



# LOCAL COLLABORATION FRAMEWORK

A step-by-step handbook for  
community-based projects by  
Rotary and UNICEF

# INTRODUCTION

Rotary and the United Nations Children’s Fund (UNICEF) are pleased to jointly release this handbook, which has been made possible by a long-standing partnership and mutual trust.

Since Rotary and UNICEF began their partnership in 1988 as founding members of the Global Polio Eradication Initiative along with the World Health Organization and the U.S. Centers for Disease Control and Prevention, the two organizations have played a fundamental role in dramatically decreasing the number of countries where polio is endemic — from 125 to just two today: Afghanistan and Pakistan.

Rotary and UNICEF are extremely large organizations, each with a presence in more than 190 countries. Although polio will remain the primary focus of the partnership until the eradication of polio is certified, Rotary members and UNICEF offices also work together on other issues related to global development, humanitarian aid, and peace. Our two organizations are already collaborating locally in several countries.

## A global partnership in a complex and changing world

Today’s children face global shifts that previous generations never imagined. Humanitarian crises, including the COVID-19 pandemic, climate change, and scarcity of resources are impeding children in many regions from growing up healthy.

An estimated 385 million of the world's children live in extreme poverty. These children are disproportionately affected by violence, exclusion, and discrimination, and they are especially vulnerable in emergencies. In 2020, 23 million children missed routine vaccines because of disruptions to immunization services. Every day, some 800 children die from preventable diseases caused by unsafe water and lack of sanitation. Roughly one in five school-age children is not in school, and experts predict that COVID-19 will reverse hard-won progress in ending violence and child marriage. Because of economic pressures caused by the pandemic, some children, especially girls, may never return to school. Although significant progress has been made in the areas of health care, education, and social justice, much work remains to be done to improve the lives of children around the world.

## Developing a framework for collaboration: A guide to encourage local collaboration

This handbook is intended to guide collaboration between UNICEF country and regional offices and Rotary clubs and districts. The approaches in it have been developed through a two-step quantitative and qualitative process: each organization conducted separate surveys and interviews to collect data and gain insight into engaging with one another. Information was gathered about the level of interest of Rotary and UNICEF in pursuing joint activities, what has been learned from past collaboration, and advice for taking on

joint projects related to Rotary's areas of focus, the United Nations Sustainable Development Goals (SDGs), and COVID-19 vaccination programs.

## Key findings

- Rotary members have an intense interest in working on projects with UNICEF and in service related to the SDGs and Rotary's areas of focus.
- UNICEF views Rotary as a highly strategic and engaged partner. The successes of our efforts to eradicate polio clearly show the benefits and the impact of working together. Rotary members' connections to their communities and their ability to advocate for policies that help children are two of the many reasons UNICEF offices believe greater collaboration would benefit both organizations.
- Within each organization, knowledge of how the other organization works is limited. Without careful communication, this can lead to misunderstandings. Yet, although there are differences in the countries where they operate and in their methods and organizational strengths, both Rotary and UNICEF are eager to work together.

- Because each organization is unique and operates in many regions, it is vital that they establish communication protocols and collaboration processes to ensure that projects succeed, are sustainable, and can be replicated.

## Recommendations for successful collaboration

This handbook includes clear guidance, policies, templates, and other tools that will empower UNICEF and Rotary to work together well locally, and it recommends 10 steps for successful collaboration. The long-term, large-scale changes that children and young people need are possible only through concerted action. Together Rotary and UNICEF can help create a better future for all children.

# 10 STEPS FOR SUCCESSFUL COLLABORATION



- 1. Get to know Rotary and UNICEF**
- 2. Learn about the benefits of working together**
- 3. Connect locally**
- 4. Get to know one another**
- 5. Identify opportunities for collaboration**
- 6. Create an action plan**
- 7. Make it official**
- 8. Track successes**
- 9. Showcase successes**
- 10. Turn vision into reality**



# GET TO KNOW ROTARY AND UNICEF



# Learn about your partner organization — and about the global partnership

Rotary and UNICEF have been partners since 1988, when they came together as founding partners in the Global Polio Eradication Initiative along with the World Health Organization and the U.S. Centers for Disease Control and Prevention. The goal was to protect every child from polio. Since then, Rotary has provided more than \$2 billion and countless volunteer hours to help immunize nearly 3 billion children in 122 countries. Rotary's advocacy work has also played a role in influencing donor governments to contribute more than \$10 billion to this effort.

UNICEF is the largest buyer and supplier of vaccines in the world. It manages the procurement and distribution of more than 1 billion doses of polio vaccine annually, accounting for more than 50% of all oral polio vaccine doses. Using its expertise in supplying safe vaccines and engaging local communities, UNICEF also works to build trust in vaccines, encourage parents to vaccinate their children against polio, and promote healthy behavior.

Cooperation between Rotary and UNICEF has played a critical role in decreasing the global incidence of polio by more than 99.9%, from 350,000 cases in 125 countries in 1988 to fewer than 20 cases in 2021. However, because the wild poliovirus remains endemic in Afghanistan and Pakistan, there is more work to be done to achieve eradication.

# How UNICEF works

UNICEF is mandated by the United Nations to advocate for children’s rights, help children meet their basic needs and expand opportunities for them to reach their full potential. UNICEF develops innovative programs, informs policies and drives partnerships on behalf of children, especially in emergency and humanitarian contexts. UNICEF’s work supports the 17 [Sustainable Development Goals](#), a set of global commitments to end poverty, reduce inequality and build more peaceful and prosperous societies by 2030.

UNICEF is headquartered in New York and has [country offices](#) around the world, as well as [33 National Committees](#), seven regional offices, a supply operation in Copenhagen, and other offices in Brussels, Geneva, Seoul and Tokyo. The organization employs more than 13,000 people, approximately 85% of them in countries where UNICEF runs programs.

National Committees are independent, local nongovernmental organizations. As the public face and voice of UNICEF in their countries, they raise funds from the private sector, promote children’s rights, and secure worldwide visibility for children threatened by poverty, disaster, armed conflict, abuse, or exploitation.

UNICEF works toward five goals:

**1. Every child survives and thrives.** UNICEF works across four interconnected sectors — health, nutrition, HIV/AIDS, and early childhood development — to address the structural challenges that impede the right of children to survive and thrive.

- 2. Every child learns.** UNICEF works to achieve equitable access to high-quality education for all children; provide education for children in emergency settings; improve children’s learning outcomes; support early childhood education; and strengthen adolescent skills development.
- 3. Every child is protected from violence and exploitation.** UNICEF strengthens child protection systems to reduce violence against children; supports interventions and resources to protect children in humanitarian emergencies; delivers protection services to reduce harmful practices such as child marriage and female genital mutilation; and promotes access to justice for children.
- 4. Every child lives in a safe and clean environment.** UNICEF implements programs to provide access to safe water, sanitation and hygiene; support child-centered disaster risk reduction; serve the increasing number of children who live in urban settings; and improve environmental sustainability.
- 5. Every child has an equitable chance in life.** UNICEF works to reduce child poverty, including by influencing public finance processes, fiscal policies and social protection mechanisms; addressing discrimination based on gender, age and disability; increasing the participation, voice and agency of children and young people in civic life; and amplifying children’s rights in human rights mechanisms.

In countries where UNICEF implements development and humanitarian programs, UNICEF’s primary partner is the national government. UNICEF’s role is to help governments and communities deliver on their commitments to children’s rights as enshrined in the [Convention on the Rights of the Child](#).

# Global advocacy priorities

UNICEF has adopted four global advocacy priorities to support its country offices and accelerate results for children. Together with humanitarian action, which is part of everything UNICEF does, the four themes represent UNICEF's institutional priorities. They are:

1. Build a global movement for vaccine affordability, availability, and equity to strengthen health systems.
2. Drive a global advocacy effort to tackle the learning crisis caused by underinvestment in education by prioritizing the most vulnerable and marginalized children and working to close the gap in access to technology and connectivity around the world.
3. Secure investment and action to support and protect the mental health of children and young people and to bring an end to neglect, abuse and childhood traumas that drive poor life outcomes.
4. Work with governments, businesses, and communities to increase access to clean water and address environmental degradation and climate change to provide a safe and sustainable environment as envisioned by children and young people.

# How Rotary works

Rotary brings together a network of 1.4 million members in more than 200 countries and geographic areas who take action on the world's most persistent issues and create lasting change. Rotary members, who have diverse backgrounds, professional expertise and perspectives, use their passion, energy and innovation to improve lives everywhere.

Rotary has its world headquarters in Evanston, Illinois, USA, and other offices in several countries around the world.

- [Rotary International](#) connects business, professional and community leaders to provide service to others, promote integrity and advance understanding, goodwill, and peace. Rotary is led by a president and a [Board of Directors](#).
- [The Rotary Foundation](#) supports projects and scholarships through grants that Rotary clubs and districts can apply for. The Foundation also leads Rotary's corporate campaigns to eradicate polio and promote peace. The Foundation is led by a [Board of Trustees](#).
- [Rotary and Rotaract clubs](#) are organized into more than 530 districts, which are grouped into 34 geographical zones. Members of the 37,000 Rotary clubs, who are sometimes called Rotarians, bring positive change to communities worldwide. The nearly 11,000 Rotaract clubs, whose members are known as Rotaractors, promote leadership, professional development, and service among leaders ages 18 and older.

Rotary members are encouraged to carry out projects related to Rotary's key [causes](#), or areas of focus:

- [Promoting peace](#). Rotary offers training to adults and young leaders to prevent and mediate conflict and help refugees. Members carry out projects that provide communities with the skills to resolve conflicts, and they take action to address underlying causes of conflict. Rotary also directly supports people who are affected by conflict, including refugees and other vulnerable populations. Each year, Rotary awards up to 130 fully funded fellowships for dedicated leaders from around the world to study at one of its [peace centers](#).
- [Fighting disease](#). Rotary educates and equips communities to stop the spread of life-threatening diseases such as polio, HIV/AIDS and malaria, while also working to improve health care and expand access to it.
- [Providing clean water, sanitation and hygiene](#). Rotary supports local solutions to bring clean water, sanitation, and hygiene to more people. Members get input from communities, share their expertise, and invest in infrastructure and training to make sure projects succeed sustainably.
- [Saving mothers and children](#). Rotary works to expand access to high-quality health care so mothers and their children can survive and grow strong.

- **Supporting education.** Rotary works to strengthen the capacity of communities to support basic education and literacy, reduce gender disparity in education, and increase adult literacy.
- **Growing local economies.** Rotary carries out projects that enhance economic and community development and create opportunities for productive work. Rotary also supports local entrepreneurs and community leaders, particularly women, in impoverished communities.
- **Protecting the environment.** Rotary supports activities that conserve and protect natural resources, promote ecological sustainability, and foster harmony between communities and the environment.

Rotary's **youth programs** help young people build leadership skills, learn about their world, and experience the value of service, all within guidelines for youth protection. Programs include:

- **Interact clubs**, which bring together young people ages 12-18 to develop leadership skills and learn about the world through service projects and activities. There are more than 14,900 Interact clubs in 145 countries.
- **Rotary Youth Exchange**, which gives students the opportunity to learn a new language, discover another culture and truly become global citizens. Exchanges for students ages 15-19 are sponsored by Rotary clubs in more than 100 countries.

Rotary also offers a variety of other [programs](#), such as:

- [Rotary Action Groups](#), which are independent, Rotary-affiliated groups made up of people from around the world who are experts in or who have interest in a particular field, such as economic development, peace, addiction prevention, the environment, or water. People do not have to be Rotary members to join an action group.
- [Rotary Community Corps](#), which are sponsored by Rotary clubs, bring together people who share Rotary's commitment to changing the world through service. Members plan and carry out projects in their own communities. There are more than 11,000 Rotary Community Corps in 105 countries.





**LEARN ABOUT  
THE BENEFITS  
OF WORKING  
TOGETHER**

# Building on the success of the polio partnership

With over 30 years of sustained collaboration to eradicate polio, the Rotary-UNICEF partnership has already resulted in tremendous success. There are many opportunities to build on this experience and develop strong projects at the local level. UNICEF can provide technical knowledge and work efficiently with local, regional, and national governments. Rotary members have the local knowledge and connections to organize volunteers and resources. When they are developed with patience, respect and flexibility, local collaborations can benefit from the strengths of each organization.

## Why work with UNICEF?

- UNICEF is almost everywhere.
- UNICEF has the technical expertise and data to do the job right.
- UNICEF delivers results for children at scale.
- UNICEF is a leader in responding to emergencies.
- UNICEF has access to and influence with government officials.
- UNICEF can provide expertise, technical training and has global reach.

Here are some key points to consider when exploring ways of working with UNICEF:

- UNICEF is a human rights and development organization, not a charity.
- UNICEF has long-term agreements with countries and governments in specific areas.
- UNICEF helps shape the global development agenda.
- UNICEF believes in equity.
- UNICEF amplifies children's voices.

## Why work with Rotary?

- Rotary is well placed to implement projects at the local or regional level.
- Rotary has community-to-community relationships and connections around the world.
- Rotary members are people of influence with deep local knowledge.
- Rotary members have the connections and capacity to mobilize community volunteers.
- Rotary members have extensive interest in opportunities to work together on projects related to the SDGs and Rotary's areas of focus.

- Rotary members are incredibly generous with their time, energy, and resources. They have a proven ability to work with communities to understand and provide the resources they need.

Here are some key points to consider when exploring ways of working with Rotary:

- Although they have professional experience in a variety of fields, Rotary members are volunteers.
- Rotary is a grassroots organization; Rotary clubs and districts are autonomous.
- Rotary leadership changes every year on 1 July at the club, district, and international levels.
- With annual changes in leadership, it is essential to make sure that projects can continue without interruption from one Rotary year to the next.



# CONNECT LOCALLY

# Outreach protocols

There are several ways a Rotary club or district can connect with a UNICEF office or vice versa:

- Rotary members can find contact information for UNICEF offices on each country's website (see [Where we work](#)).
- Rotary members can also contact UNICEF through Rotary representatives to the United Nations, who can help find contact information for the appropriate UNICEF colleagues. Please contact the Rotary Support Center at [rotarysupportcenter@rotary.org](mailto:rotarysupportcenter@rotary.org) or call +1-866-976-8279 (toll free) or +1-847-866-3000.
- UNICEF offices can connect with Rotary districts or clubs using the [Club Finder](#) on Rotary.org. They can also check with the local chamber of commerce, do a web search for local Rotary clubs, or contact the Rotary Support Center.
- UNICEF offices can contact the Division of Private Fundraising and Partnerships to connect with appropriate Rotary staff and leaders who can facilitate introductions to local Rotary members.
- After a connection is established, all parties are encouraged to identify primary contact persons in the country, who will support any resulting collaboration.

# Additional note for Rotary members

Before contacting a country or regional UNICEF office, Rotary clubs should work with their district governor or district international service chair to identify the best way to contact UNICEF. Before meeting with UNICEF representatives, the club or district should conduct a mapping exercise to outline what they can bring to a collaboration. The exercise should determine:

- How many clubs in the area are actively involved in projects
- How many projects focused on water, literacy or other areas of focus are already underway
- What vocational expertise local members have that could be relevant to the project
- Whether these experts or other club members have contacts in local, regional, or national governments, and if so, how such connections might benefit the project
- Whether any local businesses might be interested in participating in a project, such as by providing funding, helping raise awareness among their customers, and offering use of company facilities



**GET TO KNOW  
ONE ANOTHER**



# Understand how each organization works, including its structure, strengths, and challenges

In both Rotary and UNICEF, structures, operations, and organizational priorities can vary from one office or country to another. To avoid potential miscommunication and misunderstandings, it is essential that each organization understands how the other operates. This step will be crucial in helping to determine whether each side is interested in collaboration.

To explore the possibility of working together locally, learn about any past or planned programs and opportunities in the country. Start with an initial meeting to learn about each organization's priorities and existing programs and projects, particularly at the local or regional level. This meeting should identify potential areas of collaboration, clarify the preferred methods of engagement (refer to Section 5 for more details), and secure commitments from both Rotary and UNICEF in support of the proposed activities. This initial conversation will help to manage expectations and determine whether other stakeholders such as local governments need to be involved.

This conversation can include:

- An overview of UNICEF's and Rotary's priorities, both globally and in the country or region
- Situation reports on the issues that affect children in the country or region — such as health, education, child

protection, water, sanitation and hygiene, and nutrition — which can be delivered through a presentation or briefing materials

- Results of the Rotary club's or district's mapping exercise
- An overview of the Rotary district and UNICEF country or regional leadership structures, including who will make decisions and where project funding will come from

When assessing opportunities to work together, questions can include:

- What have Rotary and UNICEF already achieved together locally in polio eradication work?
- Have Rotary and UNICEF collaborated locally on projects other than polio eradication?
- What are the most pressing issues for children in this country or region?
- What are the priorities for UNICEF in the country or region?
- What are some of the challenges, gaps, and bottlenecks in addressing those priorities?
- How is the UNICEF office structured — number of staff, areas of technical expertise, geographic reach? What is the principal role of UNICEF in the country (e.g., to support implementation or policymaking, or to provide funding)?
- How is Rotary structured in the region — number of clubs, members, leadership connections?

- What skills and strengths does each organization understand the other to have?
- What would be the added value of working together?



**IDENTIFY  
OPPORTUNITIES  
FOR  
COLLABORATION**

# Continue to support the PolioPlus program

The best way for Rotary members to make a meaningful and sustainable difference in the life of a child is to continue to support the PolioPlus program through The Rotary Foundation. The global partnership to eradicate polio has made extraordinary progress and is on the verge of achieving the complete eradication of polio — which will be only the second human disease ever to be eradicated. Now is the time to redouble efforts and protect every child against polio.

All donations made to The Rotary Foundation's PolioPlus Fund, up to US\$50 million per year, are matched 2-to-1 by the Bill & Melinda Gates Foundation. This generous commitment triples the impact of contributions and provides critical resources for UNICEF and the World Health Organization. For that reason, Rotary and UNICEF encourage all Rotary members to support the PolioPlus program by donating directly to The Rotary Foundation, which in turn makes grants to UNICEF USA for UNICEF's global polio programming.

Rotary International and UNICEF have long-standing protocols and processes in place, mainly through the Global Polio Eradication Initiative, that formalize how the two partners work together to eradicate polio at the global, regional, national, and subnational levels. Rotary, UNICEF, and UNICEF USA's partnership to eradicate polio is also governed by a global memorandum of understanding. For information about getting involved in polio eradication efforts, Rotary members should contact [polioplus@rotary.org](mailto:polioplus@rotary.org), and UNICEF staff should contact the polio program team at UNICEF.

## Additional local opportunities

While polio will remain the primary focus of the partnership until eradication is achieved and certified, local Rotary clubs and UNICEF offices are also addressing other issues related to global development, humanitarian response, and peace in more than 190 countries.

UNICEF and Rotary are working on local projects in many countries, including in Australia, Brazil, Egypt, India, Kenya, and Nigeria.

Once you have learned about your partner organization's priorities and local structure, you can brainstorm ideas for collaboration. There are many ways to work together, such as a project to provide needed resources or an advocacy initiative. Rotary clubs and districts can also work with UNICEF to address an issue through a comprehensive collaboration strategy.

Working together on the local level is an important way to support UNICEF's work to defend the rights of children and to help every child thrive. Because UNICEF is funded exclusively by voluntary contributions, fundraising activities are vital. [Activities or projects](#) that support the SDGs and fall under one or more of Rotary's [areas of focus](#) are ideal opportunities.

Conversations between UNICEF and Rotary at the local level can focus on topics such as:

**Grants from a club or district.** Rotary clubs and districts provide philanthropic support to various initiatives in their

communities and countries. If a club's or district's priorities align with the work of UNICEF in their country, members may choose to provide grants to support a UNICEF program. We encourage you to think about opportunities for advocacy, which take advantage of Rotary members' connections to key stakeholders, particularly in government, to help ensure official support for and participation in programs that are funded at least in part by Rotary.

Example:

- In 2020, a Rotary club in Egypt made a financial contribution to support UNICEF Egypt's COVID-19 response, with a focus on water and sanitation.

### **Grassroots fundraising activities organized by clubs.**

Rotary members put Rotary's motto of Service Above Self into action every day and in every part of the world, generously contributing their time and skills to help others. Among other activities, Rotary clubs engage in education and advocacy initiatives that also provide resources for UNICEF programming. Examples of fundraising activities include quiz nights, raffles, gala dinners, auctions, walkathons, and golf tournaments.

Those activities are usually organized and run by the clubs. Depending on the capacity of a given office, UNICEF may be able to support and provide guidance on fundraising activities. We encourage you to discuss fundraising plans and what resources may be needed for such activities during early conversations.

Examples:

- Rotary and UNICEF in Australia, New Zealand and the Pacific region began working together in 2019 to tackle regional challenges and help vaccinate 100,000 of the most disadvantaged children and adolescent girls across the Pacific. By working with local governments, Rotary and UNICEF have helped raise over US\$1 million for this [project](#) so far.
- UNICEF and Rotary [District 4895 in Argentina](#) started working together in December 2020 to raise money to improve education in the province of Jujuy. An appeal was sent to all clubs in Argentina inviting their members to support UNICEF. The district collected the funds and made a single transfer to UNICEF.

**Rotary global grants.** Rotary members can scale up a project and increase its impact by applying for a [global grant from The Rotary Foundation](#). These grants bring together clubs and districts in different countries to support activities that will have sustainable, measurable outcomes in Rotary's [areas of focus](#). By working together to respond to community needs, clubs and districts strengthen their global partnerships.

Global grants are only available to Rotary clubs and districts; UNICEF offices may not apply directly for such grants. These grants are specific in terms of their scope and reporting requirements. We encourage UNICEF offices that are working with Rotary clubs to talk about whether it makes sense to apply for a global grant.



**Social mobilization campaigns.** Social mobilization is a process of engaging and motivating people by raising awareness of, and increasing demand for, a particular development objective. This approach focuses on people and communities as agents of their own change, emphasizes community empowerment, and creates a positive environment for change.

Engagement is usually done through interpersonal communication, such as face-to-face conversations, and is aimed at changing social norms and accountability structures, providing sustainable, multifaceted solutions to broad social problems, and creating demand for and use of quality services. Social mobilization is the primary mechanism for community development and a key component of UNICEF programs, including the polio eradication program.

Rotary members are well established within their respective communities and well positioned to understand the situation and needs and to help initiate local action. Any decision to engage in social mobilization should be made in coordination with the UNICEF office and be based on the local needs and context.

Examples:

- In Pakistan, the social mobilization effort coordinated by the Global Polio Eradication Initiative focuses on outreach to local religious leaders who can promote vaccinations in announcements and sermons.
- In Afghanistan, social mobilization, also called communication and community outreach, is crucial and

has included distributing 3 million bars of soap to promote hygiene, help protect against polio and COVID-19 infection, and improve receptiveness to vaccination efforts.

- UNICEF Nigeria and Rotary District 9125 collaborated on social advocacy for Use the Toilet, a national campaign to end open defecation and promote safe hygiene and sanitation in Nigeria.

**Advocacy.** As defined by UNICEF, advocacy is “the deliberate process, based on demonstrated evidence, to directly and indirectly influence decision-makers, stakeholders and relevant audiences to support and implement actions that contribute to the realization of children’s and women’s rights.” Advocacy promotes the development of new policies or changes to existing laws, helps redefine public perceptions and influences funding decisions.

Community-level advocacy provides a platform for the voices of children and women, especially those from marginalized and excluded groups, to be heard. Jointly, UNICEF and Rotary can gather powerful evidence and reinforce each other’s voices to influence local and national decision-makers. At the individual and club levels, Rotary members can also work with local business and governments to advocate for children’s rights.

Example:

- Rotary District 2483 in Serbia worked with UNICEF Serbia to advocate for and promote children’s rights. The two organizations conducted activities focused on improving

the status of children, including promoting a culture of solidarity, improving corporate social responsibility, and encouraging members of clubs in the district to promote children's rights in their club activities and their business practices.

**Participating in events.** Whenever possible, Rotary and UNICEF should explore opportunities to raise awareness and promote the partnership at national and high-level events. UNICEF has been invited to speak at many Rotary events throughout the years. Depending on their resources, UNICEF offices are also encouraged to invite Rotary clubs to attend local UNICEF events whenever possible. These opportunities should be explored with and at the discretion of the local UNICEF office.

The events should be in line with project goals and objectives and ideally be included in any agreement.

Examples:

- UNICEF Executive Director Henrietta Fore spoke at the [2019 Rotary International Assembly](#).
- The UNICEF Ireland board chair addressed a Rotary district conference.
- The UNICEF Portugal executive director participated in a district conference.
- Past and current presidents and CEOs of UNICEF USA have spoken at Rotary International conventions.
- UNICEF Switzerland invited a Rotary representative to attend a UNICEF virtual briefing on COVAX.

**Volunteering with UNICEF.** Volunteering is at the core of Rotary’s mission. Its 1.4 million members around the world give millions of hours each year to solve problems and improve lives. UNICEF acknowledges the importance of volunteerism to amplify impact and achieve the SDGs.

In 2018, UNICEF launched the [Global Volunteer Initiative](#), which supports establishing volunteer programs by UNICEF country offices. In the past four years, 9.6 million volunteers in more than 40 countries have worked on issues including nutrition, clean air, child protection and the pandemic response. Some UNICEF offices have begun these programs in partnership with national governments, including in [South Africa](#) and [Thailand](#).

UNICEF also works with volunteers through the [UN Volunteers](#) program, which recruits and places volunteers in assignments throughout the United Nations. UNICEF offices in high-income countries (National Committees) often have opportunities for volunteers to work in education, advocacy, or fundraising initiatives. Interested Rotary clubs are encouraged to talk directly with UNICEF offices.

Example:

- In a two-day campaign in India, Rotary members joined other volunteers — 150,000 in all — to protect children and promote maternal health by immunizing 130 million children and distributing vitamin A supplements.

# Tips for successful engagement

- Be creative and work together to select a project or activity that will inspire Rotary members.
- Focus on a clear and achievable goal.
- Consider an initial grant that will allow the project to start, provide for updates and content, and support fundraising activities. This helps to achieve impact for children while additional funds are being raised. Another option is to identify a project that has already started or that does not depend solely on Rotary funding.
- Explore a variety of approaches, including fundraising. Explore the possibility of coordinating activities through a central committee or a primary contact person in the country.
- Adopt straightforward and consistent messages — keep it simple.
- Engage the local community as well as companies or organizations that might be interested in supporting the project.

# Guiding questions

- How might we foster collaboration by sharing information, knowledge, and opportunities for engagement?
- What is the interest and capacity of Rotary clubs in the country to raise funds for a UNICEF program that aligns with the strategic priorities of the clubs? What are some past examples of successful fundraising initiatives Rotary clubs have conducted in the country or region?
- Could UNICEF officials or technical experts participate in training workshops or in club or district meetings, conferences, or special events?
- Are there opportunities for Rotaractors (ages 18 and older) or Interactors (ages 12-18) to participate in UNICEF initiatives?
- How might Rotary groups assist in UNICEF-supported vaccination campaigns or social advocacy through efforts such as distributing brochures or hanging posters in commercial windows, schools, or other institutions?
- What programs or projects might benefit from sharing Rotary's local experience or UNICEF's monitoring and evaluation expertise?
- What programs or projects will help to achieve UNICEF's and Rotary's broader aims?
- What programs or projects need resources the most?

# Child safeguarding

As the world's leading children's rights organization, UNICEF is committed to ensuring that safeguarding measures are in place whenever anyone working on its behalf engages with children. This includes in-person, online and indirect contact with children (for example, by using their images or their data). Safeguarding children is about the actions that organizations take to prevent children from being harmed through their engagement with the organization's people (including anyone acting on the organization's behalf) or activities. This includes volunteer-led activities.

Risks to children should be identified in the planning and design of any activities so that mitigations can be put in place to reduce the risk of harm to children. Examples of issues that need to be considered are the safe recruitment of adults involved in activities, supervision of children, informed consent processes, how any issues that arise will be reported and dealt with, what training or briefings supervising adults need, and how everyone will understand and agree to standards of behavior through a code of conduct or a similar tool.

Child safeguarding refers to proactive measures taken to limit direct and indirect collateral risks of harm to children arising from UNICEF's work, UNICEF staff or UNICEF associates. The risks may include those associated with physical violence (including corporal punishment); sexual violence, exploitation, or abuse; emotional or verbal abuse; economic exploitation; failure to provide for physical or psychological safety; neglect of physical, emotional or psychological needs; harmful practices; and privacy violations.

## When working together is not possible

Even with all the opportunities outlined above, it is possible that local collaboration may not be feasible. The principle for engagement should always be to achieve sustainable and equitable impact for children. Depending on the context and respective resources and capacity of each organization at a given time, Rotary and UNICEF might prefer to explore other opportunities. There are no obligations to engage.





# CREATE AN ACTION PLAN

# Identify project scope, roles, budget, and timeline

It's essential to manage expectations upfront to ensure successful collaboration. After identifying ways of working together, narrow the focus by defining the project scope, clarifying roles and responsibilities, creating a timeline and determining an appropriate budget.

Guiding questions to assess opportunities to work together could include:

## **Defining the scope**

- What is the goal of the project? What is the change you wish to see in the community, institution or region? What would success look like?
- How does this project fit into each organization's broader strategy?
- How will the project be monitored, outcomes measured and impact evaluated? Do we have a good understanding of the issue we are trying to address and of the baseline data?
- What do we want to learn through this project?
- What resources will be needed to successfully reach shared objectives?
- What is not included in this project?
- What are the potential child safeguarding risks?

## **Creating a timeline**

- What is the project's duration?
- How much time will each phase need?
- What key steps must be completed and approved before moving to the next phase?
- What are the deadlines for the key steps?
- Considering the above questions, what is the start date and the target end date? (If there is a firm end date, determine the timeline by working backwards from that date.)

## **Clarifying roles and responsibilities**

- What steps are needed to achieve each phase of the project?
- What will each organization contribute to each phase?
- Who in each organization will be responsible for each project phase?
- Who will be responsible for taking the lead on child safeguarding?
- When will interim check-ins be scheduled to provide updates and to reevaluate or revise the project plan?
- How will this project be integrated into government programming and aligned with national standards and guidelines?
- How will UNICEF and Rotary collaborate and communicate with government entities?

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UNICEF staff should bear in mind that Rotary members are volunteers, and many carry out these activities in addition to their usual work and personal commitments. Timelines and deadlines might need some flexibility in this context.

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## **Agreeing to communication protocols**

- How will UNICEF and Rotary communicate about the project? Parameters for communication and recognition should be discussed in advance and agreed to *before* any agreement is signed.
- How will information be exchanged, considering each organization's privacy policies?
- What are each organization's marketing and branding protocols? All assets and materials that support local activities must comply with Rotary and UNICEF branding guidelines and licensing requirements.
- When will interim check-ins be scheduled to provide updates and reevaluate or revise the project plan?
- How will costs associated with outreach communication or activities be covered? UNICEF will not be able to cover such costs. If Rotary clubs do not have a budget for outreach, consider using a portion of the funds raised for communication activities.

## Determining budget and financial resources

- How much will each element of the project cost?
- What resources or funding structures could be made available, including for a specific portion or phase of the project?
- Where will funding come from? Determine and agree on the likely funding sources, which may be any of the following sources, or a combination:
  - A Rotary club or district, through a [district grant](#) or other club or district funds.
  - The Rotary Foundation, through a [global grant](#). Rotary members must apply for the grant, which has strict criteria and reporting requirements. UNICEF country offices should work with local Rotary members to understand the timing of these grants and the likelihood of receiving one.
  - UNICEF. In certain instances, it might make sense for UNICEF country offices to jointly fundraise or offer a budget to support certain elements of the project.
  - A third party, such as a government or a nongovernmental organization. This could be explored by both Rotary and UNICEF, as appropriate.
- Remember:
  - When funding is not a predetermined aspect of the collaboration, UNICEF and Rotary should work to find

ways to achieve joint goals through communication, advocacy, etc.

- When funding is a predetermined aspect of the collaboration but is not forthcoming, UNICEF will not be able to fund the agreed-upon program. Regular check-ins are recommended to ensure the fundraising agreement is on target, and if it is not, adjust the expected deliverables or explore new options for funding.



**MAKE IT  
OFFICIAL**

# Discuss, negotiate, and document the agreement

If a UNICEF office and a Rotary club, clubs or district wish to work together, it is strongly recommended that the parties create a written agreement to detail the purpose of the collaboration and clearly outline expected roles and responsibilities. This can be done in several ways, including with a letter of intent or agreement describing the proposed collaboration, a roles and responsibilities document detailing who is responsible for each aspect of the project, or a formal memorandum of understanding (MOU).

An MOU may be required when there is interest in setting up a sustained collaboration, such as a long-term project or one that is beyond the scope of a one-off event, and particularly one that involves external-facing initiatives such as joint large-scale campaigns, fundraising, exchange of assets and programmatic collaborations. It may be helpful to consult with UNICEF and Rotary headquarters when considering a formal MOU.

No matter what the format is and whether it is called a letter of intent, an MOU or an agreement, such a document is legally binding. Therefore, it is important that the document accurately reflects the agreed-upon activities.

The following recommendations can help to make the collaboration official:



- Determine whether a signed agreement is needed. If UNICEF and Rotary are working together on a one-off event, a formal agreement may not be necessary.
- If an agreement is determined to be helpful or necessary, decide who needs to be involved in discussions and who has the authority to approve the agreement. In the case of a multiyear agreement, UNICEF offices should clarify with Rotary counterparts who has authority to execute agreements during the terms of different leaders, such as the club president, president-elect and president nominee, or district governor, governor-elect and governor-nominee.
- Clarify the project's life cycle and build ways to check in and provide feedback to the agreement.
- Ensure all signatories understand their responsibility to fulfil the agreement.
- Jointly agree in writing to the proposed activities.

## Templates

Because it is an agency of the United Nations, UNICEF operates in a unique context and regulatory framework that differs materially from nongovernmental organizations and other entities with which Rotary partners may usually engage. As a result, UNICEF recommends using its legal template agreements that reflect its unique legal status and regulatory framework and that address its partners' needs and concerns. UNICEF is always willing to work with partners to address their concerns.

UNICEF template agreements were developed with a focus on the true purpose of the legal agreement:

- To emphasize the goals for children
- To capture the partnership specifics
- To simultaneously protect both the partner and UNICEF, giving equal weight and visibility to the elements that are important to the partner and to UNICEF

As every collaboration is different, work with your local UNICEF office to identify an agreement that is appropriate to the specific location.

For more details on UNICEF's legal status, independence, non-exclusivity, non-endorsement and more, please refer to this [guidance on partnership agreements](#) developed by UNICEF.

As with all good partnerships, it is important to understand and agree on roles and responsibilities. Each partner is obligated to fulfil their commitment and be accountable as agreed in writing.

When misunderstandings or disagreements arise, each organization must raise the issue as soon as possible with all concerned. Transparency, candor, and mutual respect make a partnership strong and effective.



# TRACK SUCCESSSES

# Monitor, evaluate and reflect on implementation and impact

Monitoring and evaluation (M&E) are crucial steps to ensuring a project or program is successfully implemented. They are excellent tools to improve program performance and demonstrate accountability and to help UNICEF deliver results for children by fostering evidence-based decision-making.

- In the context of a country-level Rotary-UNICEF collaboration, where funds are collected for and allocated to a specific program, M&E refers to the periodic oversight of the implementation. Programs are implemented exclusively in accordance with UNICEF's rules, regulations, procedures, practices and administrative instructions and directives, including those relating to intellectual property, monitoring, evaluation, and oversight, and within the framework of UNICEF's Programme of Cooperation with the host government. The UNICEF country office will monitor the program to ensure that input deliveries, work schedules and targeted outputs are proceeding according to the agreed plan. This will allow for time to correct any deficiencies that are detected. Rotary and UNICEF will discuss and agree on the delivery of narrative and financial reporting.
- In the context of a funding relationship in a high-income country, where UNICEF is present through a National Committee, Rotary and UNICEF coordinators are encouraged to consult with each other regularly during the agreed collaboration period to ensure smooth and

effective implementation of the collaboration/funding activity and to share comments and observations. Coordinators may establish key performance indicators (KPIs) and review mechanisms as they see fit to ensure that the collaboration fulfils its intended objectives.

As you prepare to implement your project, recommendations include:

- Follow UNICEF procedures and administrative instructions and directives for program implementation and M&E.
- Rotary members interested in strengthening their M&E skills through the collaboration should discuss doing so with the local UNICEF office during a project's development discussion.
- Ensure the KPIs and evaluation methodology are agreed upon before the project begins.



9

# SHOWCASE SUCCESSES

# Communicate about the collaboration

Communication plays a fundamental role in promoting local Rotary-UNICEF engagements and contributes to successful activities, including fundraising. Rotary members and UNICEF staff should work together to develop an outreach and communication plan, recognizing that both organizations have assets and protocols in place. Each Rotary club and UNICEF office should consider the local situation and coordinate opportunities for publicity or outreach depending on the type of collaboration and the planned activities.

## Key recommendations

The following recommendations can help to create a successful outreach campaign:

- Discuss communication and recognition parameters in advance and agree on them *before* any agreement is signed.
- Jointly develop any assets and materials used to support local activities and make sure they are approved by Rotary and UNICEF.
- Create a media plan to showcase success, including identifying who is responsible for project promotion and which channels will be used.
- Consult each organization's marketing and branding protocols to ensure that appropriate, licensed visuals and messaging are used.

- Inform Rotary clubs and districts and UNICEF offices in the region about the project.
- Understand that UNICEF will not be able to cover the costs of outreach communication or activities. If Rotary clubs do not have a budget for outreach, consider using a portion of raised funds for communication.

## Resources and assets

### UNICEF assets

- **UNICEF brand and logo:** Rotary/Rotaract clubs can use UNICEF brand and logo in local engagements. Guidelines should be discussed and agreed upon by local UNICEF offices. Please use the [approved logos](#).

### UNICEF guidelines

- **Content:** UNICEF can provide UNICEF photos, videos and human-interest stories to support collaborative communication activities. If additional content is needed, this can be explored with and at the discretion of the local UNICEF office.
- **Press release:** A joint press release announcing collaborative goals and approaches can be considered, agreed upon and issued on the national UNICEF office channels.
- **Other media activities:** All activities are at the discretion of the local UNICEF office.



- **UNICEF social media channels:** Communication through UNICEF's national social media channels can be explored with the local UNICEF office.
- **UNICEF Goodwill Ambassadors (GWAs):** Requests for Goodwill Ambassadors are rarely accepted by GWAs as they have existing endorsements and other business-related engagements outside their collaboration with UNICEF.
- **Proposals and reporting:** These tools can be customized if the local UNICEF office agrees.
- **Program visits:** While UNICEF acknowledges that program visits are powerful tools to communicate the work of UNICEF to partners, they can be resource- and time-intensive. While a request can be made, the UNICEF country offices will make the final decision regarding a proposed program visit. When an in-person visit is not possible, UNICEF can offer virtual trips — a live digital experience that successfully brings together stakeholders from across the organization on an interactive journey showing the impact of UNICEF's work for children. [View a recent virtual visit focused on polio.](#)
- **Events:** In keeping with the nature of the local collaboration agreement, UNICEF will make efforts to invite local Rotarians to UNICEF's national or regional virtual events and briefings.
- **Websites:** Rotary may be featured on UNICEF national websites, depending on the nature of the local collaboration agreement.

- **Annual reports:** Rotary International is acknowledged in the UNICEF Annual Report for its ongoing and generous support of polio eradication programming. All national contributions above \$100,000 are acknowledged in the Annual Report; for example, Rotary Australia and New Zealand are listed in the [UNICEF 2020 Annual Report](#). Rotary can also be featured in relevant sections of national annual reports, subject to their agreement with the national UNICEF office.

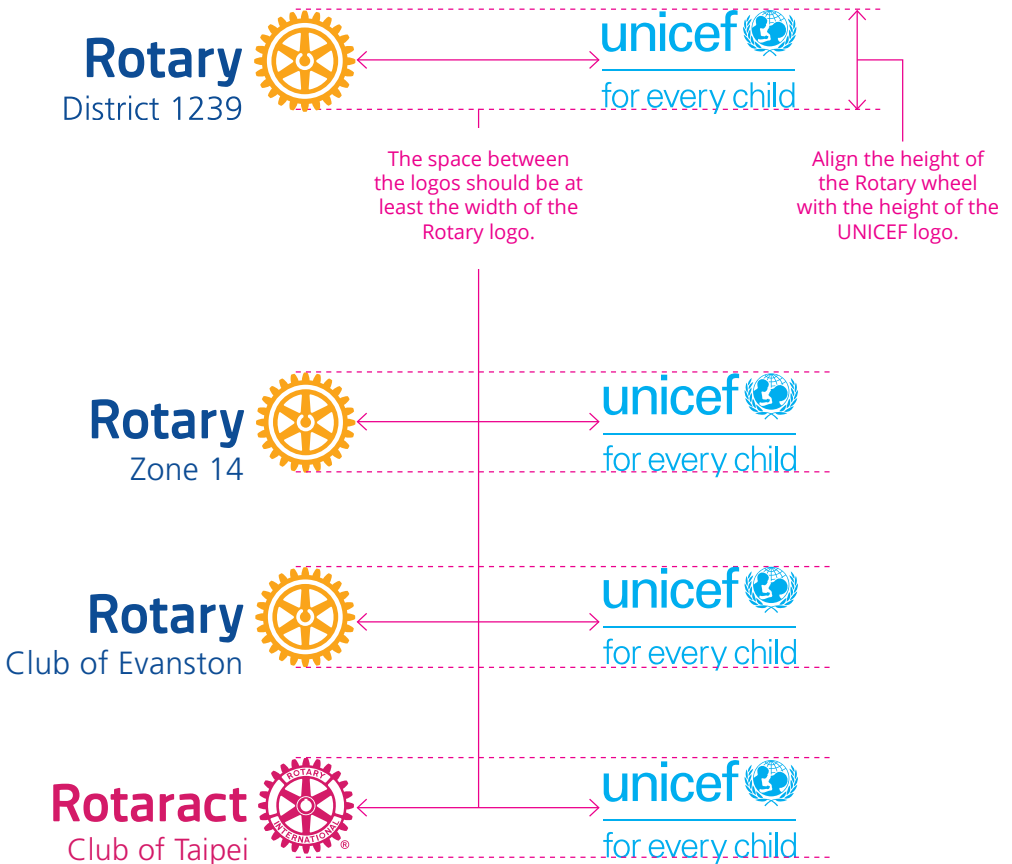
## Rotary assets

- **Rotary brand and logo:** In keeping with Rotary brand protocols, all Rotary and Rotaract clubs, districts and zones must include their identifier when using the Rotary Masterbrand Signature (logo). Follow Rotary's brand guidelines, available on the [Brand Center](#). The Brand Center offers templates to create your club, district or zone logos, as well as ads, images, videos and other customizable materials. Here are examples of club, district and zone logos:



# Rotary guidelines

- **Rotary collaboration with UNICEF:** When representing a collaboration or local engagement between your club, district or zone and UNICEF, arrange your logo and the UNICEF logo across from each other within the design. Make sure you get approval to use the UNICEF logo from the local UNICEF office. The space between the logos should be at least the width of the Rotary logo. Here are examples of alignment and layout:



Share the story of your success with clubs and districts in your region and around the world. Consider posting the project on [Rotary Showcase](#) or sharing information about the project with Rotary and UNICEF headquarters.



**10**

**TURN VISION  
INTO REALITY**

## Meet all commitments, reflect on lessons learned, celebrate success — and express thanks to all

With mutual understanding, respect and flexibility, local collaborations can prove powerfully beneficial for children and young people in the region. Work together as agreed and prepare to showcase the project success. Invite project beneficiaries and others from nearby Rotary clubs and districts and from UNICEF offices to celebrate the project and to share insights gained. Both UNICEF staff and Rotary members can learn from your challenges and project success — and they may be inspired to follow your example.

Be sure to thank all those involved in the project. A simple thank-you goes a long way in ensuring future opportunities.

Remember that each local collaboration is unique and has a beginning and an end. While collaboration may continue, consider starting from the beginning for each stage of the project to build on your success.

# RESOURCES

Local collaboration framework survey results and resources are available on request. Write to [ers@rotary.org](mailto:ers@rotary.org).

[Convention on the Rights of the Child](#) (full text)

[Guidance for Civil Society Organizations on Partnership with UNICEF](#)

[UNICEF Child Safeguarding Agora Course](#)

[Rotary Youth Protection Guide](#)

[Rotary Learning & Reference Center](#)

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