New
Chapter
Guide
Welcome to the New Chapter Guide!

This Guide has been created to provide guidance and good practice to CISV National Associations (NA) and Promotional Associations (PA) when setting up a new Chapter. This Guide provides useful tools for NA/PAs looking to set up a new Chapter in a new town or city. These tools help to determine if the location and the group of potential volunteers there have the basic attributes needed to start a new Chapter within an existing NA or PA. This Guide should be used by a Chapter Development group or Committee within an NA/PA who are exploring a new place for a Chapter and by the group of volunteers working to establish and run the new Chapter.

Key Stakeholders and Terminology

What is an Interest Group?
A group of people within an area (city) who are interested in setting up and running a CISV Chapter within an existing NA/PA.

What is a National Association (NA)?
A National Association (NA) is a Member of CISV International - CISV operates in over 60 countries and over 200 cities around the world. Our dedicated volunteers organize and deliver life-changing experiences through our range of camp, family, and community-based programmes to thousands of children every year.

What is a Promotional Association (PA)?
A Promotional Association (PA) is an Associate Member of CISV International. They are an organized group of individuals recognized by CISV International and working to establish a CISV Chapter in a country without an active NA. When they have developed, they will become an NA, a full voting Member of CISV International.

What is a New Chapter Expansion?
Committee/Chapter Development Committee?
Some NA/PAs have Committees for establishing new Chapters within their NA/PA. If your NA/PA has a Committee dedicated to establishing a new Chapter, make sure to utilize their system so that your Chapter is integrated into your NA/PA.

What is a CISV Chapter?
Chapter is the term we use for the local structure in a town or city. They are part of an NA or PA. Many of our NAs, and some of our PAs, have multiple Chapters within the NA/PA. The relationship and cooperation between Chapters and the national structure (NA/PA) is very important. When setting up a new Chapter, it is important for this relationship to be understood and set out from the start. The advantage of setting up a new Chapter within an existing structure (NA/PA) is that you should have many resources available to use from the NA and from other Chapters within that NA. We recommend you use documents, guides etc. from your NA/PA and other Chapters and don’t try to “reinvent the wheel” when the information is easily obtainable. This will help your new Chapter become an integral part of your NA/PA.

What is a full member Chapter?
Once a new Chapter has gone through all the steps and built up all the governance and capacity required to run a well-established, healthy and sustainable Chapter, they are then considered a ‘full member Chapter’. The final section of this Guide outlines some criteria we consider should be met to be considered a full member Chapter. Some NA/PAs may have another name for this so always liaise with your NA/PA at the national level on their process for establishing a new Chapter.

What is CISV International and the International Office?
CISV International is the global structure of CISV. All NAs and PAs are affiliated to CISV International. The International Office is the central administration of CISV.

If you have questions or need support in your quest to form a new Chapter within an existing NA/PA, you can contact your NA/PA or contact the Chapter Development Committee at chapter.development@cisv.org
Assessment
Assessing the Local Landscape

1-6 months

Take this short assessment quiz to see the strengths and weaknesses of the opportunity for a new Chapter. This includes the local of the potential new Chapter, your NA/PAs resources, and your Interest Group’s strengths and weaknesses. If there is no Interest Group yet, the questions below should be taken into consideration when building this Interest Group.

Always check with your NA/PA to see if they have an established process

Do you have a small team of interested people (5-8 individuals or families) within a workable geographical area that would be willing to work on such things as fundraising, preparations for hosting and sending to CISV International programmes, recruitment of participants, staff, leaders and Chapter volunteers, governance, publicity, etc.? When gathering this group, make sure you have people with professional skills in the above areas.

Do you have a geographical area where you can reach participants and families who would be interested to participate in CISV programmes (the goal is the capability to host/send participants, support the four programme content areas and fundraising activities)?

Have you assessed your geographical area to determine if there is a suitable site to host a programme (please see Programme Guides for more information)? If so, is the site affordable and available during the hosting months?

Is there anyone in your Interest Group who understands:

☐ CISV’s Mission
☐ CISV’s Educational Principles
☐ CISV’s structure
☐ CISV’s programmes
☐ What it takes for hosting and sending Programme Resources
☐ What is needed financially to run a Chapter

If not, you can familiarize yourself about CISV starting with the documents suggested above and those in the Resources section at the end of this Guide (keeping in mind CISV policies, rules and guidelines)

Is there an airport or mass transportation in your area for CISV delegations/delegates to easily travel to your hosting programmes?

Do you have a school system or university in your area which can provide a base for leaders and volunteers? If you have a relationship with a school or university this may help to find potentially leaders, staff, participants and a hosting site?

Is there a culture of volunteerism in your community? CISV is a volunteer-based organization so if volunteerism is not prevalent in your area, how will you work around this situation?

Does your NA/PA have human resources and financial means to support a new Chapter? Will your NA/PA provide financial or human resource to support the establishment of a new Chapter?

Can you raise funds in your local community? If not, how will you fund the hosting of programmes? Will your membership support a fee structure to fund hosting programmes or will your need to fundraise?

If you meet many of these criteria, you are off to a good start. The Guide below is a fluid and continuous document. You can work on several phases at the same time. Your end goal is to become a well-established, healthy Chapter. You will have achieved this by fulfilling the criteria outlined in the final section of this Guide – Full Chapter Status - and/or by fulfilling all your NA’s/PA’s Chapter requirements. Your Chapter will be able to make an impact locally, create CISV fun for the local community and spreading our great agenda all around!
Always check with your NA/PA to see if they have an established process

Familiarize yourself with all things CISV. We have provided some links in the resources section of this Guide.

Discuss with your NA/PA how the NA/PA structure will change/develop (this may involve changing the constitution). You should discuss a plan for sharing invitations within your NA/PA. Work together with your NA/PA Chapter Development and ReCo’s to discuss this.

Register with appropriate Government authority (if necessary).

Form a Local Board with a minimum of five members to cover main roles which include President, Secretary, Treasurer, Risk Manager (recommended that key officials are different people who are not closely related) The initial group should be a group of motivated people. This might be teachers or people who run training, but what other skills are required? Lawyers, someone who is good with finances, people who have an education background (could be a teacher but could be something else), someone with governance experience/knowledge, perhaps even a local restaurant/café owner who would be willing to let you know their space for free for meetings etc). This will help people be more targeted in their recruitment of volunteers.

Have a certified Chapter Risk Manager who has attended a CISV International Risk Management training or is being re-certified.

Work with your NA/PA Chapter Development group for best practices, advice and guidance.

Send an adult and a youth to the National Meetings and trainings and have a President or key volunteer attend the Chapter Development training at a Regional Training Forum (RTF).

Submit a plan to your NA/PA - timeline for hosting the first programme and a plan to move towards becoming a full Chapter.

Have Chapter structures and working guidelines (including ny-laws and/or written constitution, role profiles, a calendar etc.) and work according to them, make sure to take into consideration CISV rules and guidelines. Remember, your NA/PA may have templates for some or all of these documents, that you can revise with your new Chapter information.

Work with the NA/PA to make sure that your Chapter is properly insured and set up to limit personal liability and to contain liability as appropriate.

Will you initially be working under a buddy Chapter or establish your own bank accounts and registration; can your buddy Chapter attend some of your initial Board meetings to help with your planning?

Create and implement a fundraising strategy

Schedule regular Board meetings and trainings (include your Junior Branch Board). Ask your buddy Chapter or NA/PA if there are trainers able to help you.

Maintain timely, ongoing communication with your NA/PA and the International Office (IO). Answer any correspondence in a timely basis (1 week or less).

Maintain a database of current and past participants in local and international activities (this will be a base for recruiting volunteers to help with hosting programmes).

Include a Junior Branch Board member on your adult Board and include Junior Branch members in your adult meetings/planning groups.

Put together a Strategic Plan
Establish a Junior Branch

1-12 months

Always check with your NA/PA to see if they have an established process

Have approximately 10 active Junior Branch members with 5 of those in leadership roles.

Develop Junior Branch role profiles and clear expectations for the Junior Branch (your NA/PA may have already developed documents to help with this).

Have a Junior Branch member on the adult Board who attends meetings and planning groups. Plan an educational activity to do with the adult Board.

Send at least one adult and one Junior Branch member to attend National Meetings/RTF trainings (Chapter Development Training) and ensure money is involved in the Chapter budget for Junior Branch to attend.

It is also recommended that Junior Branch members attend the Regional Junior Branch Meeting. The Junior Branch Regional Team is highly focused on supporting struggling/developing Junior Branches, and this is probably the most intensive support a new Chapter’s Junior Branch would get from the International structure in terms of building a Junior Branch.

Attendance of International Junior Branch Events/Workshops (such as Regional Meetings, International Junior Branch Conference (JBC), neighborhood workshops etc.) are also highly encouraged.

Host Junior Branch activities/events every few months (recommend 5, but at least 2 to 3 events a year) at least 2 should have educational content. A Junior Branch event includes any initiative to engage and develop the community of young, local CISVers that adheres to the CCSV mission and the Junior Branch goals. Does your NA/PA have a buddy system for a new Chapter’s Junior Branch? Visit other Junior Branch websites to see what they do.

Encourage Junior Branch to attend nearby mini-camps in your NA/PA or another NA/PA.

Provide opportunities for Junior Branch to organize and facilitate events for the Chapter. Collaborating with Junior Branch to host Chapter initiatives, including building their capacity to organize and facilitate events (e.g. providing training).
Promoting CISV in Your Community

3 months on

Always check with your NA/PA to see if they have an established process

Develop an online presence:

☐ Establish a communications system via email or an online newsletter.

☐ Run a CISV website or Facebook page (you will need an internet presence for communication and recruitment, make sure to follow social media guidelines). Note that if your NA/PA currently has a website you may be able to have a webpage through the NA/PA’s website. Note that we have an international website template that you can use to get started.

☐ Look at other NA/PA/Chapter Facebook pages, newsletters, websites etc. to see how they engage their membership. They may have recruiting flyers, activities etc that you can use for ideas.

Develop relationships with stakeholders locally and nationally which support CISV activities. Host a local or national programme with community engagement from relevant stakeholders which can include like-minded organizations (LMO’s), schools, sites, various levels of government, and any individuals, organizations and bodies who support CISV. Schools are an important relation to develop as they not only provide recruitment opportunities for youth, teachers and families/volunteers, but CISV often hosts programmes at school sites. Local governments can also provide an important resource for CISV. Consider participating in local government events to gain a local PR presence within your community.

Consider hosting a Mosaic programme or similar CISV event. Click here for info on the Mosaic Programme.
Develop a recruiting plan and calendar for sending participants to programmes:
Recruiting - you should now have a few really enthusiastic, organised and charismatic people that can provide leadership to the process. But you will soon need more people to build a solid foundation, both in terms of running a Chapter and organising CISV activities (keep in mind your interest group/Chapter’s succession plan by continuing to bring in new members). Situations differ in each country but a recommended average to start would be about 10 families, as well as 5-10 juniors and young adults. Good possibilities for recruitment are:

- Read the CISV International Guide to Volunteer Recruitment and Engagement.
- Parents of 8 - 11-year-old children, as well as parents of 11 - 25 year-old children and youth
- Teenagers and young adults involved or volunteering in community and youth activities
- Former members of CISV who have moved to your country
- Educators (teachers, principals, counsellors) and members of NGOs in youth, education or peace
- Other people interested in youth activities such as Scouting, YMCA, youth athletics
- Individuals having local community/government responsibilities, such as youth policies or fundraising
- Members of like-minded organizations
- Develop recruiting materials such as your CISV elevator speech, recruitment flyers, online recruiting campaign etc.

Establish a selection process for both delegates and leaders

Develop a local leadership training programme for leaders and staff (or attend a nearby Chapter’s local leadership training programme)

Develop a participant and parent training programme (ask your NA/PA or other NA/PA for advice)

Establish a follow up programme and debrief/evaluations with returning delegates

Select, prepare and train first delegations to a programme

Send delegations to multiple programmes (Village, Step Up, Youth Meeting Delegation) this helps to build membership & host families

You may want to consider developing a Chapter share guide/plan when you take on more sending programmes

Evaluate the progress and timeline for future delegations and finances. Do your delegation fees cover your expenses? If not look at adjusting these fees.

Always check with your NA/PA to see if they have an established process
Always check with your NA/PA to see if they have an established process.

Work with your NA/PA to develop a hosting plan. Developing Chapters should have a plan to host first a Village, Step Up, Seminar Camp, or Youth Meeting. When you start hosting, you should have support from an established Chapter or your NA/PA who can provide advice and guidance when hosting, it is recommended that you have help with training and potential staff members.

Have a plan for fundraising, recruiting and volunteer retention. Make sure to keep up with past participants and have them help with hosting programmes.

Develop training for staff and planners.

Yes/No  Establish hosting site requirements – look at the Risk Management Checklist for an idea of safety concerns. Risk Management Checklist

Yes/No  Familiarize yourself with Risk Management documents and hosting programme resources Key Documents for Risk Management and Programme Resources

Yes/No  Financial plan for current year expenses and upcoming programmes you will host. Contact your NA/PA for their hosting budgets/actuals - this will give you an idea of costs associated with hosting.
Developing Your Leadership Training Plan

Note that it is helpful to have 1-3 people within your Chapter who have Train the Trainer (TTT) certified. You may need to rely on your NA/PA's existing processes in the beginning. So, make sure to check with your NA/PA to see if they have NA-level resources that your Chapter could easily utilize.

For sending delegations and delegates:
- Develop a local leadership training programme for leaders and staff (or attend a nearby Chapter's local leadership training programme)
- Develop a participant and parent training programme (ask your NA/PA or other NA/PA's for advice)
- Make sure your leaders are registered in programme trainings (RTF or National Trainings).

For hosting programmes:
- Develop a training for staff and planners
- Make sure your staff are registered in programme trainings (RTF or National Trainings).
- Make sure all staff and parents are background checked and interviewed prior to hosting
- Develop a training for host families

Develop a Board training programme which includes how to recruit youth, leaders and Board members, Board member role profiles and expectations.
Re-Assessing CISV in Your Community

This should be done continuously throughout each phase of the new Chapter process

At an early stage (for example after the first six months or the first year), make a conscientious and collective assessment of the ability of the group you have built, to function over the next few years as a CISV Chapter. You should consider seeking an outside facilitator (someone from your NA/PA or a nearby Chapter) to provide feedback and guidance on your progress and potentially help your Chapter see any blind spots, plus help you to see what you are exceeding with.

Do you have, or can you recruit, people with sufficient enthusiasm, complementary skills and leadership ability to start a sustainable and ongoing CISV organisation? Do you have people willing to work on the basics, such as chairing a Board or Committee, networking and communicating with families and members, running a Junior Branch, secretariat, accounting and budget, legal, administrative and policy issues of a non-profit organisation, risk management, training, organising CISV programmes and activities? Do you also have people willing to work on important add-ons, such as fundraising, newsletters, publicity, leadership, contacts to media, networking with partner organizations, etc.? A key factor in maintaining your enthusiasm is to bring in new members to make sure your interest group/Chapter maintains this enthusiasm. This should be part of your succession plan.

Yes/No

Does your group have an interest in the purpose and educational content of CISV (deeper interest than just getting one’s own child into the programme)?

Yes/No

Does the geographical community you represent have a broad basis for membership and the human and financial capability to support your activities?

Yes/No

Have you done an assessment of the Chapter’s current state and/or developed a strategic plan?
## Full Member

### Chapter Status

*Remember to check with your NA/PA to meet any national requirements in your NA/PA constitution/by-laws.*

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<th>Yes/No</th>
<th>Must have a solid membership of participants and volunteers (especially in larger roles such as President, Treasurer)</th>
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<td>Yes/No</td>
<td>Succession plan in place for volunteer retention including Board members. See below for info on Recruiting.</td>
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<td>Have an active Junior Branch. Your Junior Branch group size will vary but the Junior Branch is an important function in keeping youth engaged and therefore parents will be engaged too</td>
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<td>Have an established process to send delegates to international programmes and an established process to host programmes according to the hosting plan both financially and physically</td>
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<td>Have a certified Chapter Risk Manager and a process for making sure all leaders, staff and host families have a proper background check. There should be a process for analyzing and debriefing issues to ensure learning so the organization can develop and make plans and improvements to avoid or mitigate similar issues in the future</td>
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<td></td>
<td>Have an established training programme to make sure all leaders, staff, participants and parents are well trained</td>
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<td>Have a strategic plan which is reviewed and updated regularly</td>
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If a Chapter, or the Board, feel an assessment is needed it can be done at any time. For example, if a Chapter is having trouble in significant areas they may do an assessment with Chapter Development and choose to move to a developing Chapter until they are ready to move back to full member Chapter status. Continue to do strategic planning at the Chapter level.
Resources

Remember that your NA/PA will have lots of useful resources that you can use so please ask around your fellow volunteers. There may also be useful resources from other neighbouring NA/PAs so speak to your National Representative who will know other NA/PAs in the region who might be able to help.

The CISV International website has a lot of information useful for familiarizing yourself with CISV - visit cisv.org for more information. Here are a few of the main resources you will need.

CISV International
To learn about CISV as a local organization, here are some useful documents:
» What we do
» About CISV International

Educational Approach
Specific Resources to gain an understanding of the educational principles, approach and education content include:
» The Passport Provides a Summary of CISV’s approach to education.
» Big Ed is part of a range of resources that provide information on our educational principles, approach, and peace education content.

Our Programmes
To find out about all our programmes, please go to Programmes Resources section of the CISV International website.

Running a Chapter
For lots of information and guidance on how to run a local Chapter, please go to the NA and Chapter Support section of the CISV International website.

Finance and Fundraising
See the following guides to help with the financial side of running a Chapter:
» Treasurer’s Guide
» Fundraising Guide

Volunteers
For some advice and guidance on how to recruit and retain volunteers, please take a look at our Guide to Volunteer Recruitment and Engagement.