

TERMS OF REFERENCE: Regional Support Structure

Background

The People Strategy, approved by the Governing Board in October 2021, recommended changes to the regional structure to better support members and improve the volunteer experience. Implementation of this new structure, made up of staff and volunteers, was initiated in November 2021 and expected to take up to 3-5 years to fully implement, depending on financial resources and priorities – particularly for any paid roles.

This structure will give us as an organization the ability to adjust and adapt as we go, keeping us agile and responsive to changing needs. Success will be evaluated annually against a baseline established prior to implementation.

Having a network of people working together in the region under one manager should provide us with the opportunity to break down silos and work together to provide the best possible support to our members, in a way that is clear and easy for them.

Purpose

This structure is intended:

- To ensure the regions have the support and information required to deliver CISVs mission and develop in line with the vision.
- To ensure the Members are supported adequately by CISV International.
- To ensure that Members are consistently complying with CISV International policies and rules.

Structure and Composition of the Group

Each region will be led by a Regional Manager and composed of 2-4 Member Support Coordinators and a Regional Team. The number of members and skills within each Regional Team may differ according to the needs and priorities of the region. There will also be a Regional Case Manager for each region.

Unless otherwise indicated, these roles will be held by volunteers.

Regional Manager

The Regional Managers are members of staff, responsible for ensuring the region delivers CISVs mission and develops in line with the vision. To do this, they have the discretion to collaborate with key stakeholders to develop regional strategies to meet the needs of the Members in their region and deliver the mission in the most effective way.



They have responsibility for ensuring the Members of a region are supported adequately by CISV International. To do this, they coordinate a volunteer Regional Team to effectively provide guidance and support to the Members.

The Regional Manager is also responsible for ensuring that Members in their region are consistently complying with CISV International policies and rules. To do this, they work together with the relevant areas of CISV International to monitor compliance and provide support when issues occur.

The Regional Manager is responsible for the output of their Regional Team and reports to the Chief Operating Officer (COO) or the Secretary General (CEO) in the case of long-term absence of the COO (e.g., parental leave).

Regional Case Manager

The Regional Case Managers are members of staff, reporting to the International Safeguarding & Risk Management Lead.

In the absence of a Regional Case Manager, the duties with respect to safeguarding and risk management matters within the regions will be carried out by volunteer Regional Risk Managers (formerly known as Risk Management ReCo's) under the direction of the International Safeguarding & Risk Management Lead.

Member Support Coordinators

Member Support Coordinators are a pivotal link between NAs (and their Chapters) and CISV International. They are the first point of contact for an NA (National Association) and able to provide support, advice, and guidance on a wide range of topics. As the *single point of contact* for an NA, Member Support Coordinators are *generalists* who have a solid understanding of CISV at local, national, and international levels and therefore able to support NAs with most questions. Member Support Coordinators are advisors for NAs and their Chapters whilst the International Office will manage all administrative functions (programme administration, financial processes, etc).

Each Member Support Coordinator works to support a '*neighbourhood*' – a handful of approximately 7-10 NAs in the same region. Whilst being the go-to person for the NA, they are also the go-to person for CISV International. They are the *experts* for their neighbourhood and the NAs in it. They build and maintain a strong relationship with the key stakeholders in these NAs, understanding the strengths and weaknesses of each. They provide advice and guidance to develop sustainable and successful CISV Chapters.

The goal is to align the Member Support Coordinator neighbourhoods as closely as possible to those of the Regional Junior Branch, but the final determination of how the NA's will be grouped will be determined by the Regional Manager in consultation with the Member Support Coordinators based on considerations such as NA needs and distribution of work.

Regional Team Members

There is a Regional Team in each CISV International region to provide additional hands-on support and training to the Members and their Chapters. The Regional Team supports the Member Support Coordinators in the region, and the Regional Manager, who act as the main interface between CISV International and the Members.

The Regional Team provides direct support, training and troubleshooting to the Members and their Chapters in line with CISV International policies and strategies. The Regional Team also provides input to CISV International based on direct experience with Members.

Some Regional Team members are advisors who provide ongoing support and advice to Promotional Associations and are assigned to a particular PA as a “Promoter.”

Responsibilities

Collectively the members of this group are responsible for providing direct support, training and troubleshooting to CISV NAs and Chapters in line with CISV International policies and strategies as well as deliver training and support in the following areas within their region.

Organizational Development

All aspects of establishing, running, and growing a Chapter or National Association that are not specifically related to the content of our educational programmes. It includes community outreach, financial planning, board structure, profile raising, volunteer engagement and strategic planning.

Key Contacts: National Presidents, National Secretaries, National Treasurers, National Public Relations Coordinators, Chapter Presidents (and other Chapter officials as needed).

Educational Programmes

All aspects of educational international programme content and delivery, including Mosaic, Village, Youth Meeting, Step Up, Interchange, and Seminar Camp as well as Alternative and Local/National Programmes.

Key Contacts: National and Chapter International Programme Coordinators, National and Chapter International Programme Directors.

Risk Management & Safeguarding

All aspects of managing risks involved in CISV operations including legal, insurance and governance, health & safety, incident response, planning and preparation, data protection and communication and safeguarding.

Key Contacts: National and Local Risk Managers.

Training

All aspects of ensuring that training is delivered to a consistently high standard by trained, certified, and experienced trainers including evaluation, peace education, quality content and delivery and running regional training forums.

Key Contacts: National and Chapter Training Coordinators (where such roles exist), National and Chapter Trainers, Regional Training forum hosts.

Member Support Coordinators will offer their general support in all areas and call on other members of the team, in consultation with the Regional Manager, for additional expertise as required. The Regional Manager will be responsible for the performance of the group.

Position within Structure

This group sits within the Regional Structure of Member Support which is responsible to the Chief Operating Officer.

Reporting

The Regional Team Members and Member Support Coordinators report to their Regional Manager. It is up to the Regional Manager and the different Committees & Teams to provide any necessary support and guidance to the Regional Team.

Regional Team Members with expertise in Risk Management & Safeguarding are part of the team reporting into the Regional Manager, but have a technical reporting line into the Regional Risk Manager/Case Manager.

Cooperation with

The Regional Manager will be responsible for encouraging effective two-way communication between the Regional Team/Member Support Coordinators and the International Committees and Teams. This includes sharing both the International and the Regional perspectives. Good communication between the Member Support Coordinators and the Committees and Teams and the related Regional Team is essential. Neither the Member Support Coordinators and the Committee nor the Regional Team can fulfil its role without the input and cooperation of the other.

The Regional Managers for each region will need to work together to ensure best practice sharing and facilitate opportunities for cooperation amongst regions.

Regional Case Managers/Regional Risk Managers will work closely with the Regional Manager and provide technical support and direction to members of the team on risk management & safeguarding issues and needs.

All Regional Teams will have close links with and may have representation from the Regional Junior Branch Team.

Term & Time

Volunteer roles will be appointed for terms of 3 years. At the end of their first term, they may elect to stay on for a second 3 year term if mutually agreed upon with the Regional Manager. In the event that they wish to stay for additional terms after that, they will be asked to reapply and be considered with any other applicants in the selection process.

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 are 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 and Appointment Process

All recruitment, management or change of personnel must be in line with policies approved by CISV International.

For the initial implementation of the new structure, expressions of interest will be solicited first from current International Volunteers (Regional Coordinators, Regional Delivery Team members, committee or working group members). Together with regional representatives, the Regional Manager and a member of the People Strategy Working Group will form a panel to select volunteers for these new roles based on their interest and expertise. Their initial term end will align with that of their current role, to stagger terms, but they will be eligible for additional terms.

If there are any roles left unfilled at the end of this process, an open recruitment process will follow the Volunteer Recruitment policy approved by CISV International, with the additional support of regional representatives for all positions for the initial members.

Future recruiting needs will follow the Volunteer Recruitment Policy and Procedures or Staff Recruitment Policy, as appropriate.

Supporting Documentation

Role profiles are available for each position within the regional structure contain additional information outlining responsibilities and tasks, working relationships and key competencies.