

Governing Board Meeting Minutes – In-Person – Newcastle – September 2017

Present: Anne-Caroline; Calixto; Daniel; Einav; Emmanuel; Gustavo; Maggs; Margie; Vinh; Gaby; Denise; Bebbe; Nadia and Rupert. Fiscal Officer, Dave, was present for the Finance session.

Minutes: Lisa

Live Minutes: Denise

Approval of agenda and minutes of our previous meeting – Daniel

Daniel welcomed new Board members Emmanuel and Maggs and asked us to approve the agenda for this meeting and the minutes of our previous meeting.

Decision: We approved the agenda and the minutes from the 22 July meeting.

Approval of Board Calendar for 2017-2018 – Daniel

The Board calendar was reviewed and we were asked to diarise dates.

Decision: We approved the schedule of meetings.

Governance – Margie

Margie led a session on governance and summarised the Trustee Code of Conduct, which all Trustees are asked to sign. She noted our charitable and corporate status and highlighted the importance of understanding and complying with our governing documents. She outlined and led a discussion on the different aspects of the role of Trustees and their responsibilities.

Margie then led an exercise designed to identify and consider the expectations we have of ourselves and of each other as Trustees and Senior Management Team.

Finances – Calixto

With two new Trustees and the Fiscal Officer present, Calixto invited any questions on the last set of quarterly accounts (which we reviewed at our last meeting). He noted that there have been some underspends this year and thanks to good programme uptake, efficiencies and timely payments, we are anticipating a surplus for 2017.

Following our decision in July, Dave is in the process of opening an account with investment management company, Brewin Dolphin. Based on a review of cash flow, the Resources and Infrastructure Committee plans to invest up to £500,000 of our reserves in line with our Investment Policy.

Calixto, Gaby, and Dave went on to summarise the proposed budget for 2018, explaining the process that had been followed and the recommendations made by managers and then by the Resources and Infrastructure Committee. They noted that there will be a significant deficit in 2018, due primarily to the expenditure on the Global Conference and the planned Programme Review. However, reserves have been accrued in the current and previous years to cover these

costs. The Board reviewed the proposed budget in light of the strategic plan and operational needs.

Decision: We agreed on an inflationary increase in programme participation (2.5%) and travel insurance fees (3%), as well as to a small administrative charge on any optional travel insurance purchased.

Decision: We approved the 2018 budget.

Measuring Participation – Rupert

Rupert presented the Training and Quality Assurance Committee proposal for measuring participation and reach. The goal was to agree on a definition of what we mean by participation and reach, so that we can effectively measure progress towards our vision. The committee noted that the term ‘impact’ is far broader and may be direct or indirect, short, medium, or long term. The proposal was focused on how we measure participation and whether we should use the same method to count whether we are “reaching twice as many people” through our educational experiences.

The committee proposed that we take a clear approach that can be measured and communicated effectively: participation = all children, adolescents and/or adults who complete a CISV educational experience, internationally, nationally, or locally. They noted that we have long measured participation in our international programmes as participants, leaders and staff (including Junior Counsellors) and that we should continue to do so. When it comes to local and national educational experiences, however, we have much less experience, consistency, and centrality in counting.

Applying the definition to local and national programmes will take some thought and organizing. This process will be assisted by using the definition that the committee proposed for CISV educational experiences; that an educational activity is one that is planned, delivered and evaluated by CISVers, in accordance with CISV’s educational principles and applying experiential learning methods. To be counted as such, every CISV educational experience has to fulfil the following three criteria:

1. Have defined educational goal(s) and set of indicators;
2. Educational evaluation is integrated into the experience; and,
3. Have an explicit link to one or more of CISV’s peace education content areas.

Decision: We approved the proposals of the Training and Quality Assurance Committee regarding both the definitions of educational experience and participation. We thanked them for their work in producing the recommendation and are pleased to now have a clear way forward to measure progress toward our vision.

Chapter Development, Global Hosting Plan – Status and Targets to 2023 – Gustavo and Nadia

Gustavo summarised the importance of the Global Hosting Plan and the role of our programmes in delivering our mission and as the major source of income for CISV International; he went on to provide an overview of participation and income from our various programmes.

Nadia presented the hosting figures for 2018 and pointed out differences between the plan and the actual offers, noting a marked increase in offers for Youth Meetings and fewer than expected for some of our other programmes. We agreed that it is too early to draw conclusions on why this

is and whether it is an indication of an emerging trend. We noted the importance of these findings to the Programme Review process. In line with the approved Interim Guidelines on Programme Growth, the Chapter Development Regional Delivery Teams are actively encouraging some specific NAs to commit to hosting additional Villages and Step Ups in 2018.

Gustavo and Nadia presented the Global Hosting Plan figures for 2023 for approval.

Decision: We approved the Global Hosting Plan target figures for 2023. We also agreed that a regular Board-level review was essential to allow us to monitor hosting, as a critical component in driving our vision.

Gustavo and Nadia provided us with some updates from the chapter development area, including reporting that assessments of all NAs and PAs have been carried out by the Chapter Development Regional Coordinators and follow-up work is planned in relation to the results of those assessments.

Junior Branch Review – Gustavo and Denise

Gustavo and Denise summarised the history of the Junior Branch Review process as a background for discussions around the voting outcome on this year's Junior Branch Review motion.

While the motion did not pass, the results indicated that there was significant support for the proposal. We considered next steps to best respond to the needs of the organization and Junior Branch. We agreed that Chapter Development should work with the Junior Branch to focus on local and national integration, following the recommendations of the JB Review, with interested NAs and Chapters.

Decision: We agreed that the dialogue on the findings of the review process should continue. We agreed that the International Junior Representatives (IJRs) should be invited to join us at a future Board Meeting. In the meantime, Gustavo and Denise will follow up with them to consider the implications of the voting results for the International Junior Branch for the coming year.

Action: Denise and Gustavo to invite IJRs to a future Board Meeting.

Working Together: Responsibilities of a Committee Chair and Senior Manager – Margie, Bebbe, Nadia, and Rupert

This session followed on from the previous in-person meeting when the Trustees and managers had agreed some principles for effective working with the committees and achieving the goals they have been set. This session concentrated on how to avoid having lack of attention to practical details stall or even derail committee work. The discussion focused on being committed to reliability and taking action; effective teamwork; overcoming what can appear to be small obstacles; noting the differences across cultures; being sensitive to dynamics; and the importance of modelling certain behaviours to help influence the success of teams. Setting expectations and regular reviews were also deemed important.

Gaby wrapped up the session with a summary and noted that the partnership between the relevant committee chair and manager is key to the success of any committee.

Board Portfolios – Daniel

We agreed on the following assignment of Trustee roles:

- Chair of the Governing Board – Daniel
- Vice Chair of the Governing Board - Margie
- Chair of Governance Team – Margie
- Chair of the Educational Programmes Committee – Einav
- Chair of the Conference and Events Committee – Emmanuel
- IJB Liaison – Gustavo / Chapter Development
- Chair of the Training & Quality Assurance Committee – Maggs
- Chair of the Chapter Development Committee – Gustavo
- Chair of the Resources and Infrastructure Committee – Calixto
- Chair of the Election Committee – Anne-Caroline
- Governance Team Members – Gaby (plus two positions to be filled)
- Organizational Relations Liaison – Vinh
- CISV International Insurance Company Director – Calixto

Risk Management, Training and Quality Assurance (TQA) Updates – Einav, Gaby, Rupert, Bebbe

Einav noted it has been a challenging year in Risk Management, with changes in almost every position, from International Risk Manager, to most Regional Risk Managers, to the committee specialists. We thanked Brett Vottero for agreeing to take on some of the responsibilities of the International Risk Manager, and him and Gaby for working to bring stability to the area.

Einav and Rupert went on to report that most of the TQA-led projects on our strategic plan are on track. Rupert updated us on the cooperation with the Scouts on an online training module and how this has been a learning experience that will help us to develop online training going forward.

Gaby spoke to the report and recommendations submitted by the International Risk Management Team (all Regional Risk Managers, committee specialists, and currently Brett and Gaby). We noted the Team's commitment to increasing the depth of incident review and a stronger approach to the enforcement of our rules. We thanked the Team for its recommendations and approved them. We fully agree with the need to take a clear and proactive line on enforcing rules and applying sanctions where needed.

Gaby also noted that the Complaint and Sanction Procedure (Info File R11) is currently under review by the Governance Team. Any recommendations will be shared with the Board early next year, following consultation with committees and Regional Coordinators. If there are any substantive changes, they will go to the Members for approval. We agreed that there must be a strong and clear approach to rule violations.

Bebbe presented a document that clarified our policy on responsibilities when a programme ends before time or a person leaves early. This work had been requested following the early closure of one of our programmes last year and is one of the aspects that has been considered based on the learning from that experience. We agreed with the policy clarification regarding National Association and Chapter responsibility. We rely on and need to ensure our NAs are themselves empowered to make informed decisions and judgements depending on the situation occurring. We requested further clarification on who, in CISV International, would have the authority, in the rarest of circumstances, to cancel or close a programme contrary to the host's suggestion

Decision: We approved in principle the document on termination of programmes, pending the requested additions.

Action: Bebbe and the Educational Programmes Committee to work on updating the document as requested by Board.

We discussed the motion passed in 2013 requiring that by the end of 2015, all NAs and Chapters must have a trained Risk Manager in place. The enforcement of this has been delayed, but efforts from all areas have continued to try to reach this goal. We agreed it is now time to set a firm deadline for this essential part of quality assurance.

Decision: All NAs must meet the requirement by 1 June 2018 and all Chapters by 1 June 2019. We will refer to the International Risk Management Team for their guidance on implementation and appropriate sanctions.

Bebbe explained that in order to allow for the timely review and analysis of reported issues, there is an increased importance in receiving Programme Director's Planning and Evaluation Forms (PDPEFs) by their due date, two weeks after each programme. While we receive 100% return of completed PDPEFs, many are sent in late. Currently, any NA that has not submitted a PDPEF receives numerous reminders and is then sent a formal letter at the beginning of October informing them that if the form is not submitted by the end of the month, sanctions will be applied. He proposed to reduce the window for late submission to avoid sanctions to two weeks. This proposal is supported by the International Risk Management Team, which welcomes the proposal to analyse issue reports in detail.

Decision: The Board approved the proposal to shorten the window for late submission of PDPEFs to two weeks.

We discussed quality control across programmes and the need to build on efforts to strengthen and enforce our programme rules, risk management, and reporting.

Action: Daniel, Gaby, and Maggs to document the different strands of quality assurance work and then feedback to the Board for further discussion.

Programme Review – Gaby

Gaby advised that following our last meeting, the Request for Proposals and the reasons for it were shared with National Representatives and then Chapter Presidents, inviting them to encourage qualified consultants to apply. It has also been published on our web site. A number of enquiries have been received. We agreed that we will not recruit an internal Working Group until the methodology for the review has been agreed.

Member Communication – Daniel, Einav and Denise

We discussed the proposals circulated by Einav and the input from Denise and Gaby. Daniel shared the impressions from the Town Hall meeting that he and Gaby held last week, and we all agreed that this was a helpful practice we would like to continue, when feasible. We will look to create a Member Communications Taskforce, to be led by a Trustee, on improving Member communications.

Action: Gaby to arrange to source quotes for WebEx and GoTo pricing and options for larger virtual meetings, to allow us to plan the frequency of future Town Hall meetings.

Alumni Association – Daniel and Denise

Daniel and Denise gave an update on the CISV International Alumni Association, which has now been incorporated as a not-for-profit organization in the United States. The first Board, which we had previously approved, is in place and the Association is now waiting for its charitable status. There are some practical next steps, including setting up a schedule of meetings and appointing a Chair, Secretary and Treasurer among themselves, for the Board as they look to develop a strategic plan. They expect to launch in 2018.

The new Alumni Association Board members are:

- Mona El Shibiny (CISV Egypt)
- John Gayoso (CISV Philippines)
- Luis Akle (CISV Mexico)
- Daniel Edelshaim (CISV International)
- Denise Farrar (CISV International)

Fundraising Recommendations – Denise

Denise reported on the progress made over the past year with an external fundraising consultant in the Americas region, noting some of the issues that had arisen. She provided recommendations for the next 18 months, which include to provide targeted fundraising support to NAs with the capacity to host additional programmes, the recruitment of a fundraising consultant for the EMEA region, and the development of online resources, support, and virtual 'clinics'.

Decision: We approved the recommendations.

Global Conference – Daniel

Daniel gave an update on the progress on the 2018 Global Conference. The agenda is close to being confirmed and registration is set to open in October. Daniel advised that we will need to have a reasonable understanding of the numbers attending by mid-November, as the contract with the hotel is based upon our achieving a minimum capacity. The importance for NAs to give an early indication of the number of people they will be sending will be promoted.

Over 100 session proposals were received and have been reviewed by the Global Conference Working Group. A thorough assessment and scoring scale was applied to the decision-making process to provide a quality programme. Those who submitted proposals will be informed whether their session was accepted or not in the coming week.

Branding Updates and Profile Raising – Denise

Denise gave an update on the next steps following the recent approval of minor changes to the logo and the way it is applied:

- ✓ Revise and refine the brand guidelines (Looking Good)
- ✓ Develop NA and Chapter logo sets
- ✓ Register the logo as a trademark worldwide
- ✓ Develop new template materials (ie parents' leaflets, programme specific leaflets)
- ✓ Update key materials, documents, website and social media
- ✓ Associated internal promotion campaign (early 2018)

- ✓ Launch new international website (by early 2018)

Denise went on to outline plans for 2018; including work with partners, programme sponsorship and marketing campaigns.

Committee Recruitment- Bebbe

Bebbe asked us to approve the appointment of Tamara Thorpe to the Educational Programmes Committee, following a recent recruitment process.

Decision: We approved Tamara's appointment.

Board / Committee Evaluations – Daniel

We discussed the results of the recent Board and committee evaluations and what they mean for the way we work. We went on to discuss and provide feedback to the Governance Team on the evaluation process.

Emmanuel left the meeting.

Strategic Planning – Gaby and Margie

On behalf of the Governance Team, Gaby and Margie presented a summary status of our current strategic plan and preparations in hand to start developing the next one for 2019-2021. We discussed some guiding principles and the importance of ensuring that everything we plan to do moves us closer to achieving our vision; in line with our mission and values. Gaby and Margie advised that the broad priorities of the next strategic plan need to be approved by the Members, meaning ready for the regional meetings. They also pointed out that the results of the Programme Review will not be available, and what the implications might be. The planning process will be led by the Governance Team.

Action: Margie to look at adding external advisors who have strategic planning and governance experience.

Leader Evaluation Update – Rupert

Rupert explained that following extensive research into a viable method of online and shareable leader evaluation, the plan is now to modify the Programme Director Performance Evaluation Form (PDPEF) to allow for this.

Changes to the PDPEF are planned for the 2018 programme season, but there are a number of IT, timing and data collection considerations to be taken into account.

Vinh left the meeting.

Asia Pacific Regional Meeting - Update – Margie

Margie gave a short summary of the meeting. She and Vinh found the meeting and the feedback received from the region very useful, and believe it was valuable to the region as well.

Dates of Next Meetings for 2017:

14 October 2017 (virtual meeting) 3pm UK time

18 November 2017 (virtual meeting) 3pm UK time