



Adopt a River for Sustainable Development

Roles and Responsibilities

Roles and Responsibilities

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Introduction

Adopt a River for Sustainable Development (Adopt-a-River) aims to reduce the global water crisis through focused action on freshwater ecosystems at a local level. The initiative provides a vehicle for engagement and action by community members, private enterprise and other stakeholders concerned about degradation of freshwater environments and the impact this has on sustainable development. Harnessing the power of communities - linked through a global initiative and backed by strong technical expertise - to protect, restore and sustain local freshwater ecosystems and ecosystem services to contribute to achieving the Sustainable Development Goals.

The Adopt-a-River initiative is a partnership between Rotary International, currently represented by Rotary District 9212, and the Freshwater Ecosystems Unit of the United Nations Environment Programme (UNEP). The objective of Adopt-a-River is to encourage and facilitate Rotary Clubs to protect, restore and sustain local waterbodies in partnership with local communities and other key stakeholders. The primary actors of the initiative are Rotary Clubs that designate a section of a local waterbody on which to focus protection and restoration activities with a goal to improve the ecosystem and the ecosystem services it provides.

The Partners

The primary actors of the Adopt a River for Sustainable Development initiative are the United Nations Environment Programme (UNEP) and Rotary International. The initiative was developed through a formal partnership agreement between the UNEP's Freshwater Ecosystems Unit and Rotary District 9212 (through its secretariat at Kenya Country office).

The programme benefits from the unique synergy resulting from the combination of the comparative advantages of UNEP and Rotary, while at the local level benefiting from close links with the community and other stakeholders such as national and local government and government agencies, private enterprise and other non-government and community based organisations. UNEP has the mandate to drive the global environmental agenda in partnership with countries worldwide, while Rotary is established within local communities, professionals, and business leaders worldwide.

United Nations Environment Programme

In its role as global steward for the environment, including as the UN custodian agency to monitor and report on a number of Sustainable Development Goal targets relating to the health of water-related ecosystems on land, coasts and oceans. UNEP supports the 193 United Nations Member States to protect and restore the environment and manages a number of partnerships, global networks, information sources and resources which relate to river pollution and freshwater management in line with its Freshwater Strategy 2017-2021. UNEP emphasizes the use of Nature-Based Solutions, or a combination of grey and green solutions where feasible, for water management. Among other assets, UN Environment

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houses a technical team on freshwater ecosystems, the Global Programme of Action which aims to protect oceans from land-based activities, and the Global Environment Monitoring System for freshwater water quality monitoring.

Role of UNEP

Leveraging its comparative advantage as the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system, and serves as an authoritative advocate for the global environment, the key roles of UNEP in the partnership will include but not be limited to:

- Providing overall technical guidance, management and monitoring of the implementation of the Adopt a River partnership
- Helping Rotary Clubs to identify waterbodies facing the greatest threats and needing urgent attention
- Establishing the Core Fund and assisting in raising funds by reaching out to interested Member States and priority corporate partners
- Hosting and participating in the Adopt a River Steering Committee
- Producing guidance on selection criteria and participating in the Core Fund project selection panel
- Assisting with quality assurance, evaluation, communication and reporting of programme results
- Alignment of the initiative with Agenda 2030 and the achievement of the targets of the sustainable development goal on water related to water quality, water resources management and freshwater ecosystem health
- Provide technical training and capacity-building
- Sharing of knowledge and experiences from the programme through UN channels and partnerships.

Rotary International

Also working in a global manner for sustainable development including through its 35,000 clubs with local membership worldwide, Rotary International and the Rotary Foundation have been a powerful force that has transformed millions of lives around the globe since its formation more than 100 years ago. Environmental concerns and the provision of clean water and sanitation are two of its priority areas. Together, a combination of strong, interconnected global mandates, partnerships and local connections can provide a strong foundation for local engagement around protecting and restoring rivers worldwide.

Role of Rotary

Serving as a global network of 1.2 million neighbours, friends, leaders, and problem-solvers that see a world where people unite and take action to create lasting change – across the globe, with communities, and in them, Rotary will mobilize its membership to take local action on our world's most persistent issues, including water and river pollution and restoration. Environment recently becoming an area of focus for Rotary and provision of clean water, sanitation and hygiene being a long-standing priority the Adopt-a-River Initiative is strongly linked to the core of Rotary's interests. The key comparative advantage

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of Rotary which this project will leverage on is the connection of Rotary Clubs to local communities. The key roles of Rotary in the partnership will include:

- Raising awareness within Rotary and encouraging clubs to 'adopt a river'
- Providing overall guidance on community engagement in implementation of the programme
- Mobilizing funds for the initiative, reaching out to priority corporate sponsors and partners
- Participating in the project selection and review committee as part of the Adopt-a-River Steering Committee
- Channelling funds for approved projects to clubs and implementing partners
- Providing oversight and reporting of project results – financial and technical
- Communicating programme results including identifying and disseminating best practice
- Actively planning, implementing and monitoring projects to improve river quality by clubs at the local level

Community and Other Stakeholders

The third key partner in any Adopt-a-River initiative is the broader community connected to targeted waterbodies. Strong community engagement is key to ensuring the success and sustainability of the programme to make long term significant improvements. Community is a broad term and may include many different stakeholders and interested parties including various community groups or community-based organisations, youth or religious groups, local government and government agencies, local business, entrepreneurs, and other private enterprise. As Rotary Clubs themselves are part of the community the ability to create a broader engagement and enhance the chances of a successful programme.

Role of the Community

The community that lives with and depends on a waterbody impacts and is impacted by the health of that freshwater ecosystem more than any other. The community therefore should be strongly involved in decision making and planning and community groups may implement the projects within the programme strategy. The role of the community is as broad and varied as the community itself and may include:

- Undertake project implementation under the oversight of the Rotary Clubs
- Participating in and contributing to capacity building and knowledge sharing projects
- Supporting projects through providing skills or labour
- Providing resources for projects through supplying tools, goods-in-kind or funding
- Participating in citizen science assessment or monitoring projects
- Mobilising to support projects through actions, petition signing or other means
- Providing feedback on project implementation and on the overall direction of the programme

Adopt-a-River Institutional Arrangements

The Adopt-a-River for Sustainable Development Steering Committee provides the strategic direction and overall guidance for the initiative and is responsible for the management and disbursement of funds from the Adopt-a-River Core Fund. The Technical Advisory Group supports both the Steering Committee and the Rotary Clubs through the provision of expert advice and guidance closely linked to the Programme Manager. This support is either provided directly to the clubs or, if necessary, through a regional advisory committee which may be established to support geographically grouped participating Rotary Clubs. A schematic of this arrangement is shown in Figure 1 and a summary of roles is shown in Table 1.

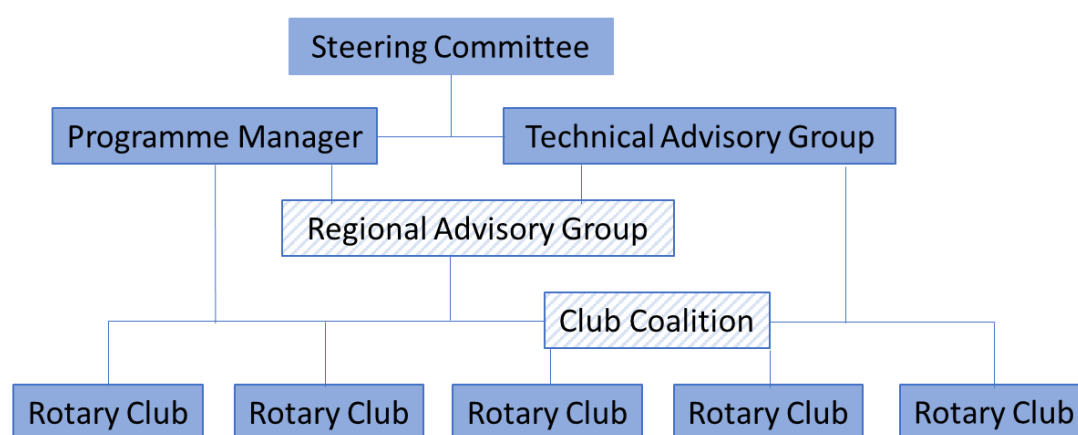


Figure 1: Showing the structure of the Adopt-a-River Initiative. Note that Regional Advisory Groups and Club Coalitions will only be utilised where appropriate.

Rotary Clubs

Rotary Clubs are at the centre of the Adopt-a-River initiative and as such have important roles and responsibilities in ensuring that the objectives of this initiative are achieved. Rotary Clubs may have their own Adopt-a-River programme, or two or more clubs may form a coalition to adopt and protect a local waterbody. Adopt-a-River programmes are not intended to be one-off, short-lived activities, but long-term multi-component commitments. Working with the community to identify and find solutions to issues that negatively impact the adopted river and provide a level of guardianship that will help to protect the river from new threats. While this does not mean constant ongoing active projects, it does imply a sustained engagement with the waterbody in question.

Community engagement is an important aspect of the Adopt-a-River initiative which entails not only information sharing and mobilisation of community members in the target area, but also their involvement in assessments to identify the problem, planning and implementation of appropriate interventions. Rotary Clubs traditionally have strong links with grassroots level mobilization, working through community groups. It is through these links that significant and sustainable change can be made to protect, restore, and sustain freshwater ecosystems.

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The internal structure and organisation of a Rotary Clubs Adopt-a-River programme will be decided by that individual or coalition of clubs. However, it is important that a contact person, or position, is designated to ensure a strong and ongoing link to the broader Adopt-a-River initiative.

Regional Advisory Groups

Regional Advisory Groups may be set up to provide advice and support to geographically collected participating Rotary Clubs. The regional advisory groups will be made up largely of members of Rotary with particular skills and interest in Adopt-a-River but may also include external experts and regional UNEP staff. Regional Advisory Groups will act to support Rotary Clubs with technical and practical advice and access to information as well as providing links to regional and national government agencies.

Adopt-a-River Programme Manager

The Adopt-a-River Programme Manager will carry out the core tasks in coordinating and supporting participating Rotary Clubs. This role will involve considerable overlap and coordination with the Technical Advisory Group particularly in the early stages of the initiative where, by necessity, the management team will be small. The Programme Manager will be primarily responsible for communication with clubs and will coordinate communication and meetings of both the Steering Committee and the Technical Advisory Group.

The Programme Manager will be primarily responsible for supporting clubs in developing and implementing their programmes with a focus on ensuring adequate monitoring and reporting of activities, results and the use of funds. The full Terms of Reference for the Adopt a River for Sustainable Development Programme Manager are given in annex 3 of this document.

Adopt-a-River Technical Advisory Group

The Adopt-a-River Technical Advisory Group will provide expert technical advice to the Steering Committee, the Programme Manager and, most importantly, to participating Rotary Clubs. Key areas of support for clubs will include assisting with the selection of sites, identification of key threats to the waterway, development of strategic management plans and advice on drafting funding proposals. The group will also provide input to the Steering Committee including reviewing and recommending funding proposals made to the Core Fund by participating Rotary Clubs. The Technical Advisory Group will support the Programme Manager through its technical expertise in proposing, reviewing and supporting the information disseminated to clubs.

The Technical Advisory Group will include the co-chairs of the Steering Committee and the Programme Manager, who will coordinate the group's activities. The group will largely be comprised of Rotary personal and appropriate external technical experts. The full Terms of

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Reference for the Adopt a River for Sustainable Development Technical Advisory Group are given in annex 2 of this document.

Adopt-a-River Steering Committee

The Adopt-a-River Steering Committee will oversee all activities related to the Adopt-a-River initiative. The Steering Committee will provide the strategic direction for the initiative, setting goals and priorities, and providing guidance to the Programme Manager and the Technical Advisory Group. In addition, the Steering Committee will oversee the management, disbursement, monitoring and reporting of funds from the Adopt-a-River Core Fund including setting guidelines for applications and deciding how and where the funds will be used. The Steering Committee will also be responsible for the promotion, communication and fund raising for the Adopt-a-River initiative and the Core Fund both internally within Rotary and UNEP, and externally to potential donors and other interested parties.

The Steering Committee will be co-chaired by a UNEP and Rotary staff member and will have an equal number of UNEP and Rotary personal. If required significant donors to the initiative will also be represented on the Steering Committee. The full Terms of Reference for the Adopt a River for Sustainable Development Steering Committee are given in annex 1 of this document.

Roles and Responsibilities

Table 1: Summary of roles of Steering Committee (SC), Technical Advisory Group (TAG) and Programme Manager (PM) for Adopt a River for Sustainable Development

Steering Committee	Technical Advisory Group	Programme Manager
<i>Initiative</i>		
Full oversight of the Adopt-a-River initiative	Identify and communicate upcoming risks and opportunities	Collect and report information on the progress of the initiative
Set and communicate the strategic direction	Provide advice and feedback on strategic direction	Facilitate communication on strategic direction
Set objectives and priorities for the TAG and PM		
Oversee production of an annual report	Review documents and guidance including annual report	Produce an annual report
<i>Core Fund</i>		
Oversight and responsibility for management of Core Fund		Administer and manage Core Fund under the guidance of SC
Identify and pursue potential donors and funding opportunities	Identify and recommend potential sources of funds	Support SC in seeking funds for the Core Fund
Ensure appropriate guidance is given to clubs	Review documentation and guidance for clubs	Draft and disseminate guidance to clubs on applying for, managing, and reporting of funds
Set priorities and requirements for fund applications	Support clubs on developing proposals	Support Clubs to monitor and report on use of funds
Select club proposals to receive funds	Review applications to the Core Fund and recommend to SC	Collect and compile proposals in application to the Core Fund
<i>Rotary Clubs</i>		
Promote Adopt-a-River in Rotary events and communications	Provide general technical advice and support to clubs	Facilitate timely and effective communication with clubs
Ensure clubs receive appropriate guidance and documentation	Assist clubs to identify and specify waterbodies for adoption	Provide clubs with appropriate documents and guidance
Approve waterbody selection and programme strategies.	Assist clubs with the development of their programme strategy	Share updates and relevant information with clubs
Promote Adopt-a-River through sharing of best practice and success stories.	Assist in the communication and promotion of Adopt-a-River amongst Rotary Clubs	Support and collate the monitoring and reporting of activities at club level
<i>Internal and External Relationships</i>		
Provide strategic guidance to TAG and PM	Provide technical advice to SC and PM	Organise and attend meetings and administration for SC and TAG
Accept and consider advice and recommendations from TAG and PM	Work in partnership with PM to provide appropriate support and advice to clubs	Facilitate communication within and between SC and TAG
Develop and maintain relationships with key strategic partners and donors		Coordinate activities of TAG
Promote Adopt-a-River within and outside UNEP and Rotary	Develop and maintain relationships with key operational and technical stakeholders and partners	Support and assist in communication with external partners

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Annex

Annex 1: Terms of Reference Adopt-a-River Steering Committee

Annex 2: Terms of Reference Adopt-a-River Technical Advisory Group

Annex 3: Terms of Reference Adopt-a-River Programme Manager

Annex 1: Terms of Reference Adopt-a-River Steering Committee

The Adopt-a-River Steering Committee will oversee all activities related to the Adopt-a-River initiative. The Steering Committee will provide the strategic direction for the initiative, setting goals and priorities, and providing guidance to the Programme Manager and the Technical Advisory Group. In addition, the Steering Committee will oversee the management, disbursement, monitoring and reporting of funds from the Adopt-a-River Core Fund including setting guidelines for applications and deciding how and where the funds will be used. The Steering Committee will also be responsible for the promotion, communication and fund raising for the Adopt-a-River initiative and the Core Fund both internally within Rotary and UNEP, and externally to potential donors and other interested parties.

General duties of the Adopt-a-River Steering Committee

The Adopt-a-River Steering Committee will have the following duties:

Adopt-a-River Initiative

- Provide overall guidance and direction to the Adopt-a-River initiative
- Determine and communicate the strategic direction, objectives, and goals, for the Adopt-a-River initiative and revise and update these as required
- Monitor and review of the progress of the Adopt-a-River initiative including risks, quality and timeliness and agree on possible countermeasures and management actions
- The Steering Committee shall oversee the production of an annual report of the initiative's activities.

Adopt-a-River Core Fund

- Oversee the management and administration of the Core Fund including required monitoring and reporting of funds
- Seek funding for the Adopt-a-River Core fund from appropriate private and public donors
- Ensure appropriate guidance on the Core Fund is provided to participating Rotary Clubs including application procedures, monitoring, and reporting requirements
- Set and communicate priorities and requirements for applications by Rotary Club to the Core Fund
- Assess Core Fund proposals from Rotary Clubs with reference to Technical Advisory Board recommendations and decide in the dissemination of funds for project implementation

Support to Rotary Clubs

- Ensure appropriate technical support and guidance is provided to Rotary Clubs to set up and implement their Adopt-a-River Programmes.
- Provide final approval and agreement on participating Rotary Clubs Adopt-a-River planning documents including:
 - Site selection
 - Adopt-a-River Strategic Programme
 - Monitoring and reporting of project and programme outcomes
- Oversee the creation and dissemination of appropriate documentation and guidance for participating Rotary Clubs by the Programme Manager and Technical Advisory Group

Terms of Reference: Steering Committee

- Ensure the Identification and dissemination of best practice and success stories across participating Rotary Clubs, Rotary International, UNEP and other donors, stakeholders and partners.

Internal and External Relationships

- Ensure global ownership by all partners, ongoing stakeholder engagement and sustainability
- Provide strategic guidance to the Programme Manager and Technical Advisory Group and other Adopt-a-River personal
- Accept and consider advice and recommendations from the Programme Manager and Technical Advisory Group
- Develop and maintain strong working relationships with key strategic partners and potential donor agencies
- Seek to promote Adopt-a-River internally within Rotary and UNEP and with external partners

Composition of Adopt-a-River Steering Committee

The Adopt-a-River Steering Committee will be made up of

- UN Environment Programme Representative (co-chair)
- Rotary Personal (co-chair)
- UN Environment Programme Staff (maximum of 2)
- Rotary Personal (maximum of 2)
- Invited independent technical experts (if required and agreed)
- Long-term donor partners (by agreement)

The Steering Committee will seek to maintain an equal number of Rotary and UNEP representatives.

Requirements of Steering Committee Members

In exercising its duties, the Adopt-a-River Steering Committee, whenever practicable, acts as a collective unless otherwise specifically decided. Steering Committee members are expected to study the material circulated for each meeting in advance and to actively participate in each meeting.

Steering Committee members shall have an active level of participation in the board. They commit to bring valuable contributions to the strengthening and continuity of the Adopt-a-River initiative based on a strong interest for its future development. They also commit to share their specific regional or thematic views, as well as relevant and potential opportunities and contacts for the ongoing success of the initiative.

Steering Committee members are furthermore expected to respond to correspondence addressed to them in between meetings within a reasonable time.

Should a Steering Committee member have a conflict of interest in relation to any matter considered by the committee, he or she shall declare it to the Co -chairs, who will decide on the member's allowable participation in the deliberation on such matter. The Steering Committee member shall not be entitled to vote on such matter.

Terms of Reference: Steering Committee

Adopt-A-River Steering Committee meetings

The Co-chairs shall convene meetings of the Steering Committee at least twice a year. Meetings will be held either in person or via teleconference. UNEP will hold the responsibility to provide suitable location and/or teleconference facilities for the meeting. Additional meetings may be called if at least two third majority of members support a request in this respect. Notice of meetings shall be given at least three weeks in advance in such manner as is agreed with all Steering Committee members. The co-chairs may, by agreement, invite observers to meetings. Observers have no right of vote.

A quorum at Steering Committee meetings requires a minimum of one of the co-chairs and three quarters of all members to be present either in person or via teleconference.

The decisions of the Steering Committee will normally be taken in consensus, should voting be needed decisions are taken by simple majority of the members. No proxy votes are allowed. In case of a third party informing the Steering Committee of its willingness to contribute funds, the third party may join, subject to the committee's unanimous approval.

The minutes of the Steering Committee meetings shall be prepared by the Programme Manager and signed by the attending Co-chair or both co-chairs if in attendance. The minutes shall be circulated within one month of the meeting to all members and all members shall be entitled to submit comments and propose corrections to the minutes. The minutes of the meetings shall be adopted at the next Steering Committee meeting.

The Steering Committee may take the decision to form a sub-committee to undertake specific tasks. Such a sub-committee will be formed by at least 3 members and shall take the form of a temporary committee to pursue specific objectives which are subject to being achieved before the end of their mandate. Members of temporary committees shall develop and follow a specific work plan which will be in line with the resolutions adopted by the Steering Committee and shall be approved by the Co-chairs.

The Steering Committee will approve the members of the Technical Advisory Group and any Regional Advisory Groups needed to support and coordinate the activities of geographically grouped participating Rotary Clubs.

The Co-chairs shall have the right to postpone a meeting that has been called if there are compelling reasons for such postponement. All Steering Committee members shall be informed of such a decision to postpone the meeting. The postponed meeting shall be rescheduled not less than 2 weeks and not more than 1 month after the original date of the meeting.

Annex 2: Terms of Reference of the Adopt-a-River Technical Advisory Group

The Adopt-a-River Technical Advisory Group will provide expert technical advice to the Steering Committee, the Programme Manager and, most importantly, to participating Rotary Clubs. Key areas of support for clubs will include assisting with the selection of sites, identification of key threats to the waterway, development of strategic management plans and advice on drafting funding proposals. The group will also provide input to the Steering Committee including reviewing and recommending funding proposals to the Core Fund. The Technical Advisory Group will support the Programme Manager through its technical expertise in proposing, reviewing and supporting the information disseminated to clubs.

General duties of the Adopt-a-River Technical Advisory Group

The Adopt-a-River Technical Advisory Group will have the following duties:

Adopt-a-River Initiative

- Support the Adopt-a-River initiative through the provision of technical advice to participating Rotary Clubs, the Steering Committee, and the Programme Manager
- Utilise expertise and contacts to identify opportunities and threats to the Adopt-a-River initiative
- Provide technical guidance and feedback to the Steering Committee on the development and refinement of the strategic direction and other documentation
- Monitor and review of the progress of the Adopt-a-River initiative including risks, quality and timeliness and advise on possible countermeasures and management actions
- The Technical Advisory Group shall review the production of an annual report of the initiative's activities

Adopt-a-River Core Fund

- Provide advice and assistance to the Steering Committee in seeking funding for the Adopt-a-River Core fund from appropriate private and public donors
- Review and advise on Adopt-a-River Core Fund guidance to clubs set by the Steering Committee including application guidance, key priorities and monitoring and reporting requirements
- Provide appropriate training and support to participating clubs to apply for, manage, and report on project funds received from the Core Fund.
- Assess applications to the Core Fund from participating Rotary Clubs and advise the Steering Committee on the dissemination of funds for project implementation

Support to Rotary Clubs

- Assist with guidance, training and capacity development of participating Rotary Clubs, Club Coalitions and Regional Advisory Groups
- Provide appropriate technical support and guidance to Rotary Clubs to set up and implement their Adopt-a-River Programmes including assisting with:
 - Site selection and guidance
 - Review of Adopt-a-River Programme Documents
 - Monitoring and reporting of project and programme outcomes
 - Other technical support and advice as needed

Terms of Reference: Technical Advisory Group

- Assist in the creation and dissemination of appropriate documentation and guidance
- Assist in the identification and dissemination of best practice and success stories across Adopt-a-River Rotary Clubs

Internal and External Relationships

- Provide technical advice and support to the Steering Committee and Programme Manager
- Work in cooperation with the Programme Manager to provide participating Rotary Clubs with appropriate support and guidance
- Develop and maintain relationships with key operational and technical stakeholders and partners to assist in the ongoing development of Adopt-a-River

Composition of Adopt-a-River Technical Advisory Group

The Adopt-a-River Technical Advisory Group will have a maximum number of 15 members (one of which to be elected as the Chair) and be made up of:

- Technical experts
- Rotarians
- UN Environment technical experts
- UN Environment Programme Staff (coordinator)
- Adopt-a-River Steering Committee Co-Chairs

Requirements of Technical Advisory Group Members

Technical Advisory Group members shall have an active level of participation, are expected to study the material circulated and to actively participate in discussions, reviewing documents and providing feedback. They commit to bring valuable contributions to the strengthening and continuity of the Adopt-a-River initiative based on a strong interest for its future development. They also commit to share their specific regional or thematic views, as well as relevant and potential opportunities and contacts for the ongoing success of the initiative.

Should a Technical Advisory Group member have a conflict of interest in relation to any matter considered, he or she shall declare it to the coordinator, who will decide on the member's allowable participation in the deliberation on such matter.

Adopt-A-River Technical Advisory Group way-of-working

The Technical Advisory Group activity and communication will be coordinated by the Programme Manager in association with the Technical Advisory Group Chairperson (TAG Chair). All requests for feedback and assistance will be communicated to all members. Such forums and systems that are established to assist communication will ensure to include all group members.

The coordinator and TAG Chair shall convene at least two meeting and one workshop for the Technical Advisory Group per year. Meetings will be led by the TAG Chair and be held either in person or via teleconference or a combination of the two. UNEP will hold the responsibility to provide a suitable location and/or teleconference facility for the meeting.

Terms of Reference: Technical Advisory Group

Additional meetings may be called if deemed appropriate by the Steering Committee, TAG Chair or coordinator or if a minimum of two third majority of members support a request in this respect. Notice of meetings shall be given at least two weeks in advance. The TAG Chair and coordinator may, by agreement, invite observers to group meetings. The arrangement and focus of workshops will be agreed between the TAG Chair, Programme Manager and the Steering Committee Co-Chairs and will be conducted in such a way to most effectively reach the objectives of that workshop.

A quorum at Technical Advisory Group meetings requires the TAG Chair, group coordinator, at least one of the Steering Committee co-chairs and half of all members of the Technical Advisory Group to be present either in person or via teleconference. The decisions of the Technical Advisory Group will normally be taken in consensus, should voting be needed decisions are taken by simple majority of the members. No proxy votes are allowed.

The minutes of the Technical Advisory Group meetings shall be prepared by the Programme Manager and signed by the TAG Chair. The minutes shall be circulated within one month of the meeting to all members and all members shall be entitled to submit comments and propose corrections to the minutes. The minutes of the meetings shall be adopted at the next meeting.

The Technical Advisory Group may take the decision to form working groups to undertake specific tasks. Such working groups will be formed by at least 3 members and shall take the form of a temporary committee to pursue specific objectives which are subject to being achieved before the end of their mandate. Members of temporary working groups shall develop and follow a specific work plan.

The coordinator shall have the right to postpone a meeting that has been called if there are compelling reasons for such postponement. All Technical Advisory Group members shall be informed of such a decision to postpone the meeting. The postponed meeting shall be rescheduled not less than 2 weeks and not more than 1 month after the original date of the meeting.

Annex 3: Terms of Reference for the Adopt a River for Sustainable Development Programme Manager

The Adopt-a-River for Sustainable Development Programme Manager will carry out the core tasks in operationalising the Adopt-a-River initiative including supporting and guiding participating Rotary Clubs and coordinating the Steering Committee and Technical Advisory Group. The Programme Manager will be responsible for communication with clubs and will coordinate communication and meetings of both the Steering Committee and the Technical Advisory Group. The Programme Manager will be primarily responsible for supporting clubs in developing and implementing their programmes with a focus on ensuring adequate monitoring and reporting of activities, results and the use of funds.

General duties of the Adopt-a-River Programme Manager

The Adopt-a-River Programme Manager will have the following duties:

Adopt-a-River Initiative

- Support the Adopt-a-River initiative through providing an effective communication link between Rotary Clubs, the Steering Committee, and the Technical Advisory Group
- Monitor and report of the progress of the Adopt-a-River initiative including risks, quality and timeliness and advise on possible countermeasures and management actions
- The Programme Manager shall produce an annual report of the initiative's activities under the guidance and review of the Steering Committee and Technical Advisory Group.

Adopt-a-River Core Fund

- Administer and manage the Adopt-a-River Core Fund account under the guidance of Steering Committee
- Support the Steering Committee in seeking funds for the Core Fund
- Draft and disseminate Adopt-a-River Core Fund guidance to clubs including application guidance, key priorities and monitoring and reporting requirements
- Support clubs to appropriately manage, monitor and report on the use of Core Fund grants
- Collect and compile proposals in application to the Core Fund for review by the Technical Advisory Group and the decision of the Steering Committee on the disbursement of funds
- Collect and compile financial and activity reports from Rotary Clubs receiving Core Fund grants and complete required reporting under guidance from the Steering Committee

Support to Rotary Clubs

- Coordinate guidance, training and capacity development of participating Rotary Clubs, Club Coalitions and Regional Advisory Groups
- Provide appropriate technical support and guidance to Rotary Clubs to set up and implement their Adopt-a-River Programmes including assisting with:
 - Site selection
 - Review of Adopt-a-River Programme Documents
 - Monitoring and reporting of project and programme outcomes
 - Other technical support and advice as needed

Terms of Reference: Programme Manager

- Create and disseminate of appropriate documentation and guidance to clubs
- Collect, compile and report activity, project and programme reports from participating Rotary Clubs
- Identify, record and disseminate instances of best practice and success stories across Adopt-a-River Rotary Clubs and internal and external partners and stakeholders

Internal and External Relationships

- Provide technical advice and administrative support to the Adopt-a-River Steering Committee and Technical Advisory Board
- Coordinate the meetings and activities of the Technical Advisory Group
- Work in cooperation with the Adopt-a-River Technical Advisory Group to provide participating Rotary Clubs with appropriate support and guidance
- Assist the Steering Committee and Technical Advisory Group to maintain effective relationships with key external partners and stakeholders