

anzea Membership Policy and Strategy 2012-2014

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A. Purpose

The purpose of the document is to set out the policy, principles and procedures for:

- Regulating membership eligibility and fees
- Recruiting and retaining **anzea** members
- Promoting particular categories of membership
- Ensuring the keeping and communication of accurate membership records
- Ensuring members needs are surveyed regularly
- Determining roles and responsibilities in relation to **anzea** membership.

B. Policy

1. Portfolio responsibilities

The *Membership portfolio* role includes the following functions:

- Ensure an agreed Membership Strategy is in place and implemented
- Initiate and supervise a membership drive annually in May
- Ensure that an up-to-date register of **anzea** members is maintained

- Ensure updating of the Evaluation Community mailing list at least once every four months
- Liaise with the Manager and the Board on membership issues
- Coordinate the member survey at least biennially
- Undertake an analysis of the membership in terms of numbers and characteristics to report to each Board meeting.

2. Membership administration

The **anzea** Manager has the following responsibilities in relation to **anzea** membership:

1. Be the first point of contact on membership issues
2. Check all member applications for eligibility, including student/unwaged eligibility
3. Add individuals and organisations to the membership list
4. Update the membership list and maintain the list on the **anzea** website
5. Process membership payments
6. Acknowledge membership via a receipt and membership number, together with information about **anzea** in a ‘new member’s pack’ (see **Appendix 1**).

3. Membership eligibility and fees

Eligibility

- To ensure the broadest possible eligibility, membership is available to all persons with an interest in evaluation who subscribe to the objectives of the Association.
- Membership is attained upon payment of an annual membership fee as determined by the Board.

Fees

- Membership subscriptions become due on the first of July each year.
- New members joining between 1 April and June 30 in any year will pay half the full membership fee to include membership to the end of June.
- Member fees may be reviewed biennially and increased up to the average rate of CPI for the period since the last fee increase.
- Membership for students and unwaged will cost no more than two thirds of the full membership fee.
- Current members of the **anzea** Taumata will be exempt from membership fees.

4. Corporate membership

- Corporate membership is available to organisations that have a legal status (e.g. trust, company, incorporated society) on the terms set out in **Appendix 2**.
- Corporate memberships run for 12 months from the date of payment (that is, not from July 1 to June 30, as for individual memberships).
- Corporate member organisations are each contacted 6-8 months after joining to check that they are satisfied with corporate membership and obtain feedback on any improvements required to sustain their continuing membership.
- Individuals who join through corporate membership each have individual rights in relation to **anzea** activities (e.g. voting in the AGM and Board elections; member discounts at events).

5. Membership recruitment

- National recruitment of members will be on-going as well as through an annual membership drive (see **Appendix 1**).
- Branch Convenors and Committees will be encouraged and supported to undertake local membership drives and foster local activities that promote membership recruitment and retention. In particular Branches will:
 - ✧ Advertise local events to the broad regional community
 - ✧ Ensure that a Branch events calendar is provided to **anzea** national in January each year, to be loaded onto the website, and that any changes to Branch events plans are also notified to **anzea** national for website updating
 - ✧ Make copies of the **anzea** membership form available at local events.

6. Management of membership and recruitment records

Membership records

- Membership of **anzea** is to the national organisation, and linked in with local Branches where these exist.
- All membership applications are processed centrally by the **anzea** Manager, who will maintain an up-to-date database of **anzea** members, and will be the first point of contact regarding all membership issues.
- All Board members and Branch Convenors will receive a monthly update of the membership list on the first day of each month (except January).
- Branch Convenors are responsible for liaising with the **anzea** Manager on Branch membership numbers and issues and for holding an up-to-date record of Branch membership. They will also advise **anzea** national of any changes to Branch Committee membership and contact details.
- The **anzea** membership database is linked to the **anzea** website. The **anzea** membership form asks permission from members to include their details on the **anzea** website. The names, phone contacts¹, key interests and areas of expertise of members who give their permission will be publicly available through the website. (Over time this database is intended to become a resource for evaluation purchasers and a potential source of both advertising and professional networking for members.)

Member recruitment data base

On-going efforts will be made to reach the wider community regarding **anzea**'s kaupapa and activities, including people who are not evaluation practitioners but affected by evaluation, such as migrant communities and NGOs. This list, called the 'Evaluation Community' list and maintained by the **anzea** Manager, will be augmented on an on-going basis with the names of those attending **anzea** national and Branch events or making other contact with **anzea**. This database will not be publicly available through the website but will be accessible by Board members.

¹ Members' email addresses should not be listed, to avoid misuse of the database by mass marketers.

7. Membership services

The core services provided to members nationally are:

- The **anzea** website
- **anzea** Newsletter (three per year)
- Annual Conference or similar event accessible to all members
- Additional **anzea** professional development events (workshops, seminars, networking, etc, at national and Branch level)
- Advice about new **anzea** services
- Postings of job opportunities as available
- Professional Indemnity Insurance
- *Karearea*
- Other services developed and provided from time to time.

A national survey of members will be undertaken at least biennially, seeking feedback on their satisfaction with a range of aspects of **anzea** membership and services, areas for improvement, and service ideas for **anzea** to pick up on.

8. Retaining existing members

A membership renewal reminder and/or invoice will be sent to all existing members in the first week of June each year. Where any member has not renewed by the end of July, they will be contacted by email and/or phone by the **anzea** Manager or Branch Committee as a further reminder and to check whether there are any issues preventing them renewing membership. A final reminder will be sent on 31 October advising people that they will be withdrawn from the membership list if their fee is not received by 30 November. At that point the membership list on the website will be updated to include only paid-up members.

9. Developing Māori membership

In accordance with the values of **anzea**, which are underpinned by the Treaty of Waitangi, **anzea** will, through the Māori Evaluation Development portfolio, promote **anzea** membership wherever appropriate at events involving Māori and through Māori networks.

10. Developing Pacific membership

anzea will, through the Pacific Evaluation Development portfolio, promote **anzea** membership wherever appropriate at events involving Pacific communities and through Pacific networks.

11. Member volunteering

Member participation is a core value of **anzea**, and it is a key principle of **anzea** resourcing that members' skills are used wherever possible in **anzea** projects. Accordingly volunteering needs to be promoted strategically (see **Appendix 3, Draft **anzea** volunteering strategy**).

C. Table of interim policy amendments

Date approved	Section	Amended policy statement

Appendix 1: Member recruitment

Acknowledging new members

Upon joining, new members will receive a letter of welcome from the Convenor (Appendix 2), linking them with their local or nearest Branch.

Membership renewal

The annual renewal reminder to members will be accompanied by:

- A personalised letter from the Convenor (1) inviting individuals to renew membership (Appendix 3), (2) reminding members that they comprise the Association, and (3) and reminding them that **anzea** runs on membership fees. This letter will include a list of **anzea**'s achievements for the year.
- A link to the New and Events page of the website.

Evaluation community list

Any non-member will be seen as a potential member and be offered invitations to join **anzea**. Board members can add to this list at any time by emailing the Administrator. The **anzea** member and 'Evaluation Community' databases must not duplicate any names (e.g. new members removed from the EC list as they join, and non-resubscribing members added to it at 30 November annually).

Membership drive

1. The 'Invitation to join **anzea**' pack will include:
 - ♦ A letter from the Convenor personally inviting interest and seeking people to join
 - ♦ The website membership link
 - ♦ A website link to the latest **anzea** newsletter
 - ♦ A summary of key **anzea** events and achievements of the past 12 months
 - ♦ The **anzea** Manager contact number
 - ♦ Information on how to make contact with Branch Convenors.
2. The 'Invitation to join **anzea** pack' will be sent each year in June to everyone listed in the Evaluation Community database.
3. The table below lists potential member sources and the recommended approach for each. Approaches to significant agencies (e.g. central and local government, NGOs, research companies) should be personalised and posted, rather than emailed, to the appropriate person in the organisation.
4. Note that the **anzea** Strategic Relationships Strategy will provide more detail on how some key groups are to be approached, and that this Membership Strategy should be read in conjunction with the relevant aspects of that Strategy.

Potential member source	Proposed approach
Central government departments	♦ A covering letter and pack posted to the targeted Managers of identified central government departments
Other government agencies	♦ A covering letter and a pack posted to Chief Executives and/or targeted Managers (e.g. Landcare)
Local authorities	♦ A covering letter and pack posted to the Chief Executives of all TLAs, where a Research Manager or position can not be identified
Private research organisations	♦ A covering letter and pack posted to the Directors
Tertiary education institutions	♦ A covering letter and pack posted to appropriate wananga, university, polytech and other tertiary education institutions ♦ A personal approach to be made to institutions undertaking evaluation (e.g. SHORE) or teaching evaluation to discuss how they and anzea can mutually support each other and develop their relationship
Independent contractors	♦ A covering letter and pack posted through formal associations, business networks
NGOs and voluntary organisations	♦ Via Federation of Voluntary Welfare Organisations network, NGO networks, eg NZCOSS, NZCCS
Board contacts	♦ Invite all current anzea Board members to email the letter and pack to their networks
New Zealand research and evaluation bodies, e.g. SPEAR, Māori Evaluation Network, ASSR	♦ Personalised approach, to be set out in the Strategic Relationships Strategy

Key stakeholder groups

STAKEHOLDER TYPE	Stakeholder
Central government policy, research and evaluation units	<ul style="list-style-type: none"> • Ministry of Health • Ministry of Justice • Ministry of Pacific Island Affairs • ACC • Department of Corrections • Ministry of Education • Child, Youth and Family Service • Housing New Zealand • MSD (CSRE, SPE@R) • Department of Labour • Department of Internal Affairs • Te Puni Kokiri • State Services Commission • Treasury • Ministry of Economic Development • Tertiary Education Commission • Education Review Office • New Zealand Police • MFAT (NZ AID) • Ministry of Youth Affairs • Ministry of Women’s Affairs • Ministry of Defence • Statistics • Creative New Zealand • Department of Conservation • MORST
Local government agencies	<ul style="list-style-type: none"> • Auckland City Council • Wellington City Council • Hamilton City Council • Christchurch City Council • Dunedin City Council • All other TLAs, regional and local
Other government agencies	<ul style="list-style-type: none"> • Landcare • Families Commission • Research, Science and Technology • Sport and Recreation • Health Research Council • District Health Boards
Professional associations	<ul style="list-style-type: none"> • ASSR • NZAIA • IAIA – International Assoc of Impact Assessment • Community Psychology Association • Audit Group
Academic	<ul style="list-style-type: none"> • Universities • Polytechs • Wānanga • Evaluation training courses & programmes
Iwi	<ul style="list-style-type: none"> • Iwi authorities
NGOs	<ul style="list-style-type: none"> • NZFVWOs • NZCOSS • NZCCSS
Research companies	<ul style="list-style-type: none"> • SHORE/Whāriki

	<ul style="list-style-type: none">• Gravitas, Phoenix, Evaluation Assoc• Independents
International	<ul style="list-style-type: none">• USA, Canada, UK, Australia

Appendix 2: Corporate membership terms and conditions

anzea corporate membership terms

<ul style="list-style-type: none"> Corporate membership fees 	<ul style="list-style-type: none"> Individual employees become members at a discounted cost <p><i>Cost formula:</i></p> <ul style="list-style-type: none"> 5 memberships for the price of 4 10 for the price of 8 15 for the price of 12 20 for the price of 16 More than 25 Fee determined by negotiation, case by case <ul style="list-style-type: none"> Members and organisation determine level of employer subsidy
<ul style="list-style-type: none"> Duration 	<ul style="list-style-type: none"> Corporate membership runs for 12 months from the date of payment, which can be any date in the year, and is renewed again on that date in subsequent years
<ul style="list-style-type: none"> Information required by anzea 	<ul style="list-style-type: none"> Name and contact details of the included employees need to be supplied and updated each year
<ul style="list-style-type: none"> Member benefits 	<ul style="list-style-type: none"> Each member gets discounts for anzea events
<ul style="list-style-type: none"> Contact 	<ul style="list-style-type: none"> Each individual person receives anzea information directly
<ul style="list-style-type: none"> Administration 	<ul style="list-style-type: none"> Organisations will need to update their member names each year
<ul style="list-style-type: none"> Individual member entitlements 	<ul style="list-style-type: none"> Each member can claim anzea membership as a professional credential; organisation can also claim this



Aotearoa New Zealand Evaluation Association

Corporate membership letter of offer

[Letterhead]

Date

Name

New Plymouth District Council

anzea corporate membership offer

Greetings [name]

Thank you for your inquiry about corporate membership of **anzea**. Our corporate membership package gives a **20% discount** on **anzea**'s already low individual membership fee (just \$120 + GST) where organisations wish to join up five staff members, or any multiple of five (see below).

Benefits of anzea membership for your employees

Membership of **anzea** provides the following benefits for members:

- * Professional education through Branch seminars, workshops and other events (Christchurch, Wellington, Waikato/Bay of Plenty, Auckland); discounted, low-cost or free attendance at Branch events
- * Discounted attendance at the annual **anzea** Conferences
- * Three Newsletters annually, with a range of networking and professional education information – for the latest **anzea** Newsletter, go to http://www.anzea.org.nz/index.php?option=com_content&view=article&id=64&Itemid=75
- * Access to the **anzea** website for information about relevant conferences and events internationally and other evaluation resources
- * The **anzea** evaluation digest – **Kārearea** – published twice per year
- * Opportunities to become involved in the development of **anzea** initiatives and contribute to the dynamic future of evaluation in Aotearoa New Zealand
- * Excellent networking opportunities
- * **anzea** is celebratory and fun to be part of!

Corporate membership offer

We are pleased to offer you the following arrangement:

Quantum, costs and payment

- Five memberships for the cost of four (\$480 inc GST). or multiples thereof
- Additional memberships will be at the individual rate
- **anzea** will invoice your organisation for the corporate membership fee; it is then at the discretion of the agency what level or kind of membership subsidy your agree to with your employees

- Corporate memberships run for one year from the time that payment is made to **anzea**, renewable at that date

Credential entitlements

- Nominated agency personnel included in the offer are entitled to claim **anzea** membership as individuals
- The agency is entitled to call itself a ‘corporate affiliate’ of **anzea** and can optionally be listed on the **anzea** website as such

System and communications

- The agency will (1) advise **anzea** of the names and contact details of nominated staff to be included in the membership offer and (2) arrange for each nominated staff member to complete and return an **anzea** membership form. Membership will commence once **anzea** has received payment in full and each person’s completed membership form.
- **anzea** will thereafter communicate directly with those nominated staff as individual members.
- **anzea** will contact the agency every six months to update the names and contact details of the nominated staff members; alternatively the agency may advise **anzea** at any time that one or more of the nominated staff members is to be replaced with another/s. There is no limit on the number of substitutions in a given membership year, but the total number of **anzea** corporate members for the subscribing agency will not exceed the number paid for.

If you are interested in this arrangement, please complete the application form attached and email it to the **anzea** Administrator Jackie Bourne at info@anzea.org.nz She will then send you an invoice within 3 working days. Once your staff are joined, we will connect you with the XXXXX Branch, which is having its next event for members on XXXXXX.

If you have any further queries, please feel very welcome to call me (09 3727749) and I’m happy to discuss them with you.

We look forward to welcoming your staff to **anzea**.

Warm regards, ngā mihi



Pam Oliver, Convenor **anzea**

anzea, PO Box 106732, Auckland 1142. Ph 0800 EVALUATE (0800 382 582)

Email: info@anzea.org.nz. Website: www.anzea.org.nz

Application for anzea Corporate Membership

<i>Agency name</i>		
<i>Postal address</i>		
<i>Contact person</i>		
<i>Phone</i>		
<i>Number of memberships requested</i> <i>(Note: only multiples of 5 will attract the discounted membership fee)</i>		
<i>Names and contact details for nominated anzea members</i>	<i>Name</i>	<i>Email</i>
<i>Date</i>		

Please email to info@anzea.org.nz ; you will receive an invoice within 3 working days.

We look forward to receiving your application. Many thanks for your support of **anzea!**

Appendix 3: Membership renewal letter

Kia ora **anzea** colleague

It's time to renew your **anzea** membership for 2010-2011!

Why rejoin **anzea**?

anzea membership is low cost, especially compared with other national evaluation associations, so that it is accessible to as many people as possible. By joining **anzea** you become part of a network of evaluation professionals and receive many benefits, including:

- Discounted registration fee for **anzea** Conferences and events (the discounted Conference amount roughly equals the **anzea** membership fee)
- A constantly developing website, which will soon include a range of resources for evaluation practitioners
- A newsletter three times per year
- Regular member bulletins re job vacancies
- Professional development events through regional branches
- Access to special deals on new technologies and services
- A discounted Professional Indemnity Insurance Scheme
- A professional body advocating for the interests of evaluation practitioners
- Being part of a professional and collegial network, making new contacts and expanding thinking and practice
- Links with other professional evaluation associations internationally.

What's happening this year at **anzea**?

Your membership fees are essential for **anzea**'s work, and are spent on running the organisation and core projects that respond to members' needs as identified through our annual member survey and other input.

In 2009-2010 we have completely renovated the **anzea** website so that it is more user-friendly and able to accommodate more functions for members, which are currently in the pipeline. We have also made substantial progress towards developing a set of evaluation practitioner competencies uniquely tailored to the Aotearoa New Zealand context, and worked to strengthen the **anzea** Branches, including running successful Regional Symposia.

Get involved!

We love to have members involved in **anzea projects and really value your contributions, big or small!** Currently we are looking for people to help with the following **anzea** projects that are in the planning or development phase. So if there is something that interests you, send an email to info@anzea.org.nz so that a Board member can get in touch with you to discuss how you might contribute:

- **anzea** Conference 2011
- Evaluator competencies project
- Funder and sponsor stocktake
- Website library resource
- Volunteering strategy

We hope to see you at a Branch event or the next **anzea** Conference - see details at www.anzea.org.nz, and thanks for your ongoing support and membership of **anzea**.

Warm regards, ngā mihi nui

Kate McKegg, Convenor **anzea**

Appendix 3: **anzea** member engagement strategy and action plan 2012-2014

A. Purposes of the engagement strategy

Engagement principles

- Sustainability, accessibility and member participation are core values of **anzea**
- Key clauses of the **anzea** Constitution referring to member engagement are:
 - 4.1.2 Encourage the accessibility of the services of the Association to evaluation providers, practitioners, purchasers, and others affected by and interested in evaluation.
 - 4.2.1 Facilitating debate and exchange of ideas and dissemination of knowledge in the practice of evaluation through the conduct of meetings, conferences, education and training events, newsletters and other publications, and other similar activities.
 - 4.2.3 Fostering and facilitating liaison, communication and co-operation between members and other interested parties.
- The **anzea** governance policy encourage participation of **anzea** members as portfolio associates, to enhance Board capacity to undertake **anzea** initiatives and services.

Funding and resourcing principles

Key principles of **anzea** resourcing are as follows:

- In recognition that **anzea**'s financial resources are likely to always be insufficient to fund significant new initiatives or maintain regular on-going **anzea** services, engagement of **anzea** members in services and initiatives is essential to their continuance.
- Volunteer engagement by **anzea** members will be encouraged and actively targeted for *all* **anzea** projects, including (1) regular on-going services and (2) new initiatives.

Accordingly volunteer member engagement needs to be promoted strategically.

anzea volunteering to date

The current status of voluntary work within **anzea** is as follows:

- 'Ordinary' **anzea** members have been integrally involved in a majority of **anzea** initiatives to date, *notably*: the initial Board (a co-opted member); the **anzea** Evaluator Competencies Framework Development; establishment and development of all **anzea** Branches; Branch events; *Kārearea*; **anzea** Conferences and Symposia; establishing, managing and developing the **anzea** website; developing the **anzea** letterhead, banner and logo; running hui Māori and fono Pasifika; Taumata nominations systems, selection and inauguration; developing the **anzea** Constitution; other PPD projects; membership drives; other special projects (e.g. mentoring workshops, developing Māori 'best practice' guidelines).

- Until now, outside of recruiting Board members and Conference and Branch Committees, we have taken a somewhat ad hoc approach to recruiting volunteers to help with **anzea** initiatives, with individual Board members seeking help with particular tasks from time to time
- Shoulder-tapping has been highly successful
- Invitations via **anzea** newsletters and emails for members to get involved have generally had low success rates; the exceptions have been panui recruitment to (1) the Conference committees and (2) the *Kārearea* project
- It is apparent that there is a huge untapped potential for members to be involved, and that most are willing when approached directly and in person about a specific task

B. Principles of anzea volunteer member engagement

The following principles are proposed:

Recruiting volunteers

- Volunteer support from members should be considered first, as a matter of principle, before paid help is sought for all **anzea** projects, small and large
- All **anzea** members should receive an invitation at least annually to become engaged in an **anzea** project

Coordination of volunteers

- Volunteering at the national level for national projects needs to be coordinated centrally, as part of the membership portfolio
- Coordination of volunteers will ideally be undertaken by volunteer coordinator/s

Induction, supervision and support for volunteers

- A briefing template needs to be used for all **anzea** volunteering tasks (see draft **Appendix 1**)
- A draft volunteer induction process is set out in **Appendix 2**
- Volunteers need to have clear briefing, sufficient training for the task/s undertaken if relevant, and direct supervision by an **anzea** Board member or other delegated **anzea** officer
- Volunteers need to be well supported and have ready access to and supervision by the Board member with oversight of their project
- Volunteers need to be valued, including consideration of koha in return for large tasks or roles

Koha

- **anzea** office holders (Board members; Branch and Conference Committees) are not paid for their Board and Committee work; however they may receive a koha as approved from time to time by the Board (e.g. free attendance at paying **anzea** events). Board members who serve for at least half of a two-year term receive a \$50 koha at the end of that term. Branch Committee members can attend Branch-initiated events free. Conference Committee members can attend a pre-Conference workshop free.
- Wherever possible, volunteers should receive some kind of koha for their contribution. Appropriate koha might include:
 - ✧ Public acknowledgement of their contribution (e.g. names attached to panui)

- ✧ Free attendance at a paying **anzea** event (e.g. Branch workshop, pre-Conference workshop)
- ✧ Some other appropriate support identified by the supervising Board member.

C. How will it work?

1. The Volunteer Coordinator will liaise regularly with **anzea** members to identify people with skills relevant to particular portfolios e.g. by canvassing information obtained on membership application forms.
2. Board portfolio teams will be encouraged to consider engaging members in the following ways:
 - a. Invite **anzea** members with relevant skills to join the portfolio as an associate
 - b. Invite **anzea** members with relevant skills to join all portfolio working groups
 - c. Identify discrete tasks to support the portfolio (see **Appendix 3**)
3. At Board meetings and Working Group meetings, possible volunteer tasks will be identified.

*When a task is identified, the portfolio team will approach the Volunteer Coordinator to locate an **anzea** member to undertake the task.*

4. All outgoing Board members and unsuccessful **anzea** Board election candidates will be invited to consider joining a Board portfolio as an associate.
5. Members will continue to be invited regularly to get involved in **anzea** projects through the newsletters and annual memberships renewal letters.

D. Action plan

The proposed next steps are:

1. Recruitment of an **anzea** volunteering and member engagement coordinator
2. Development of member volunteer engagement guidelines (based on the principles above)
3. Identification by Board portfolio teams of portfolio tasks that can be undertaken by volunteers in 2012-2014 – some possibilities are given in **Appendix 3**
4. A webpage for **anzea** volunteering opportunities, with the volunteering policy document and current volunteer project profiles attached, and advertise monthly in the **anzea** website updates

Appendix 1: Draft **anzea** volunteering brief template - Example



anzea Volunteer Project Brief

<i>Project name:</i>	Stocktake of funders, funds and sponsors
<i>Task:</i>	To produce a list of funders, funds and sponsors – local, national and international – that are relevant anzea 's purposes and objectives
<i>Time frame:</i>	February-March 2011
<i>anzea Board portfolio:</i>	Treasury
<i>Board member responsible:</i>	Julian King 09 889 3747 021 642 195 www.julianking.co.nz
<i>Goal:</i>	To produce a comprehensive list of funders, funds and sponsors – local, national and international – that are relevant anzea 's purposes and objectives, and that may potentially be approached to seek funding (or other kinds of support or resourcing) relevant to anzea activities and projects. The list will include details for each fund/funder/sponsor of what funding can be sought for, application dates, and information on key contacts.
<i>Value of the project:</i>	Because anzea relies entirely on funds other than membership fees to fund its projects, this list will be a major value to anzea Board members, Branch Committees and other people delegated to undertake anzea projects.
<i>Comments:</i>	Ideally there will be 3-4 people involved in this project, to share the workload and ideas.
<i>Contact:</i>	Please contact the anzea Manager Jackie Bourne at info@anzea.org.nz

Appendix 2: anzea volunteer guidelines - draft

Introduction to the project and task

The Board member/project supervisor:

- Sends the project plan (completed as per **Appendix 3** below and approved by the Board) and any other relevant documents to the volunteer/s
- Arranges a Skype meeting with the volunteer/s
- In the meeting, outlines in as much detail as needed about:
 - ✧ The project, its goals, and its place within **anzea**'s Strategic Plan
 - ✧ The project team, including the volunteer's co-workers on their particular task
 - ✧ The volunteer's particular task/s
 - ✧ Aspects of **anzea** general and volunteering policy relevant to carrying out the task, in particular (see below):
 - **anzea** volunteering policy
 - **anzea** communications policy
 - **anzea** conflict resolution policy
- Answers any questions
- Confirms by email with all volunteers:
 - ✧ What has been agreed to
 - ✧ All tasks and deadlines, in a responsibility matrix (**Appendix 4**)
 - ✧ Names and contact details for all project team members
 - ✧ An agreed date for follow-up with each volunteer
- Follows up by email with each volunteer at least fortnightly

Introduction to relevant anzea policy

1. Mass email communications to anzea members

Formal email **anzea** communications from either national office or Branches should meet the following standards:

- The email subject heading must include the word '**anzea**' (e.g. '**anzea** Waikato-Bay of Plenty Branch event: An introduction to evaluation')
- The message must contain an *appropriate* greeting; for example, if it is sent to a Māori member or agency, it should contain the greeting 'kia ora'.
- Where possible, the message should name the person/s being addressed (e.g. 'Kia ora **anzea** members')
- The email must be signed with the sender's name *and* their **anzea** position (e.g. 'name of person', **anzea** Administrator; 'name of person', **anzea** Auckland Branch Secretary)
- The word '**anzea**' will always be written in lower case lettering and in Arial Black bold font; *except* where it occurs in the subject heading of emails, where it should be in all upper case letters (because email subject headings cannot show bold lettering).

2. Proofing **anzea** communications

All formal **anzea** communications to members or the general public must be proofed for quality control.

‘**anzea** communications’ include all communications sent by an **anzea** official. This includes:

- **anzea** Board members
- the **anzea** Administrator
- the Newsletter Editor
- the website Administrator
- **anzea** Branch Committee members.

Proofing will be undertaken as follows:

- In all communications, proofing should take into account spelling, grammar, punctuation, and tidy formatting
- ‘Telegraphese’ is to be avoided
- Where the communication is to an individual and is short, it can be proofed by the sender
- Where the communication is longer than 200 words, it must be proofed by another **anzea** official (Board member or Administrator) prior to being sent.

anzea conflict resolution policy

The **anzea** conflict resolution policy and procedures are underpinned by a belief that any conflict or dispute should ideally be dealt with and resolved by the parties meeting and/or discussing together and making every reasonable effort to find a resolution to the dispute. It applies to all **anzea** officers, including members of the Board, Branch Committees, Conference Committees and other committees and project groups formed from time to time to undertake **anzea** projects or functions.

Phase One – Negotiation phase

Aim: The primary aim of this first phase is for the conflicting parties to ensure their individual interests are served and considered fully and the professional relationship preserved.

The parties agree that before resorting to any formal dispute resolution process, they will first attempt to engage in good faith negotiations, wherever possible face-to-face, in an effort to find a solution that serves their respective and mutual interests, including their continuing professional relationship.

Phase Two – Mediation phase

Aim: The primary aim of this second phase is for the parties to work together to find a solution to any conflict or dispute.

If the negotiations do not conclude with a mutually agreed upon solution, the parties agree to enter into and participate in mediation of the conflict or dispute. This action will be formally notified in writing by both parties to the Board. Two non-partisan

members of the Board will be delegated to co-manage the mediation process. Within two weeks from receipt of this notification, a neutral mediator will be appointed by agreement with all parties and the Board. If the parties cannot agree upon a mediator, each shall nominate one mediator. These nominated mediators will then be asked to propose a further two people whom might serve as mediators. The final decision will be made by those members of the Board who are not seen by either party to the dispute as partisan, taking into account the mediator's background and skills, cost, and availability. The terms and procedure for the mediation will be agreed upon by the parties and the Board within two weeks of the appointment of the mediator.

The matters discussed, raised, agreed, admitted, or determined in, or in the course of mediation must not be disclosed by the parties, the mediator, or persons attending the mediation to anyone other than members of the Board, except with the agreement of the parties to the dispute.

Any resolution must be recorded in a written agreement and this will be binding on all parties.

Phase Three – Formal board review / meeting

Aim: The aim of this phase is to ensure resolution of the conflict in the best interests of members and the association.

If mediation is not successful, the parties will formally notify the Board in writing, and a special Board meeting will be called, as per clause 11.3 of the **anzea** Constitution. That special Board meeting will be facilitated by an independent mediator selected by those members of the Board who are not seen by either party to the dispute as partisan. From this meeting the Board will make a final decision and direct any action to take place. The decisions and actions to be taken must be recorded and agreed to, and this will be binding on all parties.

The matters discussed, raised, agreed, admitted, or determined in, or in the course of the special Board meeting must not be disclosed by the parties, the mediator, or any other persons attending the meeting to anyone other than members of the Board, except with the agreement of the parties to the dispute.

Appendix 3: Possible volunteer tasks per portfolio – current anzea projects and services

<i>Branch development</i>
Northern region Branch establishment
Linking Northern region into Auckland events by teleconference
Lower South Island Branch establishment
Linking LSI members into USI events by teleconference
<i>Communications (inc IT/website)</i>
Editor of the anzea Newsletter (3 yearly)
Regular quality monitoring of the anzea website (bi-monthly ‘proofing’)
Proofing mass communications e.g. Newsletters, Conference brochures
<i>Conferences</i>
Various tasks to assist the Conference Standing Committee portfolios (e.g. vetting venues, promotion)
<i>Convenor</i>
Draft the Annual Report
anzea awards – draft discussion paper
<i>Māori Evaluation Development</i>
Hui Māori – canvassing various options for 2013
Stakeholder database development
<i>Membership</i>
Volunteering Coordinator
Membership drives – NGOs and students
<i>Pacific Evaluation Development</i>
Fono Pasifika – canvassing various options for 2013
Stakeholder database development
<i>Professional practice development</i>
Evaluator Competencies Framework project – Working Group
Online library development – Working Group
Kārearea – editor and editorial group
Annual anzea Spring/Summer Workshop Series – person to identify an appropriate topic and presenter for Spring/Summer 2013/2014
Evaluation scope research project – interviewers
Evaluation education and training options – annual update for the website

<i>Treasurer/Resourcing</i>
Identify funding or sponsorship possibilities for anzea projects and make funding applications
<i>General</i>
Various research tasks to provide information to background anzea initiatives