will ordinarily include the President; Executive Director; and, Chief Administrative Officer
- Selection panels for management positions will ordinarily include the Chair; President; and Vice President.

3.1.2f Holding Resumes and Applications

All applicant's resumes and applications are held securely for a minimum period of 12 months from date of appointment.

3.1.2g Recruitment of Casual Staff

CRCID may occasionally seek to recruit casual staff, usually as backfill if other staff members are on leave, or to handle excess work. The recruitment of temporary and casual staff does not necessitate a formal selection process unless the temporary position is for a period longer than three months. The Chief Administrative Officer is authorized to recruit casual staff for periods of up to 2 weeks at a maximum of 25 hours per week and the Executive Director for longer periods up to 3 months and 37.5 hours per week, within budget.

3.1.2h Engaging Contractors

From time to time CRCID may seek to contract out work, rather than employing a new staff member. This may provide advantages to CRCID if a project is time-limited or requires specialist skills. Factors taken into account when deciding to contract out work include:

- Impact on CRCID resources
- Availability of skills required to complete the project
- Value for money.

When seeking to contract out work, the Executive Director seeks expressions of interest from appropriate contractors, usually through a selective invitation process. Prospective contractors are given a brief and asked to provide a project plan, budget, and evidence of relevant skills/resources needed to undertake the project. Expressions of interest must be sought for a project with a total budget more than \$10,000.

CRCID may develop a consultancy agreement for use with the specific contractors. The agreement should cover matters such as:

- Arrangements for payment,
- Project management,
- Insurance,
- Intellectual property,
- Variations to the contract,
- Resolution of disputes, and
- Termination.

A specific project plan or schedule will be attached to each contract, specifying outcomes for the project.

3.1.3 Nepotism

No candidate shall be hired for a position where they may report to, or supervise a member of their immediate family. Immediate family is defined as: parent(s), step parent(s), foster parent(s), sibling(s), grandparent(s), spouse (including common law a/o same sex partner), step child(ren) or ward of the staff member, father-in-law or mother-in-law (including parent of same sex partner). Personal relationships with other employees or members of the CRCID's Board of Directors or Committees of CRCID should be disclosed prior to accepting any offer from the employer.

3.1.4 Orientation

All new employees to CRCID shall receive an orientation session which will encompass an overview of general policies, procedures and operations. This will also provide employees, new to either a position or to CRCID an opportunity to learn the performance expectations management has with regard to the position in question. They will be given a copy of this Employee Handbook and will be expected to learn its contents. They will also make aware of policies such as, Code of Ethics, and asked to sign off on their adherence to same.

3.1.5 Employee Classifications

Each position at CRCID shall be classified as either Administrative or Management in nature, as determined by the Executive Director. This decision will be based on the duties assigned and qualifications required for each position. It should be noted that Management positions are not covered by the Hours of Work and Overtime provisions of the Employment Standards Act (O. Regulation #285).

3.1.6 Employee Duties

Employees are provided with a description of the job and the associated responsibilities, along with any additional tasks possibly required. The job description document will be used to evaluate performance both during the probation period and after.

From time to time, it may be necessary to amend an employee's job description. These amendments will be discussed with the employee in advance; however, the final decision on implementation will be made by management.

3.1.7 Personnel File

CRCID does collect personal information for inclusion in personnel files. This information is only available to the employee and the Executive Director. This information is kept in a secure offsite location and is not shared with members of the Board or with funders. Information which is contained in an employee's personnel file may include the following: résumé, performance reviews, job description, disciplinary notices, and tax forms (T4s).

3.1.8 Probation

The first three (3) months of employment are probationary. During this time both parties may assess suitability for employment with the Employer. This also provides management an opportunity to assess skill levels and address areas of potential concern. During the first sixty (60) days of the probationary period, employment may be terminated by either party for any reason whatsoever, with or without cause, and without notice or payment in lieu of notice, except as may be minimally prescribed by the *Employment Standards Act* of Ontario ("ESA"), as may be amended from time to time. Upon satisfaction of the requirements under the ESA, as amended, the Employer shall have satisfied any and all obligations to the employee, whether under the ESA, as amended, or at common law. At the completion of the probation period, the employee and employer shall meet and review progress to date. At this time one of three things will occur:

- i. Probation will end
- ii. Probation may be extended for an additional six months
- iii. Employment will end

3.1.9 Annual Salary

Salaries shall be determined by the Executive Director, based on budget considerations and commensurate with the experience of the successful candidate. The organization shall pay employees on a bi-weekly basis, less the usual and necessary statutory and other deductions payable in accordance with the Employer's standard payroll practices. These payroll practices may be changed from time to time at the Employer's sole discretion.

3.1.10 Performance Appraisals

The performance review document will be a living document for each employee. Each employee will be responsible for developing their respective workplan for the year. This plan will be reviewed by Management and amended as necessary. At the time of the performance appraisal, the Executive Director and employee will review the objectives and the results achieved. Throughout the year, the employee and Executive Director may refer to this document to track progress made toward objectives, highlight areas of concern and indicate challenges identified along the way.

Performance reviews, for all employees, will occur near the end of December, and annually thereafter. Employees should prepare for this meeting by completing the CRCID Self-Appraisal Performance Evaluation form. This meeting is to review successes and challenges from the preceding year, and to establish the objectives for the coming year. This would also be the opportunity for either party to identify and recommend professional development opportunities which may assist the employee in their day to day work or to grow

within the organization. Once complete, both parties shall sign off on the final document and it shall be added to the employee's personnel file.

Key elements of the process

- The first review will occur six months after appointment, then annually thereafter.
- Supervisors are to diarize Performance Management on an annual basis.
- Reviews are conducted at 12 month intervals (or such lesser period as agreed) and are usually undertaken by the person's supervisor (referred to here as the reviewer).
- A review meeting date is set at a mutually convenient time, held at an appropriate place and time, and set reasonably in advance.
- The staff member completes a Self Appraisal form. A staff member may choose to include a peer review component in their assessment and, in this instance, the reviewer arranges for other assessment input to be gathered.
- The completed Self Appraisal form (and, if applicable, the form completed by peers) are made available for the reviewer (and, if applicable, the employee) at least 2 days prior to the review meeting.
- The reviewer prepares their own assessment comments for the review meeting
- The staff member and the reviewer meet to discuss development and performance. The discussion includes opportunities for both parties to clarify and explain their comments. The goal of such discussion is to reach agreement on performance strengths and areas for improvement, and on action for training or development needs and improvement of job satisfaction and performance as appropriate.
- Agreed actions are to be included in relevant workplans (staff member or reviewer where applicable) to clarify responsibilities in follow up.
- A record is written at the meeting or immediately thereafter on the *Record of staff performance review* form by the staff member and the reviewer to reflect the agreed outcomes.
- The record is available for implementation of the agreed plans and for consideration of progress at the next review.
- The record is kept on a confidential personnel file with access limited to the staff member and reviewer, unless both agree to another person having access.

3.1.11 Professionalism

When representing CRCID, staff should dress and behave appropriately. Employees should choose to dress in a manner which presents a professional image to the public and is respectful of others. Excessive use of profanity is neither professional nor respectful to co-workers and will not be tolerated.

3.1.12 Discipline

Discipline at CRCID shall be progressive, depending on the nature of the problem. Its purpose is to identify unsatisfactory performance and / or unacceptable behaviour. The stages may be:

- i. Verbal reprimand
- ii. Written reprimand
- iii. Dismissal

Some circumstances may be serious enough that all three steps are not used. Some examples of these types of situations are theft, assault or wilful neglect of duty. In all cases, documentation should be included in the employees personnel file.

3.1.13 Hours of Work

The regular office hours for CRCID are 9 a.m. to 4:30 p.m. Monday through Friday inclusive (excluding holidays). All employees are expected to work 7.5 hours per day exclusive of an unpaid eating break of at least thirty (30) minutes. Employees may also be expected to work such other hours as may be requested or required, from time to time. Employees hired on a part time basis will have schedules determined on a case by case basis.

Employees are required to request from their supervisor for planned days away from the office a minimum of 3 days in advance of the requested day of leave. Unplanned absences from the office should be reported to the employee's supervisor as soon as could reasonably be expected. At the discretion of the Executive Director, depending on circumstances, employees may be allowed to work from home for specific periods of time. As a courtesy, the Administrative Coordinator should also be notified of absences.

3.1.14 Statutory Holidays

The Province of Ontario has twelve (12) public holidays and other days for which staff will be paid. They are:

New Year's Day	Civic Holiday
Family Day	Labour Day
Good Friday	Thanksgiving Day
Easter Monday	Remembrance Day
Victoria Day	Christmas Day
Canada Day	Boxing Day

In the spirit of family, the Executive Director reserves the right to close the office between Christmas and New Year's to enable employees to work remotely from home in order to spend time with their families. This will be reviewed annually and will depend on operational requirements. These non-statutory days will have no impact on employee vacation or lieu time.

3.1.15 Overtime

All overtime must be authorized by the Executive Director in advance of being worked. Employees will be provided with time off in lieu of overtime pay at straight time for all hours worked between thirty-seven and one half (37.5) and

forty-four (44) hours per week. After forty-four (44) hours worked in a week, employees shall accumulate time off in lieu of overtime pay at the rate of time and one-half (1.5) the regular non-overtime rate of pay. Time in lieu of overtime pay must be taken in the twelve (12) months following it being earned and it must be scheduled with the agreement of the Employer based on its operational requirements. Overtime, taken in lieu, should be used in ½ day increments. Pursuant to Ontario regulation #285, employees in a Managerial or Supervisory roles are exempt from the overtime provisions of the Employment Standards Act.

Business travel for conferences, meetings, etc, that causes an employee to depart or arrive home on a non-work day does not constitute overtime. If travel is part of the employee's job, or could be reasonably expected to occur in the course of performing one's duties, it is merely an inconvenience. Some travel, which may be exceptional to the employee's normal duties, may qualify as overtime at the discretion of the Executive Director.

Any overtime worked and not taken in lieu will be paid out in the event that the employee leaves CRCID for any reason.

3.1.16 Higher Duties

From time to time CRCID may ask staff to perform higher duties, usually while another staff member is on leave or a recruitment process is being undertaken. This provides a useful development opportunity for staff members, as well as ensuring continuity in positions. It is at the discretion of the Executive Director to determine whether it is appropriate to temporarily fill a position by offering an employee the opportunity to undertake higher duties.

An employee substantially performing the duties of another employee for a period of at least one consecutive week will be paid an entitlement equal to the difference between the employee's own salary and the salary of the other employee.

3.1.17 Staff Meetings

Staff meetings provide an opportunity for staff to share information and discuss issues relevant to all staff. Meetings are held bi-weekly and all staff members are expected to attend as a matter of core duty. The agenda is prepared by the Administrative Coordinator who will request agenda items from each member of the staff a minimum of 2 days in advance of the next meeting. The Chief Administrative Officer or Executive Director will chair these meetings and minutes taking will be the responsibility of the Administrative Coordinator or another staff person delegated by the Chief Administrative Officer or Executive Director.

3.1.18 Work-Related Travel

Attendance at meetings and conferences outside of London is a necessary part of CRCID work, particularly for policy staff. Staff are paid meal allowances and reimbursed for vehicle expenses incurred when using their own cars, according to the industrial agreement.

For staff, the Chief Administrative Officer should approve travel outside of the London area in advance. For travel by the Chief Administrative Officer travel outside of the London should be approved in advance either by the Executive Director or President.

The staff person will determine their most cost effective method of travel, subject to review by the Chief Administrative Officer who may require supporting evidence. If a staff member chooses to use another method of travel (e.g. driving instead of flying), they can claim the travelling time which the trip would have accrued if the most cost effective method had been taken. Staff members wishing to take leave in conjunction with work-related travel should claim the travelling time the trip would ordinarily involve, and take the rest as leave.

- a. CRCID will reimburse CRCID staff for travel expenses incurred while on CRCID related business upon the submission of a signed travel expense form with attached invoices and bills. The limitations on this reimbursement are as follows:
 - i) Mileage, while utilizing personal vehicle on CRCID business, at \$0.50/km. (B.O.D. 5/15/11) between CRCID's office located at 7-1615 North Routledge Park, London Ontario and the most direct route to the destination(s);
 - ii) Rental vehicle expense only for the period it was utilized for CRCID business;
 - iii) Economy rate airfare only for air travel while on CRCID business;
 - iv) Parking and taxi fare only while on CRCID business; and,
 - v) Maximum food allowance of CAD \$80.00 per day (December 13, 2005 Minutes, page 13) with the following restrictions:
 - a. Breakfast: CAD \$15.00
 - b. Lunch: CAD \$20.00
 - c. Dinner: CAD \$45.00.

Please note that CRCID does NOT reimburse any liquor products.
 - vi) Home and office contact costs up to \$10.00/day
- b. CRCID will upon occasion reimburse volunteers and contractors for expenses incurred while upon CRCID related business. Any reimbursements must be approved by the Chief Administrative Officer or the Executive Director.

3.2 DEPARTURE

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3.2.1 Termination for Cause

An Employment Contract may be terminated by the Employer at any time for cause, without notice or payment in lieu of notice or severance pay whatsoever, except payment of outstanding wages, overtime and vacation pay to the date of termination. Cause includes, but is not limited to, any act of dishonesty, conflict of interest, breach of confidentiality, harassment, insubordination, or careless, negligent or documented poor work performance.

3.2.2 Termination without Cause

An Employment Contract may be terminated by the Employer at any time and for any reason on a without cause basis, upon the provision of notice or payment of notice instead, and severance pay if applicable, as is minimally required by the ESA, as amended from time to time. In addition to notice, and pursuant to the ESA, the employee shall be entitled to an additional one (1) week's notice or payment in lieu of notice for every year of completed service (severance pay) with the Employer to a maximum of sixteen (16) weeks' notice inclusive of the notice requirements under the ESA. The notice as described in this paragraph is inclusive of all statutory and common law entitlements to notice or payment in lieu of notice. Upon satisfaction of the requirements under this paragraph, the Employer shall have satisfied any and all obligations to the employee, whether under the ESA, as amended, or at common law. The notice requirement contained in this clause constitutes a material inducement to the Employer to enter this agreement.

3.2.3 Resignation

After completion of the first ninety (90) days of the probationary period, employees must give the Employer two (2) weeks' notice of resignation. The Employer may waive the resignation notice period in whole or in part at any time by providing payment of regular wages for the period so waived.

3.2.4 Layoff

Operation requirements are subject to change based on workload and the funding levels received on an annual basis. All efforts will be made to keep staff in a position similar, in scope and salary, to that they have become accustomed to. If the organization is unable to do this, then employees will receive one (1) week notice for each year of service, as required by the Ontario Labour Code. For employees who have a minimum of six years of service, this amount will be augmented by one (1) week of severance pay (or equivalent notice) for each year of service.

3.2.5 Employer Property

Upon termination of employment for any reason, all items of any kind created or used pursuant to the employee's service or furnished by the Employer including but not limited to computers, reports, files, diskettes, manuals, literature, confidential information, or other materials shall remain and be considered the exclusive property of the Employer at all times, and shall be surrendered to the Executive Director, in good condition, promptly and without being requested to do so.

3.3 TIME AWAY FROM WORK

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3.3.1 Vacation Time and Vacation Pay

Vacation will accumulate on the basis of 1.25 days per month to a maximum of fifteen (15) days per calendar year and will be paid on the basis of six percent (6%) of wages earned in the previous twelve (12) month period during which vacation time is earned. After completion of seven (7) years of service, employees shall be entitled to twenty (20) days per calendar year and will be paid on the basis of eight (8%) percent. After completion of fourteen (14) years of service, employees shall be entitled to twenty-five (25) days per calendar year

and will be paid on the basis of ten (10%) percent. These figures will be pro-rated for part time staff. This type of leave should be taken in ½ day increments.

Vacation is designed to give employees a chance to rest and rejuvenate; therefore taking vacation is encouraged by the employer. For this reason, employees may only carry five (5) days from one year to the next. These days should be used during the first 90 days of the New Year.

3.3.2 Sick Leave

Employees will be entitled to five (5) days of sick leave per calendar year accumulated on the basis of 1 day per month. A maximum of two (2) days of sick leave may be carried forward to the next calendar year so that an employee shall have no more than seven (7) sick days in any one calendar year. Any additional sick leave accumulated will be forfeit. Moreover, regardless of the amount of sick leave accumulated, sick leave will not be paid out upon resignation, retirement, or termination of employment for any reason. Furthermore, since Sick Leave has no cash value, employees may not use more than they have accumulated, without the express written permission of the Executive Director. Employees working less than full time will have their rate of accumulation adjusted accordingly.

Sick leave can be used for personal illness, personal medical appointments, and visits to specialists.

The Employer reserves the right to request information with respect to limitations, restrictions, prognosis in such manner as it deems necessary in the circumstances with respect to any request for paid or unpaid sick leave. The employer also reserves the right to request a doctor's note for absences of three (3) days or longer.

3.3.3 Compassionate Leave

CRCID will grant up to four (4) working days per event on the occasion of a death in the staff member's immediate family. Immediate family is defined as: parent(s), step parent(s), foster parent(s), sibling(s), grandparent(s), spouse (including common law and / or same sex partner), step child(ren) or ward of the staff member, father-in-law or mother-in-law (including parent of same sex partner).

Additional compassionate leave may be granted at the discretion of the Executive Director for reasons not covered elsewhere in this manual. These requests should be discussed in person with the ED and followed by a written submission.

3.3.4 Jury Duty

Employees will be allowed up to two (2) weeks paid time off for jury duty. After that, employees will be asked to continue jury duty without pay. Any compensation, covering the first two (2) weeks, received from the court system shall be surrendered to the Organization. A copy of the notice to serve should be provided for inclusion in the employee's personnel file.

3.3.5 Disability Leave

Currently, CRCID does not have an employee benefit package. Therefore, CRCID does not provide for Short Term Disability or Long Term Disability. For short term disability, employees have the option to apply for EI Benefits for medical reasons.

For more information on EI Benefits, please visit:

<http://www1.servicecanada.gc.ca/en/ei/types/special.shtml#Sickness3>

3.3.6 Maternity, Parental and Adoptive Leave

Maternity/Parental/Adoptive and other government supported Leave shall conform to the provisions of the Employment Standards Act. The full period of the leave is granted without pay. CRCID will issue a Record of Employment on commencement of leave which allows the employees to make claim for Employment Insurance Benefits. When the employee returns to work, employment is guaranteed in a similar position at the same salary level. During the full period of leave, vacation and sick leave shall continue to accumulate.

Every attempt will be made to return employees to a position of equal responsibility on return from leave status, however, no guarantees exists that the exact position left will be available on return.

3.3.7 Unpaid Leave

Employees may take unpaid leave with the written consent of the Executive Director. During periods of unpaid leave vacation shall continue to accrue and seniority shall be maintained.

Every attempt will be made to return employees to a position of equal responsibility on return from leave status, however, no guarantees exists that the exact position left will be available on return.

3.4 PROFESSIONAL DEVELOPMENT

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At the discretion of the Executive Director, employees may be able to attend conferences, courses, seminars and meetings, identified through annual workplans and performance reviews, which may be beneficial to the employee's professional development. If these opportunities are directly related to the employee's position, or are suggested by the Executive Director, then CRCID will cover the cost of registration, course materials and some travel expenses at the discretion of the Executive Director.

If CRCID has agreed to pay for a course the fees will be paid on evidence of successful completion. If CRCID sponsors a course (or courses) and the employee departs CRCID within a year of completion, the course fees will become repayable in full.

3.5 CONFIDENTIAL INFORMATION AND INTELLECTUAL PROPERTY

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3.5.1 Confidential Information

From time to time, employees of CRCID may come into contact with confidential information, including but not limited to information about CRCID's members, suppliers, finances and business plans. Employees are required to keep any such matters that may be disclosed to them or learned by them confidential.

Furthermore, any such confidential information, obtained through employment with CRCID, must not be used by an employee for personal gain or to further an outside enterprise.

3.5.2 Intellectual Property

Any intellectual property, such as trademarks, copyrights and patents, and any work created by an employee in the course of employment at CRCID shall be the property of CRCID and the employee is deemed to have waived all rights in favour of CRCID. Work, for the purpose of this policy refers to written, creative or media work. All source material used in presentation or written documents must be acknowledged.

3.5.3 Information Technology Storage and Security

Any storage devices (CD's, USB's, and Floppy Discs) used by employees at CRCID, located at CRCID's address, acknowledge that these devices and their contents are the property of CRCID. Furthermore, it should be understood by employees, that company equipment should be used for company business only during normal working hours. Downloading of personal materials on company equipment can be harmful to said equipment and should not be done.

3.6 HEALTH AND SAFETY

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CRCID, along with its employees, must take reasonable precautions to ensure that the workplace is safe. The organization complies with all requirements for creating a healthy and safe workplace in accordance with the Occupational Health and Safety Act of Ontario.

Employees who have health and safety concerns or identify potential hazards should contact the Chief Administrative Officer.

3.6.2 Alcohol & Drug Consumption

Alcohol consumption or illegal drug use is not permitted during work hours on the premises. From time to time, with the Executive Director's permission, alcohol may be used to celebrate an occasion/event.

3.6.2 AIR QUALITY

Indoor air quality can lead to many health issues. CRCID recognizes this and attempts to minimize the risks associated with indoor air quality and the effects on its employees. Issues pertaining to air quality should be reported to the Chief Administrative Officer.

3.6.3 Smoke Free Environment

Effective May 31, 2006, the province of Ontario banned smoking in workplaces. As such, smoking in the offices of CRCID is not permitted at any time. An 'enclosed workplace' is defined as the inside of any place, building or structure or conveyance or a part of any of them that a) is covered by a roof or b) employees work in or frequent during the course of their employment whether or not they are acting in the course of their employment at the time, and c) is not primarily a private dwelling

3.6.4 Scents

CRCID is aware that some persons may have allergies or sensitivities to perfumes, lotions, colognes and / or chemical smells. As a result, we discourage the overuse of these products.

3.6.5 Pets

The offices of CRCID are a place of business, and as such, pets are not welcome during normal working hours. Staff and visitors with seeing-eye dogs are the exception.

3.6.6 Renovations

As odours from building materials and noise levels for tools can cause discomfort to employees, renovations will be scheduled to have a minimum impact on employees. This may include renovating during non work hours (evenings & weekends) and ensuring direct ventilation to control fumes. Carpets should be installed and cloth furniture unwrapped late in the day so emissions may occur during non working hours.

3.7 HARRASSMENT

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CRCID wants to provide a harassment-free environment for its employees and volunteers. Mutual respect, along with cooperation and understanding, must be the basis of interaction between members and staff. CRCID will neither tolerate nor condone behaviour that is likely to undermine the dignity or self-esteem of an individual, or create an intimidating, hostile or offensive environment.

There are several forms of harassment but all can be defined as any unwelcome action by any person, whether verbal or physical, on a single or repeated basis that humiliates; insults; or, degrades. "Unwelcome", for the purposes of this policy, refers to any action which the harasser knows or ought to reasonably know is not desired by the victim of the harassment.

Specifically, racial harassment is defined as any unwelcome comments, racist statements, slurs, jokes, graffiti or literature or pictures and posters which may intentionally or unintentionally offend another person.

Sexual harassment is any unwanted attention of a sexual nature such as remarks about appearance or personal life, offensive written or visual actions like graffiti or degrading pictures, physical contact of any kind, or sexual demands.

3.8 WORKPLACE VIOLENCE

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Workplace violence can be defined as a threat or an act of aggression resulting in physical or psychological damage, pain or injury to a worker, which arises during the course of work. Further to the definition of violence, is the definition of abuse. Abuse can be verbal, psychological or sexual in nature. Verbal abuse is the use of unwelcome, embarrassing, offensive, threatening or degrading comments. Psychological abuse is an act which provokes fear or diminishes a person's dignity or self-esteem. Finally, sexual abuse is any unwelcome verbal or physical advance or sexually explicit statement.

CRCID has a zero tolerance limit with regards to harassment and violence. Employees or volunteers engaging in either harassing or violent activities will be subject to discipline, which may include termination of employment, removal from boards or committees and possibly criminal charges.

3.9 DISPUTE RESOLUTION

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Regrettably, conflict can occur in any working environment. In an effort to resolve conflict in an expedient, yet fair manner, CRCID recommends the following process for conflict or dispute resolution.

- Speak to the person you are having the dispute with. Many times disputes arise due to misunderstandings and miscommunications.
- If speaking to the individual does not work, speak to the Executive Director. The ED may arrange a meeting between those involved in the dispute, to determine a resolution.
- If the ED is unable to resolve a workplace dispute, the parties may be referred to mediation or other form of alternative dispute resolution (ADR) by an outside third party. The resolution of the ADR is binding on both parties of the dispute.

3.9.1 Handling Internal Complaints

CRCID recognizes that complaints, grievances and disputes may occur within an organization. It is also recognized that external bodies may need avenues to raise complaints with CRCID. Complaints will be handled fairly and efficiently in order to promote high organizational standards and to maintain a positive work environment.

General principles

All complaints and disputes will be addressed promptly and within the guiding principles of the Rotary Four-Way Test, which states:

Of the things we think, say or do

1. Is it the TRUTH?
2. Is it FAIR to all concerned?
3. Will it build GOODWILL and BETTER FRIENDSHIPS?
4. Will it be BENEFICIAL to all concerned?

All members and staff of CRCID are expected to work cooperatively as a team, to acknowledge any dispute at an early stage, and to resolve any dispute in the most constructive manner possible.

Any conflict of interest arising from a dispute will be declared and all steps will be taken to ensure persons working to resolve a dispute are impartial.

Members and staff are expected to maintain confidentiality in relation to complaints and disputes.

3.9.2 Complaints involving staff

The Board delegates responsibility for resolving complaints or disputes involving staff members to the Executive Director.

Where a staff member makes a complaint concerning another staff member, this will be dealt with in accordance with the grievance procedure set out in Section 3 – Human Resource Management. Where a member or external agency makes a complaint against a CRCID staff member, the Chief Administrative Officer will:

- Notify the employee about whom a complaint is being made and the nature of the complaint;
- Investigate the complaint and provide the staff member with an opportunity to respond to any issues raised;
- Attempt to mediate the dispute (if appropriate) and/or attempt to resolve the matter to the satisfaction of the outside party;
- Take any other action necessary to resolve the issue.

Any disciplinary action against a staff member arising from a complaint will be taken in accordance with the procedures contained Section 3 Human Resource Management.

3.9.3 Complaints involving Members and Board Members

Complaints against a member or Board member should be referred to the President. The President, or an approved delegate, will attempt to resolve the issue to the satisfaction of the complainant. The President or delegate will advise the person about whom a complaint is being made of the notification and the nature of the complaint. Where the President is the subject of a complaint, the complaint should be referred to the Chair of the Board.

If the matter remains unresolved, the President or Chair will raise the matter at the next Board Meeting following notification. Depending on the seriousness of the complaint, the Board may:

- deal with the matter at this Board Meeting by determining appropriate action to resolve the issue to the satisfaction of the aggrieved party and the CRCID Member; or
- defer the matter to a special meeting of the Board or to a Sub Committee of the Board.

Under the By-Laws, the Board has powers to suspend or terminate the membership of any member who willfully ‘refuses or neglects to comply’ with the

provisions of the by-Laws, or who is 'guilty of conduct prejudicial to the interests' of CRCID. Such action must be taken in accordance with the process described in the By-Laws, which provide for proper notice and rights of appeal.

3.9.4 Complaints or Disputes Involving the Chief Administrative Officer

Complaints or disputes involving the Chief Administrative Officer should be referred to the Executive Director. The procedural format for complaints involving the CAO is the same as for complaints involving other staff excepting it is the Executive Director facilitating resolution.

3.9.5 Complaints or Disputes Involving the Executive Director

Complaints or disputes involving the Executive Director should be referred to the President. The procedural format for complaints involving the CAO is the same as for complaints involving other staff excepting it is the President facilitating resolution.

3.9.6 External Complaints and Feedback policy

Standard for Managing Complaints

CRCID offers service users, members, stakeholders and the public the opportunity to provide feedback on their experiences with CRCID. We value this feedback and aim to manage complaints in a prompt, fair transparent and consistent way.

CRCID Complaints and Feedback Policy – Principles

Any person or organization using CRCID services or affected by its operations has the right to complain. Complaints procedures and a commitment to consider all complaints are simple and easy to use and are effectively promoted, so that all people using CRCID services have the opportunity to make a complaint if they wish to do so. Service users, stakeholders and members are entitled to be heard and have their concerns addressed in ways that ensure access and equity, fairness, accountability and transparency.

CRCID recognizes that the issue of complaint is important to the complainant and must be taken seriously. Resolving complaints, where possible, to the satisfaction of the complainant is the goal of the complaints policy process.

Complaints will be dealt with in a timely manner and parties to the complaint will be kept informed of progress of the complaint. CRCID procedures will reflect principles of natural justice. Feedback data (both positive and negative) is considered in organizational reviews and follow up.

Board members, staff, volunteers and students are aware of CRCID procedures for managing client feedback and complaints. CRCID takes a pro-active approach, through its communications strategy to ensure all service users, stakeholders and members are aware of the complaints policy and procedures.

Complaints Initiation Process

Service users, stakeholders and members may make a complaint in writing or verbally to:

- The staff member they were dealing with at the time, or
- The supervisor of that worker,
- A current Director of the CRCID Board;, or
- An officer of the corporation

If the complaint is about the Executive Director, or a Board member, the complaint will normally be dealt with by the President of the CRCID Board.

How CRCID Deals with Complaints

A staff member (the “complaint handler”) will look at the complaint within seven days of the complaint being received. He/she may contact the person for more information.

The staff member investigating the complaint will decide how to respond to the complaint and make sure action is taken.

An email or letter will be sent to the person within 14 days of the complaint being received explaining what is being done to investigate and resolve their complaint. If the complaint has not been resolved by this stage the person will be asked to formalize their complaint in writing (if this has not already been done).

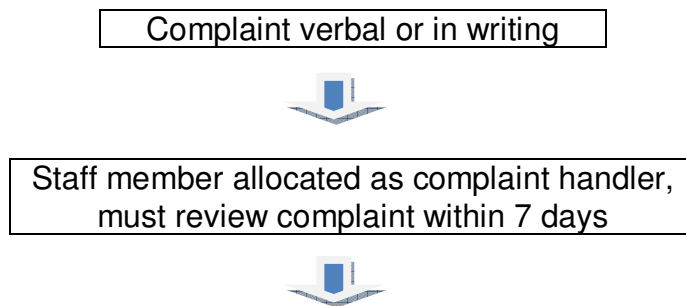
CRCID aims to investigate and resolve all complaints within a further 28 days of receipt of the formalized written complaint. If this time frame cannot be met, the person will be informed of the reasons why and of the alternative time frame for resolution. All complaints must be dealt with:

- Seriously
- Quickly
- Confidentially; and
- Without stopping the person’s right to use CRCID services

Service users, stakeholder and members have the right to access a support person at all stages of the complaints resolution process. Copies of all complaints and details of actions taken are centrally filed in the Complaints File, held in the Chief Administrator’s Office. This file is confidential.

Within six months of the complaint being resolved, the Executive Director must review the actions taken to ensure adequate follow up.

Complaints Flowchart



Communication to person confirming receipt of complaint and informing them of action to date



Within next 7 days contact client with proposed resolution. If not acceptable to client, invite written complaint



Within next 28 days investigate and resolve written complaint, inform person of action taken, include opportunity for/offer of mediation



Within 6 months, Executive Director must review actions taken and ensure follow up

3.10 PRIVACY

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3.10.1 CRCID Privacy of Information Policy:

The following statement regarding CRCID's Privacy of Information Policy is contained in correspondence with Rotarians:

"CRCID knows you value the security of your personal information and therefore treats it with the respect all Rotarians deserve. The information provided to CRCID is held securely in trust and made available only to those Rotarians who are members of CRCID or to other Rotarians or non-Rotarians with the permission of the individual, with an understanding it must not be shared without authorization from the individual. Selected information, as outlined below, is shared with Rotary International."

3.10.2 Sharing of Personal Information:

The sharing of individual Rotarian's personal information, except age, with the members of CRCID and with RI is implied by membership in Rotary. Non-Rotarians personal information will not be shared with the members of CRCID or with RI without the prior authorization of the individual.

3.10.3 Why Personal Information is Collected:

CRCID collects names, pictures, spouse or partners name, birth date, employer's name, home and business addresses, home and business telephone numbers, fax number, email address, occupation, membership start date, membership classification, and hobbies, for the following purposes:

- For inclusion in the annual Zone 22 Directory;
- To identify members of CRCID;
- To identify project contacts for programs and/or projects where CRCID is a partner;
- Facilitation of easy communication among members as they fulfill committee and project assignments;

- Facilitation of social introductions when CRCID members, spouses or partners, and guests congregate at CRCID meetings and other activities
- For the distribution of CRCID related information, documents and cheques;
- To contact individuals, from time to time, as required by CRCID business (for example delivery of the CRCID Newsletter)
- To assist in the achieving of greater understanding in areas of responsibility and personal interest.

3.10.4 Length of Retention of Personal Information:

1. CRCID keeps the personal information of CRCID Members for the duration of their tenure as a member of CRCID.
 - Once a member leaves CRCID:
 - CRCID will keep the personal information for one year;
 - After one year, the personal information will be removed from the CRCID records, except the individual's name, District, and tenure dates;
 - The individual's name and District number will remain on file to facilitate his/her return to CRCID or to be used for historical archive purposes.
2. CRCID keeps the contact information of Project Contacts secure in its database and files for a minimum of 5 years after the completion of the project to facilitate the CRCID monitoring and evaluation and audits of the project and project visitations by CIDA.
3. CRCID keeps the contact information of Zone 22 District Governors, Past District Governors, District Governor's Elect and District Governor Nominees in a secure database for the purpose of publishing the annual Zone 22 Directory.

We do not retain any personal banking information as part of the personal information.

3.10.5 Protection of Personal Information:

CRCID protects personal information so it cannot and will not be used as a commercial mailing list. CRCID believes it to be incumbent on all Rotarians to ensure it is not possible for anyone to use the CRCID, project contact, and Zone leadership Rosters inappropriately.

The CRCID web site collects no personal information and does not use cookies. The web site does not show member personal information, but does provide contact information, as appropriate, for CRCID business.

Personal information is not shared with any third party, except:

- Rotary International who receives your name, your spouse or partner name, membership start date and your home address
- With your permission;

- As required by law, government institutions, legal authorities or others who have asserted lawful authority to obtain the information

3.10.6 Review of Personal Information:

You can review your personal information by talking to the Executive Director of CRCID in person, or by writing to us. You may ask us to correct your personal information when it is required.

3.10.7 CRCID Privacy Officer:

CRCID has appointed a Privacy Officer who is the current Executive Director of CRCID as appointed by the Board of Directors and serves a 2-year term as determined by the Board. Any personal information privacy issue should be brought to the attention of the Privacy Officer who will facilitate a resolution to the issue. If a resolution cannot be found, an appeal can be made to the President of CRCID who will consult with the Board of Directors, to deal with and resolve the appeal. If a resolution cannot be found, an appeal to the Canadian Privacy Commissioner can be made.

It is the responsibility of the Executive Director, in his/her capacity as manager of the organization, to prepare the organization's Privacy Management Plan, put in place procedures to ensure that these principles are observed in the collection, use, storage, or disclosure of personal information.

Personal information also applies to information relating to staff and the CRCID stakeholders. The Executive Director is responsible for:

- Ensuring training practices are in place for employee training in privacy requirements;
- Protecting staff and employee privacy in the workplace.

3.10.8 Employee Responsibilities

Staff members should also observe these principles when dealing with personal information in the conduct of membership information, conducting research, or undertaking consultation or advocacy work. Staff members are encouraged to raise any concerns they may have regarding privacy issues that arise in the conduct of their work, and to report any breaches of privacy that they may observe to the Executive Director.

3.10.9 Web Manager

Web managers and the Public Engagement Committee members need to recognize that consideration of privacy issues will affect web content in a number of ways:

- Personal information of staff presented to the public or other staff;
- Personal information of members of the public included in web documents;
- Obtaining personal information from the public through their visit to the website.

The agency's Privacy Management Plan should canvass the concerns associated with these issues and establish transparent procedures and

standards in dealing with personal information in these situations. A Privacy Statement may also be published on CRCID's web site.

3.10.10 Revising CRCID's Privacy of Information Policy:

From time to time CRCID may add, change, or remove portions of this Privacy Policy when it is appropriate to do so. Whenever this Policy is updated CRCID will change the date and the version number on the Policy to indicate when the changes were made, and communicate the changes to Canadian Rotarians at large through the CRCID website, CRCID Newsletter and District members.

3.11 VOLUNTEERS

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3.11.1 Introduction

CRCID recognizes that volunteers can make a valuable and vital contribution to the effective operation of community based services. Clubs and Districts undertake developing country programs and/or projects primarily through the use of volunteers. CRCID also recognizes that when based on sound principles, volunteering benefits the volunteers, the company, its projects and the community which profits from these services. This policy is designed to meet the needs of CRCID and its volunteers and to ensure positive outcomes for both parties.

3.11.2 Recruitment

The recruitment of volunteers for CRCID Corporate undertakings is at the discretion of the Executive Director. Volunteers will not be used to replace paid workers in any service offered by CRCID. CRCID may recruit volunteers for one-off tasks and for ongoing work, as well as offering placements to students on work experience.

3.11.3 Conduct

Volunteers are expected to conduct their duties in a cooperative and honest manner. CRCID volunteers are required to:

- Be reliable
- Arrive on time
- Notify supervisor if running late
- Respect confidentiality
- Represent the interest of the organization - not oneself
- Give feedback, communicating relevant important information
- Be accountable and accept evaluation
- Be committed to the program, where relevant
- Acknowledge decisions made by staff
- Undertake training and have a good understanding of the program, where relevant
- Address areas of conflict with the appropriate staff member
- Ask for support when it is needed.

3.11.4 Responsibilities of a Volunteer

When working for CRCID, volunteers are expected to:

- Undertake voluntary work according to training and the policies and practices of CRCID,
- Participate in the co-operative team effort to achieve the goals of the organization,
- Fulfill the individual agreement with the organization in a reliable and dependable manner,
- Be willing to accept direction from the supervisor,
- Accept the privacy and dignity of staff, clients and fellow volunteers;
- Respect the confidentiality of all proprietary and/or personal information;
- Advise the supervisor as soon as possible with respect to any change in availability, and,
- Maintain a positive, optimistic and non-judgmental attitude.

3.11.5 CRCID responsibilities

CRCID recognizes its responsibilities toward volunteers, and undertakes to:

- Treat volunteers with respect as co-workers - not just free help,
- Provide the volunteer with information about the organization and its policy on volunteers;
- Provide the volunteer with work that is appropriate to their skills, abilities, availability and individual interests;
- Provide volunteers with the resources, information, training and support they need in order to do their work;
- Provide continuing education on the job as a follow up to initial training, providing information about new developments;
- Provide sound guidance and direction - from someone who is experienced and who has the time to invest in giving guidance,
- Provide the volunteer with opportunities to offer feedback and express concerns that arise during their work with CRCID;
- Provide the volunteer with adequate insurance coverage;
- Ensure volunteers are aware of the boundaries/limits of the service;
- Provide financial reimbursement to volunteers for out-of-pocket expenses where appropriate.

3.11.6 Orientation and Training

CRCID will provide volunteers with work that is appropriate to their skills, abilities and availability. CRCID will ensure that volunteers receive appropriate training prior to commencing work with the organization. All volunteers recruited to CRCID have a specific supervisor appointed to them. The supervisor acts as a primary point of contact between the volunteer and CRCID. The supervisor is responsible for:

- Assessing the volunteer's training needs and arranging training where necessary,
- Providing information about the organization and its volunteer policy,
- Providing orientation to the workplace,
- Providing work that is appropriate to the volunteer's skills, capabilities, availability and wherever possible to their personal interests,
- Undertaking administrative tasks related to volunteering (e.g. maintaining volunteer timesheet),

- Providing feedback to the volunteer about their work and resolving any issues that arise.

3.11.7 Volunteer Agreement

Volunteers do not have the status of employees of CRCID. To facilitate effective accountability all volunteers assisting CRCID on an ongoing basis will have a written agreement with CRCID. This agreement will refer to the commitments that CRCID makes to the volunteer, and expectations that CRCID has of volunteers. The agreement will refer to an individual volunteer description.

3.11.8 Complaints Procedure

Volunteers who have a complaint or grievance should raise the matter with their immediate supervisor in the first instance. If this is not appropriate or not successful, the volunteer should approach the Chief Administrative Officer.

3.11.9 Reimbursement of Out-of-Pocket Expenses

CRCID recognizes that volunteers incur expenses when providing a service. Reasonable expenses will be reimbursed by prior agreement with their supervisor. This means volunteers anticipating claiming such expenses should discuss the matter in advance.

3.11.10 Confidentiality

CRCID upholds the rights of volunteers to dignity, privacy and confidentiality of information regarding their background, health status and other personal information and will take steps to ensure that privacy is maintained under all reasonable circumstances. All volunteers should be aware of and understand the CRCID policy on privacy and confidentiality.

3.11.11 Occupational Health and Safety

CRCID along with its volunteers must take reasonable precautions to ensure that the workplace is safe. The organization complies with all requirements for creating a healthy and safe workplace in accordance with the Occupational Health and Safety Act of Ontario.

Volunteers who have health and safety concerns or identify potential hazards should contact their immediate Supervisor.

Section 4: Financial Management & Administration

4 INTRODUCTION

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This section outlines CRCID procedures in relation to financial and administrative matters including:

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4.1 DELEGATIONS

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Delegations represent the different acts of authority designated or assigned to different CRCID board, management or staff positions and roles.

There are two key types of delegation. The first are business activity delegations, which bestow authority to take or approve actions on behalf of the organization. Examples are having authority to approve all published materials or being the approved signatory for all official correspondence. The second are financial delegations such as the authority to approve expenditure up to certain limit.

Position	Business Activity delegations	Financial delegations
President	<ul style="list-style-type: none"> • May act as media spokesperson for CRCID if E/D not available • Authorized to co-sign cheques on behalf of CRCID • Approves final AGM/PEM budget • Approves final AGM/PEM program before being publicized 	
Vice President	<ul style="list-style-type: none"> • Authorized to co-sign cheques on behalf of CRCID 	

Treasurer	<ul style="list-style-type: none"> • Authorized to co-sign cheques on behalf of CRCID 	
Board Members	<ul style="list-style-type: none"> • Approve all annual and committee budgets 	
Management and Finance/Administration Committee (President, Treasurer, ED and CAO)	<ul style="list-style-type: none"> • Approves organizational budget • Approve Finance / Administration Reports 	
Board Committees	<ul style="list-style-type: none"> • Develop committee budgets 	<ul style="list-style-type: none"> • Approve committee expenditures if they fall within the budget
Executive Director	<ul style="list-style-type: none"> • Authorize staff, board or members to represent CRCID or speak to the media • Approve all published material including website (excepting job advertisements) • Authorizes and signs all official CRCID correspondence • Can authorize staff, board or members to represent CRCID or speak to the media • Approves all liaison with politicians • Approves final media release • Authorized to co-sign cheques on behalf of CRCID • Authority to enter into contracts (funding or operational) 	<ul style="list-style-type: none"> • Approve expenditures if they fall within the budget • Authority to overspend budget by up to \$2,000
Chief Administrative Officer	<ul style="list-style-type: none"> • Authorized to co-sign cheques and EFTs on behalf of CRCID • Authority to enter into contracts (funding or operational) • Ratify cheque and EFT listings • Approve budget variations • Prepares annual budgets 	<ul style="list-style-type: none"> • Approve expenditures if they fall within the budget • Authority to overspend budget by up to \$2,000
Administrative Coordinator (Di)	<ul style="list-style-type: none"> • Authorized to co-sign cheques and EFTs on behalf of CRCID • Manage bank accounts • Maintains security of cheque books and deposit books • Prepares bank deposits • Prepares cheque requisition form to assign to appropriate account before requesting co-signature 	<ul style="list-style-type: none"> • Cheque transactions and EFTs pre-approved by management • Approve expenditure up to \$500
All other permanent staff	<ul style="list-style-type: none"> • Staff members can provide background information to journalists provided that they will not be quoted • Open; sort; and, distribute mail 	

4.2 CRCID BUDGET MANAGEMENT

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The Finance Committee (President, Executive Director, Chief Administrative Officer and Treasurer) approves the budgets for the organization. Once prepared and approved, the Board must ratify the Budget. Financial reports are then prepared in relation to the Budget.

4.3 ANNUAL AUDITS

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As a limited liability corporation registered under the Canada Corporations Act, CRCID is required to have an annual audit of its accounts. The CRCID auditor is appointed annually by the membership at the Annual General Meeting. The Treasurer is responsible for overseeing the annual Audit process.

4.4 PROGRAM BUDGETING

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Budgeting for specific developing country programs is undertaken separately. In most cases, the Program Coordinator will prepare a budget as part of the Program Proposal. The Board must approve the program budget before it is included in the CRCID Funding Proposal submission to CIDA.

CRCID 'charges' a 10% management service fee to programs in order to assist it cover the costs of managing and supporting a program. The management service fee takes into account:

- Management costs, including salaries and program related travel; and,
- Monitoring and Evaluation costs.

4.5 INTERNAL PROJECT BUDGETING

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Occasionally, capital expenditures must be undertaken to improve the efficiency and effectiveness of the CRCID Secretariat. Some examples include:

- Creating a new electronic program management system; and,
- Office enhancements.

Budgeting for these capital expenditures is undertaken separately. The internal project budget shall not affect the developing country program budgets. In most cases, the Chief Administrative Officer will prepare a budget in consultation with the Treasurer. The Executive Director must approve the project budget before it is undertaken. For all capital expenditures, the Board must approve the project budget.

4.6 RECORDS MANAGEMENT

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In general, CRCID staff is responsible for maintaining files relevant to their own programs in a central filing location. Key documents that should be included in the file include:

- the funding submission
- the funding agreement
- the project budget

- Any program related correspondence
- Copies of all reports
- Copies of any agreements with contractors involved in the program.

In order to ensure there is an organized centralized record keeping, the Administrative Coordinator will be responsible for maintaining the non-program related files. Maintenance includes:

- Filing documents;
- Opening new files as needed;
- Developing and maintaining an online list of file names;
- Ensuring that each document to be filed has the appropriate file name indicated at the top of the first page.
- A daily computer back-up system must be in place and off-site storage of data is required.
- Back-ups should be tested for integrity semi-annually.
- Monthly bank reconciliations.

4.6.1 Archiving Files

CRCID maintains a centralized filing system for all policy and program-related files. Staff is responsible for maintaining currency of assigned files.

The Chief Administrative Officer is responsible only for oversight supervision of the central file(s) as specified above. All financial records are kept for a minimum of 7 years.

On an annual basis, staff will cull documents from their assigned files to ensure that the filing system is current and unnecessary storage is reduced.

Regular review of the files also assists in the transfer of relevant information in the event of staff turnover.

When culling files, staff members should make a decision as to whether material should be:

- Archived at CRCID; or,
- Disposed of.

Copies of any CRCID or related Rotary publications are stored in the Library.

4.6.2 Disposal of Files

Staff is responsible for disposing of information and files as necessary to maintain their own records. Once no longer required, confidential documents are to be shredded. Generally this includes Board papers, financial information, and job applications. Any personal information about individuals that is acquired (e.g. while conducting research) should also be shredded. General information that is not considered sensitive can be placed in the paper recycling.

Any material which is more than ten years old is usually discarded in order to save storage space, except for CRCID historical documents (e.g. funding submissions) and publications, which should be archived.

4.7 PETTY CASH

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A petty cash float is maintained in the office. To claim petty cash (see delegations), a staff or board member needs to provide receipts, fills out a petty cash voucher and is reimbursed in cash up to \$100.00. Amounts above are to be paid by cheque or electronic funds transfer. If unable to provide a receipt, they must provide appropriate documentation (expense claim form) stating the amount to be claimed, what the expense was, and the date it was incurred.

The Administrative Coordinator balances petty cash and replenishes the float as necessary.

4.8 CHEQUES AND ELECTRONIC FUNDS TRANSFERS (EFT)

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Two signatories are required for all cheques and electronic fund transfers. The Administrative Coordinator is responsible for ensuring that documentation accompanying a cheque is correct, and will seek approval from the Executive Director; Chief Administrative Officer; or the President for large or unusual items.

The Administrative Coordinator maintains a register of cheques and electronic fund transfers issued by CRCID, and cheque and EFT listings are presented to the Executive Director or the Chief Administrative Officer for ratification.

4.8.1 Cheque Signatories

All cheques, bills of exchange or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation, shall be signed by such authorized officer or officers, agent or agents of the Corporation, and in such manner as shall, from time to time, be determined by resolution of the Board of Directors and any one of such officers or agents may alone endorse notes and drafts for collection on account of the Corporation through its bankers, and endorse notes and cheques for deposit with the Corporation's bankers for the credit of the Corporation, or the same may be endorsed "for collection" or "for deposit" with the bankers of the Corporation by using the Corporation's rubber stamp for the purpose. Any one of such officers or agents so appointed, may arrange, settle, balance and certify all books and accounts between the Corporation and the Corporation's bankers and may receive all paid cheques and vouchers and sign all the bank's forms or settlement of balances and release or verification slips.

Those authorized to co-sign cheques on behalf of CRCID are the:

- Executive Director;
- Chief Administrative Officer;
- Administrative Coordinator;
- President;
- Vice President
- Chair;
- Treasurer

The Administrative Coordinator is responsible for ensuring cheque signatory information with banking institutions is up to date.

4.9 BANK ACCOUNTS

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Two authorized signatories are required to approve a transfer of funds between any two CRCID accounts. The Administrative Coordinator is responsible for ensuring that all bank accounts are reconciled on a monthly basis.

4.10 ACCOUNTS

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4.10.1 Accounts Receivable

CRCID accounts receivable include:

- Seconding staff for non-CRCID related activities (e.g. Zone Directories);
- Sub-letting of office space to other organizations (e.g. Rotary Foundation Canada);
- Use of the meeting room and equipment;
- Program Management fees; and,
- Rotary District contributions to AGM/PEM.

Accounts receivable are managed by the Administrative Coordinator and invoices are sent out as required. Invoices are due +30 days and reminder letters for payment are sent out monthly commencing 45 days after issuance of the invoice, if payment not received. Payments received are managed by the Administrative Coordinator, that is, processing payments and bank deposits. Documentation is maintained by the Administrative Coordinator.

4.10.2 Accounts Payable

CRCID is committed to promoting and maintaining positive business relations with its suppliers and accordingly, seeks to ensure payment within the agreed terms.

All purchases must have prior authorization from the Chief Administrative Officer, Executive Director or the President. The Chief Administrative Officer and Executive Director have authorization to spend within the limits of the approved budget. Unbudgeted purchases require approval from the Board of Directors.

The Administrative Coordinator is responsible for ensuring all purchases have the necessary approval before processing purchases. Payments to creditors may be made either by cheque or electronic funds transfer (EFT). When a creditor is paid by EFT, a remittance advice will be faxed.

4.11 INSURANCE

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CRCID maintains adequate insurance coverage at all times. This includes:

- Liability and contents insurance policy; and,
 - Directors and Officers' liability insurance

In addition, CRCID annually reviews its policies and is responsible for providing its insurer / broker with a detailed and accurate schedule of activities and inclusions to be covered. All insurance policies must be reviewed by the Chief Administrative Officer annually.

4.12 CAPITAL ASSET POLICY

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Assets purchased for specific projects are entered on the Asset Register. All items over \$5,000 shall be capitalized as assets.

The Administrative Coordinator is responsible for maintaining the Assets Register and depreciation schedule. All assets must be listed on the Register with original or current estimated replacement cost values for insurance purposes (e.g. telephone system, desks, and computers)

4.13 PAYROLL

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CRCID payroll is run on a bi-weekly basis. Staff is paid by cheque. The Administrative Coordinator is responsible for entering details onto the payroll system. Payroll is approved by the Chief Administrative Officer or the Executive Director. Cheques are then prepared and pay advice slips issued to staff.

4.14 PERSONNEL FILES

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A personnel file is held for each staff member and volunteer. Information held on file includes contact details, a copy of the employee's contract, and contact details in case of an emergency. The file shall also include all correspondence relating to job description changes, salary changes, leave entitlements such as long service leave, continuous service leave, unpaid and parental leave. Personnel files are held on the network. This folder is confidential and is kept in a locked cabinet offsite with the Executive Director. Access to the 'HR Confidential' folder on the network is also restricted to the Executive Director.

4.15 INFORMATION TECHNOLOGY

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All CRCID desktop computers are networked and have internet access. The IT Contractor is responsible for maintaining the server and ensuring that the information on the server is regularly backed up and maintained off-site. The leased photocopier is networked with all CRCID desktop computers to provide printing capabilities. Any software owned by CRCID is kept in the IT area of the office. Virus protection updates are regularly downloaded from the internet by the IT Contractor.

Staff members are responsible for their own data storage on the system – that is, organizing their electronic files and disposing of disused files.

The IT Contractor has responsibility for advising the Chief Administrative Officer regarding IT issues. The IT Contractor also provides an IT orientation to new staff members and is available to provide IT support.

Databases

All staff has access to the CRCID project database, but editing access is limited to the Program Officers, Administrative Coordinator or Chief Administrative Officer.

4.16 BUILDING SECURITY

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The CRCID premises are secured with an alarm system. Staff members are provided with an access code that allows them to activate and de-activate the alarm. The last person to leave and first person to arrive at the workplace should activate and de-activate the alarm.

Out of Hours

Generally all alarms are switched on when the last person leave for the day. If an alarm is triggered, the security company will contact, in the first instance, the Chief Administrative Officer, followed by the Executive Director, and finally the Administrative Coordinator to:

- Inform the CRCID staff member that the alarm was triggered;
- Inform the CRCID staff member of the cause of the alarm;
- Request if the police should be contacted or if the staff person will make a site inspection to determine cause and to reset the alarm.

If upon physical inspection there is a break-in, the police must be contacted immediately (unless they are already on the scene or are enroute). The staff member may conduct a sight inspection to determine what, if anything, is missing but must NOT touch anything until the police have completed their initial investigation.

If equipment is missing it will be important to make a list of the missing items along with the serial numbers. This list should be given to the police and will also be used for insurance purposes.

The Chief Administrative Officer is responsible for gathering the information necessary when making an insurance claim and will be the point of contact for the insurance investigator.

4.17 FIRST AID

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CRCID has a first aid kit. It is the responsibility of the Administrative Coordinator to ensure that first aid kit is maintained. A staff member should be designated as a First Responder.

5 INTRODUCTION

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The appendices include those key CRCID documents identified in the other sections of the Code of Policy Manual.

APPENDICES

APPENDIX 5.1: CRCID Contribution Agreement Template

APPENDIX 5.2: CRCID Narrative Reporting Templates

APPENDIX 5.3: CRCID Financial Reporting Templates

APPENDIX 5.4: Sectoral Priorities

APPENDIX 5.5: Fact Sheets

APPENDIX 5.6: RBM Planning Worksheet Template & Examples

APPENDIX 5.7: List of Official Development Assistance (ODA) Countries