

AFS Development Team

Handbook

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Purpose

AFS Intercultural Programmes (AFS) believes they can best achieve their vision through people connecting with others with similar interests. Development Teams are teams of people forming around different initiatives with a common purpose.

This purpose may be around a:

- common interest, e.g. intercultural learning;
- emergence of a new opportunity, e.g. development of a new programme to support empty nesters;
- peer support, e.g. all people involved in local fundraising forming a development team to share ideas and support one another;
- finding a solution to a common issue, e.g. a project-based team focused on improving the recruitment of host families

Name of Team

AFS Development Teams will be individually identified by the insertion of the teams identify between the words AFS and Development. For example, a development team forming around peer support for Local Coordinators could be known as AFS Local Coordinators Development Team.

Membership of Development Team

To be a member of a Development Team you must be a staff member, volunteer, member or board member and have relevant knowledge to support the Development Team. Anyone can put their name forward to be part of a Development Team. In doing so they must have signed the volunteer agreement and have been successfully vetted through the police check process. Details on any changes in Development Team membership must be communicated to the National Team.

Size of Team

The Development Team should have a minimum of two members.

Terms of Reference

Each Development Team at formation must complete a Development Team Terms of Reference (template provided) outlining:

- Purpose of the team;
- Members of the team;
- Duration of team (this may be ongoing);
- Key responsibilities;
- Potential resources that might be required;
- Team commitments to each other;
- Decision making processes; and
- Communication expectations.

The Development Team's Terms of Reference must be signed off by the National Director and with sign off clear delegation authorities will be given along with any approved budget for the Development team, if needed.

Development Team Roles

The Development Team will determine the range of roles required to successfully implement the Development Team's responsibilities. Consideration should be given to:

- If one person needs to take on the role of Co-ordinator/Facilitator or if the coordination tasks shall be shared amongst the team.
- How finances will be managed in line with the finance policies and who will have authority to sign off on any expenditure.
- How often meetings will be held and who will be responsible for coordinating the meeting.
- How any decisions of the team will be recorded.

Delegation

Each Development Team will be given clear delegations. These delegations will outline:

- The authority the Development Team has to make decisions on AFS activities and policies;
- Approval processes;
- Budget delegations.

Ending a Development Team

Some Development Teams will be set up for a finite period. When the purpose has been achieved or the time has been reached the Development Team will simply end. The final action of the Development Team should be the completion of a final Development Team report outlining what they have achieved, what they learnt and any recommendations for future teams operating for a similar purpose.

The Development Team must comply with the obligations outlined in their terms of reference and delegations.

If the National Director finds the Development Team does not meet its obligations, then they will follow discuss this with the Development Team and attempt to find a resolution.

If a resolution is not forthcoming, then the National Director will inform the Governance Team of the non-compliance and the Governance Team will determine if the Development Team should be ended.

A Development Team that is ended shall: -

- forfeit all rights in and claims upon AFS and its property, and
- shall not use any property of AFS including intellectual property, and
- will take the necessary steps to cease using the AFS name and logo, and
- shall not continue to meet.

Development Team Support

The National Team will have a responsibility to keep in touch with Development Teams and ensure the Development Team is well-informed. In many situations staff members will be on a Development Team. AFS will ensure staffing support is available to volunteers on a Development Team to support with:

- Volunteer support and recognition;
- Information gathering of relevant information that will help the Development Team with their work;
- Tools to support accessing and connecting with others who may be interested in their work;
- Clarity on any procedures they need to follow;
- Access to relevant training.

Development Team Minutes

Any decision outlined below must be recorded:

- If funds need to be used document the amount of funds, for what costs and who is authorised to action spending the funds.
- If a fundraising campaign will be run details on the campaign, associated costs and how funds received will be tracked and banked.
- Any formal feedback/commentary/complaint the Development Team wants to give to the Governance Team.
- Development Team input on current operations or strategy.
- Decision to end a Development Team.

The record should show who was involved in the discussion and requires two Development Team members to sign the written document as a formal record of what was agreed.

It is over to the Development Team if they wish to create any further documentation on agreed local actions. It is not necessary for a Development Team to keep any further minutes of their meetings.

Communication Between AFS and Development Teams

AFS commits to actively engaging in two-way communication between Development Teams and AFS.

In the first instance, this will be supported through the National Team who will support Development Teams in their roles through sharing of information, best practice and keeping them up-to-date with latest activities.

To encourage the sharing of ideas and learning across Development Teams online communication channels will be used to encourage sharing of information and experiences. The purpose of this cross-team communication is to:

- Share what activities each Development Team has been doing;
- Learn from and support others;
- For the National Team and Governance Team to gain a deeper understanding of the work of Development Teams.

Development Team Funds

Accountability

Any resourcing a Development Team has access to or earns is part of AFS funds and must be appropriately accounted for in line with AFS Finance policies. At least one person on the Development Team shall maintain oversight of the budget and ensure the finance policies which are laid down by the Board are applied.

Budget

Any proposed expenditure by a Development Team must be approved by the National Director and have been accounted for in AFS' budget.

Management of Finances

The AFS staff finance team will manage all expenditure and income earned by a Development Team. They will keep accurate records of money spent against the

approved budget delegation and ensure the Development Team is kept up-to-date on how their spending is progressing.

Purpose of purchases

All purchases made by Development Teams are to be for AFS business purposes and permitted under their delegations. No purchases shall be made for private purposes.

Contracts

Development Teams cannot enter into any contracts. Contracts must be signed off by the National Director, or their approved delegate.

Forms to be prepared

- Terms of Reference template
- Delegations