

Motion Form

This Motion is for the consideration of (Governing Board or Members)	Members
This Motion is made on behalf of	The Governing Board

Motion
<p>We move that the following points be approved. We recommend that each one be voted on separately and in this order. Any one point of this motion can stand on its own. Therefore, once a point is approved, CISV International will have the mandate to act on it. However, it is our strong recommendation these changes all be adopted as, together, they form a coherent and cohesive proposal and foundation.</p> <p>Note that each of these decisions will likely require changes to various policy and governing documents as well as significant planning for implementation. Revised documents and a detailed implementation plan will be brought to the Members for approval next year. The decisions made in 2017 will be “in principle” and will determine the nature of the work to be done over the coming months to ensure that final approval can be considered in 2018.</p> <ol style="list-style-type: none"> 1. That this wording be formally adopted as the Purpose of Junior Branch Junior Branch offers opportunities for youth to develop the attitude, skills and knowledge they need to become effective leaders in CISV and to act for a more just and peaceful world. It does this in order to contribute to the mission and vision of CISV. 2. That the following changes be approved regarding membership in CISV International Youth will continue to be involved in decision-making at all levels of the organization. Junior Branch will not be a Member of CISV International but the National Junior Representatives will continue to elect a Trustee of CISV International every 3 years) 3. That the following age requirements be approved for members of Junior Branch Junior Branch membership is for CISVers aged 14-25. National/Promotional Associations/Chapters may wish to extend membership of Junior Branch to those aged under 14 according to their local context. 4. That the following structure be approved for membership in Junior Branch All CISVers who are between the ages of 14-25 will automatically be considered to be members of their local Junior Branch. This would include younger children where the NA/Chapter has adopted a younger minimum age requirement. 5. That the following regional structure be adopted for the International Junior Branch <ol style="list-style-type: none"> a) Newly structured Regional Junior Branch Teams with closer defined links/cooperation with regional delivery teams will be incorporated within the regional structure. (Note that the Teams would continue to be elected by National Junior Representatives in the region) b) Regional Junior Branch Teams will be comprised of 4 elected JBers (2 elected per year by the NJRs of the region for 2 year terms).

- c) The 2 senior team members will be Regional Junior Branch Coordinators, who will participate at the Regional Meeting and meetings of Regional Coordinators (including all virtual meetings).
- d) Regional Junior Branch Teams will work with Conference & Events Regional Coordinators to organize Regional Junior Branch Meetings alongside Regional Meetings and Regional Training Forums.

6. That the following international structure be adopted for Junior Branch

- a) Two International Junior Branch Coordinators will be elected by NJRs and will coordinate the work of the Regional Junior Branch Coordinators (1 elected per year by the NJRs for 2 year terms).
- b) The current International Junior Branch Team will be discontinued.
- c) A CISV International Board member will have a Junior Branch engagement portfolio and liaise with the International Junior Branch Coordinators
- d) A member of the CISV International senior management team will have a Junior Branch engagement portfolio and will liaise with the International Junior Branch Coordinators
- e) Junior Branch/leadership development strategy is to be included in strategic planning, and will include encouraging qualified Junior Branch members to apply or run for positions of responsibility on CISV International committees, teams and Board.
- f) An International Junior Branch strand will be incorporated within every Global Conference.
- g) The International Junior Branch Conference in its current form will be discontinued.

7. That CISV International establish a Junior Branch Review Transition Team to develop a detailed implementation plan and draft any documents or amendments to existing documents, in accordance with decisions made on the above. All material to be ready in draft form prior to Regional Meetings 2018 to be discussed and then voted on at the General Meeting at the 2018 Global Conference. The Team will also be asked to consider and provide greater detail on the recommendations below.

RECOMMENDATIONS ON NATIONAL AND LOCAL STRUCTURE

It remains up to National Associations and Chapters to determine how their Junior Branches are organized. However, to encourage support for CISV's goals and create some level of consistency – so that Junior Branch members and their NAs and Chapters can have similar mutual expectations – we strongly recommend:

8. That National/Promotional Associations consider adopting the following recommended national structures for Junior Branch

- a) National Boards will have a Junior Branch Committee, which reports to the NA Board.
- b) The National Board will include a member who acts as a liaison and mentor to the Junior Branch and attends their committee meetings.
- c) The National Junior Branch Representative (the senior National Junior Branch Representative, where there is a senior and junior) chairs the Junior Branch Committee.
- d) As a committee of the National Board, Junior Branch will contribute toward the strategic planning and decision-making of the National/Promotional Association.

- e) The (senior) National Junior Representative (NJR) will sit, ex officio, on the National Board. This means that they are a full voting member of the Board while they hold the position of NJR.
- f) Every committee and working group will aim to have at least one (suitably qualified) Junior Branch member.

9. That Chapters consider adopting following recommended local structures for Junior Branch

- a) Chapter Boards will have a Junior Branch Committee, which reports to the Board.
- b) The Chapter Board will include a member who acts as a liaison and mentor to the Junior Branch.
- c) The Junior Branch Committee will be chaired by the Local Junior Branch Representative (LJR or other title used by the Chapter). Where there is a senior and a junior LJR, the senior LJR and the Board liaison will attend the committee meetings.
- d) As a committee of the Chapter Board, Junior Branch will contribute toward the strategic planning of the Chapter and Chapter decision-making.
- e) The (senior) LJR will sit, ex officio, on the Chapter Board. This means that they are a full voting member of the Board while they hold the position of LJR.
- f) Every committee and working group will aim to have at least one (suitably qualified) Junior Branch member.

When is this Motion is to take effect? (mm/yyyy)

The decisions made in 2017 will be “in principle” and will determine the nature of the work to be done over the coming months to ensure that final approval can be considered in 2018.

Rationale for Motion and Expected Benefit to CISV if the Motion is Passed

Please see the attached full report and proposals of the Junior Branch Review Team.

How would this be implemented? Please complete the expected costs in terms of financial and human resources for the next 3 years (as needed)

Year	Main Actions	Who would be responsible	Expected time it would take	Expected budget
2017/18	In accordance with decisions made on the above, develop a detailed implementation plan and draft any documents or amendments to existing documents. Prepare material for final Member approval.	JB Review Transition Team	6 months (Aug 2017 to Feb 2018)	Likely one in-person meeting of the team
2018	Member discussion and decision on final elements		Aug 2018	
2018 on	Implementation		To be determined	

Signature of Representative Making the Motion

Date (dd/mm/yyyy)

Printed name of person signing	CISV Title of that person

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Appendix:

- 1. Notes for Transition Team**

INTRODUCTION

The following proposals from the Junior Branch Review Team are the result of an intense year of widespread survey, consultation and analysis. We asked questions about the purpose of Junior Branch, how it is working now, people's perceptions of what it could or should be doing, and how it can integrate and contribute more fully to the mission and vision of CISV. We then applied our combined understanding and experience of CISV and Junior Branch.

We reviewed the resulting information and feedback, cross referencing it with the current Junior Branch structure and the Pathways proposal developed in phase 1 of the Junior Branch Review. As we developed each proposal, including the purpose of Junior Branch, we checked it against these results to make sure that what we were suggesting was consistent with them.

Our proposals are high-level, as we believe that they need to be approved in principle before they can be detailed further. If the Membership approve our proposals in principle in 2017, we recommend that a Transition Team is recruited (Notes for a transition team :appendix) and they bring the fully developed proposals, along with any changes to the CISV International governing documents, to the Membership for approval in 2018.

PROCESS

The second phase of the review of the Junior Branch, which we conducted between October 2015 and October 2016, was led by some specific tasks from the Governing Board:

- I. Continue to act on the AIM 2013 decision by the Membership that the nature and structure of the Junior Branch should be reviewed in order to integrate it more effectively within CISV (Motion 10, AIM 2013).
- II. Consider all work done to date by the 2013–2015 Junior Branch Review Team and build on it.
- III. Propose policies, procedures, guidelines and any actions to that will clarify and optimise the role of youth and advance their involvement in all parts of CISV.

We also took on board the necessity to consult more widely (than in the first phase of the review) with CISV and its Junior Branch at all levels to gain the best possible idea of how Junior Branch is working currently and could improve.

GUIDING PRINCIPLES

We followed the guiding principles developed by the first Junior Branch Review Team, as mandated by the Governing Board (Mandate: appendix 2).

'The proposals developed by the Review Team should contribute to CISV's mission, vision and long term strategic plan and will seek to ensure that:

- I. Youth are involved and participating at all levels of CISV, helping to build a healthy and thriving organization

II. The continuation and growth of the creative spirit currently provided by youth participation across CISV

III. A strong youth community throughout CISV continues to flourish

IV. CISVers benefit from personal and practical skill development according to their interests and experience

V. CISV members of all ages work towards the goals of CISV

VI. Organizational benefits and personal growth opportunities are available to all CISVers

VII. Making youth involvement inclusive and accessible'

SURVEYS AND CONSULTATION

We sent surveys out to all NA Boards, Chapter Boards, National Junior Representatives (NJR), Regional Junior Branch Teams and the International Junior Branch Team. We sent the surveys out by direct email and promoted them through the IO Update and direct reminders. We received completed surveys as follows:

National/Promotional Association Boards (NA/PAs) – 41 (59% of NA/PAs, at the time of the surveys. Responses by region: Americas: 28%; Asia Pacific: 13%; EMEA: 60%)

Chapter Boards – 55 (33% of Chapters, at the time of the surveys. Responses by region: Americas: 42%; Asia Pacific: 7%; EMEA: 51%)

NJR – 60 (86% of 70 active NJRs. Responses by region: Americas: 38%; Asia Pacific: 12%; EMEA: 50%)

Regional Junior Branch Team members – 12 (100% of 12 team members)

International Junior Branch Team – 6 (60% of 10 team members)

We also sent out a general survey to JBers, and anyone who identified strongly with Junior Branch, which was promoted through the CISV International, International Junior Branch, and JB World Facebook pages, and through the IO Update.

Completed surveys: 450 (out of 639 incomplete surveys received)

Responses by age: Under 18: 36%; 18 – 25: 48%; over 25: 16%

Responses by region: Americas: 36%; Asia Pacific: 6%; EMEA: 58%

Responses by where the respondents are active: Local: 47%; National: 33%; Regional: 5%; International: 15%

We also conducted consultation workshops at the 2016 Regional Meetings, Regional Junior Branch Meetings, International Junior Branch Conference and offered online consultation workshops to the International and Regional Junior Branch Teams. We received informal feedback from the Governing Board as part of the consultation process and on our proposal.

Junior Branch Review Team 2015-17

Alia E. Mazny (CISV Egypt)
Andrea Brockman (CISV USA)
David Kruse-Pickler (Governing Board)
Denise Farrar (International Office)
Dow Linnell (IJR 2015-6)
Emily Colfer (intern, CISV USA)
Flora Simon Gurgel (IJR 2016-17)
Gaspard Simon (IJR 2015-17)
Gonzalo Leon Robles (CISV Mexico)
Gustavo Cuellar (Governing Board)
Kristina Moshuus (CISV Norway)
Theo Giesen (CISV Canada)

- We owe particular thanks to Andrea Brockman for her invaluable work on the data analysis.
- The proposals have footnotes, which link them to survey results. Note that N = number of respondents to that particular question.

JUNIOR BRANCH REVIEW PROPOSAL

JUNIOR BRANCH PURPOSE

Junior Branch⁽¹⁾⁽²⁾ offers opportunities for youth to develop the attitude, skills and knowledge they need to become effective leaders⁽³⁾⁽⁴⁾ in CISV and to act for a more just and peaceful world. It does this in order to contribute to the mission and vision of CISV.

We found no great desire to change the name of Junior Branch and people responding to the Junior Branch Review Survey were generally positive about the name, with less than 5% of all respondents to all surveys feeling negatively about the name.

Our proposal for the purpose of Junior Branch reflects what JBers, National Associations, and Chapters all identified as the most important things that Junior Branch should be doing.

JUNIOR BRANCH MEMBERSHIP OF CISV INTERNATIONAL

Youth will continue to be involved in decision-making at all levels of the organization however Junior Branch will no longer be a Member of CISV International.

Our proposal that Junior Branch will no longer be a Member of CISV International is based on our mandate to consider how Junior Branch might be integrated effectively with the rest of CISV. We have noted that as a result of their Membership status Junior Branch has, in many respects, become a parallel organization to CISV, which we feel makes effective integration impossible.

The original intent behind Junior Branch Membership of CISV International was to encourage representation on a body that no longer exists (International Board) and to provide decision-making opportunities for young CISVers. This was seen as a 'compromise' and something that could be improved and changed over time). While representation was not the highest priority for the majority of our respondents (see purpose above), we were very encouraged to see that youth representation on Boards is high (85% of Chapters that responded told us that they have Board members aged under 25, 63% of these under 25s are in a role that is not specifically representing Junior Branch; 82% of National Associations that responded told us that they have Board members under the age of 25, 66% of these under 25s are in a role that is not specifically Junior Branch). Youth representation on decision-making bodies is clearly happening and, we believe, can and should continue to be encouraged.

ELECTION OF A TRUSTEE OF CISV INTERNATIONAL

The National Junior Representatives will elect a Trustee of CISV International every 3 years

We noted the desire of National Junior Representatives (NJR) to vote directly, alongside National Association Representatives on motions and the election of Trustees of CISV International, however within our proposal this cannot be accommodated. To accommodate their wishes to some degree, we propose that while Junior Branch will no longer be a Member of CISV International, NJRs will retain the right to elect a Trustee of CISV International every 3 years.

¹ Junior Branch Review Survey 2016: all JBers. "How do you feel about the name Junior Branch?: Positive"= 163. (N= 404)

² All JBers. "Do you want to keep the name Junior Branch, even if there are changes to way Junior Branch is run?: Yes"= 214. (N= 404)

³ All JBers. "On a scale of 1-5, where 1 is the most important and 5 is the least important, order the following statements according to what you think Junior Branch should achieve: Junior Branch cultivates leadership skills and builds self-confidence ranked #1"= 98 (N=399)

⁴ All JBers. "Please tick up to 3 statements that most apply to you from this list: Being part of Junior Branch/CISV has helped me to develop leadership skills."=232 (N=421)

MEMBERSHIP OF JUNIOR BRANCH

Junior Branch membership is for all CISVers aged 14-25⁽⁵⁾⁽⁶⁾⁽⁷⁾⁽⁸⁾⁽⁹⁾⁽¹⁰⁾⁽¹¹⁾⁽¹²⁾⁽¹³⁾⁽¹⁴⁾⁽¹⁵⁾.

NAs/Chapters may wish to extend membership of Junior Branch to those aged under 14, according to their local context.

It was very clear from all respondents to all surveys that the majority believe that Junior Branch is for youth. Respondents also felt that there should be an option for Junior Branch to invite other CISVers to join them in their activities or meetings, should they wish.

We believe that 25 is an appropriate age for someone to no longer be categorized as a youth and to look for their CISV involvement outside of Junior Branch. We felt it appropriate to match the age someone would be considered a JBer to the age for Step Up participation; where youth are becoming more independent and ready to take a more active part in planning and leading activities. However, we appreciate that in some local contexts, it may be desirable to extend membership of Junior Branch to those aged under 14.

We propose that all CISVers aged 14 – 25 are automatically considered members of Junior Branch (in NAs where there is Junior Branch), whether or not they are active in Junior Branch.

⁵ All JBers. “Tick the statement that best describes what you think about Junior Branch: Membership of Junior Branch is for youth, but anyone can join Junior Branch activities or meetings”= 237. (N= 400)

⁶ Junior Branch Review: National Association Board Survey. “Which statement best describes what you think about the age of those who should participate in Junior Branch?: The Junior Branch is for youth, but anyone can join activities or meetings”= 32 (N= 42)

⁷ Junior Branch Review: Chapter Board Survey. “Please tick the statement you think best should best describe Junior Branch membership: Junior Branch is for youth, but anyone can join activities or meetings”= 32 (N= 48)

⁸ All JBers. “Thinking about age limit(s) for Junior Branch; what age would you consider to be the lower age limit for Junior Branch?: I think there should be a lower age limit”= 300. (N= 420)

⁹ NA Board Survey. “Do you think there should be a lower age limit for those participating in the Junior Branch?: Yes”= 25 (N=42)

¹⁰ Chapter Board Survey. “Think about the age limit(s) for Junior Branch; what age would you consider to be the lower age limit for Junior Branch?: I think there should be a lower age limit”= 36 (N=48)

¹¹ All JBers. “I think there should a lower age limit. It should be (type in age below)” Mean= 13.32, Median=14, Mode=15. (N= 300)

¹² All JBers. “What age would you consider to be the upper age limit for Junior Branch?: I think there should be an upper age limit”= 193. (N= 420)

¹³ NA Board Survey. “Do you think there should be an upper age limit for those participating in the Junior Branch?: Yes”= 20 (N=42)

¹⁴ Chapter Board Survey. “What age would you consider to be the upper age limit for Junior Branch?: I think there should be an upper age limit”= 19 (N=48)

¹⁵ All JBers. “I think there should be an upper age limit. It should be (type in age below)” Mean= 25.76, Median=25, Mode=25. (N= 193)

JUNIOR BRANCH STRUCTURE

Recommendations for Local Junior Branch

- Chapter Boards to have a Junior Branch Committee, which reports to the Board.
- The Chapter Board to include a member who acts as a liaison and mentor to the Junior Branch ⁽¹⁶⁾⁽¹⁷⁾.
- The Junior Branch Committee to be chaired by the Local Junior Branch Representative* (the senior Local Junior Branch Representative, where there is a senior and junior) and the Board liaison to attend the Junior Branch Committee meetings⁽¹⁸⁾.
- As a committee of the Chapter Board, Junior Branch to contribute toward the strategic planning of the Chapter and Chapter decision-making.
- The (senior) Local Junior Representative to sit, *ex officio*, on the Chapter Board. This means that they are a full voting member of the Board while they hold the position of LJR⁽¹⁹⁾.
- Every committee and working group will aim to have at least one (suitably qualified or experienced) Junior Branch member. ⁽²⁰⁾⁽²¹⁾.

* **Note:** Local Junior Representative or whatever title is used locally.

Overall, JBers appear very satisfied with the support they get from their Chapter leaders. We noted that Chapter Boards and JBers were in favour of having at least one Junior Branch representative on Chapter Boards, committees and working groups. We believe that our recommendations for Junior Branch at the Chapter level offers an integrated structure that will further encourage and support Junior Branch engagement in planning and decision-making. However, our recommendations support and do not seek to change what appears to be working well. We believe that local Junior Branch meetings should be reviewed to ensure they meet the purpose of Junior Branch.

¹⁶ All JBers. "How satisfied are you with the support you get from your Chapter/NA organizational leaders?: Extremely satisfied:= 59; “: Very satisfied”= 113; “: Satisfied”= 136 (N= 365)

¹⁷ Chapter Board Survey. "When making important Chapter decisions, do you ask the opinion of your JBers?: Always”= 14; “: Often”= 17; “: Sometimes”= 16 (N= 48)

¹⁸ All JBers. "How satisfied are you with the support you get from your organizational leaders of Junior Branch within your Chapter/NA?: Extremely satisfied:= 86; “: Very satisfied”= 130; “: Satisfied”= 101 (N= 369)

¹⁹ Chapter Board Survey. "When you do ask the opinion of your JBers, how do you do this?: We hear the opinions of our JBers by asking our Local Junior Branch Representative or Chair “= 32 (N= 47)

²⁰ All JBers. "Tick the statement on representation that you agree with the most: There should always be at least one Junior Branch representative on a Chapter board, committees and working groups”= 134 (N= 239)

²¹ Chapter Board Survey. "Please tick the statement you agree with the most, regarding Junior Branch representation within your Chapter: There should be at least one Junior Branch rep each on the Chapter board, committees and working groups”= 24 (N=47)

JUNIOR BRANCH STRUCTURE

Recommendations for National Junior Branch

- National Boards to have a Junior Branch Committee, which reports to the NA Board.
- The NA Board to include a member who acts as a liaison and mentor to the Junior Branch and attends their committee meetings⁽²²⁾⁽²³⁾⁽²⁴⁾.
- The National Junior Branch Representative (the senior National Junior Branch Representative, where there is a senior and junior) chairs the Junior Branch Committee. As a committee of the NA Board, Junior Branch to contribute toward the strategic planning of NA and NA decision-making⁽²⁵⁾.
- The (senior) National Junior Representative to sit, ex officio, on the NA Board. This means that they are a full voting member of the Board while they hold the position of NJR⁽²⁶⁾.
- Every committee and working group will aim to have at least one (suitably qualified or experienced) Junior Branch member. ⁽²⁷⁾⁽²⁸⁾⁽²⁹⁾

Overall, JBers reported that they are very satisfied with the support they get from their NA leadership and that they are able to give their opinion on important CISV International matters to their NA Representative. NJRs report that are able to influence decisions within their NA. We noted that NA Boards and JBers were in favour of having at least one Junior Branch representative on NA Boards, committees and working groups. We believe that our recommendations for Junior Branch at the NA level offers an integrated structure that will further encourage and support Junior Branch engagement in planning and decision-making. However, our recommendations support and do not seek to change what appears to be working well. We believe that national and neighbourhood Junior Branch meetings should be reviewed and designed to ensure they meet the purpose of Junior Branch.

²² All JBers. "I am able to give my opinion on important CISV international issues and elections through my NA Representative: Always"= 76; "Often"= 90; "Sometimes"= 90 (N= 388)

²³ All JBers. "How satisfied are you with the support you get from your Chapter/NA organizational leaders?: Extremely satisfied:= 59; "Very satisfied"= 113; "Satisfied"= 136 (N= 365)

²⁴ NA Board Survey. "Before voting on important CISV International issues and elections, does your NA Representative ask the opinion of your National Junior Representative(s)?: Always"= 24; "Often"= 9; "Sometimes"= 6 (N= 42)

²⁵ All JBers. "How satisfied are you with the support you get from your the organizational leaders of Junior Branch within your Chapter/NA?: Extremely satisfied:= 86; "Very satisfied"= 130; "Satisfied"= 101 (N= 369)

²⁶ All JBers. "I am able to give my opinion on important CISV international issues and elections through my National Junior Representative: Always"= 101; "Often"= 83; "Sometimes"= 87 (N=396).

²⁷ All JBers. "Tick the statement on representation that you agree with the most: There should always be at least one Junior Branch representative on a National board, committees and working groups"= 96 (N= 193)

²⁸ NA Board Survey. "The following statements are about representation within your National Association. Please tick the one you agree with the most: There should be at least one Junior Branch representative on the NA Board, and on each committee and working group."= 22 (N= 40)

²⁹ Chapter Board Survey. "Please tick the statement you agree with the most, regarding Junior Branch representation within your National Association: There should be at least one Junior Branch representative on the NA Board, committees and working groups."= 30 (N= 47)

JUNIOR BRANCH STRUCTURE

Regional Junior Branch

- **Newly structured (elected by National Junior Representatives in the region) Regional Junior Branch Teams with closer defined links/cooperation with regional delivery teams will be incorporated within the regional structure⁽³⁰⁾.**
- **Regional Junior Branch Teams are led by 2 (elected) Regional Junior Branch Coordinators, who will participate at the Regional Meeting and meetings of Regional Coordinators (including all virtual meetings)⁽³¹⁾.**
- **Regional Junior Branch Teams to work with Conference & Events Regional Coordinators to organize Regional Junior Branch Meetings alongside Regional Meetings and Regional Training Forums⁽³²⁾.**

We saw a great deal of satisfaction from JBers and NJRs for the work of the Regional Junior Branch Teams and the communications, leadership, and support they offer. We noted however, an almost complete disconnect between the Regional Junior Branch Teams and the Regional Delivery Teams. We further noted the anecdotal desire for Regional Junior Branch Team members to be elected.

We propose that the role of the Regional Junior Branch Teams is further reinforced by integrating their work with the Regional Delivery Teams. We believe that the support of Junior Branch at the local level is paramount and that the strengthened role of the Regional Junior Branch Teams will be to their direct benefit. We believe that regional Junior Branch meetings should be reviewed and designed to ensure they meet the purpose of Junior Branch.

³⁰ Regional Junior Branch Team (RJBT) Survey: JB Review. "How is the cooperation/communication between your Regional JB Team and the Regional Delivery Teams?: Extremely successful"= 0; "Somewhat successful"= 3 (N= 12)

³¹ NA Board Survey. "The following statements are about regional representation. Please tick the one you agree with the most: Regional JB Representatives should attend and vote at Regional Meetings."= 14 (N= 41)

³² RJBT survey. "In your opinion what is your Regional JB Team most successful at doing?: Providing leadership and direction for JBers in your region"= 9 (N= 12)

International Junior Branch

- **Two International Junior Branch Coordinators (elected by National Junior Branch Representatives) will coordinate the work of the Regional Junior Branch Coordinators'**
- **The current International Junior Branch Team to discontinue ⁽³³⁾.**
- **A Board member will have Junior Branch engagement portfolio and liaise with the International Junior Branch Coordinators**
- **A member of the senior management team will have a Junior Branch engagement portfolio and will liaise with the International Junior Branch Coordinators**
- **Junior Branch/leadership development strategy to be included in strategic planning**
- **International Junior Branch strand incorporated within every Global Conference - IJBC in its current form to discontinue.**
- **Junior Branch/leadership development strategy is to be included in strategic planning; this will include encouraging qualified Junior Branch members to apply or run for positions of responsibility on committees, teams and the Board. Strong recommendation (but no requirement) for Junior Branch representation on the Board and all committees (suitably qualified JBERS to apply in the same way as other volunteers)⁽³⁴⁾.**

We noted dissatisfaction from the Regional Junior Branch Teams and NJRs with the communications and support from the International Junior Branch Team. There also appears to be little understanding of the exact role of the team, even within it. Both JBERS from the team who represent Junior Branch on international committees and the chairs of the international committees struggle to understand the Junior Branch member's exact role (as they are not supposed to be on the committee in a learning capacity but they often lack the expertise to allow them play a full part in committee work). The Junior Branch 'specialists' on the team appeared equally unsure of what they were supposed to achieve. While we note support for Junior Branch to be represented on committees, that support is for 'suitably qualified and experienced' JBERS who apply for vacant roles when they are advertised, as any other volunteer. The role and work of the International Junior Representatives (IJRs) appears not to be well understood, but the expectations of the IJRs are high.

We feel that our proposal will allow the two International Junior Coordinators to concentrate on the support and coordination of the Regional JB Teams; a role that can be well understood. This will include a coordination of planning, communications, and materials and sharing of best practice between the regions – all of which have been identified by JBERS as areas that need improvement. We feel that the Board and Senior Management Team liaisons will be available for advice and support and that the relationship between them and the International JB Coordinators will ensure that the Junior Branch perspective is considered and factored into planning and decision-making. Any suitably qualified JBER may always, of course, run for election to the Governing Board.

The role of the annual International Junior Branch Conference (IJBC) was unclear to us within our proposed restructuring. We propose that IJBC in its current form be discontinued after 2018. We believe that any future international meeting should be designed in support of the purpose of the Junior Branch. We noted strong support for IJBC to be fully integrated with the Global Conference.

³³ NJRs. "How satisfied are you with the support (including communications, materials, and guidance) you get to help you with your role as NJR from the International Junior Branch Team?: Neither satisfied nor dissatisfied"= 15; "Dissatisfied"= 5; "I do not interact with this group"= 12 (N=49)

³⁴ NA Board Survey. "The following statements are about representation within CISV International. Please tick the one you agree with the most: There should be at least one Junior Branch representative on the Governing Board, and on each committee, working group and regional delivery team."= 23 (N=40)

Notes for Transition Team:

In addition to any changes necessary to the governing documents of CISV International and changes to other documents, such as the terms of references for international committees, we recommend that a transition team consider the following:

Local Junior Branch

- We recommend that the Chapter along with the Junior Branch Committee should ensure multiple leadership opportunities for JBers of all ages. This could include, but is not limited to: JBers planning activities for returning Villagers; JBers planning and hosting recruitment activities; JBers training future Step Up delegates in activity planning; JBers planning activities with like-minded organizations, etc.
- Events and activities to be age appropriate - ie 14-18 will have different needs and interests than 19-25s – and full consideration given to risk management.
- Consider how Chapters might offer a more attractive ‘transition’ from Junior Branch for over 25s.
- Develop new clear defined template role-profile for Local Junior Branch Representative/s (there may be a senior and junior with overlapping terms) and template terms of reference for the Junior Branch Committee.

National Junior Branch

- Develop new clear template role profile for NJR/s (there may be a senior and junior with overlapping terms) and Terms of Reference for the National Junior Branch Committee. Note: In a one Chapter NA, the NA structure prevails.
- Produce development plan outlining how national and local structures could provide/deliver leadership development with 3 year implementation period.

Regional Junior Branch

- Regional Junior Branch meetings - and any other types of Junior Branch meetings – to have a clear and defined purpose and audience. ie chapter development/capacity building and the way Junior Branch contributes to it. Survey results strongly suggest the following differentiation between the meetings: neighbourhood meetings = leadership development; regional meetings = organizational development - how to work with Board, create opportunities etc.
- Communication and coordination between Regional Junior Branch Teams (facilitated by International Junior Branch Coordinators) to share best practices and resources.
- Develop clear defined role profile and election procedures for Regional Junior Branch Teams and Coordinators
- Develop Terms of Reference and election procedures for Regional Junior Branch Teams (to include: contribute to the development of regional priorities through participation in Regional Meetings; collaborate on the delivery of priorities between Junior Branches in the region; and develop and coordinate resources).

International Junior Branch

- Produce clear defined role profile (including the coordination responsibilities for the Regional Junior Branch Coordinators) and election procedures for the International Junior Branch Coordinators.
- Consider any meetings needed for International Junior Branch Coordinators and Regional Junior Branch Coordinators, attendance at Regional Junior Branch Meetings, and Global Conferences, and consider a possible successor to IJBC.

- Detail responsibilities for senior manager and Board liaisons with regard to Junior Branch
- Detail communication channels between the International Junior Branch Coordinators and the Board and how best to include Junior Branch in the strategic planning process.
- With the Resources and Infrastructure Committee, consider strategy for encouraging and supporting suitably qualified/experienced JBers to apply and run for international committees and the Board.