

**MINUTES: 2009 MID WAY MEETING**

**CISV INTERNATIONAL EXECUTIVE COMMITTEE**

13 – 16 February 2009, Linden Hall & CISV International Office, Newcastle upon Tyne, GBR

**CONTENTS ORDER**

|  |   |
|--|---|
| MINUTES: 2009 MID WAY MEETING  | 1 |
| CONTENTS ORDER   | 1 |
| MEETING DETAILS  | 1 |
| [M.01] MID WAY MEETING (MWM)   | 1 |
| [M.02] SETTING GOALS   | 2 |
| [M.04] TERMS   | 2 |
| CISV STRATEGIC GOALS   | 2 |
| [S.01] PROGRESS TO DATE ON THE CURRENT STRATEGIC PLAN (SP) – 2008/09 GOALS | 2 |
| [S.02] DEVELOPMENT OF THE NEXT SP  | 2 |
| PERSONNEL  | 3 |
| [H.01] INTERNATIONAL JUNIOR REPRESENTATIVE (IJR) CANDIDATES                | 3 |
| [H.02] COMMITTEE CHAIR CHANGES   | 3 |
| OPERATIONAL PLANS  | 3 |
| CHANGES TO PLANNING AND REPORTING SYSTEMS                                  | 3 |
| [O.01] Reports on Operational Plans approved at AIM08                      | 4 |
| [O.02] Reports on Strategic Plans approved at AIM08                        | 4 |
| [O.03] Operational Plans to be approved at AIM09                           | 4 |
| [O.04] Strategic Plans to be approved at AIM09                             | 4 |
| [O.05] Benefits of this system   | 4 |
| PROGRAMMES   | 5 |
| [P.01] PROGRAMME POLICY  | 5 |
| [P.02] THREE-YEAR PROGRAMME HOSTING PLAN                                   | 5 |
| [P.03] 2008 PROGRAMME STATISTICS   | 5 |
| [P.04] 2009 PROGRAMMES   | 5 |
| [P.05] PROGRAMME GRANTS  | 6 |
| FINANCE  | 6 |
| [F.01] REVIEW OF BUDGET AND FINANCIAL PERFORMANCE FOR 2008                 | 6 |
| [F.02] 2008 Audit  | 7 |
| [F.03] CHANGES TO BUDGET FOR 2009  | 7 |
| RISK MANAGEMENT  | 7 |
| [R.01] INCIDENTS   | 7 |
| [R.02] PUBLIC LIABILITY SELF-INSURANCE                                     | 8 |
| AIMs   | 8 |
| [A.01] 2008 AIM MINUTES  | 8 |
| [A.02] AIM 2009 AGENDA   | 8 |
| [A.03] AIM 2009 MOTIONS  | 8 |
| [A.04] AIM 2009 CIRCLE OF NATIONS  | 9 |
| [A.05] AIM 2011  | 9 |
| APPENDICES TO THE 2009 MWM MINUTES   | 9 |

**MEETING DETAILS**

**[M.01] MID WAY MEETING (MWM)**

The MWM of the International Executive Committee (IEC) was held at Linden Hall and the CISV International Office (IO). In attendance were President Arne-Christian Haukeland, Vice-President Junko Imanishi, Executive

Trustees Adam Axelsson, Lene Eltvik and Jeff Parliament, as well as Secretary General (SG), Gabrielle Mandell and Education Officer, Kiran Hingorani. The IEC also met with the following people:

- Denise Farrar, Development Officer;
- Bebbe Hron, Administration Officer;
- David Scholfield, Fiscal Officer; and,
- The whole IO Staff.

#### **[M.02] SETTING GOALS**

At the beginning of the meeting, the IEC shared their individual goals for the weekend and agreed on main goals and what evidence they would need to determine whether or not the goals were reached. This process mirrors the work on educational evaluation that is being prioritised in the organization. A full evaluation was done at the end of the meeting and it was agreed that most goals had been met to a satisfactory level. Specific actions were agreed in areas, which required further work. The results of the meeting and the achievements of IEC goals are the contents of these minutes and appendices.

#### **[M.04] TERMS**

Please note that unless specified otherwise, when used as general terms "National Associations" includes "Promotional Associations".

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#### **CISV STRATEGIC GOALS**

##### **[S.01] PROGRESS TO DATE ON THE CURRENT STRATEGIC PLAN (SP) – 2008/09 GOALS**

The IEC liaised with committees prior to the MWM and compiled comprehensive updates on progress relating to CISV's five Strategic Priorities. In particular, the IEC considered the interaction among different committees and IO, as well as NAs and the role each one must play in ensuring that we reach our goals as an organization.

The overall plans and status are summarised in the tables to be found in Appendix 1, which are adapted from the plan documents approved at AIM08. Specific progress since AIM08 is outlined in the second row from the right. This information does not include any NA progress. Please see section [A.04] on AIM09 Circle of Nations on this point.

##### **[S.02] DEVELOPMENT OF THE NEXT SP**

The IEC remains committed to the importance of continuing to focus on current strategic plan (SP) until end of its time (Dec 2009) but also to laying the foundations for new strategic plan.

General direction was agreed for the three new priorities, approved at AIM08 which are:

- Education, Evaluation and the accompanying Training;
- Organizational Development focussed on the needs of and expectations for healthy chapters; and,
- Profile Raising.

At this point, the IEC is considering a timeline that will likely include the following:

- Through the 2009 Regional Meetings IEC present the "skeleton" of a plan under each of three priorities and will invite input;
- IEC will also communicate by e-mail with the EEC and the Trustees to present the rough plan and encourage input;
- The National Report Form (NRF) will contain questions relating to the next priorities and it is intended that it help NAs to do a self-evaluation so that they will be able to determine where to put their focus in the next Plan;
- In June, IEC and IO will synthesize the input and consider it along with all the evaluation and analysis it has done and will develop a somewhat more refined proposal to be published in draft prior to AIM09. It is anticipated that detail will be provided for year one of the plan (2010) with more general expectations set out for the two following years;
- Discussion at the AIM may require some changes and then the plan will hopefully be approved for

- full launch in January 2010;
- A key will be to consider the role of NAs in achieving the goals within the next SP and using the NRF, AIM and Regional Structures to start developing national plans in line with the global priorities;
  - The period from AIM09 to December 09 will be a time for finalizing work under the current plan and communication of the new plan;
  - The new Strategic Plan will take effect from January 2010 and last through December 2012;
  - With the new Strategic Plan, Work Plans, Budget, and Work Reports will be aligned using the calendar year. (see section [0.01-5] below on this point)

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## PERSONNEL

### [H.01] INTERNATIONAL JUNIOR REPRESENTATIVE (IJR) CANDIDATES

The IEC is pleased to note the increased number of nominations for IJR this year. Congratulations to all who were nominated, of whom the following accepted the nominations and will be running as candidates:

- Alexander Neuman from CISV Canada
- Juan Manuel Oviedo from CISV Colombia
- Rowan El Shimi from CISV Egypt.

They now have until 15 March to complete the candidate questionnaire. The election will take place during AIM09.

### [H.02] COMMITTEE CHAIR CHANGES

IEC regrets to announce that Mark Flores and Jane van Fleet have resigned as Chair and Alternate Chair of International Leadership Development and Training Committee (ILTC). We thank them for all their work and wish them well. Jeff (IEC) has been working with the ILTC members and we are able to confirm that Monica (Moni) Berrocal (CRC) and Marco Lorusso (ITA) have agreed to step in as Acting Chair and Acting Alternate Chair. If at all possible, Moni will meet with the Education Officer prior to AIM09. The IEC approved budget to fund this meeting should it be possible to organize.

Please note that as announced at AIM08, Caecilia van Peski will be stepping down as Chair of the Educational Development and Research Committee (EDR) and Lars Kvamme will step down as Chair of the International People's Project Committee (IPP). The Alternate Chairs appointed by the Board have been working hard and will be ready to step into their new roles.

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## OPERATIONAL PLANS

The IEC received and reviewed reports from all Committees and the IO on their plans relating to operational responsibilities set out in their Terms of Reference. Progress to date was considered in light of the Strategic Plan and the specific roles of each of the Committees and the IO. In most cases, operational matters are proceeding well across all Committees and the IO. The IEC thanks all members for their work. *(The reports are all available on Resources with the MWM09 documents.)*

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## CHANGES TO PLANNING AND REPORTING SYSTEMS

As stated above and discussed last year, the IEC is committed to redeveloping our system and format for proposing and reporting on workplans – both strategic and operational. Moreover, we seek to create more clarity by aligning the budget and reporting year.

This will mean a change of procedures, but we believe that it will assist in making our decision-making process more effective and informed.

The changes will take effect as of the Plans to be submitted at AIM09. Reports will be handled and changes implemented as follows:

**[O.01] Reports on Operational Plans approved at AIM08**

- As usual, Committees are asked to submit these reports to the IO by 1 June;
- They will then be published on Resources and received at AIM09.

**[O.02] Reports on Strategic Plans approved at AIM08**

- As we have done for the MWM, the IEC liaisons will gather information from Committees prior to 1 June;
- IEC, Secretary General and IO Officers will then collate and produce updated progress reports similar to what you will find at Appendix 1 to these minutes;
- They will be published prior to AIM.

**[O.03] Operational Plans to be approved at AIM09**

- Committees are asked to please submit their Operational plans to the IO by 1 June;
- Operational Plans should cover the calendar year from 1 January through 31 December 2010;
- Plans should contain budget requests;
- The IEC, Secretary General and IO Officers will review all plans and consult with the International Finance Committee regarding budget;
- The IEC, Secretary General and IO Officers will then collate all the Operational Plans into one common operational workplan for the organization, indicating committee responsible and recommended budget;
- The joint workplan is to be published prior to AIM;
- This workplan may need slight amendments at AIM, but it will be presented for approval by the Board at AIM09.

**[O.04] Strategic Plans to be approved at AIM09**

- Based on the consultation with EEC over the next months, the IEC will be able to gather information on committee proposals relating to the next SP;
- The IEC, Secretary General and IO Officers will review all input and consult with the International Finance Committee regarding budget;
- The IEC, Secretary General and IO Officers will also consider the operational plans submitted by the committees;
- The IEC, Secretary General and IO Officers will then draft one common strategic workplan for the organization, indicating committee responsible and recommended budget;
- It is anticipated that the strategic workplan will be published in July;
- There will be the opportunity to review the proposed plan prior to AIM and then in several sessions at AIM. The Board may wish to make some amendments at AIM, and it will then be presented for approval by the Board at AIM09.

**[O.05] Benefits of this system**

- We will be able to show more clearly cooperation in areas of overlapping responsibility, particularly on strategic goals;
- It will enable us to better align strategic and operational plans along with budget;
- Committees will not need to spend precious time together on drafting plans, but rather on cooperation and teamwork;
- Board members will be able to be better prepared as they will have the chance to consider the proposed plans in advance and not receive them mid-way through AIM;
- We will provide the Board with clear and comprehensive documentation, of a manageable length (under 100 pages), which gives them the information they need without having to read

through and make linkages among 20 some different documents. This will facilitate the role of the Board and help them to make decisions in an informed and effective manner.

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## PROGRAMMES

### [P.01] PROGRAMME POLICY

The IEC notes that two programme policy documents have been reviewed and revised in light of Board decisions, particularly the change to status for IPP and IYM to programmes.

In consultation with the Programme Committees, the IO and IEC have prepared draft versions of updated Info File documents:

- C-03 Programme and Activities Basic Rules
- R-03 Process to Review New Programmes

The revised versions will be put into motion form and the IEC will ask that the Board approve them at AIM09. The motions will be published on Resources with the AIM09 documents by the end of March09.

### [P.02] THREE-YEAR PROGRAMME HOSTING PLAN

The IEC is pleased to note the commitment of the organization to realizing the three-year hosting plan and keeping it up-to-date. The Regional Coordinators (ReCos) of the Organizational Development Committee (ODC) are addressing the plan throughout the year and at sessions at Regional Meetings and Training Forums.

### [P.03] 2008 PROGRAMME STATISTICS

Numbers remained relatively stable overall from 2007 to 2008, with a big increase in Mosaic.

| Programme                              | Number of Programmes Held |            | Total Participation |             |
|--|---------------------------|------------|---------------------|-------------|
|  | 2007                      | 2008       | 2007                | 2008        |
| Village                                | 56                        | 50         | 3639                | 3354        |
| Interchange                            | 64                        | 71         | 1211                | 1272        |
| Summer Camp                            | 30                        | 30         | 1459                | 1466        |
| Seminar Camp                           | 19                        | 17         | 550                 | 495         |
| Youth Meeting                          | 22                        | 20         | 740                 | 642         |
| International People's Project (IPP)   | 4                         | 6          | 96                  | 120         |
| Annual International Meeting           | 1                         | 1          | 222                 | 274         |
| International Junior Branch Conference | 1                         | 1          | 80                  | 83          |
| <b>Sub Total</b>                       | <b>197</b>                | <b>196</b> | <b>7997</b>         | <b>7706</b> |
| Mosaic                                 | 27                        | 74         | 1827                | 2170        |
| <b>Total</b>                           | <b>224</b>                | <b>270</b> | <b>9824</b>         | <b>9876</b> |

After AIM08, one December08 Village was cancelled due to the political/security situation in the NA. It will be held in 2009.

### [P.04] 2009 PROGRAMMES

At this point, higher numbers are anticipated for programmes in 2009 and similar numbers for 2010. Please note, the situation with regard to Interchange is somewhat different in that "intents to Interchange" may not be confirmed until the end of February. Since Round 1 was issued, one Seminar Camp has been cancelled (due to lack of human and financial resources.)

#### Expected Programmes

| Programme | Number of Programmes Expected for 2009 |             | Total Estimated Expected Participation |
|-----------|--|-------------|--|
|           | As of June 08                          | As of MWM09 | As of MWM09                            |
| Village   | 48                                     | 51          | 3366                                   |

|  |            |            |             |
|--|------------|------------|-------------|
| Interchange  | 75         | 85         | 1615        |
| Summer Camp  | 29         | 29         | 1421        |
| Seminar Camp   | 18         | 17         | 493         |
| Youth Meeting  | 27         | 30         | 960         |
| International People's Project (IPP)                                     | 7          | 4          | 96          |
| Mosaic   | 65         | 55         |             |
| Annual International Meeting /<br>International Junior Branch Conference | 1          | 1          | 300         |
| <b>TOTAL</b>   | <b>270</b> | <b>272</b> | <b>8251</b> |

The IEC is committed to highlighting the importance of forward planning and ensuring that promised programmes take place. When programmes are cancelled, the impact is enormous, on the host NA, on disappointed participants, on administration and on income. It also means that we are not giving as many people as possible the unique educational experience of a CISV programme. The IEC encourages NAs to ask the International programme committees or ODC for help early, if they anticipate a problem. We also encourage NAs to talk to each other.

#### **[P.05] PROGRAMME GRANTS**

We are pleased to confirm that the Ito Foundation U.S.A. has again awarded CISV International a grant of \$50,000 USD. This funding is for 2010 and will be used for promoting the stability of programme hosting in-line with the Three-Year Hosting Plan and to support the Regional Training Forums. At this point, there will not be a general application process.

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## **FINANCE**

### **[F.01] REVIEW OF BUDGET AND FINANCIAL PERFORMANCE FOR 2008**

A full review of the financial year was carried out with the Fiscal Officer, including the preliminary 2008 financial statements and analysis of the 2008 budget. The IEC thanks the Fiscal Officer for working hard to produce all of the year-end information so quickly and comprehensively, particularly as he has only been in the post since October 2008.

CISV International had a surplus again this year against budget, despite having budgeted for a deficit of over £15,000. For 2008, the anticipated surplus is £41,620.96. The IEC is pleased to note that, like last year, the surplus is as a result of income and participation and not from failure to use budget allocated. Revenue was aided by some outstanding NA debtors paying their debt.

The IEC also noted that the income from cancellation penalties has decreased significantly to £6226. This money will be set aside for programme support.

The IEC also considered the potential impact of the global financial turmoil. To date, we have not been advised on any cancellations due to this situation. This is certainly something though that the IEC will continue to monitor over the next several years.

Several debtor NAs have paid or started paying the money they owe to International. However, there are still several aged debtor Associations, which have been in debt since the previous year-end, (in this case 2007 or earlier):

- CISV Bosnia-Herzegovina
- CISV Mongolia
- CISV Palau
- CISV Slovakia

The amounts owed by CISV Bosnia-Herzegovina, Mongolia and Palau are extremely small and there is no real PA presence in those countries. In the case of Slovakia, the amount owed is quite high (almost £5,000), but there has been no participation since 2005 and no contact or expectation of further contact from them. In light of these circumstances, the IEC has instructed the Fiscal Officer to write off these debts.

Some NAs are quite active, but made no payment in 2008:

- CISV Brazil
- CISV China

It is anticipated that they will make payments very soon and no provision was made in the books regarding their debt.

According to the preliminary report, the total owed by NAs to CISV International at the end of 2008 was £97,140. Several NAs are in credit and CISV International to a total of £34,487.

#### **[F.02] 2008 Audit**

Ernst & Young will audit the 2008 accounts. Upon the IEC approval of the accounts in consultation with the Fiscal Officer and IFC Chair, a signed report will be produced by Ernst & Young to be received at the 2009 Annual General Meeting.

#### **[F.03] CHANGES TO BUDGET FOR 2009**

The IEC approved the following changes to the 2009 budget:

##### **Educational Development and Research Committee (EDR)**

At AIM08, £4000 were added to the 2008 EDR budget to produce the Pocket T and full Educational Principles. This amount has been transferred to the 2009 EDR budget as the costs will be incurred in this year. IEC also approved budget for an EDR member to participate in a research symposium in Modena in March 2009.

##### **External Relations Committee (ERC) and International General**

Technical developments to the Friends website planned for 2008 could not be done by the contractor until this year. As a result, the amount of £2300 from the "Friends Website" line of the International General budget was not used. This amount, plus an unused £1750 from the ERC project budget relating to the social networking functions of Friends have been transferred to the same lines in the 2009 budget. This money will be used in early 2009 to complete agreed technical developments.

##### **Leadership Training and Development Committee (ILTC)**

It was agreed that money would be provided to cover travel of the Acting Chair to the IO for meetings.

##### **Organizational Development Committee (ODC) and IEC**

It was agreed that money would be provided to cover the cost of the Chair of ODC and the IEC Liaison to meet at the IO with the Administration Officer and other staff members.

##### **Taskforce on Fee Structure and Hospitality Points**

It was agreed that £300 would be added to the 2009 budget to cover the pre-AIM accommodation of a Taskforce member.

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#### **RISK MANAGEMENT**

##### **[R.01] INCIDENTS**

No particular incidents were brought to the attention of the IEC. The IEC notes the work and the success of the second year of the Issues Database. Issue reports relating to 2008 will be sent to NAs in April for response within a month.

## **[R.02] PUBLIC LIABILITY SELF-INSURANCE**

Brett Vottero, Risk Management Committee (IRMC) Chair, is working with lawyers in the US to develop a proposal. IEC will review it as soon as it is ready. The Secretary General has provided extensive support and information in the process. Further information will likely be required from NA Risk Managers so that IRMC may be in contact with NAs in the coming months. It is anticipated that a more detailed proposal will be developed by the end of June, with a view to the Board's being able to make a decision at AIM09.

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## **AIMs**

### **[A.01] 2008 AIM MINUTES**

The IEC notes that the minutes of the 2008 CISV Annual International Meeting (AIM) were approved by mail ballot, as the required number of votes was received.

### **[A.02] AIM 2009 AGENDA**

The IEC reviewed the evaluations of AIM08, which showed a clear liking for the Board orientation, Open Forum discussions and organizational development sessions. Work around the next Strategic Plan was also very productive. These and other points were taken into consideration in planning the agenda for AIM09. *Please find a draft agenda attached at Appendix 2.*

### **[A.03] AIM 2009 MOTIONS**

The IEC would remind you that there are two tabled motions relating to the presence of alcohol at programmes. They are Mtn10-AIM07-IRMC/SCC and Mtn01-AIM08-AUT/ITA. There is also the vote following from Mtn12-AIM07-Unanimous, which relates to appointing Cathy Knoop as an Honorary Counsellor. These three motions can be found in the previous AIM documents on Resources. They will also be re-circulated with this year's AIM documents.

At this point, the IEC intends to put forward motions to approve the reviewed C-03 and R-03 (*see [P.01] Programme Policy above*).

The IEC encourages people to submit motions early. Please use the Motion Form available on the Resources website. The deadline of 1 June will be strictly upheld.

We hope that the guidance below will assist the organization in the motion process.

### **Early discussion**

The IEC encourages the proposers of motions to post them on the forums on <http://friends.cisv.org> and to moderate the discussion.

### **What information should the proposer provide?**

When proposing a motion, it is important to provide the Board with the information it needs to make an informed decision. Specifically, the Board will need to know reasons for the motion, the value/benefit to CISV, how the motion will be implemented, the time frame and the cost to CISV in terms of human and financial resources. *Please use the Motion Form available on resources under Forms. It will help you to cover the necessary information.*

### **What factors should the Board consider?**

No matter what the motion is about, it is important that every request be considered by the same basic and objective criteria. That way, the rationale and decision-making process are consistent and reliable. The IEC encourages the Board to consider four basic questions when addressing motions or project requests:

- How does it serve CISV's educational purpose?
- How does it serve the current/coming Strategic Plan?
- Do we have the infrastructure and resources to do it and does it seem well planned?
- Does the benefit to the organization justify the effort it would take?

**[A.04] AIM 2009 CIRCLE OF NATIONS**

This year, the IEC will ask NAs to join in a somewhat different process. We request that each NA prepare a statement on only one matter. It should fit under one of the five current strategic priorities – something which you wish to highlight as an example of a best practice success.

Please remember that it should be very brief so that it can be presented in a maximum of one minute. Please send this statement to the IO by 1 June 2009 electronically. All Statements will be collated, either with the AIM documents or Minutes.

This year, though, instead of asking you to present the statement in one continuous Circle of Nations session, we would like to share the best practices within the sessions to which they relate. That means that if your statement is about something under the current SP2 on working with NGOs, we will ask you to present it during the Plenary session on SP2. This way, we have the chance to share with and hear from every NA, but in a thematic way. We hope this change will assist us in gathering and learning from our successes.

**[A.05] AIM 2011**

CISV Indonesia reported that it has found an alternate site for AIM 2011, which IFC has reviewed and is within the acceptable cost limits. The IEC thanks them for their hard work and cooperation. A presentation of the new site will be given at AIM09.

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**APPENDICES TO THE 2009 MWM MINUTES**

- [1] Progress Reports Strategic Plan, Priorities 1 - 5
- [2] Draft AIM 2009 Agenda

**Respectfully submitted,**

Arne-Christian Haukeland, President  
Junko Imanishi, Vice-President  
Adam Axelsson, Executive Trustee  
Lene Eltvik, Executive Trustee  
Jeff Parliament, Executive Trustee  
Gabrielle Mandell, Secretary General

March 16, 2009