ROTA YOUTH SERVICE TOOLKIT

التعليم فوق الجميع | education above all

REACH OUT TO ASIA
أيادي الخير نحو آسيا
A programme of education above all™

This work is licensed under the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License.
To view a copy of this license, visit:
http://creativecommons.org/licenses/by-nc-sa/4.0/.

For more than twelve years, Reach Out to Asia (ROTA) has worked with the youth of Qatar to mobilize their creative energies, hone their leadership skills and enable them to become active global citizens. Through its national programs ROTA has engaged these young and dynamic volunteers in humanitarian projects of global significance that benefit communities across the world. These activities are structured to equip local youth with the knowledge and skills to communicate effectively across cultural and linguistic barriers and to assume a leading role in shaping a better and more equitable future.

ROTA's ambitions are thus two-pronged: while its main purpose has been to make a real difference in the quality of life and educational opportunities for the disadvantaged populations of Asia and the world, its more immediate aim has been to cultivate leadership skills among the youth of Qatar and engender locally the culture of social responsibility and active engagement. Through this action ROTA has contributed to the national priorities of our country, stimulating human and social development among the youth.

We have been proud to work with these young and committed people, whose ingenuity in solving problems, creating bridges between cultures, and tackling societal issues in new and imaginative ways has been an inspiration to us all. And, we believe that this toolkit reflects not just the lessons that ROTA has imparted on these promising young people, but also all that we have learned from them, capturing their enthusiasm and passion to do good.

This toolkit is the result of years of working in the field. It summarizes our acquired knowledge and outlines tried and tested methods for working effectively and efficiently. Being informed by our experiences, it provides clear guidelines for working on pertinent humanitarian initiatives. We hope that it will inspire and assist new joiners in understanding the values and goals of our mission, and that it will serve them as a useful tool in achieving their full potential as leaders of tomorrow.

Her Excellency Sheikha Al Mayassa bint Hamad bin Khalifa Al-Thani
Vice-Chairperson, Education Above All Foundation

TABLE OF CONTENTS

06 INTRODUCTION

12 PART A: TAKING THE ROTA YOUTH CHALLENGE

13 SECTION 1
What is The Rota Youth Challenge?

19 SECTION 2
Developing and Planning Your Project

30 SECTION 3
Managing Your Project Effectively

35 SECTION 4
Criteria for Checking Team Progress

38 PART B: FORMING A ROTA YOUTH SERVICE CLUB

39 SECTION 5
Rota Youth Service Clubs (Rysc) Explained

45 SECTION 6
Turning Your Team Into a Sustainable Club

58 PART C: RESOURCE TOOLKIT

Introduction

ABOUT THIS TOOLKIT

The Education Above All (EAA) Foundation is a global education foundation established in 2012 by Her Highness Sheikha Moza bint Nasser. EAA envisions bringing hope and real opportunity to the lives of impoverished and marginalised children, youth and women, especially in the developing world and in difficult circumstances such as conflict situations and natural disasters. We believe that education is the single most effective means of reducing poverty, generating economic growth and creating peaceful and just societies, as well as a fundamental right for all children and an essential condition to achieving the Sustainable Development Goals (SDGs). For more information, visit "http://educationaboveall.org.

EAA is comprised of four programmes: Educate A Child (EAC), Al Fakhoora, Reach Out To Asia (ROTA) and Protect Education in Insecurity and Conflict (PEIC). In addition to providing access to education for children around the world, EAA advocates to safeguard inclusive and quality education for all.

Together with partners, volunteers, and local communities, Reach Out to Asia (ROTA), a programme of EAA, works to ensure that people affected by crisis across Asia have continuous access to high-quality primary and secondary education. ROTA engages and inspires young people and other community members to play an active role in addressing educational and development challenges both at home and abroad. We envision a world, where all young people get the education they need to realise their full potential and shape the development of their communities.

This toolkit was developed by ROTA's community development department (CDD), a unit in the National Programs Department that aims to promote social development and stronger community engagement in Qatar. ROTA Youth Service Toolkit contains information on the stages of youth development within ROTA, highlights Youth Empowerment Model explains how the journey starts, in addition to, providing useful resources to help youth in running a successful service club.

PURPOSE OF THE TOOLKIT

The ROTA Youth Service Toolkit was developed in an effort to demonstrate the journey ROTA youth must take on before successfully becoming active participants and leaders in their communities. This toolkit will provide resources and guidance on:

- How to develop and deliver a service project in the community
- How to form and maintain an effective team
- How their service projects will be assessed
- How to showcase at the youth conference (EMPOWER)
- How to apply for a ROTA grant to continue the journey
- How to manage and sustain a service club
- How to assess results and achievements of the service club
- How to progress into becoming a ROTA Youth Advisory Board member
- How to successfully complete the youth development journey
- Tools and templates to support the service club

USING THE TOOLKIT

When to use it?

This toolkit is designed to be useful for youth throughout the whole process from entering the stage of the challenge to sustaining a service club. It is a good source of information when you are unsure about:

- What to do to become an active member in your community?
- How to form your club?
- How to sustain your team and build ownership for the project?
- How to design your project?
- How to monitor and evaluate the effectiveness of your project?
- How to create and sustain your service club?

How will it help?

This toolkit is designed to support the learning you acquired during the leadership training and serve as a reference to help you get through your journey.

ROTA'S MISSION OF EMPOWERING YOUTH

ROTA's goal behind empowering youth is to develop high capacity, high potential Qatar-based youth to serve as peer leaders and deliver effective representation as youth ambassadors of ROTA/EAA. ROTA's mission is to develop youth in three core functional duties:

LEADERSHIP:

This is the main area of development where most of ROTA's leadership training takes place. Leadership is encouraged through serving as peer mentors within the network of ROTA Youth Service Clubs, chairing sub-committees that are responsible for delivering certain tasks, and by leading the planning and delivery of the Annual EMPOWER Conference.

SERVICE

The best way to become an active and effective positive citizen is by serving your community. This is possible through establishing or becoming an active member of a successful and sustainable service club. You could also provide service by chairing and or becoming active members in functional sub-committees of a service club.

REPRESENTATION

(Getting Youth Voice Heard): Another important part of youth empowerment is building and fostering the ability of youth to serve as representatives of their peers and of ROTA's overall youth work. This includes giving youth the opportunity to advise CDD on better ways of engaging young people; representing ROTA's youth work in local schools/universities and in regional and international fora as required.

For ROTA, youth empowerment means enhancing the capabilities of individual youth and youth groups, so they fully participate in all aspects of society. ROTA promotes enabling conditions that can help youth take control of their own development and futures.

ROTA'S YOUTH EMPOWERMENT MODEL

Through the Youth Empowerment Model, ROTA aims to develop a dynamic group of responsible young global citizens that actively carry out initiatives that improve the general wellbeing of the local community in Qatar. At ROTA, youth empowerment programs are designed using a three part approach. This is a youth participation approach that focuses on working with and for youth towards effective development. This approach involves engaging with youth in three important ways: 1) Working for youth as beneficiaries, 2) Engaging with youth as partners and collaborators, and 3) Supporting youth as leaders. [UNDP]

ROTA understands that in order for young people to fully engage in all levels of society, they need to have a sense of their worth and an understanding of their ability to be change agents. They need opportunities to fully participate in the growth of their communities, as well as in their own personal and professional selves. Since 2006, ROTA has championed numerous initiatives to expose youth to various activities and perspectives and to help them comprehend their full potential to shape the world. ROTA helps to empower youth through the following pathways:

ROTA Youth Challenge

The ROTA Youth Challenge (RYC) is a project-based learning model which CDD began implementing in 2014 to successfully link Leadership Training to ROTA's other local youth development projects. The RYC is an annual 'Challenge" which begins with 45 young people between the ages of 16-26 who are interested in engaging in ROTA's Youth Program and ends with winners of the best service project. Interested youth go through a 4-day leadership training followed by nine follow-up sessions designed to help the team establish and deliver a service project. Each team will have a design that addresses a community need and will need to employ leadership skills learnt during training to make a successful service project. Projects are scored based on set criteria and the best projects are selected to receive awards and recognition at EMPOWER.

ROTA Youth Advisory Board

The ROTA Youth Advisory Board (RYAB) comprises up of 14 Advisors representing ROTA's star youth in local and international settings. RYAB was initially established by ROTA in 2009 in order to advise ROTA's CDD on better ways to engage young people in its work. The Advisory Board focuses on representing ROTA's youth in local and international forums, In addition the advisory board increases effective youth involvement across ROTA by providing mentoring support to new clubs and informing youth groups in their schools and universities about ROTA's programs. Advisory Board members are expected to perform leadership duties and mentorship among their peers. This is mainly seen when RYAB members are serving as peer mentors within the network of ROTA Youth Service Clubs and by leading the planning and delivery of the Annual EMPOWER Conference.

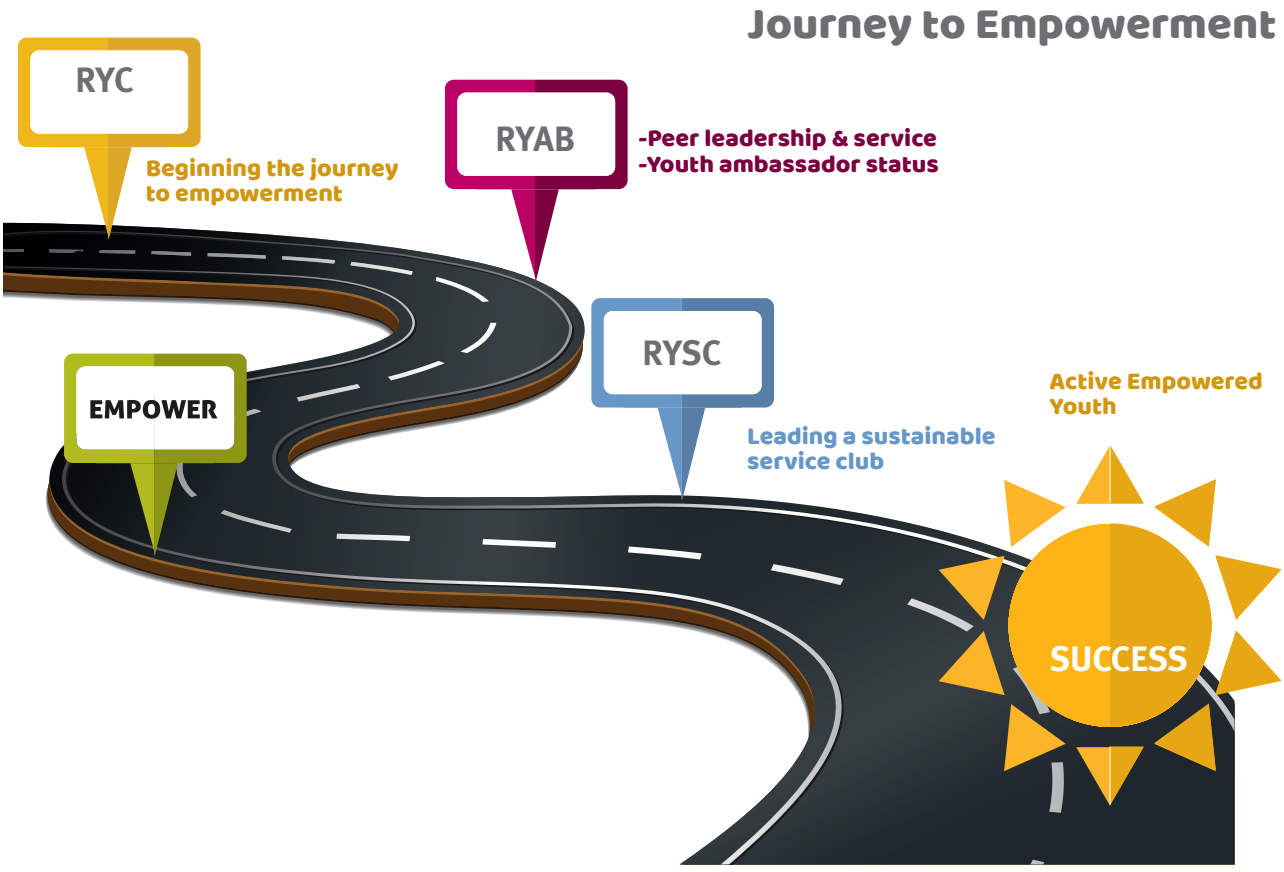
Annual EMPOWER Youth Conference

EMPOWER is a youth-led conference that is the premier showcase for all of ROTA's youth development activities. EMPOWER is where teams that successfully completed their Youth Challenge will showcase their projects. It is also a celebration of service projects successes and is the venue where new RYAB members are announced and begin assuming their duties of office. Beyond this, EMPOWER will maintain its focus on showcasing the 3 pillars of the Youth Development Program – Leadership, Service Learning, and Global Citizenship.

ROTA Youth Service Clubs

The ultimate purpose behind youth going through the RYC has always been for them to form their own service clubs which would deliver service projects that address a need that they have identified in the community. Youth Service Clubs is the advanced stage of club development in which the club that has attained a level of self-sustainability is encouraged to carryon beyond the project phase. After the team of youth has successfully delivered their challenge project and got recognized at EMPOWER, they are given the option of participating in a second level of training which will give them the skills and tools to continue building their club. CDD's goal will remain focused on helping as many clubs as possible reach this advanced stage of sustainability.

JOINING THE PATH TO EMPOWERMENT



Each initiative within ROTA's Youth Empowerment Model is not a stand-alone activity. They are each only a step in an ongoing journey toward youth empowerment. By participating in a ROTA Youth Challenge Leadership Training, you are taking the first step on this exciting journey! But please don't stop there, explore and find out more about how you can continue the journey by joining the ROTA Youth Advisory Board, registering to attend ROTA's annual, international 'EMPOWER' conference, or being a leader in the ROTA Youth Service Club Network.

HOW CAN I GET INVOLVED AT ROTA?

- **Attend a ROTA Youth Challenge Leadership Training**
- **Participate in the annual EMPOWER Youth Conference**
- **Join the ROTA Youth Advisory Board**
- **Form a ROTA Youth Service Club**
- **Volunteer in other ROTA events (contact rotavolunteer@eaa.org.qa)**

PART A:

TAKING THE ROTA YOUTH CHALLENGE

Section 1:

What Is The Rota Youth Challenge?

The ROTA Youth Challenge (RYC) is a fun and interactive experience designed to provide a unique opportunity for young people in Qatar to develop leadership skills, gain understanding of local and global issues, and design creative service projects to address these issues.

The Challenge begins with the Leadership Training where you will form a Challenge Team and choose the issue that your service project will address. The Challenge will end with your team showcasing your successful service project at the next EMPOWER Youth Conference. The Challenge Team with the best project will be presented with the ROTA Youth Challenge Award at EMPOWER!

The main objectives of the ROTA Youth Challenge are to:

- Equip you with knowledge of Leadership, Service Learning, Global Citizenship, and (Advocating for Change)
- Empower you with skills and tools to manage and deliver your service learning projects and your team
- Provide knowledge in setting up a RYC Team and skills to lead and recruit members

STAGE 1: ATTENDING ROTA'S LEADERSHIP TRAINING

The ROTA Youth Challenge Leadership Training is the first important step in ROTA's youth empowerment journey. It consists of a series of training events where youth between the ages of 16-26 years are taken through a learning journey that will enable you to become active contributors to your communities and the world at large. The training participants consist of students from local universities and high schools who are interested to be part of ROTA Youth Network and in contributing to their community. The RYC Leadership Training is designed to be a fun, interactive and experiential four-day learning program for young people who are interested in taking the ROTA Youth Challenge. The training will equip you with the skills; knowledge and experiences you need to effectively run your own service project or campaign that makes a difference in your community and the world.

About the Training Program

The training is delivered by a selection of highly experienced international, regional, and local trainers who specialize in youth development, leadership, and service learning. Sessions include workshops and practical, interactive sessions on leadership, team work, project management, advocacy, and service learning. The sessions focus on introducing ROTA Youth Program and its themes of Leadership, Service Learning and Global Citizenship. The sessions have been designed to equip you with the knowledge, skills and attitudes you need to successfully complete the ROTA Youth Challenge.

During ROTA's leadership training and your RYC project implementation, you can expect to learn skills such as:

- Service project delivery
- Leadership
- Negotiation
- Teamwork
- Competition and cooperation
- Problem solving and resourcefulness

Ongoing Mentorship and Support (Follow-up Trainings)

For 10-weeks after the training, ROTA continues to provide a productive and enhanced follow-up system for the training: this will take place approximately every two weeks after the leadership training. RYC Team members will be invited to regular meetings where you will receive supporting information, workshops, projects plans and presentations, in order to help you start with your service projects in the best and most efficient way possible. The mentorship and support phase is coordinated by ROTA's Youth Development Specialist who will guide your team through the process of delivering your service project. The Youth Development Specialist will also guide you throughout the life of your project; providing you with all the advice and mentorship you and your team might need.

STAGE 2: FORMING YOUR CHALLENGE TEAM

Every winning campaign, initiative, project and group has a main common element – that is a dedicated team. Great leaders need great teamwork and coordination to get the job done. While one person can make a difference working in teams will provide members with support, power and not to mention fun – acting as a team.

Team Work involves having a group of people who work together towards a common goal, with a shared sense of purpose. It is important to realize that everyone in the project can lead in different ways – and each member of the team can set personal improvement goals.

Tips for selecting members of your ROTA Youth Challenge Team

TIP: It is highly recommended that youth from the same school or university form a team. That way you know you will be able to meet with each other on a regular basis.

Finding the right people to join your team is never easy. One thing to avoid is selecting people just because they are your friends. It would be great to have responsible and talented friends who you can influence to join your team easily, however this may not be the case. The purpose behind this list of tips is to help you select the right people for your team.

When selecting members for your team you may want to identify people:

- Who have varying abilities, attitudes, skills and knowledge
- Who you know or have heard are good at certain skills needed in team. People who for example have good writing skills, good public speaking skills, good at making friends quickly, good at persuading others or have good IT skills or who just know how to find information quickly
- Whose sense of integrity you admire (they do what they say)
- Who are not already over committed in other activities
- Who are within the ROTA Youth Program's target age range: 16 to 26

You know you have a great team when...

- There is effective and ongoing communication.
- Everyone is treated as an equal and feels like they belong.
- A sense of fun and openness can be developed through shared events for people to get to know each other.
- There is a common understanding of Challenge project and goals.
- Each team member is motivated to achieve the desired goals, and takes the time to problem- solve together.
- Roles and tasks are well-defined and equally distributed.
- Team members respect each other, and are patient and tolerant, and act with a high level of empathy and understanding.
- Team members are able to express concerns in a constructive manner.

Key tips for leading effective teams

The leaders must seek to develop:

- A sense of trust and belonging
- A shared sense of ownership
- Clear roles and responsibilities
- Effective and ongoing communication
- Respect for diversity as a core value
- A sense of fun, creativity and openness
- A space for ongoing learning and growth

STAGE 3: CHOOSING YOUR ISSUE

ROTA Youth Challenge Team's are the most engaging when the youth led projects addressed are relevant and meaningful to its members, and the service they provide is needed by the community. The most impactful projects are built based on the utilization of members' passion, interests and skills. Young people should explore their connection or relationship to the issue and understand how it affects them and their community. When RYSC members address authentic community needs, they are inspired and motivated to learn and to serve.

It is very important that you train yourself on ways to understand community needs and on how to ponder ways to solve them. One of the things you need to do, as a starting point is to develop a list of all the communities to which you belong, and then think about your previous personal experience with service. Your next step could be to design and administer a survey for your peers and/or community members asking them about predominant issues that need to be addressed. You could also take an exploratory walk around the neighborhood, or probably conduct research using various media channels to identify needs.

A starting point could be asking yourself and your team these following questions:

1. what inspires you or make you passionate?

As a young leader you'll need to be passionate about your cause and clear about what you want. Let's get specific:

- Are you irritated that your neighborhood is not clean enough, or that children with disabilities can't attend a local school?
- Have you spotted a great opportunity to improve education in your community?
- Or is there something else?

2. what do you know?

Start by writing down your reflections on the problem or opportunity.

- What is the issue?
- What are the causes?
- What are the consequences?
- What are some people, particularly young people or decision makers already doing to help alleviate this problem?

You and your team members might have a general issue that you would like to address in your project and take action on. Or that interests you and your team members, however it may be so broad, that you need to narrow in to a more specific action. One of the methods you can use is a mind map or a concept map (a diagram used to visually organize information). This will help you narrow down the possible options as you do some detailed research on the issues you have chosen.

The below team activity will help you and your team identify and decide on what you want to work on in your project. You should also keep in mind that you need to take a step back after deciding and researching the different issues you want to explore.

As a team, you should brainstorm on ways to tackle the needs of your community.

Issue	Potential solutions/activities
Environmental awareness	Beach Clean up
	Campaign on recycling
	Raise environmental awareness by mentoring younger students

Another way to explore interests (What is in the news):

- Choose an article
- Identify the problem
- Is this problem local, national, global?
- Who is involved?
- What are the possible solutions?

This could provide an opportunity to explore comments that are based on and converted into action later:

- Facts
- Reasoned judgment
- Personal experience

It could also be helpful to do your personal inventory of passions, interests and skills. (Examples of Personal Inventory)

1. Interests: " I like to learn "think about" …
2. Skills and talents:" I can…..
3. Areas of growth: " What I aim to develop and improve …….
4. Being Helpful: "Describe a time I helped someone" ….
5. Receiving Help: "Describe a time when someone helped me ….

STAGE 4: STARTING THE CHALLENGE!

The experience is expected to be engaging and exciting since the youth led projects and issues are relevant and meaningful to the team members. The challenge will generate a great sense of accomplishment gratification not only because the service provided is meaningful to team members but also very much needed by the community. When RYSC members address authentic community needs, they are inspired and motivated to learn and to serve. Each competing team must think and come to an agreement about the project design. A project design is a process consisting of two key elements; project planning (the formulation of project elements) and proposal writing (the process in which a plan is converted into a project document). The next five sections of this toolkit will provide you with the necessary resources and tools that your team will need in order to successfully complete the challenge!

Section 2:

Developing And Planning Your Project

HOW THIS SECTION WILL HELP YOU

By now, you should have formed/joined a Challenge Team and worked with them to identify potential issues that your team would like to change or improve in the community. After identifying your issue with your team members, it is time to begin planning on how you will be able to implement your project to tackle the issue. This section will help you:

1. **Develop your idea**
   - Get informed about the issue your team has chosen to address – Needs Analysis and Research
   - Formulating your Idea
   - Choosing your project delivery approach
2. **Planning: Drafting your Project Proposal**
3. **Assess the feasibility of your idea**

Effective planning of your projects is the key to success, analyzing your issues and research is also an important task to be done before setting your plan of action, in this section you will learn how to take local actions on your issues, (whether it is a global issue or an issue that is local or concerns your community needs).

STAGE 1: DEVELOPING YOUR IDEA

In order for you to develop a good project you need to, first of all identify a prominent community or social need/problem to focus on, then look into the possible causes behind it. You should investigate the following:

- The various cumulative factors that collectively lead to the problem and its complexity,
- The multiple consequences that have resulted and which negatively affected members of the community.

Visioning Activity

It is very important to start your project by a visioning activity to do a (needs analysis); a method you could use to gather information and get informed about your topic of interest is the MISO Assets and needs analysis to help you gather information, get yourself informed and ensured that community needs are determined. The MISO Channels to gather information are:

- Media
- Interviews
- Survey
- Observations and Experiences

Getting Informed/Research

After identifying the different needs you would like to tackle in Qatar for example, you should make sure that you have enough knowledge about the issue. Develop a set of questions you might want you and your team members to consider:

- What are the main reasons for this issue being a burning issue to be tackled?
- What makes this issue unique and important to address?
- Who is most affected by the issue and why?
- How does this issue differ locally, regionally and globally?
- What different approaches have been taken to understand and tackle the issue?
- What groups are currently working on addressing the issue?

Sometimes you will not be able to find adequate information about Qatar. You should get out there interview people and contact organizations. For example, if you would like to know about the different ROTA Clubs around Qatar, you would have to contact ROTA.

In order for the research to be very effective and quick, you might consider splitting the research between the team and then share it with each other.

Let's consider the issue regarding pollution as a threat to our sea life.

Area of research	Responsible
What is pollution doing to our sea life?	
Why is it so important to tackle such issue?	
Who is most affected by the issue and why?	
Are people aware of such issue? Have people taken an initiative in the past to solve the problem?	
Are organizations, schools, government or individuals currently doing any projects or raising awareness about pollution and its effect on sea life?	

Formulating Your Idea

The next logical step is formulating an idea for your project. This typically comes after you have identified a social problem and a clear community need, you would like to contribute to. You also need to have a first impression of what you want to achieve. Your vision should then be your foreseen way of solving your particular problem. Developing your project idea is an essential stage in the project lifecycle which involves analyzing data collected from the community, studying the identified problem from different angles, showing the need for this project, listing its benefits and convincing others of its value and impact. In order to have a good project idea, you should make sure that your project idea is:

1. **Possible**: Scientifically, technologically, practically possible, and could it succeeded?
2. **Desired**: By the community, beneficiaries, implementer and funder.
3. **Useful:** What are the expected benefits, what the side effects are and who are the beneficiaries?

Choosing Your Project Delivery or Project Action Approach

It is important to keep in mind while developing your project ideas that there are various ways to bring about positive change at the community level. For example if your project aims to tackle the issue of littering on public beaches, one way to address this would be for your team to organize a beach clean-up day where you and volunteers all pitch in to remove waste and rubbish from a local beach. However, your team should also consider that there may be other, more sustainable (i.e. long lasting) ways to address this same issue. Your team could, for example start an awareness raising campaign in the community that discusses the problem of littering and why it's bad for the environment. This method could change peoples' mindsets about the problem and may lead to long term change. Another alternative would be for your team to still conduct its beach clean-up day but to also consider ways of integrating an advocacy approach into your activities.

Chose which type of Action would you chose?

- Direct Intervention
- Indirect Intervention
- Research
- Advocacy

Tips for Integrating Advocacy into Your Project

Identify, in the context of the topic you choose, the issue(s) that you need to advocate for or promote to change mindsets/policies to ensure a sustainable change. The idea is to add the advocacy component as an integral part of the project cycle. Most of the planning process for an advocacy-based project is similar to that of any other action/service project, however there are some planning steps that are unique to this type of project:

1. **Set objective – the change that your action will bring:** Be SMART (Refer to page 26 for SMART Objectives)

2. **Develop method(s):** A clear definition of the problem and an understanding of the risks and available resources and partnerships for carrying out effective advocacy in a particular context will inform the choice of the message and its delivery methods. Planning for action, target audiences and tools for reaching them, and finally prioritizing are the next steps.

3. **Define/develop advocacy messages and messengers:** Reaching audiences requires crafting and framing a set of messages that will be persuasive. Although those messages should always strive to be based on evidence where appropriate, they also need to be tailored differently to target audiences, depending on what they are ready to hear. In most cases, advocacy messages will have two basic components:

   1. An appeal to what is right.
   2. An appeal to the audience's self-interest.

   In order to develop a key message:

   - Combine short-term messages with long-term change objectives.
   - Make messages as inclusive as possible.
   - Combine needs with solutions, by including an analysis of the problem and its causes, responsibility for solving the problem, and possible solutions or recommendations for action.

4. **Develop partnership:** Advocacy work is often best carried out with other organizations that have similar goals. Identifying and developing ways of working with other organizations can be challenging but is often crucial to achieving success partnerships should be tactical and strategic. While a broad range of strategies are available, choices must be made as to which tactics and/or partners can exert the maximum. Pressure on decision-makers. Partnerships therefore need to focus on common messaging and agreement, in spite of likely differing mandates and operational procedures, in order to leverage power and effect change for children.

5. **Build an action plan including M&E plan to monitor progress:** Before implementation, an action plan with key dates and responsible/focal persons should be developed. Interviews with staff identified the following steps as elements of an effective action plan:

   - Identify available resources, including budget.
   - Prepare a timeline.
   - List internal and external events and opportunities that can be used.
   - List the activities to be carried out.
   - Choose appropriate methodologies for the audience, for example, private or public actions.
   - Define responsibilities for carrying out the activities, and the mechanisms for information and feedback between those involved.
   - Define complementary activities to be carried out by allies or partners.
   - Build in monitoring processes, including indicators to gauge achievement.
   - Build reflection, learning and flexibility into plans.

STAGE 2: PLANNING: DRAFTING THE PROJECT PROPOSAL

A project proposal is a detailed description of a series of activities aimed at solving a certain problem . It is a means of presenting your project to the outside world in a format that is immediately recognized and accepted. In order to be successful, the document should :

- Provide a logical explanation and presentation of a project idea
- Illustrate the significance of the idea
- Show the idea's relationship to past actions
- Articulate the activities for the proposed project

It is very important to have a project plan, without it, you will not be able to achieve your goals. A project plan will help you keep the team on track and everyone will be working towards the same set of goals. It is also important to create a page description of your project for your own team's reference and new comers. A project proposal is very important for ROTA especially if you will be approaching organizations for funding or in-kind donations.

Your proposal needs to include the following sections:

1. Background Information (describing the identified problem)

This section should highlight the needs being addressed. Most of the information in this section should be extracted from the research conducted in the developing your idea stage. When writing this section of the proposal make sure you:

a. Describe the project context (what happened, when, why, how etc…);

b. Describe the specific problem(s)/issue(s)/current situation that will be addressed by the project (clear and holistic problem analysis);

[1] Nebiu B. 2002. Developing Skills of NGOs, Project Proposal Writing. The Regional Environmental Centre for Central and Eastern Europe. URL http://www.rec.org/publication.php?id=106 [Accessed: 07.08.2010].
[2] REPOA (Editor). 2007. Guidelines for Preparing Concept Notes and Proposals for Research on Pro-Poor Growth and Poverty in Tanzania. Special Paper 07.23. Dar Es Salaam: REPOA – RESEARCH ON POVERTY ALLEVIATION

c. Describe how the project interventions will address the problem(s)/issue(s)/current situation (rationale for the initiative);

d. Provide justification of your teams' demonstrated capacity to meet the needs identified in the problem analysis by giving clear examples of previous experience in implementing interventions of similar type if any

e. Define or Provide evidence of community need – based on research eg. Survey, interview, etc..

2. Goals and Objectives (telling what will change by carrying out your project)

Project goals should all originate from and feedback into your overall project vision. It is a broad statement that defines what you plan to do in a project and gives an idea about the problem you intend to address. It should outline how your project will make a positive change in the community. Objectives are detailed statements describing how you intend to achieve the goal. They should answer five key questions :

1. Why: are you proposing a particular change?

2. What: approach will you adopt to reach the desired goal? Why is this approach selected?

3. When: will you conduct the particular project?

4. Where: will you implement the project?

5. Who: will be the primary stakeholders/beneficiaries or who will be doing a particular thing in a project?

Objectives should:

a. Support the goal: it is very important that each of your objectives contributes and supports in achieving the goal. For instance if the goal of the project, is to improve maternal health in XYZ area, then each of the objective should contribute and suggest measures for improving maternal health.

b. Follow a logical order: while framing the objectives, one should always remember that objectives should be logically placed, which simply means that while implementing a project a step by step procedure should be in place. This will also help you in planning all the activities accordingly.

c. Frame SMART objectives: Which is an acronym for framing quality objectives. SMART means objectives that are:

3 Upasana Joshi. 2016. How to Frame Goals and Objectives in a Project Proposal. Funds for NGOs. https://www.fundsforngos.org/featured-articles/frame-goals-objectives-project-proposal/. Retrieved 10/26/17

Specific:

- Are the objectives and means used clear and well understood?
- Can you interpret them easily?
- Is it clear what exactly is to be done and with and for whom?
- Is the objective described with action verbs?
- Is it clear who is involved?
- Is it clear what needs to happen?
- Is the outcome clear?
- Will this objective lead to the desired results?

Measurable:

- Is it easy to measure if the objectives are met or not?
- How will you or others know if the change has occurred?
- Can these measurements be obtained?

Achievable:

- Are the attempts more than your team can do?
- Can you get it done in the proposed timeframe?
- Have evaluated the limitations and constraints?
- Can this be done with the resources they have?
- Has anyone else done this successfully?
- Is the goal or project really possible?

Realistic:

- Do you have the resources to achieve this goal or objective?
- How will you know that the change has occurred?
- Can the goal or objective be obtained within the timeframe?

Time Specific:

- When will the objective/goal be attained/accomplished?
- Are the dates clear?
- Is there a stated deadline?

3. Success Indicators/ Outcomes

It is very important that you set the indicators that will highlight and confirm your success and achieving your goals. Also it is important to clarify your expected outcomes resulting from your activities.

4. Project Actions (outlining what actions will be done to reach your objectives)

Your activities section must tell the reader how you will achieve your goals. They should indicate actions that will take place, this may use verbs such as provide, establish, serve, etc. It is what you are going to do in order to accomplish the project objectives.

5. People Involved (telling who will be involved in doing the activities)

This section is all about you and your team members. It should include a short description of you and your team members and the value you add to your project.

6. Partners (telling who in the community can support your project)

In this section you are expected to list organizations willing to help you in carrying out your project. If you have a supporting organization then you should:

a. Describe the roles of any key partners in managing the implementation of the project (especially that of the lead organization);

b. Describe how the project will collaborate with partners;

c. Describe how all stakeholders will participate in a meaningful way through all stages of the project (emphasis on partners and ROTA's accountability to all stakeholders);

d. Describe how the project might coordinate with other agencies and projects in the area to ensure duplication is avoided and resources/benefits are maximized.

7. Timeline (outlining when each activity will be done)

Timelines should provide information about the project starting date, the progress pace, how each step builds on the other, how certain things can be done simultaneously and project expected end date. You need to map out what you will do and when you will do it. Consider the overall amount of time you have been given to complete your study, from start date to final product. Timelines serve a number of essential functions such as:

- Helping reviewers understand how you plan to stage and conduct your project tasks reassuring readers that you actually do have a detailed action plan.
- Providing evidence that you have a plan to finish the work in the time proposed.
- Providing an easy-to-find list of the main tasks you need to accomplish in order to achieve your proposed goals.

A milestone is part of the timeline and is an event that should occur at a specific point in time and is an important indicator of the progress of your project. It might be the start or completion of an important task, a deadline such as "final report submitted", or a short event, such as "meeting with External Advisory Board." If your project has any deliverables, i.e., products that you will produce or supply, the dates when you will provide those deliverables usually should be specified as milestones. Milestones, which are often shown as triangles or diamonds, are usually spread within the schedule along with tasks that require some significant length of time. When you specify these milestones, they will be key indicators that will be used to determine whether your project is on schedule, so consider carefully where you place these milestones and make sure they are realistic. It is essential to double-check that the tasks and timing that you show in your schedule are consistent with what you say in your proposal text and with your budget[4] .

8. Budget/Resources (what you need in order to carry out your activities)

Your Budget should tell the reader about what you need in order to carry out your activities successfully. Any proposed project budget should demonstrate the following:

- Consistency with the activity you listed in your proposal;
- Categorized appropriately according to the size and/or nature of the project;
- Cost effectiveness/Value for money

9. Monitoring and Evaluation (how you will measure the success of your project)

This section is to help you measure the success of your project. You need to provide a clear Monitoring & Evaluation plan appropriate to size, nature and strategic significance of project (e.g. large-scale or pilot) which includes:

- Frequency and type of monitoring;
- Collection of baseline data, mid-term review, and end-line evaluation;
- Data collection and analysis methodology;
- Engagement of stakeholders in M&E including community;
- How monitoring results will inform on-going project design;
- Learning agenda that captures successes and challenges (lessons learned approach);
- Relevant and verifiable indicators.

N.B.: please refer to Part C : Resource Toolkit (3) (pages 72 to 84)

STAGE 3: ASSESS THE FEASIBILITY OF YOUR PROJECT

After defining the change your team wants to see, assessing the feasibility of your idea is the next stage. You might want to consider questions such as:

- Is Your Plan of Action possible?
- Do I have enough volunteers?
- Are there any cultural, political or social constraints that won't allow me to take action?
- Do I have enough cash to finance the project?
- Can my network help make information and opportunities more accessible to each other?
- Does the project align with aims and values of the ROTA Youth Program?

Don't forget to consider the timeline when assessing the feasibility!

It is important to establish a timeframe for your project. Some tasks will need longer than you think or sometimes they are completed quicker. So be sure your team can reach its project goals in the given timeframe.

SECTION 3:

Managing Your Project Effectively

HOW THIS SECTION WILL HELP YOU

This section details below 5 key steps that will help you execute your projects effectively. These include:

1. Building your network
2. How to overcome implementation challenges
3. Monitoring and Evaluating Progress
4. Monitoring
5. Evaluating Outcomes and Objectives

1. BUILDING YOUR NETWORK

Take advantage of all your peers' contacts as well as yours:

There are two types of networking: Informal and Formal

Informal includes friends, family and formal includes business contacts, people you met at meetings and conferences. Building your network is very important because you can keep track of essential information and contacts. It will make it easier on you when you are loaded with work and you don't want finding someone's to contact be a hassle. You also never know when you may find a need and connect with your network.

His wife is a biology teacher

She can help us in training students on addressing specific environmental issues

My brother owns a company that works on waste recycling and could help us in promoting our environmental campaign through his marketing and communications team

Khaled is my uncle

Informal

Dr. Khalifa works as an expert in the Ministry of Environmental Affairs. I met him at the EMPOWER Youth Conference and he could help us in organizing a series of public events in partnership with the Ministry

Mrs. Roberts is a movies and TV producer specialized in environmental issues both locally and globally. She could help train our youth on environmental movie production and media documentation for environmental campaigns

Mr. James is a radio presenter for a daily environmental program on Qatar Radio station, and I met him in a conference.

Formal

2. OVERCOMING IMPLEMENTATION CHALLENGES

When you implement your project, you are most likely going to encounter obstacles. This is normal. However, you have to stay positive and find ways in which you can overcome them.

Some examples of challenges people face when implementing their plan:

- Lack of previous experience and feelings of intimidation
- Lack of infrastructure to support operations
- Team dynamics (recruiting, managing and motivating volunteers, structuring the group and decision-making, building trust)
- Lack of understanding by others
- Other issues receiving more attention
- Language barriers

However, you have to stay positive and find ways in which you can overcome them.

You need to:

UNDERSTAND the problem: you need to gather information

BRAINSTORM possible solutions: you may do this in a group

CHOOSE the best strategy from your list above and try to solve the problem

MODIFY: You may need to modify your plan depending on how the solution plays itself out

EVALUATE the outcome of the solution you choose. If you have the same or similar problem in the future would you choose the same solution?

3.MONITORING AND EVALUATING PROGRESS

1. Monitoring

Monitoring can help you:

- assess and demonstrate your progress in achieving your objectives;
- ensure that your target is being met and keep the project on track;
- improve your learning and decision making about project design, how the team operates, and implementation i.e. about success factors, barriers, which approaches work/ don't work etc;
- empower and motivate volunteers and supporters;
- ensure accountability to key stakeholders (e.g. your community, your members/ supporters, the wider dynamic group, funders, ROTA);
- share learning with other youth and the wider dynamic group.

2. Evaluating Outcomes and Objectives

Evaluation can help improve the process of implementing your project, as well as the outcomes that have been achieved as a result of your project.

An evaluation asks whether a project is achieving what it set out to do, and whether it is making a difference. If this is happening the evaluation seeks to understand how and why the intervention has worked so well. If the project is unsuccessful, questions are raised as to what could have been done better or differently. Evaluations thus keep track of key outcomes and impacts related to the different project components, assessing whether the objectives, aims and goals are being achieved.

Evaluations usually take place at end of the project. You will evaluate against the success criteria, specifications, and outcomes you have developed in #3 of your project plan.

To be able to monitor and evaluate your project; you need to develop indicators; a quantitative or qualitative factor that provides a simple and reliable means to measure achievement or to reflect the changes connected to a project.

Objective	Monitoring Indicator	Evaluation Indicator
improve awareness and behaviors supporting healthy food intake among students of Omer Ibn Alkhatab School from January to March 2022	• Number of students attending awareness sessions • Number of flyers distributed • Number of volunteers recruited	• % of students with raised awareness on importance of eating health food (survey) • % of students buying health food items from the school canteen

3. Reflection and Learning

You can also create a table for your own personal growth

What did you learn throughout the project?

- In- depth knowledge about an important issue
- Leadership, communication and management skills
- Teamwork and organizational skills
- How to recruit participants
- Learning to interact with people from different backgrounds
- Advocacy skills
- Determination, patience and clarity purpose
- How to handle pressure
- How to be more confident in your ideas

SECTION 4:

Criteria For Checking Progress

As your team progresses with your Challenge project, you will need to regularly assess how well you are doing. The below tool shows the criteria that ROTA will use to judge your project.

CRITERIA	1	2	3	4	Total
Creativity in addressing community development issues	The project was not creative in addressing community development issues	The project was somewhat creative in addressing community development issues	The project was creative in addressing community development issues	The project was exceptionally creative with an original idea to address community development issues	
Teamwork, task distribution, and responsibilities	a. There was no teamwork evident between team members b. Tasks weren't clearly distributed amongst members c. Members showed very low level of responsibility	a. Some teamwork was evident between members b. Tasks weren't clearly distributed amongst members c. Members showed some level of responsibility	a. Teamwork was evident between members b. Tasks were clearly distributed amongst members c. Members showed high level of responsibility	a. Teamwork was exceptional b. Tasks were smartly distributed amongst members c. Members showed exceptional level of responsibility	
Community engagement Level	The team didn't involve the community in any of the project stages	The team involved the community in at least some of the stages of the project	The project demonstrated good community engagement	The project demonstrated exceptional community engagement including participatory approaches	
The scale of impact	The project had an impact at the school /university community	The project had an impact at communities beyond school/ university	The project had an impact at the national level	The project had an impact at the international level	
Achievement of the key milestones	The team did not achieve the set milestones	The team achieved some of the milestones	The team achieved many of the milestones	The team achieved all of the milestones	
Following the Project Life Cycle	The project didn't follow any of the project lifecycle stages	The project followed some of the project life cycle stages	The project followed many of the project life cycle stages	The project followed all of the project life cycle stages	
					Total

WINNING THE CHALLENGE AND SHOWCASING AT EMPOWER

All teams that successfully complete the ROTA Youth Challenge will be invited to attend the EMPOWER Youth Conference where they will be given the opportunity to showcase their service projects in front of youth from across the region and from around the world.

If you attend EMPOWER Youth Conference you will be part of a panel to showcase your projects implemented in Qatar, organizing workshops related to your cause, and showcasing your projects at EMPOWER's Exhibition during the conference.

For the Challenge Projects that are selected as the best for the year, they will be presented a trophy and award during the showcasing event.

There are a number of categories for the ROTA Youth Challenge Awards:

1. Best Comprehensive Project
2. Best Organized & Systematic Project
3. Best Tram work
4. Best Achievement
5. Best Innovative Idea

CONTINUING THE JOURNEY TO EMPOWERMENT

Youth who participate in the ROTA Youth Challenge are encouraged to continue on their leadership and service journey by institutionalizing their challenge teams into a sustainable ROTA Youth Service Club (RYSC).

PART B:

FORMING A ROTA YOUTH SERVICE CLUB

Section 5:

Rota Youth Service Clubs Explained

WHAT ARE ROTA YOUTH SERVICE CLUBS ABOUT?

Youth who participate in the ROTA Youth Challenge are encouraged to continue on their leadership and service journey by institutionalizing their challenge teams into a sustainable ROTA Youth Service Club (RYSC). An RYSC is a self-directed, extracurricular youth club which is formed by youth within their Secondary School or University.

Forming a RYSC provides a unique opportunity for young people in Qatar to develop leadership skills, gain understanding of international and community development issues as well as practical experience in carrying out creative projects that address local and global issues.

The initiative is built on a partnership approach in which young people are encouraged to organize themselves and carry meaningful projects in partnership with ROTA and their academic institutions. See next page for details on membership criteria.

OUR VALUES: WHAT DO THE CLUBS STAND FOR?

ROTA Youth Service Clubs are grounded in six core values, which include:

1. Personal Excellence
2. Integrity
3. Service
4. Accountability
5. Team work and partnership
6. Respect of Cultural Values

Why Be a Part of the ROTA Youth Service Club Initiative?

If you are a young person who has already gone through ROTA's 4-day Leadership Training and also successfully formed a Challenge Team and completed the ROTA Youth Challenge, then forming a Youth Service Club is a way for you to continue building your leadership skills and serving your community. The ROTA Youth Service Club initiative is devoted to:

- Creating opportunities for the youth of Qatar to strengthen their voice, capabilities and role as responsible global citizens.
- Developing a network of young leaders to act as role models and peer mentors.
- Promoting self-direction and leadership skills among young people.
- Promoting civic responsibility and understanding of global social development issues among the youth in Qatar.

The ROTA Youth Service Clubs enable youth to:

- **Lead**: by developing skills, abilities, and values to make responsible decisions and take action that benefits others as well as encourage others to do the same.
- **Serve**: by learning to investigate needs in the community and develop actions that address such needs through service learning.
- **Advocate**: by gaining a better understanding of global issues and cultivating the ability to respond to such issues with empathy, at a local and global level, through advocacy.

WHAT DO THE CLUBS DO? AREAS OF SERVICE AND ACTION

Students who take part in the ROTA Youth Service Clubs will be trained and given support to implement service projects, campaigns and activities that focus on the 5 following areas:

1. **Developing and mobilizing club members through leadership**

   ROTA Youth Service Clubs' primary responsibility is to help develop the skills, abilities and voice of the youth to be better citizens.

2. **Improving and supporting the local community through service learning**

   ROTA Youth Service Clubs are required to carry out at least one service-learning project with 2 major actions or campaigns that address real needs within the local community.

3. **Addressing global social development issues**

   ROTA Youth Service Club members will be encouraged and trained to use film, photography, drama, music and other forms to advocate for, social development issues in the world that they would like to address.

4. **Developing the voice of young people in society**

   ROTA Youth Service Clubs equip youth with the necessary knowledge and skills to become leading agents of positive change in their societies, move youth to the center stage of development debates to engage them in the making of decisions that shape their lives and eventually their societies.

5. **Promoting and representing Reach Out To Asia's aims and work**

   ROTA Youth Service Clubs members will be expected to act as ambassadors in promoting the work of Reach Out to Asia within Qatar.

WHAT ARE THE BENEFITS OF STARTING/JOINING A CLUB?

- Starting a ROTA Youth Service Club will provide you with a chance to give back to your community/ advocate for an important cause
- Opportunities to receive free training and experience in leadership, project management, managing organizations, marketing and communications and advocacy
- Opportunities to build new and lasting friendships with a whole range of cool people
- A unique opportunity to have your voice heard and listened to
- An experience that will look great on your CV and will impress employers and universities alike

WHO CAN JOIN/START A ROTA YOUTH SERVICE CLUB?

Students must be:

- Living in Qatar
- Between 14 years to 26 years
- Be passionate and committed to developing themselves whilst bringing about positive change to others

HOW TO START A CLUB: MEMBERSHIP CRITERIA

To form a ROTA Youth Service Clubs, you must

- Attend the four days ROTA Youth Leadership Training
- Have a minimum of four members who are willing to be on the Executive Board of your Club
- Ensure that the entire membership of your Club is formed of students from the same school or university (highly recommended)
- Have an adult sponsor from your school or university (host institution) who is over 25 years, whose role is to endorse the Club and act as a guide or mentor to the club
- Have the permission of your School or University to start the Club
- Ensure that you and all your executive members are committed to the values and aims of Reach Out to Asia and the ROTA Youth Service Clubs Network
- Be willing to sign, adopt and adhere to the ROTA Youth Service Clubs Membership Charter and Model Constitution
- Be willing to work with others to support and bring action to important local or global issues of your choice
- Be willing to work with others to carry out two or more service learning actions twice a year

WHAT SUPPORT WILL BE GIVEN TO THE CLUBS?

ROTA Youth Service Club members can expect to receive the following benefits and support from the ROTA Team:

- Promotional materials and a draft Membership Charter
- A structure and framework for the governance and running of the clubs, including a Model Constitution and a project toolkit
- Help in facilitating the smooth running of the Clubs through ongoing administrative support and mentoring from ROTA staff
- Opportunity for key Club members to attend a four-day interactive Leadership Training program
- Grant funding to carry out service or advocacy projects each year (in cases when club remains active over multiple years)
- Opportunity to take a lead role in the planning and execution of the annual EMPOWER Youth Conference

- Opportunity to promote your Club in ROTA's newsletters and media opportunities
- Opportunities to make new friends as well as share ideas and learn from others projects
- Opportunity to join the ROTA Youth Advisory Board

OVERIEW OF CRITERIA FOR RECEIVING AN RYSC GRANT

ROTA awards funding grants to RYSCs that meet its established criteria. The amount of the funding grant depends on the specific nature of the project/activities that the Club plans to carry out. Grants typically range from QAR 5,000 to QAR 10,000 per year. To be eligible to receive an RYSC Grant, your club must meet the below criteria.

1. Club Fully Established

For your Club to receive a ROTA RYSC Grant it needs to have established itself through the process outlined in Section 6. This include the signed Charter and Model Constitution, the election of Executive Board members, and the identification of a Faculty Sponsor.

2. Submit a Grant Proposal

The Club must develop and submit a proposal that describes its planned projects and actions for the year. The proposal must include a breakdown of the expected budget that will be required to carry out the planned project/activities. Once the proposal is submitted to the ROTA CDD Team, they will review its content and budget and determine if it meets the necessary criteria to receive approval for grant funding.

3. Alignment with RYSC Grant Themes

One of the important criteria that will be considered is whether the proposal fits into ROTA's identified RYSC Grant Themes. These Grant Themes are developed to ensure that Service Club activities address key social and developmental challenges in Qatar.

RYSC Grant Themes:

1) Community Building/Addressing Community Needs
2) Migrant Workers
3) National Identity and Citizenship
4) Cultural Diversity
5) Health &Wellness
6) Environment and Sustainable Development
7) Innovation and ICT for Development
8) Sports
9) Arts
10) Education

SECTION 6

Turning Your Team Into A Sustainable Club

STAGE 1: DEVELOPING A MISSION/VISION FOR YOUR CLUB

Identify Your Passion

Before beginning the formalities of registering your club, you should begin by identifying your passion and your main areas and topics of interest. You can do this by simply having another brainstorming meeting with your potential club members like the one you had at the when beginning your Challenge project. Here is a list of questions you might want to consider to arrive at your Club's vision:

a. What does your Club want to change? (Main aims and purpose)

- What change do you want to see, or want to bring to the world, your community, your country that is closer to your vision?
- What is most important to you as a group?
- What issues in the community or the world are you passionate about?
- What motivates and inspires you to act?

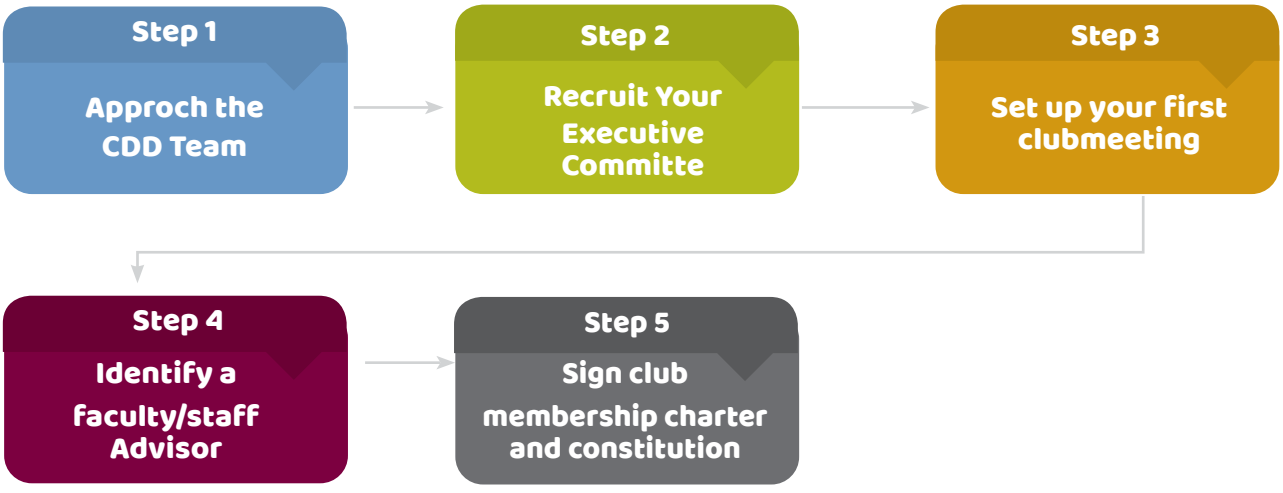
Examples might include: Climate Change and the Environment; Culture & Identity; Educational Technology; Health & Wellness Issue; Arts & Media; Smoking; Safe Driving, or many other topics.

b. Who will your club benefit?

Will it be youth and what age? Will you identify the elderly, impaired, children, orphans, migrants, etc…? You can't help everyone so focus on two or three.

STAGE 2: FORMALIZING YOUR ROTA YOUTH SERVICE CLUB

Overview of the RYSC Start Up Process



STEP 1: Approach ROTA's Community Development Department (CDD) Team

The first step you need to take is to meet with CDD's Youth Development Specialist. The Youth Development Specialist will provide you with an orientation on what the ROTA Youth Service Clubs are all about, and will guide you through the process of establishing your Club. The Youth Development Specialist will also be guiding you throughout the life of your club providing you with all the advice and mentorship you and your club might need.

STEP 2: Get Started with Recruiting Your Club's Executive Board/ Committee

Guidelines for recruiting your Executive Board: (see section 6 for details)

- Have a minimum of four, and up to twelve, members who are willing to be on the executive committee of your club
- Executive Board should comprise of President, a Vice President, Secretary, and Treasurer. Other roles might include: Club Service Director, Events and Fundraising Director, Community Service and Projects Director, Training and Personal Development, International Development Director, Diversity and Cultural Awareness Director, Publicity and Marketing Director, Recruitment Director (some job description for each position in Part C)
- Ensure that the entire membership of the Executive Committee and your Club is formed of students from the same school or university and are between the ages 14 to 26
- Ensure that you and all your executive members are committed to the values and aims of Reach Out to Asia and the ROTA Youth Service Clubs Network
- Be willing to sign, adopt and adhere to the ROTA Youth Service Clubs Membership Charter and Model Constitution

Your Club's Board & Club Members

As outlined in the recommended ROTA Membership Charter, the Club's board should consist of these members:

- President
- Vice President
- Secretary
- Treasurer

Each board member is elected by a majority vote of club members to govern your club. ROTA team will support the first board meeting and founding members will be able to decide on the board members in the initial phase of the club.

Remember that in addition to a board, your club will also need other members to join in order to be successful. When establishing your Club, you should try to recruit other members from your school or university you share your passion for the issues your Club will address. While the Club's focus may be on helping others, you must make sure to also plan activities so that the club members learn and get something out of the experience as well.

STEP 3: Set Up Your First Club Meeting

You may want to meet and have a brainstorming session with the first four people you have identified for your Club Executive Board to discuss some of the following points:

- Name your Club: You want to give your club a name that will grab the attention of others and motivate them to support your club.
- The aims and objectives of the club: Your club must have a specific purpose to focus on. You don't have to do everything. This exercise will help you decide on the activities you want to include in your Constitution.
- Differentiation strategy: how will your Club differentiate itself from other ROTA Youth Service Clubs? Think about your values, your area of focus or a cause.
- Your beneficiaries: Do you have a set group of people you want to serve; e.g. children, elderly, other youth, disabled, the environment etc…?
- Suggest some possible names for your Faculty Sponsor; think about names of staff in your school or university you might approach to be your faculty sponsor.

STEP 4: Select a Staff Advisor

You will need to identify a faculty member/staff person from your school or university (host institution) who is willing to serve as your Club's Advisor. This person should be over the age of 25. This person's role is to endorse and support the Club and act as a guide or mentor to the club. The Advisor should act as a resource and mediator between the Club and the School/University requirements.

Remember:

- Your Advisor must be a member of staff at the academic institution where the club is hosted.
- To choose an Advisor who at least one member of your Club's board has a good relationship with and someone who is interested in mentoring and supporting youth leadership.
- Select an Advisor who understands that their role is to support and guide you not make decisions for your Club.

TIP: You may also want to have a meeting with your Advisor to review the ROTA Youth Service Club Charter and Constitution.

Get permission from your school or university to set up your club:

- Ask your Advisor to help you understand all the rules and regulations for setting up a Club in your school or university.
- Ask your Advisor to help you secure permission for setting up your ROTA Youth Service Club in your institution. This might include help with completing forms or writing a letter or speaking to the right authority.

STEP 5: Meet to Review and Sign the ROTA Youth Service Club Model Constitution and Charter

Every ROTA Youth Service Club is governed by two important documents, which are the ROTA Youth Service Clubs Membership Charter and the ROTA Model Constitution. (See part C for a copy of the Constitution and Charter). After you finalize the recruitment of your Executive Board and have identified a sponsor for your club, you should now think about getting together as a group to discuss, review, agree and sign the Membership Charter and Model Constitution.

The ROTA Youth Service Club Membership Charter acts as the terms of reference or a memorandum of understanding between your club and ROTA.

- The Charter establishes the criteria for membership which includes adoption of the Model Constitution; rights and responsibilities of each Club and expectations from ROTA.
- The Charter should be signed by the President of the Club and Community Development Department Manager or someone who represent him.

The Model Constitution stipulates how the aims, objectives and unique set of activities of your club including a general leadership framework of how Clubs should be governed by the Executive Committee members.

- Every Club will have an opportunity to amend two sections of the constitution: Objectives of the Club and the Activities of the Club, to allow that individuality of your Club.

- The Model Constitution should be signed by the President, Vice President, Secretary, Treasurer of the Club, and the Manager of ROTA CDD Programs.
- Note: Breach of the ROTA Youth Service Clubs Charter can result in the termination of a Club's affiliation with ROTA.

Your Club's Bylaws

Your club's bylaws provide guidelines for managing the club. The recommended club bylaws are developed in harmony with the Model Constitution and reflects current ROTA policy. They can be adapted to meet your club's needs, goals, and activities and reflect its unique identity. Over time, as your club's leadership plan evolves, revisit your bylaws and revise them to reflect new practices and procedures.

STAGE 3: IDENTIFYING YOUR CLUB'S PROJECTS AND ACTIVITIES

STEP 1: Get Informed

Just like when developing a Challenge Project, the first step is to gain more knowledge and experience about the issues that concern you by getting informed. This will allow you to be more effective and have a greater impact as you carry out the changes you want to see take place. You can get informed on the issues by developing a set of questions that you want to answer and figuring out the best sources of information to answer the questions.

To access more information:

- School or local library. (Check books, magazines, films, documentaries, etc.)
- Surf the internet – visit websites of relevant organizations, government sites, on-line newspapers and magazines, blogs from activists, online groups and forums. (be sure to evaluate the accuracy of information you find on the internet)
- Family, friends and teachers or professors.
- Your Adult Sponsor might be able to guide you where to find relevant information.

STEP 2: Decide on Your Club's Projects and Activities

Your club is expected to carry out a minimum of two actions each year. The actions must fall within the four ROTA Youth Service Clubs areas of service. Clubs are also encouraged to carry out a campaign or a project that raises awareness about important social and/or development issues.

The Four Areas of RYSC Service are:

1. **Developing and mobilizing Club members:** Your Club will be expected to develop and mobilize its members; therefore you will be trained to carryout activities that empower. These activities may include skills or knowledge-based training workshops, social events, fundraising campaigns, debates, surveys on local or global issues, etc. The core committee members of your Club are also required to participate in a ROTA Youth Challenge Leadership Training and EMPOWER Youth Conference as a sure way of developing the skills of the Club's Executive Members.

2. **Improving and supporting the local community:** Your Club will be expected to carry out service learning projects or research activities that benefit various members of the community. This could be younger children, disadvantaged families, migrant workers etc. (Refer to Section 3 for more details)

3. **Addressing global social injustice issues:** ROTA will provide training support to help your Club carry out advocacy or youth awareness campaigns about global issues. ROTA will train Club members to use creative tools such as videos, photography, debates, posters, internet, and drama to support you in sharing the youth voice on issues that you want to address.

4. **Promoting and representing ROTA's aims and work:** ROTA will support your Club to carry out various activities to help promote its work. Such activities can include:

    - Running fundraising events to support education projects in poorer Asian countries,
    - Running advocacy and awareness raising campaigns on issues faced by people in ROTA focal countries, such refugee issues and victims of cyclones and more.

Consider: How your club can distinguish itself from other ROTA youth clubs? There is no problem working on the same areas of interest as other Clubs but you might want to address a different angle of the issue or be creative about the method you may use to address the issue.

STEP 3: Planning Your Projects

For guidance on how to plan your Club's projects, refer to the material presented in **Section 2: Developing Your Project Idea** and **Section 3: Managing Your Project Effectively.**

STEP 4: Recruit Volunteers (as needed)

Now that your Club has established itself and planned for how it will deliver its chosen projects and activities, you may want to consider whether your Club will need any additional people to effectively deliver its activities. One way to get more help with your Club's projects and activities is to recruit volunteers from among other students at your school or University.

When recruiting volunteers, it is important to ensure that you meet with them at first to inform them about the project. You also need to explain the different roles available and try to allocate them depending on previous experience and knowledge. In order to do so efficiently, you should ask all volunteers to fill out the table below. This table will be very useful for the current project as well as future projects. You will be able to refer back the information and select the most appropriate volunteers for a specific task in the future.

EXAMPLE: Volunteer Recruitment Table

Name	Things you like to do	Describe yourself	Previous experience	What interests you the most about the project	What role would you see yourself within the project?
Rolla	Draw, graphic design	Very creative, Patient	Created ads for my club, websites…	Enhancing my creativity	Work with the marketing director and be responsible of all advertising banners
Khaled	Diving, swimming,	Very active and ambitious	Organized a diving club for young people	The awareness they will be raising about the importance of the environment	Mentoring young students about diving and sea life. Working alongside the research director.

Use the template below to fill your own volunteer recruitment table:

Name	Things you like to do	Describe yourself	Previous experience	What interests you the most about the project	What role would you see yourself Within the project?

Make sure you explain the project to the volunteers properly so that when they fill out the table, they can provide you with information related to your project.

STAGE 4: PLANNING FOR SUSTAINABILITY

One of the major challenges faced by many ROTA Youth Service Clubs is the difficultly of sustaining their Club and its activities. Some RYSCs are very successful for a year or two, but in the end they don't survive due to a number of internal and external factors. If you really believe in the cause you are addressing, it is very important that you put some ongoing effort into ensuring the sustainability of your club and its initiatives, since this is your legacy and your team's legacy.

Sustaining Your Team

In this section we recommend a flexible plan that you may adapt based on your club's needs. We recommend you start with the below as your compass towards ensuring sustainability:

1. Develop long-range goals that address the elements of an effective club
2. Set an annual goals that support long-range goals
3. Make sure that all club members feel involved and informed
4. Keep the lines of communication open, both in the club and with your partners and stakeholders
5. Ensure continuity in leadership from year to year
6. Customize the bylaws to reflect club operations
7. Actively involve all club members
8. Sustain or increase club membership base

Past, current, and upcoming club members should work together to customize a leadership and sustainability plan for their clubs based on the practices below:

1. Develop long-range goals that address elements of achieving your vision

Your long-range goals should cover the next three to five years and address the elements of an effective club: membership, service projects, ROTA themes you plan to cover, and leadership development. They should also include strategies for promoting your club's success in each element. As your club's leadership plan evolves, these goals should be updated.

2. Use the long range club goals to set annual goals

The planning lists common strategies that clubs might use to achieve their annual goals and allows clubs to add alternate strategies. Think of it as a working document, one that you can update as needed. Annual goals should address each avenue of service and work to help the club pursue their objectives.

3. Conduct club assemblies that involve members in the planning process and keep them informed of your club's activities

Club assemblies help all club members stay current and feel included in club activities. Many clubs use assemblies as an opportunity for all members to discuss decisions that affect the club and for committees to report on their activities.

4. Ensure clear communication between club leaders, club members, and ROTA team

Regular club assemblies that include all club members help to ensure that this communication takes place. Outside of club assemblies, club leaders should work together to develop a plan for communicating with each other, and club members. In your communication plan, outline who will communicate with whom, what method will be used, and when

5. Provide for continuity in leadership, including the concept of succession planning, to ensure development of future leaders

Since it is highly recommended that leaders of clubs change annually for sustainability reasons, every club needs a continual supply of leaders. Three of the most successful ways to achieve continuity are making appointments for multiple years; having a current, incoming, and past chair on all committees; and having the current club president work closely with the president-elect, president-nominee, and immediate past president.

6. Amend bylaws to reflect committee structure and roles and responsibilities of club leaders

Modify the recommended bylaws (you can find it in the annex of the toolkit) to reflect your club's operations.

7. Provide opportunities to increase fellowship among club members

Members who enjoy the club will feel more involved. Strong club fellowship will also support your club's service efforts.

8. Ensure that every member is active in a club project or function

Club involvement teaches members about your club and helps retain them as active members of the club. Active members feel ownership and dedication to their club's projects.

Sustaining Your Activities

In addition to sustaining the Club itself, sustaining a project for a long time can also be a major challenge. Even if you decide not to continue your project, think about the ways that people involved in your project can sustain their interest in taking action on the issue that your project addressed.

Project sustainability is about:

1. **Planning for leadership transition**

   You may not always be the person in charge of the project! Leaving the right information so that a new leader can take over is essential. Put together a package of useful information for the next project leader.

2. **Collaborating with other organizations**

   Outside of your school or university, there are many other organizations within the local community which your Club can consider working with collaboratively. These could include community development organizations, social services institutions, government bodies, etc. By spreading responsibility for your project across several different groups, you're building a stronger support structure for the future. If one group discontinues their support, at least there are others who can take on more responsibility.

3. **Outlining an advocacy agenda**

   Within the context of the project objectives and topic, develop an advocacy agenda that includes a list of issues to be advocated for along a short, medium and long time frame. This way you will ensure that results achieved include enabling the

environment where the project is implemented (community mindsets, harmful practices, and policies and their implementation are all addressed). This in turn ensures a sustainable course of change, ownership and action.

4. Having a clear timeline

Creating goals that are to be achieved by certain dates will help you keep on track and not lose sight of your greater goal when you get really busy.

5. Building strong networks with adults and mentors

Adults and mentors can be vital source of wisdom, financial resources, and technical expertise that is often required to take a one-time project to a more long-term venture.

6. Keeping good records and managing knowledge

Keeping good records of your contacts, how you do things, and your achievements will help you to sustain the effect of our project in the future. This includes documenting what you have learned through the process of evaluation.

PART C:
RESOURCE TOOLKIT

I. Key Tools and Templates

1. TOOLS FOR CHOOSING YOUR ISSUE
2. TOOLS FOR PROJECT PLANNING
3. ROTA YOUTH SERVICE PROJECT PROPOSAL TEMPLATE
4. TOOLS FOR MONITORING, EVALUATION, & REFLECTION

I. TOOLS FOR CHOOSING YOUR ISSUE

ACTIVITY I - VISIONING ACTIVITY

Objectives:

- To create a common goal and inspire participants
- To think about the possibility for change in a positive way

Material Needed:

- Pens
- Paper
- Imagination!

Conducting the Activity:

If possible, find a comfortable, relaxed atmosphere for this activity

1. Have your team close their eyes and think about what you would like your neighborhood (or community, school or whatever setting is appropriate) to look like in 15 years (or 50 years) or maybe in 2030 based on the Qatar 2030 vision?

2. Divide the participants into groups and provide them with some guiding questions. They can answer these using pictures, sketches, diagrams or short written briefs. (20 min)

    a. What do they see?
    b. What do the buildings look like?
    c. What are the people eating?
    d. Where are they working?
    e. How are they travelling?
    f. How has the natural environment been maintained?
    g. What kind of energy is used?

Alternatively, divide your team participating into groups and assign them each one question or category.

Potential categories are:

- People
- Housing
- Schools
- Businesses
- Healthcare
- Crime
- Transport
- Environment
- Community life

3. Have each person or group (depending on time constraints) make one positive statement in the present tense on how they envision the community in the future. For example, "Transportation is efficient and affordable". (10 min)

4. Group the elements of the vision into some common themes. Identify the areas of disagreement, but try to focus on the areas of agreement (15-20 min)

5. What are the differences between the current situation and the future they want? What can they do to get there? Imagine you were a resident 50 years ago? Would you have imagined that the current situation was possible then? (10 min)

ACTIVITY II – THE WHY PIE

Time: 30 min

Objectives:

- Understand why the team has chosen to work on a particular issue
- The "Why Pie" can be a preface to a more detailed examination of the issues done through the "Problem Tree"

Material Needed:

- Computer
- Post-it notes and pens for each participant, and a flipchart

Conducting the Activity:

1. Have everyone write down 10 reasons why they believe the chosen problem is important and why your team should tackle it. Be sure that they don't list how they want to address the issue. Just why? If doing this with paper and pens, have each participant write each of their reasons on separate post-its (5-10 min)

2. Take up all the reasons and cluster them on a large sheet of paper. Here you should be able to see how many times people listed the same reasons.

If doing this with a computer, you can use an excel spreadsheet with a projector. Write up each reason and total how many times people listed the same reason. Then just hit the Chart Wizard button to get an instant

Activity III – The Problem Tree

Time: 90 minutes

Objectives:

- Understand the problems more deeply, getting to its roots (the why) and its effects (the what)
- Choose where they can have a bigger, more effective impact
- Narrow down their ideas for a project

Materials needed:

- Flipcharts (1 per participant)
- Markers (1 per participant)
- Handouts (below)
- Sample problem Tree

Conducting the Activity:

1. Introduce "the problem tree". First present an example to the whole group. (10 min)

2. Participants can work on this activity in groups, pairs or individually. Even if they decide to work on their individual problem tree, divide participants into small groups so they can help each other out. Each participant should have a photocopy of the problem tree or a piece of scrap paper, markers, and the instructions sheet (or put the instructions on a visible area). (5 min)

3. Using the instructions sheet, participants should: (35 min)
   - Identify their general problem that they are concerned about (5 min)
   - Try to get to the roots of the tree to examine the deeper causes (10 min)
   - Reflect on the effects of the problem on the branches of the tree (5 min)
   - Identify what would be the most effective target on the tree for them to aim at in their project (5 min)

4. When they are finished working on their trees, encourage discussion within the groups and for them to present their trees to each other. Facilitators or co-facilitators should move around and help out as they are working on their problem tree. (20 min)

5. Return to large group. An individual from each group should present their tree. As participants present, have a short discussion about this process or thinking though the problem, effect and causes they are working on. (10-20 min)

HANDOUT 1

Instructions:

The Roots: Why is this a problem?

1. Write in bold problem or issue in the trunk of the tree. Choose general issue like "Climate Change" or "Youth Obesity". These issues will become more specific later.

2. Brainstorm about the causes of main problem. Ask why this happens and try and find two possible reasons. Each time, keep asking "Why" until you can go no further. `These causes should be drawn in as the roots of the tree, going deeper each time you ask "why". You may want to write them down as post-it notes so you can move them around later.

The Branches: What are the effects of the problem?

3. Looking at the causes, think about the effects of each. These can be on the environment, economic or social life. Add these as branches to the tree. Also ask about the higher-level consequences of each effect. As with the causes, you may want to write them in on post-it notes so you can move them around.

What can I do?

4. Draw a vertical line in the middle of a piece of paper to make two columns. On one side you will have a list of problems you can't solve, either because you currently lack the skills, capacity, or resources that make achieving your goal unrealistic in the near future. On the other side, write down those issues that you can solve and the possible ways you would. From there you can start to think about the focus of your project, and the strategies and activities you will use.

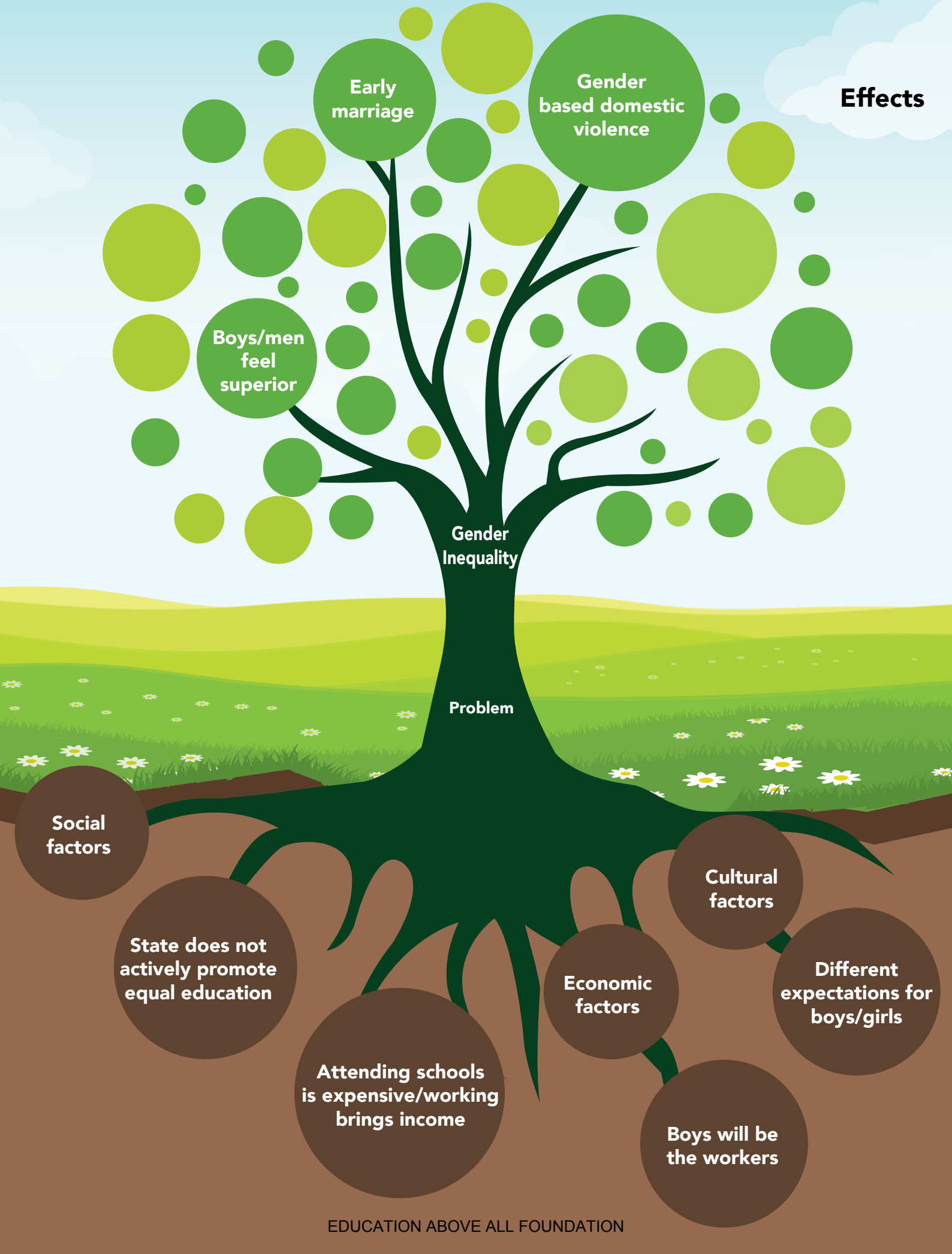
You might decide that you are addressing the cause or effect of a problem. Either is ok, but remember that:

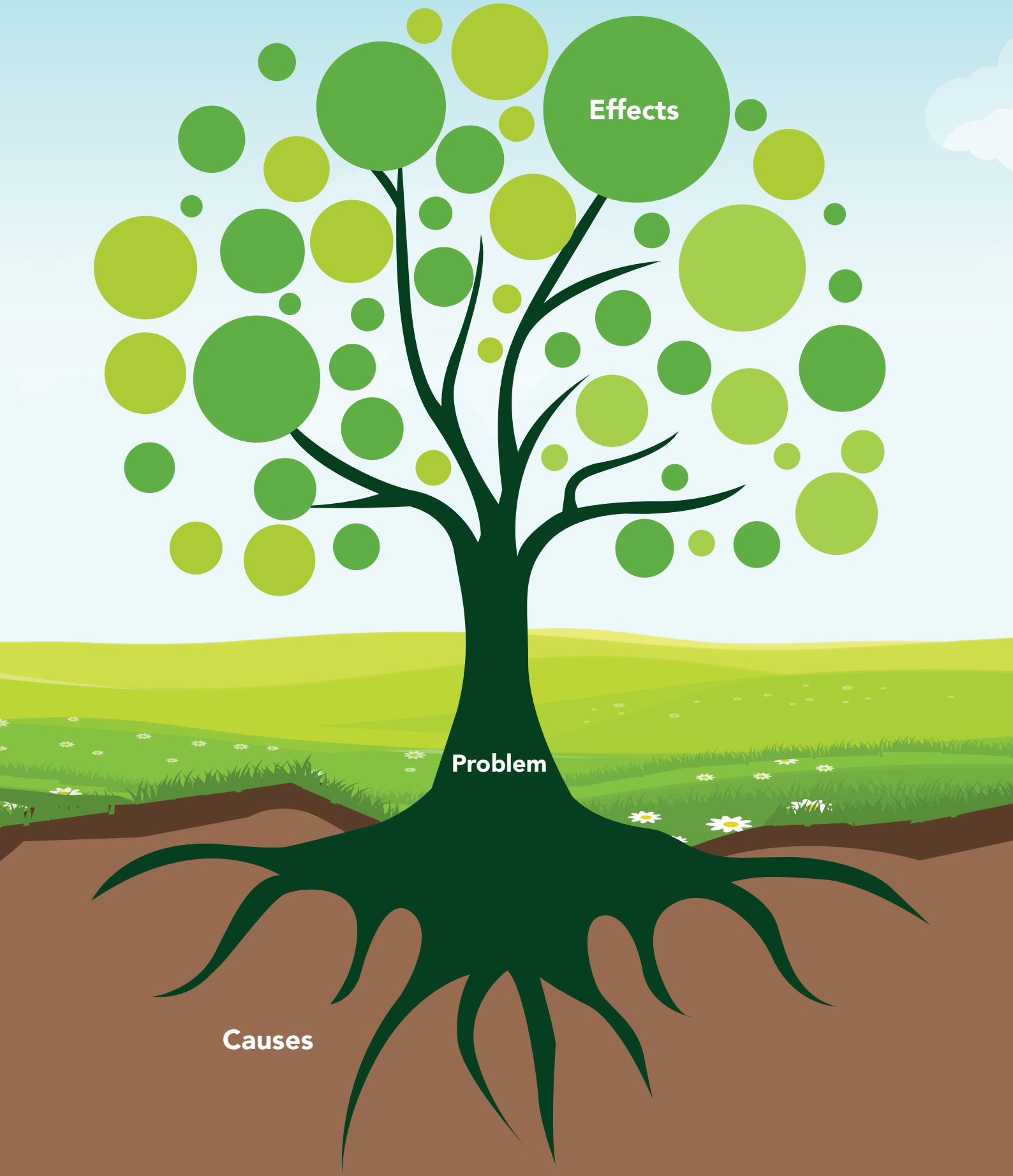
- A cause gets to the roots of the problem. By addressing a cause, you hope to stop the problem from being created in the first place. Solving the cause, can take a long time and often involves many years of work or advocacy.

Example: If "Food Insecurity" is your main issue, conducting workshops on methods of sustainable agriculture farming might be a possible intervention.

- An effect addresses the consequences of a problem. These are often short-term "Band-Aid solutions." However, it may also include providing necessary services to people while the deeper causes are being solved.

Example: With the same problem of "Food Insecurity" an effect might be hunger. By providing food aid, you are immediately solving the issue of hunger, but it does not provide sustainable and lasting solutions over the long-term.


Effects
Early marriage
Gender based domestic violence
Boys/men feel superior
Gender Inequality
Problem
Social factors
State does not actively promote equal education
Attending schools is expensive/working brings income
Economic factors
Boys will be the workers
Cultural factors
Different expectations for boys/girls


Effects
Problem
Causes

YOUR RESEARCH PLAN

What issues do you want to work on or research? Use the example below for assistance

What Questions do we have ?	Who do we need to speak to ?	How will we carry out the research ?	Tools for analyzing the information

2. TOOLS FOR PROJECT PLANNING

PROJECT PLANNING TOOL 1: GETTING STARTED ACTIVITY

How to complete the "Getting Started on Action Planning" Handout

1. Dream Cloud

A vision is a person's (or a team's) dream for the future. It is the first step in action planning. What is your dream?

Take a few minutes to think about your personal vision for your team's work. Ask each person to share his or her personal vision. After everyone has spoken, work together to create a vision that everyone agrees on. Write your shared vision in the dream cloud.

2. Desired Results

Desired results are the outcomes that your team hopes to achieve and will be held accountable for. They should be concrete and measurable. Usually there are several outcomes that support a vision.

Discuss the concrete results that support your team's vision. Write your desired results in the box.

3. Mapping the Environment

In order to achieve the greatest success, your team needs to assess the realities that define your environment or context.

Talk about the setting or environment that your team will be working in. Use the categories on the worksheet as a guide. For example, what lessons have you learned this week? What opportunities exist in your community?

4. Building Partnerships for the Work

Figure out who you can connect with to build alliances that will strengthen your work.

Brainstorm a list of potential partners who can provide information and resources to support your work. Use the "building partnerships" worksheet to track this information.

5. Selling Your Idea

Others will be asking "What's in it for me?" How can you demonstrate what you're doing so it connects to others' interests?

Talk about how your work might connect to the needs or interests of others.

PROJECT PLANNING TOOL 2: OBJECTIVE RATING SHEET HANDOUT

INSTRUCTIONS:

Use this worksheet to rate another team's objectives using the "SMART" criteria. Is each objective specific, measurable, achievable, realistic, and time specific? If yes, put a check mark (✓) in the appropriate box. In the comments box, offer positive feedback and/or any recommendations for improvement.

	S	M	A	R	T	COMMENTS
	✓	✓	✓	✓	✓	
Objective:						
Objective:						
Objective:						
Objective:						

PROJECT PLANNING TOOL 3: SETTING INDICATORS

INSTRUCTIONS:

Now that you have your evaluation questions, discuss what indicators are appropriate, what methods you will use, and when evaluation activities will occur.

WHAT QUESTIONS WILL BE ANSWERED ?	WHAT INDICATORS WILL BE USED ?	WHAT EVALUATION METHODS WILL BE USED ?	WHEN WILL EVALUATION OCCUR ?
1.			
2.			
3.			
4.			
5.			
6.			
7.			

This worksheet is adapted from an activity in the Reflect and Improve Toolkit, available online at http://www.theinnovationcenter.org/files/Reflect-and-Improve_Toolkit.pdf

3. ROTA YOUTH SERVICE PROJECT PROPOSAL TEMPLATE

Insert your ROTA Youth Service Club logo if available

Club Name

School/University

ROTA Youth Service Club Project Proposal

Project Title

Date

Key Contact's Name

Key Contact's Title

INTRODUCTION

Thank you for completing this project proposal template.

We are assuming that you are either a RYAB member or an active member of a ROTA Youth Service Club who is keen for your Club to secure funding to run an amazing Service learning project in Qatar this year. If so, you are on the right page!

ROTA wants every existing ROTA Youth Service Club to succeed in getting the funds they require for their projects. This is why we have designed this template in particular way that will help you plan and write up your project ideas in line with the grant scheme objectives and our adopted service learning project process[5]. There are 14 sections within the proposal template, which includes:

1. Project Summary
2. Project Needs/Problem Statement
3. Target Group
4. Project Aims
5. Project Objectives
6. Project Activities
7. Timeline
8. Outcomes
9. Monitoring, Reflection and Evaluation
10. Partners
11. Media Engagement
12. Sustainability Plan
13. Budget
14. Project Team

Before you attempt to put pen to paper in section of this template we strongly encourage you to first take the time to read two important supporting documents. These are:

1. **Tips for Planning and Preparing your ROTA Project Proposal (Refer to Section 2: Part A of the toolkit: Developing and planning your project**

These documents have been written to help you plan and document your project idea effectively in this template. You have a higher chance of succeeding in getting your project funds if you follow the guidance that we have prepared for you.

You may also want to refer to sections 5 and 7 of your RYSC/RYAB Leadership Training toolkits.

The ROTA, ROTA Youth Development Specialist Qatar team and member of the ROTA Youth Advisory board are also available for advice or support in planning for or writing your proposal.

Wishing you the very best of luck!

5*IPARDC Service Learning Steps: Investigation, Planning, Action, Reflection, Demonstration, Celebration-See your RYSC toolkit for more details.

PROJECT SUMMARY

Project/Campaign Title: Please state the title of your project. The title must be self-explanatory in that it relates to the theme or purpose of your project.	
Project Theme: Please state which of the 6 RYSC project themes that you intend to work on. See below for grant themes.*	
Aim: Please explain in a short statement, the overall purpose or goal of your project.	
Beneficiaries: Briefly describe in 50-100 words the people or community that will benefit from your project activities.	
Project Summary: Provide a summary of 150 to 250 words of the project, the issue, how it will be addressed, the activities and the expected results, sustainability plans.	
Estimated Budget: Please tell us the overall cost of your proposed project.	
Estimated Duration: Indicate the time frame of the project. (Please note that all projects are expected to start in November and close no later than June 2011)	

*PROJECT GRANT THEMES: 1.HEALTH AND SAFETY 2. ENVIRONMENT AND SUSTAINABLE DEVELOPMENT 3.INTERNATIONAL EDUCATION 4.YOUTH VOICE: YOUTH PARTICIPATION IN PUBLIC LIFE 5. INNOVATION/ICT FOR DEVELOPMENT 6. MIGRANT WORKERS.

1. BACKGROUND INFORMATION

1A. PROJECT NEEDS/PROBLEM STATEMENT

Please explain why you have chosen to do this particular project, giving as much evidence of the need for the project as possible. What is the problem or the need? (300-400 words)

1B. PROJECT BENEFICIARIES/TARGET GROUP

Please describe the group people/community that will benefit from your proposed project activities.

2A. PROJECT GOALS

Explain in a short statement what your overall purpose or goals are for this project.

2B. PROJECT OBJECTIVES

Please list your objectives for the project? (Remember your objectives must be Specific, Measurable, Achievable, Realistic and Time-specific.

3. SUCCESS INDICATORS

Please describe what you hope to have achieved by the end of your project. Your outcomes are the result of your activities or outputs.

INSTRUCTIONS:

Now that you have your evaluation questions, discuss what indicators are appropriate, what methods you will use, and when evaluation activities will occur.

WHAT QUESTIONS WILL BE ANSWERED ?	WHAT INDICATORS WILL BE USED ?	WHAT EVALUATION METHODS WILL BE USED ?	WHEN WILL EVALUATION OCCUR ?
1.			
2.			
3.			
4.			
5.			
6.			

This worksheet is adapted from an activity in the Reflect and Improve Toolkit, available online at http://www.theinnovationcenter.org/files/Reflect-and-Improve_Toolkit.pdf

4. PROJECT ACTIVITIES

In the section below you are required to explain how your Club intends to achieve the objectives set out above. Project Activities are the series of actions you will take to achieve your objectives. Your activities should be directly linked to your objectives. Your Club is expected to plan all its project activities in line with the IPARDC Service Learning process*. This means you are expected to plan for activities that relate to each element of the IPARDC process. See the examples in the table for assistance.

***IPARDC** Service Learning Steps: Investigation, Planning, Action, Reflection, Demonstration, Celebration

Objectives	Activities as related to the Objectives	Outputs	Resources
Phase One: Investigation: October 2021 to December 2022			
Develop feasibility study on the issue of diabetes among young children in Qatar	**Activity 1**: carry out on online and telephone research on International and local organizations in Qatar working with diabetic children: • Identify list of local organisations to call	Online report	
	Activity 2: Design and conduct a survey with a sample of 100 children under 16 suffering from Diabetes: • Identify and approach schools • Recruit survey volunteers	Survey Results	
	Activity 3: Building the network for the project: Document listing our informal and formal networks that could be involved in the project.	Report	
	Activity 4: Analyse data and write up research report	Report	
Phase Two: Project Planning and Design: November 2021 - January 2022			
Design a plan of activities to address lack of aware about the issue of diabetes among 8-16 years in Qatar	**Activity1:** developing an action plan that includes steps toward achieving our goal, help needs, possible obstacles, evaluating success.	Project Plan	
	Activity 2: Select project team		

Objectives	Activities as related to the Objectives	Outputs	Resources
Phase 3: Action: February 2021 – May 2022			
•Create advocacy campaign aimed at raising awareness of diabetes level among 8-16 years in Qatar.	**Activity 1:** printing and placing posters to aware the public	Advocacy campaign	
	Activity 2: using Facebook and other online social media to advocate for the issue		
	Activity 3: Conducting 3 awareness sessions at schools		
•Produce a short film on addressing the stereotypes faced by diabetic children.	**Activity 4:** Product a short film on diabetes • Produce film concept • Gain permissions • Recruit volunteers • Conduct the first training session on how to create short films • Shoot film	Short film	
Phase 4: Reflection and Evaluation: May 2021 – June 2022			
•Raise awareness about the impact and outcome of the project	**Activity 1**: carry out a series of reflection and evaluation activities 1. Organize a Project evaluation session among club members party to evaluate project progress and share lessons learnt 2. Design and send out evaluation to the community beneficiaries and volunteers 3. Product a plan of action on how to demonstrate the outcomes of the project		
Phase 5: Demonstration and Celebration: June 2021 – July 2022			
Contribute towards increasing the visibility and awareness of youth participation in the local community.	• Produce video and song to reflect the club's learning experience and results of the project		

5. PEOPLE INVOLVED / PROJECT TEAM

Who are the key officers in your project and how will they be involved. What are their areas of responsibility? Please list the name, email, job title and duties of each core member of your Club who will be involved in this project. Insert rows as required.

Name	Position in Club	Responsibilities in Project	Email

6. PARTNERTS

List what other organisations or Clubs do intend to partner with during this project. What will be their level of involvement in your project?

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

7. TIMELINE

Provide an overview of how you intend to carry out your activities in line with the overall project timeline. You will need to put a tick in the month box to indicate when you will be carrying out your specific activity. This is a rough guide and is expected to change. [Please insert/delete rows accordingly]

Key Milestones	2021				2022								
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul		Oct
Pre-Project Planning													
Proposal Submission	✓												
Project Presentation		✓											
Phase 1:Investigation													
Project Planning Workshop													
Grant Instalment			✓										
[Activity 1]													
[Activity 2]													
[Activity 3]													
[Activity 4]													
Phase 2: Planning and Design													
Project Plan Presentation @ Leadership Training					✓								
2nd Grant Instalment						✓							
[Activity 1]													
[Activity 2]													
[Activity 3]													
[Activity 4]													
Phase 3:Action													
Monitoring and Evaluation Workshop							✓						
3rd grant Instalment								✓					
[Activity 1]													
[Activity 2]													
[Activity 3]													
[Activity 4]													
Phase 4: Reflection and Demonstration													
Evaluation Report Writing Workshop									✓				
[Activity 1]													
[Activity 2]													
Phase 4: Demonstration and Celebration													
[Activity [1]													
[Activity 2]													
End of Project Reflection										✓			

8. PROJECT BUDGET

Please explain your project costs in line with your project activities as listed in section 6: See examples below.

PHASES	ITEMS	Project Cost
Investigate & Planning: November -Jan	• Survey costs • Trip to visit communities • printing material	500 QR 2000 QR 1000 QR
Subtotal		
Action: Feb- April	• Venue rental • Workshop material (two workshops) • Supplies for activities • Trip to community	2000 QR 1000 QR 2500 QR 2000 QR
Subtotal		
Reflection, Demonstration and Celebration: May -June	• Material for Reflection activity • Token of appreciation to partners & Certificates	1000 QR 350 QR 1500 QR
Subtotal		2,850 QR
Grand TOTAL		**13, 850 QR**

9. MONITORING AND EVALUATION

Explain which systems and processes you will put in place to ensure your funds and resources are being managed successfully. Also explain how your club intends to evaluate whether you are meeting your project objectives during and after the project. Also tell us how you intend to check whether your beneficiaries are satisfied with your project? (300 words max)

10. MEDIA ENGAGEMENT

If you intend to liaise with the media directly in your project, please explain how you intend to involve the media in your project. Please provide a simple plan of the activities and timing of when you will involve the media and which medium you use.

11. PROJECT SUSTAINABILITY

What will you do to ensure that the activities and outcomes of the project are maintained beyond the duration of the project? In addition, describe how other Clubs can learn from your Project for the purpose of replicating it in a similar or different location. (250 words max)

4. TOOLS FOR MONITORING, EVALUATION, & REFLECTION

PROJECT PLANNING TOOL 4: REFLECTION AND MONITORING AND EVALUTION

INSTRUCTIONS:

Use this worksheet to think about how you will build reflection and learning into your project

---

Step 1

Reflection is a strategy for learning. Spend some time thinking about what team members want to LEARN as a result of this service-learning project. What new knowledge, new skills, or new attitudes would you like to gain?

1. .....
   .....
   .....
2. .....
   .....
   .....
3. .....
   .....
   .....

Step 2

Now that you have identified learning goals, take another look at the reflection activities in your logic model. Do they help participants to examine their experience, interpret their experience, and apply new learning? Make any changes.

Sample reflection activities:

Verbal reflection: discussions, dialogues with community members or experts, role plays or group simulation experiences.

Written reflection: worksheets, journaling, essays, articles for newsletters or community newspapers, blogs, or poetry.

Artistic reflection: drawing or painting; performing drama or music; and creating scrapbooks, bulletin boards, video shows, or a website.

This worksheet is adapted from Service-Learning in Community-Based Organizations, available online at http://www.servicelearning.org/filemanager/download/8543_CBO_Toolkit_2009.pdf

PROJECT PLANNING TOOL 5: REFLECTION AND PROCESS MONITORING

INSTRUCTIONS:

Below are some questions that could be asked about your service-learning project. Some of the questions deal with the outcomes of such an effort. Others deal with improving the process used to achieve the desired outcomes. If the question focuses on an outcome of the project, place an "O" in the space to the left of the question. If the question is more about the process used, write "P" in the space to the left of the question.

_____ 1. Was the manner in which we publicized our work effective?

_____ 2. In what ways is the community better as a result of our work?

_____ 3. Were all the relevant community partners involved in our work?

_____ 4. Have community members changed behaviors as a result of our work?

_____ 5. How could the effort be improved?

_____ 6. What effect did we have on policies related to the issue?

_____ 7. What did people learn as a result of participating in the program?

_____ 8. What barriers prevented youth from participating as full partners?

_____ 9. In what ways did we affect public opinion about the issue?

_____ 10. Is the community safer as a result of our efforts?

_____ 11. Were work assignments completed on time?

_____ 12. Did people gain new skills as a result of our efforts?

_____ 13. What effect did we have on the community?

_____ 14. Were the planning meetings productive?

_____ 15. Were the decision-making strategies used by the team effective?

_____ 16. Were we successful in achieving our goals?

This worksheet is adapted from an activity in the Reflect and Improve Toolkit, available online at http://www.theinnovationcenter.org/files/Reflect-and-Improve_Toolkit.pdf

II. DOCUMENTS FOR ESTABLISHING AN RYSC

1. RYSC MODEL CONSTITUTION

2. RYSC MEMBERSHIP CHARTER

3. RYSC EXECUTIVE COMMITTEE JOB DESCRIPTIONS

1. ROTA YOUTH SERVICE CLUB MODEL CONSTITUTION

ROTA YOUTH SERVICE CLUB MODEL CONSTITUTION

Preamble

A constitution lays out the governance framework and established rules of an organization.

This is a model constitution has been drafted for each Club to adapt according to the specific goals of the Club's and in line with the hosting institution.

This model constitution has been divided into 2 parts. The first part details the articles of association and as such explains the purposes of your Club, including its powers and its objects. The second part details the memorandum and as such explains the administrative provisions, including membership appointments, appointment of the executive board committee and meeting responsibilities.

In line with your commitment as an official RYSC member that has adopted the RYSC Membership Charter, you club must adopt this Constitution and adapt it according to your Club requirements. Failure to adhere to the set criteria of the Constitution will result in the dismissal of your Club's membership in the RYSC Network and all legitimacy to work under ROTA's name.

Section A – Articles of Association

1. Name:

a. The name of the Club shall be ……ROTA Youth Service Club. From here on after in this document, the previously named ROTA Youth Service Club will be referred to as 'the Club'.

2. Objects:

a. To act in accordance with ROTA's strategic objectives in advocating and campaigning for equal access to basic educational facilities, programs and resources for children and youth in crisis situations across Asia.

b. To promote youth voice and the active participation of youth as independent and responsible citizens, in strengthening all aspects of civic and community life in Qatar.

c. To educate and raise the awareness of peers and the public about global social justice issues and their potential local impact, through learning activities, advocacy campaigns, research and service learning projects

d. To advance the wellbeing, the needs of those less fortunate in Qatar through direct service learning projects and fundraising activities.

e. To act as a leadership resource for peers by modeling good leadership skills, mentoring and creating opportunities for more youth to develop skills and capabilities to participate in society as independent, mature and responsible individuals.

f. ADD YOUR ADDITIONAL CLUB OBJECTS HERE

3. Activities:

a. It shall carry out a minimum of 2 local activities a year through service learning, advocacy, fundraising and campaigning or research initiatives.

b. It shall have at least one activity/ initiative every two years that advocates to improve access to education in country within which ROTA has an international development program.

c. ADD ADDITIONAL ACTIVITIES HERE

4. Status:

a. The Club shall act in accordance with the RYSC Membership Charter at all times, and acknowledges that failure to adhere to the standards of the Charter will result in termination of Club membership within the RYSC Network and all legitimacy to work under ROTA's name.

5. Powers:

a. The Club shall be a ROTA Youth Service Club member and thus work closely with ROTA's Youth Advisory Board to form the national RYSC network.

b. The Club shall be required to use the RYSC logo and branding at all times.

c. The Club shall consult ROTA in the design of new projects and advocacy activities.

d. The Club shall not involve or associate itself with any activity or group/person that may damage the reputation of ROTA and Education Above All Foundation.

6. Terms of membership:

a. Membership of the Club shall be open to youth between the ages of …. to … at……..School/University.

b. Membership in any RYSC does not discriminate against gender (except in the case of same sex institution), race, disability, color, nationality, or religion.

c. All members shall have voting rights at the AGM and special meetings, and will have the opportunity to stand at Executive Committee elections.

7. Registration of membership:

a. Interested persons wishing to join the group to render their support on an activity or project basis shall register to be a member through the Executive Board, provided they are based within the same academic institution as the Club.

8. Resignation and termination of membership:

a. Members wishing to terminate their membership may do so by giving notice to the Secretary.

b. The Executive Board may terminate or suspend any executive member if in its opinion their conduct goes against the interests of the Club in line with the constitution.

- However, the said member shall also have the right of appeal, which will be decided by two thirds of the majority of all members at a general meeting.

9. Affiliation:

a. The Club shall have no formal permanent co-branded partnership with any other organization or body other than with ROTA and/or the host School or University.

b. The Club shall be expected to pursue temporary sponsorship and partnership opportunities with organizations and groups that will support with the delivery of specific projects or campaign activities.

10. Sponsors:

a. The Club shall identify and secure the support of an older adult Advisor (over 25 years) who must be a fulltime staff member at the hosting institution. The Advisor shall be willing to endorse the constitution and activities of the Club to ROTA and other external parties, on behalf of the hosting school or university.

Section B - Memorandum

11. Powers Executive Board of the RYSC

a. The ……ROTA Youth Service Club shall be managed by the Executive Board.

b. The role of the executive committee shall be to represent the interests of the members by providing the leadership and direction for the day to day running of the activities of the Club.

c. The Executive board shall also be responsible for such matters of policy and finance as are appropriate to maintaining oversight of the Club.

d. The executive board shall meet at least every 8 weeks and hold one Annual General Meeting.

e. Failure to attend 3 consecutive meetings without prior notification is grounds for dismissal of membership from the Club.

f. The President of the Club shall have the primary responsibility of Chairing of all Club meetings except as delegated. In the event of his/her absence the Vice President shall be the acting Chair.

g. The Executive Board Committee shall have at least 50% representation at each ROTA skills or knowledge based training.

12. Composition of the Executive Board

a. The Board must contain not less than 4 members and no more than 12, it shall include a President, Vice President, Secretary and Treasurer at all times.

b. Other Executive Committees to include; Club Services Director, Events and Fundraising Director, Community Service Projects Director, Training and Personal Development Director, International Development Director, Diversity and Cultural Awareness Director, and Recruitment and marketing Director.

c. After initial creation the Executive Board shall thereafter be elected by voting at an Annual General Meeting (AGM).

d. Any active member has the right to stand for candidacy for the Executive Board

e. Each candidate for the Executive Committee shall arise from nomination or self-nomination.

f. Nominations for election to the Executive Board shall be submitted in writing to the secretary and then circulated to the membership no less than 14 days before the AGM.

g. Upon election, each committee member may serve for up to 1 year before requiring re-election.

h. All members of the Club shall be eligible for re-appointment as a board member for a maximum of three consecutive years.

13. Accounts/ Finance:

a. The Executive Committee shall keep proper accounts of all monies belonging to the Club and presented to the AGM of the Club.

b. An account shall be opened in the name of the Club with a bank. All checks must be signed by not less than 2 of the authorized Club signatories.

c. All monies raised shall be used for the purposes of the Club and sent to intended beneficiaries, except for the payment of out of pocket expenses incurred by members.

14. Annual General Meetings:

a. The Executive Committee will organize an AGM every 12 months. In the month of…….

b. 1 months' notice will be given for the meeting.

c. Each AGM will present the Annual Report of the Executive Committee and to ROTA.

d. Each AGM will present the accounts of the organization for the preceding financial year.

e. Each AGM will elect the next Executive Committee.

f. Any person wishing to submit matters for discussion shall give the relevant Executive Committee member 21 days prior notice of this

g. General meetings may be convened at any time by the Executive Committee.

15. Voting and Elections:

a. At all meetings of the Club, all matters shall be decided by a simple majority of the vote.

b. In the event of even votes, the president shall give the casting vote.

c. All members absent from the meetings will lose their right to vote.

16. Constitution:

a. This constitution shall only be altered by resolution passed on a two thirds majority of the members in general meeting.

b. Notice of proposed amendments to the constitution must be given in writing, to ROTA's YAB and members no less than 21 days before a proposed general meeting.

c. No alteration shall be made to this constitution which shall cause the Club to cease its commitment to articles 2 a, b, c, d & e, 3 a, b & c, 4 a, 5 a, b, c & d, 6 a, b & c, 7 a, 8 a, 10 a, b, c, d, e & f, 11 a, b, c, d, e, f & g, 12 a, b, c, d, e, f, g & h, 13 a, b, c, d & e, 14 a, b, c, d, e, f & g, 15 a, b & c, 16 a, b & c, 17 a.

17. Dissolution:

a. If the Executive Committee deems it necessary to dissolve the Club, a meeting of the members shall be called to vote (with a ROTA representative as observer). If such a decision is confirmed the Executive Committee have the power to dispose of any assets to a similar RYSC.

This Constitution was adopted at the first ……..RYSC Executive Board meeting held on…..... 20

Signed (Chair of meeting):

Signed (Secretary of the meeting):

Dated:

2. ROTA YOUTH SERVICE CLUB MEMBERSHIP CHARTER

ROTA YOUTH SERVICE CLUB MEMBERSHIP CHARTER

Preamble

This Charter establishes the rights and responsibilities as well as expectations of each Youth Service Club affiliated to Reach Out To Asia' Youth Service Club Network (RYSCN).To be an official, chartered RYSC, your Club must act in accordance with the following RYSC charter. Failure to adhere to the standards of this Charter will result in the dismissal of your Club's membership of the RYSC Network and all legitimacy to work under ROTA's name.

Membership Criteria

1. Membership to any RYSC is open to youth only, between the ages of 14 to 24 years who are students at a particular academic institution based in Qatar.

2. Membership of the RYSC Network requires a minimum representation of four likeminded youth as defined above from within the same academic institution to form the Executive Board who will be responsible the governance and day to day operations of the Club.

3. The Club shall secure the support and endorsement of an older adult Sponsor (over 25 years) who must be a member of staff at the academic institution where the club is held.

Terms of Partnership with ROTA

4. Each RYSC shall commit itself to promoting the vision and mission of Reach Out To Asia and therefore be willing to act as a young ambassador of ROTA both locally and internationally.

5. Each RYSC shall be governed solely by ROTA's model constitution for the Club to be recognized as formally chartered RYSC.

6. Each RYSC shall be required to use ROTA's designated logo and branding for RYSCs on all marketing and publicity materials, at all times.

7. Each RYSC shall comport and manage association and activities in such a way as not to bring disrepute to ROTA or Education Above All Foundation.

8. Each RYSC shall (by a representation of at least four founding Executive Board members) attend one of ROTA's leadership orientation training program before start of any formal Club's activities.

9. Each RYSC shall be expected to carry out yearly activities which may take the form of practical community projects, research, fundraising and/or advocacy campaigns in line with the key themes of ROTA's youth development work which are: Youth Leadership, Service Learning and Global Citizenship.

10. Each RYSC shall have at least one international advocacy activity every two years that focuses on education for children in one of ROTA programmatic countries. These

currently include: Afghanistan, Bangladesh, Cambodia, Indonesia, Lebanon, Nepal, The Gaza Strip, Pakistan, Syria and Yemen.

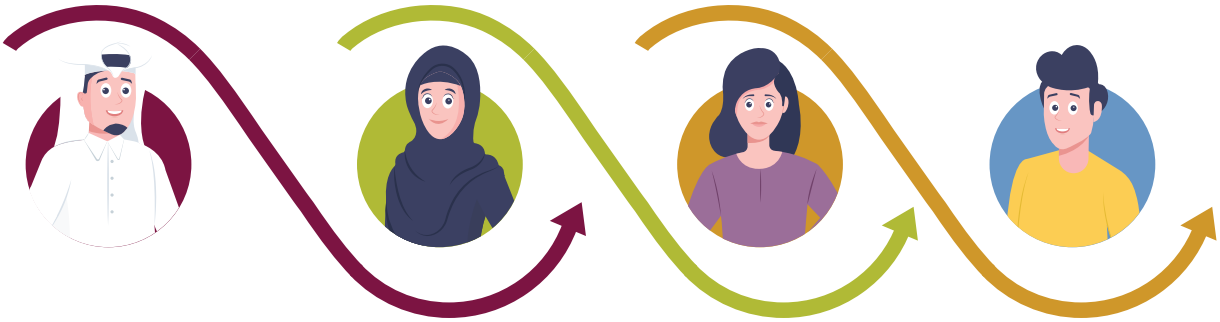
11. Each RYSC shall provide ROTA with bi-monthly updates of its activities and projects and be willing to allow such information to be printed in newsletters and other publications.

12. Each RYSC Committee board shall nominate one Executive Board member who would represent the Club at ROTA Youth Advisory Board meetings. Members are required to attend at least 5 out of 8 meetings each year.

13. Each RYSC shall attend and actively partner with ROTA in the design and delivery of the annual EMPOWER Youth Conference and the annual RYSC awards ceremony.

14. Each RYSC shall expect to receive on-going support, training, technical support and advice mentoring from members the ROTA Qatar team.

.....	.....
Head of ROTA, Qatar on behalf of ROTA	Chair of …….....……
	ROTA Youth Service Club
Date:	Date:



3. ROTA YOUTH SERVICE CLUB EXECUTIVE BOARD JOB DESCRIPTIONS

OVERVIEW

A President should have excellent leadership skills and have the ability to take quick and efficient decisions. His/ Her task is to ensure that the club is functioning smoothly administratively, financially and socially and that the Club and ROTA's aims and objectives are met.

Responsibilities and duties

- Help the club members succeed by encouraging them to take a step and make a difference
- Leading and directing the club and its activities in line with the agreed vision and goals of the Club
- Set and attend all meetings in coordination with the secretary to ensure that the club is running smoothly and targets are met
- Ensure that The Constitution understood and followed by all members
- Make effective decisions to act as a facilitator
- Ensure all departments are operating smoothly
- Encourage the club to organize activities/events and promote volunteering
- Have a realistic vision of the goals that needs to be achieved and an idea of how they will be attained.
- Approve all activities (after liaising with ROTA) in a written form before you can take action
- Represent ROTA's National programs locally, nationally and internationally
- Meet with other ROTA ambassadors to coordinate activities/events and conferences

Skills and knowledge

- Capable of leading the committee and the club
- Ability to envision targets
- Excellent verbal communication skills to ensure efficient information delivery
- Ability to negotiation to solve problems, disputes, and agree upon a solution
- Enthusiastic to motivate all members and create a sense of achievement
- Ability to work under-pressure
- Well-organized to ensure all objectives and goals are met within a timeline.
- Confident and charismatic
- Dynamic to provide an interesting and exciting environment for the members of the club and to attract volunteers
- Reliable and committed
- Some experience and/or knowledge as a leader is preferable
- Ability to develop working knowledge base of the organization and the constitution

VICE PRESIDENT

OVERVIEW

The Vice President will be working closely with the President and make sure he/she is aware of his/her role. The Vice President must assume responsibilities and duties of the President during his absence.

Responsibilities and duties

- Excellent knowledge of the President's role to assume responsibilities and duties during his absence
- Attend all meetings
- Report all information to the President to keep him/her up-to-date with all activities and decisions
- Suggest potential activities/events
- Assist all directors in advising and planning activities/events/goals

Skills and knowledge

- Capable of leading the committee and the club
- Excellent verbal communication skills to ensure efficient information delivery
- Ability to negotiate to solve problems, disputes, and agree upon a solution
- Enthusiastic to motivate all members and create a sense of achievement
- Ability to work under pressure
- Well-organized
- Confident and charismatic

- Dynamic to provide an interesting and exciting environment for the members of the club and to attract volunteers
- Reliable and Committed
- Experience and/or knowledge as a leader is preferable
- Ability to develop working knowledge base of the organization and the constitution

SECRETARY

OVERVIEW

The secretary is the central point of administration, information and communication. He/she will deal with all internal and external correspondence.

Responsibilities and duties

- Attend and keep records of all club's business and activities where all records will be used as official documents
- Organize meetings alongside to the President
- Prepare agendas
- Prepare minutes for all members to keep track of all actions and decisions
- Day-to-day running of the club
- Deal with all internal and external correspondence
- Collecting feedback/ complaints/ inputs from members
- Record attendance
- Work in partnership with other clubs/agencies

Skills and knowledge

- Administrative skills: taking minutes, good working knowledge in Word, Excel and PowerPoint presentation
- Very well-organized
- Good knowledge of all club's members roles
- Excellent verbal and written communication skills
- Maintain confidentiality
- Ability to develop working knowledge base of the organization and the constitution

TREASURER

OVERVIEW

The Treasurer is responsible for managing the club's finances.

Responsibilities and Duties

- Monitor and record all cash inflows and outflows
- Prepare and monitor the budgets
- Issue and approve all payments and receipts
- Regular update of the club's account
- Ensure all members have an update of the club's finances
- Prepare annual financial reports
- Responsible of all sorts of income (e.g. Fundraising)
- Responsible of all the club's expenses

Skills and knowledge

- Very well-organized
- Confident with numbers
- Good verbal and written communication skills
- Ability to handle money and cheques
- Reliable person
- Honest and straightforward
- Ability to develop working knowledge base about the organization and the constitution