



CISV INTERNATIONAL TERMS OF REFERENCE

REGIONAL DELIVERY TEAM CHAPTER DEVELOPMENT

There will be a Chapter Development Delivery Team in each CISV International Region to provide hands-on support and training to CISV National Associations (NA) and Chapters. The Regional Delivery Team is the main interface between the International Chapter Development Committee and Governing Board and CISV NAs and Chapters.

The number of members and priorities within each Regional Team may differ in accordance with the needs of the Region. However, each Team will include expertise and trainers in the area of chapter development. Each Team will also have two Coordinators who will be the main contact for the Committee and Senior Manager. (see: ‘WORKING RELATIONSHIPS – Regional Coordinators’)

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:

The Regional Delivery Team provides direct support, training and troubleshooting to CISV NAs and Chapters in line with CISV International policies and strategies, in the area of chapter development. The Teams also provide input to CISV International based on direct experience with NA and Chapter stakeholders.

Policy & Rules

Help NAs and Chapters to understand and apply organizational rules and policy and give essential input to the Chapter Development Committee based on day-to-day experience

- Provide input to the Senior Manager(s) and the Chapter Development Committee on the needs and impact of policies and rules within the Region relating to chapter development
- Work with-NAs and Chapters-to ensure that chapter development in the Region is consistent with CISV International policies and rules across all areas

Strategy for Development

Help NAs and Chapters to understand and be part of organizational strategy and give essential input to the Committee based on day-to-day experience

- Provide input to the Senior Manager(s) and the Chapter Development Committee on opportunities for chapter growth and development with the Region
- Work with NAs and Chapters-to ensure that chapter development in the Region is consistent with CISV International strategy across all areas

Materials

Use and encourage NAs and Chapters to use CISV International guides and materials. Give essential input to the Committee on the effectiveness of these materials.

- Use and encourage the use by NAs and Chapters of CISV International guides, role profiles and other materials relating to chapter development

Training and training materials

- Provide input as needed to Senior Manager(s) and the Chapter Development Committee on the effectiveness of these materials
- Whenever possible, provide to Senior Manager(s) and the Chapter Development Committee examples of best practice and other resources that could be shared internationally.

Provide a range of Chapter Development training to NAs and Chapters and give essential input to the Committee the effectiveness of the training and training materials

- Maintain a group of trainers who have Trainer Certification (approved by the Training & Quality Assurance Committee) and as a group, has knowledge in the area of chapter development
- Deliver training for NAs and Chapters at Regional Training Forums and, occasionally in NAs where a specific request has been made and agreed
- Ensure that only approved CISV International training materials are used in these trainings and encourage NA and Chapter trainers to use them at home
- Provide input as needed to Senior Manager(s) and the Chapter Development Committee on the effectiveness of the trainings and training materials
- Whenever possible, provide to Senior Manager(s) and the Chapter Development Committee examples of training best practice and other training resources that could be shared internationally.

Advice and Support

Provide proactive and responsive guidance to NAs and Chapters on organizational matters

- Some of the Team members must be advisors able to provide ongoing support and advice to NAs and Chapters on chapter development. In some cases individual advisors may be assigned to an NA or Chapter as a “Promoter”.
- Ensure that NAs/Chapters know what their rights and responsibilities are and whom to contact for assistance
- Provide timely response and advice to NAs and Chapters as needed
- Communicate regularly with point people in NAs/Chapters in order to inform them of any developments or give tips etc.
- Reach out personally to any NAs/Chapters struggling. Offer support, guidance, reminders
- Conduct visits and local capacity-building training when needed and agreed with the Regional Coordinator
- In case of problems or crises – advise and coordinate with the parties

Monitoring, Evaluation & Risk Management

Help NAs and Chapters to use approved Chapter evaluation methods and to understand results. Refer questions as needed to the Committee and refer risk management matters to the Regional Risk Manager

- Ensure that those who deliver training and support to Chapters have the necessary knowledge and training to fulfill their roles
- Using an evaluation system approved by the Training and Quality Assurance Committee, ensure that all chapter development is evaluated
- Continuously monitor that rules are being followed, forms and reports submitted, problems/incidents reported etc, prompt as needed
- Monitor the status of all Chapters and National Associations in the Region, identify areas to capitalize on and/or improve
- In cases of non-compliance, provide advice and guidance toward compliance and/or inform the relevant enforcement party and initiate a complaint/sanction procedure

- Refer all incidents, issues and formal complaints as required to the Regional Risk Manager and provide any assistance in investigating them.
- Implement any actions/sanctions decided by the Governing Board (generally upon recommendation of the International Risk Manager or the Training and Quality Assurance Committee)
- Provide information and feed into the overall CISV International evaluation systems
- Work with the Senior Managers and the Chapter Development Committee to ensure that any actions taken based on evaluation are implemented in the Region

WORKING RELATIONSHIPS

Regional Coordinators

Each Chapter Development Regional Delivery Team will include two Regional Coordinators who work in partnership with each other.

The Regional Coordinators must be able to provide back up for each other, share the work and be prepared to cover the full Coordinator role to the extent possible if the other steps down and until a new Coordinator is recruited.

Team Members

As a Team, the members will need to be able to provide training and support in chapter development.

The members of the Team must be selected in order to provide the level of coverage of those areas required by the Region.

Senior Manager

One or more staff managers will be attached to the Chapter Development Committee and will be responsible for managing the Regional Coordinators and assisting them in coordinating the Regional Delivery Teams.

Chapter Development Committee

The Senior Manager and Regional Coordinators will be responsible for encouraging effective two-way communication between the Team and the Committee and for sharing both the International and the Regional perspectives. 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.

NA and Chapter Contacts

Within NAs, the main contacts for the Chapter Development Regional Delivery Teams should be:

National Presidents
 National Secretaries
 National Treasurers
 National Public Relations Coordinator
 Chapter Presidents (and other Chapter officials as needed)

Chapter Development Regional Delivery Teams should actively build and maintain regional networks of people with these roles in NAs and Chapters.

Other Delivery Teams within the Region

It is essential that within each Region, the Regional Coordinators cooperate closely with each other and work to keep the entire Region connected and, as much as possible, on the same page.

In each Region, the Chapter Development Regional Coordinator will take on a coordinating role for all the Regional Coordinators in that Region. This role is not one of oversight or management, but is rather a commitment to organizing and ensuring regular and effective meetings or other communication among the Regional Coordinators within the Region.

For specific areas there will have to clear coordination and approval from more than one Team or Coordinator. Of particular note are the following areas:

- Training
 - 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 / Regional Training Team.
 - It is up to the Regional Chapter Team to work with NAs and Chapters to determine the training and development needs of the Chapters and it is then up to the Regional Chapter Coordinator to liaise with the relevant Regional Delivery Team to arrange for the training. Regarding programme training, the Hosting Plan should be used to determine priorities for delivery of programme training in the region.
- Risk Management
 - All incidents and formal complaints must be referred to the Regional Risk Manager and any assistance must be provided to investigate such matters.
- Chapters and hosting
 - 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 within the Region must be coordinated the Regional Conference & Events Coordinators
 - All trainers assigned to training events must be selected from among those approved by both the relevant content Teams and by the Training Team in terms of training methodology.
- Junior Branch
 - All Regional Teams will have close links with and may have representation from the Regional Junior Branch Team.
- 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.

Reporting

The Chapter Development Regional Delivery Team reports via its Coordinators to the relevant Senior Manager(s) and, by extension to the Chapter Development Committee. It is up to the Senior Managers and the Chapter Development Committee to provide any necessary support and guidance to the Regional Coordinators.

Other Regions

It is anticipated that Regional Coordinators will liaise with and cooperate with their counterparts in other Regions. This will be facilitated by the Senior Manager.

Meetings

It is anticipated that through effective use of opportunity and budget, many of the Team members within each Region will be able to meet some of their peers at Regional Meetings and Training Forums, each year or every other year.

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 constructively and ask questions appropriately

Skills

- Ability to mentor, train and/or advise
- 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 virtually
- Commitment to continuous improvement

Knowledge

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

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 organizational or community development

Term and Time

Regional Coordinators and Team Members will be appointed for terms of 3 years. Regional Coordinators 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 Team is a responsible position. Most work will be conducted virtually and Team members are expected to participate in virtual meetings and work independently.

Trainers will be expected to be available to travel to Regional Training Forums and at times, trainers or advisors will need to travel to specific NAs or Chapters. It is also anticipated that Team members will meet when possible at Regional Meetings and Training Forums.

Selection of Personnel

The process for selecting Regional Coordinators is led by the relevant Senior Manager, who will convene a selection panel of 4 individuals, who will include the Senior Manager, a member of the relevant Committee and 2 persons appointed by the Region. Regions will be asked to elect two persons each year at the Regional

Meeting. These people will sit on any selection panel required for the year until the next Regional Meeting.

The process for selecting the Team Members is led by the Regional Coordinators, who will convene a selection panel that includes one or both of the Regional Coordinators, the relevant Senior Manager and another members of the relevant standing Committee.