



CISV INTERNATIONAL TERMS OF REFERENCE

CHAPTER DEVELOPMENT COMMITTEE

One of the standing committees (“Committee”) of the CISV International Governing Board (“Board”), the Chapter Development Committee is responsible for input to the Board on policy, standards, strategic development and monitoring of CISV’s National Associations and Chapters, in all areas not related specifically to the content of educational programmes. The Chapter Development Committee will cooperate closely with the other Standing Committees of the Board within areas of shared responsibility.

Note. Chapter development includes all aspects of establishing, running and growing a Chapter or National Association that are not specifically related to the content of our educational programmes, i.e. it includes outreach, finance, website management, board structure etc.

RESPONSIBILITIES: This Committee has primary responsibility for the oversight and building of capacity within CISV Chapters and National Associations to enable continuous organizational improvement and sustainable growth.

Strategy for Development

Develop and uphold strategies for organizational growth and the development of Chapters and their capacity.

- Develop and propose strategies and plans for organizational improvement and growth
- Cooperate with the person responsible for overseeing International public relations and other Committees to develop and implement profile raising strategies
- Give input as needed on international fundraising initiatives relating to chapter development
- Work with Educational Programmes to develop programme targets
- Cooperate with the Training and Quality Assurance Committee to develop plans for the effective delivery of training and support to ensure quality
- Consider the need for any innovations or big changes to organizational membership, structures or working practices and develop proposals for how to investigate and implement them
- Work with the Board to ensure that chapter development strategies are consistent with strategies and policies across all areas

Policy & Rules

Develop and uphold standards for organizational growth and the development of Chapters and their capacity.

- Develop, propose and review goals, criteria and standards for our Chapters and National Associations consistently with a framework established by the Training & Quality Assurance Committee. Final wording of goals, criteria and standards must be agreed with the Training & Quality Assurance Committee.
- Develop, propose and review goals, standards and curricula for all training relating to chapter development
- Establish and review rules and procedures for Chapters and National Associations that support the policies and strategies
- Work with the Board to ensure consistency in policies and rules across all areas
- Identify key policy issues and key risks relating to membership and chapter development
- Keep abreast of developments in the field and in similar organizations relating to organizational and community development

Materials

Develop and maintain effective guides and materials for the development of Chapters

and their capacity.

- Cooperate with the Training and Quality Assurance Committee to develop maintain high level Chapter and national materials, such as a template national constitution
- Develop, review and maintain effective guides and/or role profiles for use by those who run our Chapters and National Associations
- Cooperate with the Training and Quality Assurance Committee to ensure that appropriate risk management and evaluation content is included in chapter guides. (The Training and Quality Assurance Committee is responsible for basic risk management content. The Chapter Development Committee is responsible for working with the Training and Quality Assurance Committee to ensure that any Chapter-related aspects are considered and included).
- Cooperate with the Resources and Infrastructure Committee to ensure the inclusion of appropriate content relating to financial, IT and human resources management.
- Develop and review best practice templates and other resources

Training and training materials

Develop and maintain content for Chapter development training

- Develop and maintain training content for chapter development, including a clear statement of training goals, standards and curriculum. Cooperate with the Training & Quality Assurance Committee in order to achieve this. (With the exception of risk management and evaluation content, the Chapter Development Committee is responsible for developing training content relating to Chapter Development. The Training and Quality Assurance Committee is responsible for general content relating to evaluation and risk management, but the Chapter Development Committee must ensure that Chapter-related aspects are addressed and included. All content must be reviewed by the Training and Quality Assurance Committee which is responsible for training format and methodology. The Training and Quality Assurance Committee is responsible for developing and upholding standards of training and for oversight of all training quality. Any Chapter Development training materials must be agreed by both Committees).
- Ensure that those who deliver training and support to Chapters have the necessary Chapter development knowledge to fulfill their roles as well as training certification by Training and Quality Assurance Committee.

Monitoring, Evaluation & Risk Management

Provide Chapter Development content and perspective on the methods of Chapter evaluation and for ensuring that Chapters are evaluated.

- Cooperate with the Training and Quality Assurance Committee to establish the methods of relevant evaluation (The Training and Quality Assurance Committee is responsible for developing and upholding standards and methods of evaluation and for oversight of all evaluation. The Chapter Development Committee is responsible for helping to develop the content of Chapter evaluation and giving input to the Training and Quality Assurance Committee on the evaluation methods used. Any Chapter evaluation process must be agreed by both Committees)
- Ensure that all chapters and training are evaluated in line with the agreed system
- Work with the Training and Quality Assurance Committee to analyze the data.
- Monitor the status and outcome of all Chapters and National Associations, identify areas to capitalize on and/or improve
- Monitor use and evaluate effectiveness of chapter development materials training and resources
- Work with the Training and Quality Assurance Committee to develop specific plans/ actions for improvement based on review
- Oversee the implementation of any action plans for improvement and follow up to see whether changes have been made and their impact
- Refer all incidents, issues and formal complaints as required to the International Risk Manager and/or Training and Quality Assurance Committee and cooperate with them in the investigation these matters
- Implement any actions/sanctions decided by the Governing Board (generally upon

recommendation of the International Risk Manager or the Training and Quality Assurance Committee)

WORKING RELATIONSHIPS

Chair

The Chair of the Chapter Development Committee will be a member of the Governing Board. The Chair is responsible for the output of the Committee.

Reporting

The Chapter Development Committee, via its Chair, reports to the Governing Board. The members of the Committee must be approved by the Governing Board.

Senior Manager

One or more staff managers will be attached to the Chapter Development Committee. They will work with the Chair to coordinate and provide structure to the work of the Committee.

Regional Delivery Teams

The Senior Managers will be responsible for coordinating the implementation of Committee work through the management of the Regional Programme Coordinators and providing assistance to them in organizing their Regional Delivery Teams. The Committee will be involved in approving the selection of the Regional Coordinators, their Alternates and the other Programme Team members.

Good communication between the Committee and the related Regional Delivery Teams is essential. Neither the Committee nor the Delivery Teams can fulfil its role without the input and cooperation of the other.

Other Committees

It is essential that all Committees liaise with each other and cooperate on areas of shared responsibility. Of particular note are the following areas:

- Educational Principles
 - All materials establishing high level educational principles must be developed jointly from the beginning and agreed with both the Educational Programmes Committee and the Training and Quality Assurance Committee (e.g. Big Ed, Passport)
- Training
 - Each Committee is responsible for developing the content of training in its area
 - The Training & Quality Assurance Committee is responsible for establishing standards of training and for oversight of all training quality.
 - All training content must be reviewed by the Training & Quality Assurance Committee with regard to format, methodology and quality of delivery.
 - Any training materials/package must be agreed by both the Training & Quality Assurance Committee and the Committee responsible for the relevant content area.
 - All trainers must have the necessary knowledge/experience of the content area and must also be certified in training methodology by the Training and Quality Assurance Committee or the Regional Training Team.
- Risk Management
 - The Training & Quality Assurance Committee is responsible for basic risk management contents of all guides, forms and training, for ensuring that all incidents are addressed and for ensuring that any learning from incidents is incorporated into risk management contents of all guides, forms and training.
 - Any guides, materials, content or training that raises a Risk Management concern must be reviewed and approved by the International Risk Manager and Training & Quality Assurance Committee. It is the responsibility of all Committees to cooperate with the Training & Quality Assurance Committee to ensure that all aspects relevant to their areas are addressed and included.
 - It is the responsibility of all Committees and Regional Delivery Teams to ensure that all incidents and formal complaints must be reported to the International or Regional Risk manager and/or Training & Quality Assurance Committee and any assistance must be provided to investigate such matters. The Training &

Quality Assurance Committee will inform the referring Committee of any action taken. In some instances which may not require risk management expertise, the incident or complaint may be referred to another Committee or Regional Delivery Team to address and simply inform the Training & Quality Assurance Committee of any action taken.

- Evaluation & Research
 - The Training and Quality Assurance Committee is responsible for developing and upholding standards of evaluation and research and for oversight of all evaluation and research. This includes the method of data analysis.
 - Any form of evaluation or research must be discussed from the beginning, developed and agreed with the Training and Quality Assurance Committee.
 - All Committees are responsible for developing and reviewing goals, criteria and standards for their areas. These must be developed in line with a framework established by the Training & Quality Assurance Committee and final wording must be agreed with the Training & Quality Assurance Committee.
 - All Committees are responsible for helping to develop the content of evaluation relevant to their area and giving input to the Training and Quality Assurance Committee on the evaluation methods used. Any evaluation process must be agreed by both Training and Quality Assurance Committee and the Committees responsible for the area being evaluated.
 - It is up to the other Committees, through their Regional Delivery Teams to ensure that the agreed evaluation system or research initiative is fully implemented and data collected.
 - Each Committee is responsible for analysing the data from its area in the manner agreed with the Training & Quality Assurance Committee and acting on the review within its area. The analysis must be discussed with the Training and Quality Assurance Committee in order to develop an action plan for improvement.
 - It is up to Committees to oversee any action plan in their areas.
 - Should the analysis point to a need to change the evaluation system this must be referred to the Training and Quality Assurance Committee and any changes to the system agreed between the content area Committee and the Training and Quality Assurance Committee
- Chapters and hosting
 - All training that relates to Chapter capacity must be discussed and agreed with the Chapter Development Committee
 - The Chapter Development Committee is responsible for putting in place and developing the Global Hosting Plan, but must do so in cooperation with the Educational Programmes Committee. They rely on the Regional Teams to give vital input to the plan and to keep the plan on the regional agenda. Regional Hosting targets must be developed by both the Regional Educational Programmes and Chapter Teams and then agreed by both the Educational Programmes and the Chapter Development Committees
- Events
 - All multi-national trainings and meetings must be coordinated by the Conference & Events Committee
 - All trainers assigned to training events must be selected from among those approved by the relevant content Committees and by the Training and Quality Assurance Committee in terms of training methodology.
- Junior Branch
 - All Committees will have close links with the Junior Branch through representation from the International Junior Branch Team within the Committee.
- Personnel
 - All recruitment, management or change of personnel must be in line with policies approved by the Resources & Infrastructure Committee. These policies will include the “selection of personnel” information below.
- Profile Raising

- Any profile raising initiative relating to programmes must be developed and agreed with the person responsible for overseeing Public Relations and Chapter Development Committee

Consultation

It is essential that the Committee conduct effective consultation with members in order to do its work. Regional Delivery Teams will be an important part of this two-way communication.

Meetings

In order to facilitate effective cooperation, all Standing Committees are expected to meet in person once a year, together with the Governing Board

KEY COMPETENCIES AND CONDITIONS

Attitude

- Commitment to CISV's mission and values
- Have a strong sense of responsibility and accountability
- Ability to work effectively in a group
- Willingness to listen and learn
- Ability to communicate clearly and sensitively and to take an active part in discussions
- Ability to challenge and ask questions constructively
- Commitment to work in close collaboration with other Standing Committees

Skills

- Ability to think and apply knowledge analytically and strategically
- Ability to be mission-focused
- Ability to analyse and evaluate evidence
- Ability to think creatively
- Ability to think and act proactively
- Ability to exercise sound judgement
- Ability to work in virtual teams
- Commitment to continuous improvement

Knowledge

- Knowledge of CISV, our programmes and educational principles
- Experience of leadership within a CISV Chapter preferred
- Understand policy and how to implement it
- Understanding of CISV organizational structure
- Experience in organizational or community development

The following expertise needs to be present in the group, though not in each member:

- Experience in public relations and communications
- Experience in fundraising
- Understanding of the financial aspects of chapter operations
- Experience in evaluation
- Experience in chapter work

Term and Time

Committee members (other than the Chair and Senior Manager) will be appointed for terms of 3 years. Each person may serve up to 2 full terms in the same position. After such time, they must retire from that position for a minimum of 3 years.

Membership in this Committee is a responsible position. Most work will be conducted virtually and Committee members are expected to participate in virtual meetings and work independently. It is also anticipated that all Committees will meet once per year and all members would be expected to attend.

Selection of Personnel

Committees of the Board will be chaired by Trustees of the Governing Board. The assignment of Trustees as Committee Chairs is to be determined by the Chair of the Governing Board. This decision should be made in consultation with the rest of the Board and take into consideration the terms and turnover of the Trustees.

Senior Managers are assigned to Committees by the Secretary General.

The process for selecting members of the Standing Committees is led by the Committee Chair, who will convene a selection panel to include the Committee Chair, the Senior Manager and other(s) from among the Committee members. The decision of the panel must be approved by the Governing Board.

Each Committee will include one Junior Branch member, who will be a member of the IJB Team. The Junior Branch member will be a full Committee member, whose role is to be a point of communication between the IJB Team and the Committee, to ensure cooperation and the sharing of best practice. The IJRs will select members of the IJB Team to join the Committees, according to the skills and knowledge required by the Terms of Reference of each Committee. As a Committee member, an IJB Team member is jointly responsible to the Chair of that Committee and the IJRs but they are ultimately responsible to the IJRs.