



## Programme Outline & Guidelines

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## 1. Introduction

The UNIS Hanoi Impact Fund is a programme approved by the Board of Directors and under the responsibility of the Head of School to support the School realising its Vision: “Our learning community will be an inspirational role model for a better world”.

**The programme engages in annual fundraising with the School community for the delivery of School projects proposed and approved by the community.**

## 2. WHAT?

The UNIS Hanoi Impact Fund supports School projects and initiatives proposed by the community to support the School’s Mission, Vision and Values and designed to:

- Engage and excite students - **Student Impact!**
- Realise our ambitions as educators - **Learning Impact!**
- Ensure opportunities for everyone - **Community Impact!**
- Further our Mission, driven by our Values and Vision - **Strategic Impact!**
- Deliver Agenda 2030 - **World Impact!**

The UNIS Hanoi Impact Fund supports both a small number of ambitious community projects chosen at the start of each year and adopted as the focus for annual community fundraising (GOALS); and multiple, smaller individual projects supporting risk-taking, pilot programmes and advocacy by small groups or individuals throughout the year. (GRANTS).

## 3. WHY?

In short, we want our students to wake up every day knowing we can all make a difference, explore a passion for change and empower others to build their dreams. Together.

UNIS Hanoi seeks to unleash potential and empower creativity to change the world. The UNIS Hanoi Impact Fund is designed to support community inspired projects which will help do exactly that!

UNIS Hanoi is one of only two international UN schools in the world and is committed to the delivery of Agenda 2030 through both curriculum and service.

As a non-profit organisation, institutional fundraising empowers UNIS Hanoi to extend the impact of its programmes beyond what is possible within a school budget.

By working together the UNIS Hanoi community can transform lives and society!

## 4. WHO?

- Project ideas for GOALS and GRANTS are sought from all UNIS Hanoi community members including students, faculty, staff, parents and alumni.
- GOAL proposals are evaluated and approved for Community feedback by the UNIS Hanoi Impact Fund Committee (IFC). The feedback form ensures all community voice is solicited and heard in the decision making process. The Impact Fund Committee announces the final decision. (Appendix A).
- GRANT proposals are reviewed and approved by the IFC Grants Sub-Committee.
- Fundraising for the UNIS Hanoi Impact Fund GOALS is led and coordinated by the School’s Advancement Programme and is an inclusive all-community endeavour.
- The School Community Organisation supports the Impact Fund GRANTS.
- The Head of School is responsible for the UNIS Hanoi Impact Fund and defers to the Impact Fund Committee (IFC) for all decision making with regards to project approval and fund dispersal. (Appendix A - IFC Purpose)

## 5. HOW?

The Impact Fund is both a project fund to support learning and a community fundraising campaign:

### a. PROJECT FUND:

Projects create Impact in the following areas:

- a. Sustainability initiatives
- b. Service Learning
- c. Learning Excellence: Academics, Arts, Athletics
- d. Facilities improvements
- e. Professional Development

The UNIS Hanoi Impact Fund supports two different kinds of projects through its **i) GOALS** and **ii) GRANTS** programmes:

#### i) GOALS - The Big Ideas

2. Proposals are sought for large scale, ambitious projects - Big Ideas - from the community for consideration by the Impact Fund Committee (IFC) at the start of the School year.
3. The final decision for the Annual Goals is made by the IFC following community feedback (all students D-12, parents, faculty & staff, alumni students) on a shortlist prepared by the IFC.
4. The successful project ideas are adopted as the fundraising campaign focus for the year and the UNIS Hanoi community works together to fundraise and realise the projects.
5. **GOALS** support the School's Mission, Vision and Values and align with the Sustainable Development Goals.
6. Proposal Guidelines ([Appendix E](#)) will guide community online Applications ([Appendix D](#))
7. **The IFC use a decision making matrix ([Appendix F](#)) and community data to help in their decision making and project choices are finalised with respect to a realistic fundraising goal for the year.**
8. Projects are designed to be deliverable within the following school year. Annual delivery of Impact builds community momentum for annual fundraising and honours the spirit of community donations for immediate implementation. However, the Committee may approve multi year projects with exceptional Impact.
9. If the annual fundraising goal is not reached, the Committee decides which of the Annual GOALS will receive priority. Projects not funded 100% may be carried over to the following year with partial funding reserved.
10. Fundraising goals may also be extended if a project is scalable and if it is supported by the IFC and under the direction and planning of the Director of Advancement.
11. Delivery of the successfully funded projects is the joint responsibility of the UNIS Hanoi Impact Fund Committee and the Senior Leadership of UNIS Hanoi through its Annual Action Plan.

#### ii) GRANTS - Project Funding

- Proposals are sought for projects from small groups or individuals which align with the outlined ambitions of the Impact Fund but are smaller scale (less than 2,500 USD).
- Grants are designed to support risk-taking, pilot programmes and advocacy initiatives by small groups or individuals.
- Proposals are evaluated and approved by the Grants Sub Committee, consisting of members from the Impact Fund Committee who are able to commit to the rolling timeline of the Grants programme.
- The Grants Sub Committee meets on a monthly or quarterly cycle (to be determined by Grants Sub Committee and workflow) to:
  - Review and evaluate proposals
  - Invite finalists to present/pitch their projects if desired to allow for Q&A
  - Award grants
  - Receive reports from funded projects. (Reporting guidelines to be completed by the Grants Sub-Committee.)
- The Grants Sub Committee reserves the right to meet outside the agreed schedule for urgent requests.
- Rolling Grants are supported through the generous annual support of the School Community Organisation.

## b. FUNDRAISING CAMPAIGN:

An annual community campaign, coordinated by the Advancement Programme combines both event and direct-donation fundraising in support of the Impact Fund's **Annual GOALS**.

- **Fundraising events and initiatives** are encouraged and supported for all community members. Fundraising is approved by the Director of Advancement and in accordance with the Fundraising School Operating Regulations ([Appendix I](#)). All ideas are welcome!
- **Direct-donation fundraising** encourages members of the community to support the UNIS Hanoi Impact Fund with a cash gift inspired by the project GOALS and their impact.

Thanks to the generous support of the School Community Organisation (SCO), the **Rolling GRANTS** are funded through an annual donation from the School Community Organisations annual fundraising activities.

## 6. WHEN?

### GOALS - ANNUAL TIMELINE

- August/September - Impact Fund Committee (IFC) recruitment (Year 1 only)
- August/September - Applications for GOALS & GRANTS OPEN
- November - GOALS announced and fundraising campaign launched
- December-May - Community Fundraising
- May - Fundraising deadline. Funds awarded. Impact Fund projects are included in School's annual action plan.

([Appendix G](#) for details 2019-2020)

### GRANTS - MONTHLY/QUARTERLY TIMELINE TBD

- August - Budget approved with SCO (\$20,000 USD/pa)
- September - Applications for GOALS & GRANTS OPEN
- Proposals for GRANTS can be submitted throughout the year.
- At the start of Quarter 2, 3 and 4 the Grants Sub Committee will meet to:
  - Review and evaluate proposals
  - Invite finalists to present/pitch their projects and award grants
  - Receive reports from funded projects.
- The Grants Sub Committee may meet more frequently depending upon demand.
- May - final GRANTS awarded for projects in Q1 of the next school year.

# APPENDICES

## APPENDIX A: UNIS Hanoi Impact Fund Committee (IFC) Terms of Reference:

### 1. Purpose:

The UNIS Hanoi Impact Fund Committee (IFC) will ensure that funds raised in the name of the UNIS Hanoi Impact Fund are disbursed in accordance with their defined purpose, provide oversight of process and ensure integrity for donors. The IFC will respect the UNIS Hanoi Impact Fund Programme Outline and all discussion and decision making will be within the spirit and context of the outline.

The UNIS Hanoi IFC is a decision making group at the designation of the Board of Directors. The Head of School is authorised to intervene in the process if the spirit of the UNIS Hanoi Impact Fund is not respected, the guidelines not adhered to or the institutional reputation of the School is at risk. The Board of Directors is represented on the IFC.

### 2. Committee Scope of Work 2019-2020:

#### 2.1 General (Full IFC)

- a. Ratify the IFC membership for 2019-2020 appointed by Head of School.
- b. Review and approve the Terms of Reference for the UNIS Hanoi Impact Fund Committee.
- c. Appoint a Grants Sub-Committee. (see 2.3)
- d. Review and adopt the UNIS Hanoi Impact Fund Programme Outline including:
  - i. Fundraising goal
  - ii. Proposal guidelines, application process and decision making matrix
  - iii. Community communications
  - iv. Timeline for 2019-2020
- e. Generate ideas for and test a community 'tagline' and inspirational definition.
- f. End of Year review and proposed updates for 2020-2021.
- g. End of Year report to the community.
- h. Report to and make the application to the School Community Organisation for Grant budget annually

#### 2.2 Annual Goals (Full IFC)

- a. Oversee and promote the community call for proposals and application process
- b. Evaluate the proposals submitted for consideration
- c. Follow up with proposals if necessary for idea development and senior leadership/Board input.
- d. Make recommendations for community feedback and announce final decision.

#### 2.3 Rolling Grants (IFC Sub-Committee)

Due to the more frequent meeting demands an Impact Fund Grants Sub-Committee of the IFC will be appointed to deliver the Scope of Work:

- a. Oversee and promote the community call for proposals and application process
- b. Establish the quarterly working timeline for the consideration of Grant proposals
- c. Distribute the annual Grants budget on pre-approved and publicised schedule.
- d. Evaluate the proposals submitted for consideration and participate as interview panel members if required
- e. Oversight of Grant projects implementation (eg. response to applicants and review/receipt of project reports)

### 3. Committee Membership, Composition and Chair

- 3.1 The UNIS Hanoi Impact Fund Committee will consist of 18 members from seven stakeholder groups. See the table below. (3.4)
- 3.2 In its first year, membership will be appointed by the Head of School in consultation with the Co-Chairs. For new members the IFC will review and appoint members.
- 3.3 A quorum of 50% of members (9) is required for decision making with representation from at least three of the seven different stakeholder groups and with 2 student members.
- 3.2 Members of the task force shall serve for a period of two academic years, and are eligible for re-appointment for a second term. Students may opt to serve for one year only.

- 3.3 The Director of Advancement will co-chair with a Committee appointed partner. For 2019-2020 the co-chair will be the former SCO Project Funding Committee member.
- 3.4 The Committee membership shall be published to the school community and will be structured and recruited as follows:

6 Students:	<ul style="list-style-type: none"> <li>• 2 High School: HS students will be by application to broaden engagement beyond the Student Senate.</li> <li>• 2 Middle School: MS will be represented by a representative from the Student Council and/or SDG Guardians.</li> <li>• 2 Elementary School: ES will be represented by a representative from the Student Council and one from the SDG Guardians.</li> </ul>
2 Faculty:	<ul style="list-style-type: none"> <li>• By application with representation from different Divisions preferred.</li> </ul>
2 Staff:	<ul style="list-style-type: none"> <li>• By application for Vietnamese national staff with representation from both teaching assistants and operational staff preferred.</li> </ul>
2 Administration:	<ul style="list-style-type: none"> <li>• Director of Advancement as the senior administrator responsible for fundraising and fund disbursement.</li> <li>• 1 by Head of School appointment.</li> </ul>
4 Parents:	<ul style="list-style-type: none"> <li>• 2 by appointment from the School Community Organisation Executive Committee including a representative from the former SCO Project Funding Committee.</li> <li>• 2 by application.</li> </ul>
1 Alumni:	<ul style="list-style-type: none"> <li>• By application from Hanoi resident student alumnus.</li> </ul>
1 Board Member:	<ul style="list-style-type: none"> <li>• 1 by appointment by the Board Chair.</li> </ul>

#### 4. Member Responsibilities

- 4.1 Members will act as ambassadors for the UNIS Hanoi Impact Fund and institutional fundraising and support all decisions taken by the Committee.
- 4.2 Members may represent their stakeholder group's interests, but are required to take a more strategic and holistic community viewpoint in final decision making.
- 4.2 Members should promote and engage with all UNIS Hanoi Impact Fund-raising initiatives.
- 4.3 Committee members agree to respect the confidentiality under which discussions take place, and sign a 'Committee Member Code of Conduct'. (Appendix B)
- 4.4 Committee members must avoid situations in which their personal interests are, or may be, or may be perceived to be, in conflict with the UNIS Hanoi Impact Fund's interests. Where a potential conflict of interest exists, it is the member's responsibility to notify one of the Co-Chair's of the circumstances so that they, in consultation with the Head of School can provide guidance and take action as determined.

#### 5. Quorum and Decision Making

- 5.1 A quorum of 50% of members (9) is required for decision making with representation from at least three of the seven different stakeholder groups and including at least 2 student representatives.
- 5.2 Consensus will be sought for all decision making, however after due process, a vote will be required for final decision and a simple majority of those at the meeting will decide.
- 5.3 Proxy votes will not be allowed by absent members although their comments and opinions will be admitted for the Committee's discussions in their absence if they are submitted through the Chairs.

- 5.4 The IFC can decide to have an email vote for decision making in exceptional circumstances precipitated by urgency.
- 5.5 No decision can be made by the IFC that conflicts with any existing School Operating Regulations.

## **6. Frequency of meetings**

- 6.1 The Committee will meet in person according to a schedule set at the first meeting of the school year and with respect to timely completion of the Committee's duties with respect to the Impact Fund Programme Outline.
- 6.2 Meetings will be scheduled to facilitate the maximum participation and will typically take place after school class hours.
- 6.2 Interim, Ad hoc and Sub-meetings will be scheduled as deemed necessary but with respect to members' schedules. Whenever possible the Members will be informed at least three working days in advance for additional meetings.

## **7. Committee Documentation**

- 7.1 Meeting Agendas will be developed by the IFC Co-Chairs and circulated to members at least three days ahead of a meeting.
- 7.2 A meeting summary will be recorded by a member of the Advancement Team (by appointment of the Director of Advancement) who will serve in support of the IFC.
- 7.2 Circulation of the meeting summary to Members will occur within 1 week of a meeting. Any revision suggestions should be communicated to the Co-Chairs.
- 7.3 IFC documentation will be on a Team Drive maintained by the Director of Advancement.

## **8. Review and approval**

- 8.1 The IFC approved these Terms of Reference on September 18, 2019 (Date of first meeting 2019-2020).

## APPENDIX B - Committee Member Code of Conduct



### UNIS Hanoi Impact Fund Committee Members will:

1. Understand, support and act as ambassadors for the UNIS Hanoi Impact Fund and institutional fundraising.
2. Support the Mission, Values and Vision of the School.
3. Support the United Nations Agenda 2030 and the Sustainable Development Goals.
4. Demonstrate an earnest desire to serve UNIS Hanoi and its students.
5. Actively engage with the work of the Impact Fund Committee and support the Members.
6. Demonstrate balance in their role: Members represent the interests of the stakeholder group from which they are a part, but never to the detriment of the broader community interest.
7. Respect the confidentiality of privileged information which comes before the Impact Fund Committee.
8. Treat other Committee members with respect and consideration, especially during debate.
9. Consider all viewpoints and actively listen to the opinions of other Members before making final decisions.
10. Respect the counsel and authority of the Head of School to guide or intervene should Committee decision making be in contradiction with the Impact Fund Programme's intent or risk the reputation of the School.
11. Recognise that authority rests with the Committee as a whole, not with individual Members and publicly stand behind Committee decision making even if they voted against it in private session. The Impact Fund Committee speaks with one voice.
12. Attend all Impact Fund Committee meetings and Impact Fundraising events insofar as possible.
13. Be on time for meetings, come prepared and informed concerning the issues to be considered at those meetings, and stay on task.
14. Give sufficient advance notice/apologies to the Co-Chairs if unable to attend.
15. Agree to stand down from the role if three consecutive meetings are missed.
16. Avoid any conflict of interest and be open about potential conflicts of interest.
17. Raise issues of importance in advance of meetings so as to avoid surprises and to allow members to engage in meaningful discussion.
18. Respect the correct lines of communication on matters related to the Impact Fund and the work of the Committee.

By signing below, I agree to abide by the Code of Conduct listed above.

\_\_\_\_\_  
Signature (and print name)

\_\_\_\_\_  
Date



## [APPENDIX C](#) - Committee Member Application Form

## [APPENDIX D](#) - Proposal Application Form

## APPENDIX E - Proposal Guidelines

The UNIS Hanoi Impact Fund supports School projects and initiatives proposed by the community, aligned to the School's Mission, Vision and Values and to support the UN's Agenda 2030.

Projects approved as GOALS from community Big Ideas will be adopted by the School in the Annual Action Plan of the following year. Responsibility for realisation, delivery and reporting to the community and donors lies with the Head of the School in partnership with the UNIS Impact Fund Committee.

Projects approved for GRANTS are the responsibility of the applicant(s) for realisation, delivery and reporting to the UNIS Impact Fund Committee.

### Proposals to the UNIS Impact Fund:

1. Can be made by UNIS Hanoi students, faculty, staff, parents and alumni.
2. Must support one of the following areas of Board approved institutional fundraising:
  - a. Sustainability initiatives
  - b. Service Learning
  - c. Learning Excellence: Academics, Arts, Athletics
  - d. Facilities improvements
  - e. Professional Development
3. Must support one of the 17 UN Sustainable Development Goals.
4. Must align with the UNIS Hanoi Mission, Vision and Values.
5. Should be framed as a solution focusing on the outcome of the project.
6. Will be made by applicants in one of two categories; Big Ideas for Annual **GOALS** or project funding for **GRANTS**.
7. For **GOALS** projects will typically be 2,500+ USD and should demonstrate:
  - a. Significant impact on learning.
  - b. Benefit for the UNIS community.
  - c. Contribution to the School's strategic plan.
  - d. A degree of sustainability beyond the initial funding of the UNIS Impact Fund.
8. For **GRANTS** projects are typically:
  - a. Smaller in scale with a cost of less than 2,500 USD.
  - b. Prototyping or piloting ideas and risk taking.
  - c. Responding to an 'urgent' or immediate need/opportunity.
  - d. Linked to individual or small group goals.
9. All project applications should ideally be accompanied by the following (with detail commensurate to the scale of the application and age of the applicant):
  - a. Budgeting information for the project (may include quotations and/or samples).
  - b. Estimate/approximate timeline for project realisation.
  - c. Research, evidence, testimonials, survey data or other relevant support.
10. Include some ideas around Impact measurement and success indicators.

## APPENDIX F - Project Decision Making

Decision making will be based on the 16 UNIS Impact Fund decision making criteria and the process outlined below. The [Feasibility Assessment Rubric](#) supports consistent decision making and guides discovery and assessment phases. (Please refer to [Appendix A: 5](#) for IFC Decision Making details.)

**All Projects** must meet the following four gateway criteria by aligning with:

- a. UNIS Hanoi's Mission, Vision, Values and UN Principles
- b. At least one of the UN's Agenda 2030 SDGs
- c. One of the identified areas of priority for the UNIS Impact Fund with Board approval for institutional fundraising:
  - i. Sustainability initiatives
  - ii. Service Learning
  - iii. Learning Excellence: Academics, Arts, Athletics
  - iv. Facilities improvements
  - v. Professional Development
- d. The School Strategic Plan and/or demonstrate that it can deliver toward one or more strategic goal

Additional considerations by the Impact Fund Committee (or the Grants Sub-Committee by designation) will include the following areas **for all proposals** (commensurate with the scale of the proposal):

- a. Significance of impact on learning.
- b. Extent of benefit for the UNIS Hanoi community.
- c. Feasibility including consultation with the School to include;
  - i. technical capability
  - ii. operational feasibility
  - iii. capital costs
  - iv. annual costs
  - v. risk: reputation and operational
  - vi. timeline for delivery
- d. Innovation and or creativity.
- e. Measurability of impact including success indicators (M&E).
- f. Degree of sustainability beyond the initial funding of the UNIS Impact Fund or School Lifecycle Commitment.

### 2. For Big Idea GOALS:

- a. The **Feasibility Assessment Taskforce** will consult with proposal authors, community experts, Admin and Board where appropriate to provide the IFC with a report containing enough context and information, guided by the above criteria and commensurate with the proposed scale of the project to empower meaningful decision making.
- b. The [Feasibility Assessment Rubric](#) will be used to ensure each shortlisted Big Idea project is assessed on a comparable scale and will result in a rating for consideration as **one data point** in the decision making process.
- c. Community feedback will be sought to provide the IFC with data to reflect interest in each of the finalist Big Idea projects. This will be **one data point** considered by the IFC in its decision making.
  - i. Feedback will be sought following project communications for the community
  - ii. Feedback from High School and Middle School will be online
  - iii. Feedback from Elementary School will be by a mix of individual online voting for older grades and by class for the younger grades
- d. The IFC will report to the Board and Senior Administration through its committee representatives as part of the discovery and feasibility assessment phase and be guided by direction from Board and Admin as pertains to School strategy, financial, legal or reputational matters.

**3. For Project GRANTS:**

- a. In order to respect time and efficiencies for proposal authors and the Committee, a fast track system for approval will be operated for Grant requests less than \$500 USD equivalent.
- b. GRANTS will be subject to the same gateway criteria as outlined above. For the other 12 rubric criteria (detailed in 2a-g), the Committee will consider the Rubric criteria commensurate with the scale of the project. Scoring is not required. The Rubric serves as guidance for the Committee's discussions.
- c. In addition the Grants Sub-Committee will consider the following areas and ensure that the spirit of exploration, learning and reflection is supported without heavy emphasis on 'successful' outcomes.
  - i. Prototyping
  - ii. Piloting
  - iii. Advocacy
  - iv. Service

**APPENDIX G - Detailed Timeline 2019-2020 launch: IFC, Big Ideas, Fundraising, Grants etc**

**APPENDIX H - Impact Fund Budget summary for Goals and Grants 2019-2020**

**GOALS:** Fundraising Campaign Goal 2019-2020 is 100,000 USD

**GRANTS:** Impact Fund Grants are supported by 20,000 USD donation from the School Community Organisation