Strategic Approach / Plan of Action 2017-18

1. Introduction

The Alliance of European Voluntary Service Organisations is an International Non-Governmental Youth Organisation. It represents national voluntary service organizations which promote democratic youth participation, intercultural education, understanding and peace through voluntary service. The Alliance, founded in 1982, is presently made up of 50 members from 29 countries in Europe, Asia and America. Each member organization runs an annual programme of International Voluntary Service (IVS) projects in their own country and exchanges volunteers with each other following the Alliance Quality Charter and the Standards of Exchanges that stress on the added value of volunteering, its educational aspect and follow quality standards decided by members. According to Alliance statistics, every year at least 13000 young volunteers participate in more than 1100 local community projects organised by member organisations.

Alliance is a network for its members and by its members, promoting democratic competences among young people. Alliance is very proud to have succeeded over the years to engage in its management and development an impressive number of young people, who in this way are trained to develop democratic competences and act as multipliers. More specifically, **the network is run on and co-managed by the Alliance Executive Committee** (6 elected representatives, aged 18-35 on average) **and the Coordinators of the 7 Alliance Working Groups and Committees** (appointed by the Alliance General Assembly) that promote specific commonly decided policies and work towards the quality of IVS development. They are:

1.   Alliance Development Committee (ADC)
2.   Access for All working Group (A4AWG)
3.   External Relations Committee (ERC)
4.   Environmental Sustainability Working Group (ESWG)
5.   Gender Equality Working Group (GEWG)
6.   Staff Development Working Group (SDWG)
7.   Training Needs Working Group (TNWG)

In all working groups and committees young people are appointed on behalf of their organisations. Apart from promoting Alliance main principles, they are also responsible for the implementation of the Plan on Action of the network as well as to develop initiatives and bring their ideas to the GA to be voted. Currently more than 80 volunteers, representing 70% of organisations, are members of the network's Working Groups and Committees with a 1-2 year mandate depending on the position they have in the group. The originality and innovation of the Alliance lies therefore in the fact that **it has managed to guarantee its internal democratic function creating a structure that allows the widest participation on behalf of its member organizations**.

So as to support the promotion of the Strategic priorities of the network, the General Assembly 2016 established **two new Task Forces** with specific and task-oriented mandates. The Volunteer Engagement Strategy task force (VES) aims at developing a volunteers recruitment strategy to address the issue of the decreasing number of volunteers. The Common Placement Tool task force (Placement) aims at preparing the ground for the improvement of Plato placement tool and a future proposal to the General Assembly on the adoption of a common tool.

The mandate of the **Global Action task force**, initially established in 2015, was prolonged with the aim of continuing working on the Alliance theme of the year - **MIGRATION** - that was also extended to 2017.

The **Pool of Trainers**, re-launched in 2014, will continue being promoted and acting as a resource team for Alliance and members' educational activities. The PoT and the network's educational activities will be supported by the staff position of the Course Director, with specific tasks assigned by the GA.

2.   This strategic 2 year approach plan of Alliance is relevant directly to Alliance member organisations and all young people participating in its Working Groups and Committees, Task Forces, as well as to participants and hosts in all Alliance projects and events that yearly gather more than 400 people. Beneficiaries are also the wider group of the approximately 13000 young volunteers (aged between 18-30) participating in the 1100+ international volunteering local communities projects (workcamps) implemented yearly. Therefore local communities and local volunteers are also benefited.

To a wider extent the partners of the network, relevant policy makers and other INGYOs are also benefited by the contribution of the network to international voluntary movement with innovative approaches, policy papers development and networking activities supporting not only its members but also regional and local networks. Currently Alliance has close relations with and supports the following regional and international networks: Coordinating Committee for International Voluntary Service (CCIVS, worldwide), South-East European Youth Network (SEEYN, Balkan Region), Network of Voluntary Development in Asia (NVDA, South-East Asia and Pacific), Service Civil International (SCI, worldwide), United Nations Volunteers (UNV), a.o.

3.   This strategic approach plan is a follow-up of the Alliance activities in 2014 culminating with the 1st Congress, which took place in November 2014 with the aim to articulate a clear vision for the network for the next 10 years. During the Congress, ideas on how to work in a more effective way towards our principles of democratic participation, inclusion-accessibility, mobility of young people and environmental sustainability were shared and a commitment to be followed up by concrete activities was made.

4.   The design and implementation of this strategic approach plan is guided by the following principles:

Full and effective participation especially of young people
Respect for interculturality and diversity
Social inclusion and accessibility
Promotion of peace and mutual understanding
Acknowledgement of lifelong learning through non-formal education
Promotion of solidarity by cooperation and networking

5.   The strategic approach plan has 2 main Strategic Priorities that are supported by specific objectives, translated into concrete actions:

Strategic Priority 1: Increase social impact of IVS and meaningful participation of young people by engaging them into democratic processes on network's and members' level

Strategic Priority 2: Promote Peace, Cultural Diversity, Solidarity and Social Inclusion in today's societies within and beyond borders through voluntary service, advocacy and educational activities/tools

General objective 1: Increase active participation of member organizations through an open, democratic, transparent, accountable, efficient governance structure of the network.

General objective 2: Empower and support development of effective and sustainable advocacy, visibility and external communication and cooperation strategies and tools

General objective 3: Develop new and sustain existing cooperative/solidarity measures, internal communication and assessment/monitoring/evaluation tools and measures

General objective 4: Increase the outreach to and involvement of local communities and young people in IVS through strong member organizations and common strategies

General objective 5: Develop educational tools and strategies through non-formal and informal learning practices and collaborate with external partners to increase the recognition of the impact of IVS

LIST OF ABBREVIATIONS

A-PoT = Alliance Pool of Trainers

AD = Alliance Day

ADC = Alliance Development Committee

A4AWG = Access for All Working Group

CD = Course Director

CoE = Council of Europe

EC = Executive Committee

ERC = External Relations Committee

ESWG = Environmental Sustainability Working Group

EYF = European Youth Foundation

GA = General Assembly

GATF = Global Action Task Force

GC = General Conference

GEWG = Gender Equality Working Group

GMLTV = Global meeting on Mid- and Long-term Volunteering

LTTC = Alliance Long Term Training Course

MC = Management Committee

MO = member organisation

PoA = Plan of Action

SDWG = Staff Development Working Group

ST-EVS = short-term European Voluntary Service (Erasmus+)

TM = Alliance Technical Meeting of IVS organisations

TNWG = Training Needs Working Group

VES = Volunteer Engagement Strategy Task Force

VPER = Vice president for External Relations

WG = Working Group

YFJ = Youth Forum Jeunesse (European Youth Forum)

OBJ. 1	Increase active participation of member organizations through an open, democratic, transparent, accountable, efficient governance structure of the network.			
	Activities	**Agent, Timeline**	**Expected Result**	**Success Indicators**
1	Organise the General Assembly	Management Committee (MC), Member Organizations (MOs) hosting and participating to the events *November 2017* *November 2018*	• Ensured democratic participation of all members in shaping the future of the network; • Allocated implementation of Alliance projects/events/initiatives among its members. • Evaluation of the past year; • Reporting and Accountability of Executive Committee, other Committees and Working Groups • Adoption of updated policies related to youth, volunteering and quality of cooperation; • Discussion and adoption of biannual plan of action and annual budget	• 90% of member organizations with young representatives contribute and participate actively to the event • Majority of member organizations with an increasing rate yearly takes over, via their representatives, responsibility for the governance of the network by candidating for positions within Executive and Management Committees, other Committees and Working Groups
2	Organise Alliance Day at the Technical Meeting	EC, MC, MOs *1st semester 2017 and 2018*	Provide member organizations, partners & guests space and time via an open day linked to the Technical Meeting, so as to: • develop a better understanding on the network's internal functioning and discuss about current trends in youth and voluntary sector • exchange ideas on know- how on technical procedures of volunteers placement & preparation • share innovative practices • launch and communicate awareness campaigns	• 90% of member, partner and guest organizations with young representatives contribute and participate actively to the event • Suggestions and ideas are created through the discussion groups and "feed" the work of the WGs, MC and EC.
3	Organise the Joint Meeting of Working Groups and Committees	EC, MC, hosting MO *2nd semester 2017 and 2018*	• Improved communication, interaction and cooperation among Working Groups • Development of a common Plan of Action and refined proposals for the General Assembly	• 1 Joint Meeting per year is organized • At least 4 representatives of each Working Group and Committee join the meeting • A draft proposed Plan of Action for the coming year to be submitted to the GA is created, incorporating all ideas.

4	Hold meetings of Executive Committee (EC), Management Committee (MC) and Working Groups (WGs)	EC, MC, hosting MO *throughout 2017 and 2018*	• Promote the principles of the network and guarantee its democratic function • Monitor and guarantee the implementation of the Plan of Action • Keep members updated on the network issues • Work on the development of a vision based on members feedback • Coordinators are trained; through their participation to the meetings they take over greater responsibility in the governance of the network	• 2-day meetings are organized for EC and MC (5 EC meetings and 3 MC meetings each year). • at least 1-day meetings are organized for WGs outside the Joint Meeting. • Clear timeline of activities and follow up of network issues is set
5	Review the methods of work of the Alliance constitutional and main events	ADC, EC by GA2017	• innovative practices explored for a more efficient management of pre-TM, TM, JM so to better use resourses and time and be more inclusive to associate members, partners and guests • Alliance events used as advocacy and visibility opportunities	• recommendations an guidelines produced on better organisation of pre-TM, TM, JM are proposed at the GA2017 • events held in places of interest for the members and the network
6	Elaborate the context and reasons for guests and partners on the invitation list to financially contribute to the Alliance	ADC, EC by GA2017	• Higher awareness of benefits and involvement of guests and partners at the TM and other Alliance events open to them is achieved • Guests and members recognise the benefits of networking through the Alliance as relevant platform for the exchange of volunteers, gathering the highest number of IVS organisations exchanging volunteers	• a proposal is prepared for the GA2017 that elaborates the context, reasons, benefits and involvement opportunities for guests and partners on the invitation list to contribute to the Alliance by paying a yearly fee • the proposal reflectes the expected results
7	Organize a capacity building training/session for potential board members	EC *2nd semester 2017 and 2018*	• Potential candidates are trained on the function and responsibilities of EC positions within the network.	1 capacity building training/session peryear is organized and at least 1/3 of members organizations participate
8	Organize the improved New Comers' Session linked to the main Alliance events.	SDWG, ADC TMs 2017 and 2018, GAs 2017 and 2018	• Participants attending the event for the first time (new comers) are provided with useful information about the network and the development of the event by experienced members of SDWG and ADC, and are prepared so as to participate actively to the Technical Meetings (TM) and General Assemblies (GA).	• 3 newcomers' sessions per year (2 at the TM, 1 at the GA) • 100% participation of newcomers; • Increased active participation of newcomers in the events after attending the sessions.

9	Issue a monthly internal newsletter about activities of WGs, campaigns and events of the network and relevant information from external stakeholders	Secretariat, Environmental Sustainability WG (ESWG), Access 4 All WG (A4AWG) *Throughout 2017 and 2018*	• Access to relevant information and tools is provided • Members are informed about latest news and developments within and out of the network Possibilities to participate in the network's campaigns, projects and events are facilitated to MOs	• An increased interest of members to participate in projects, events and campaigns promotion is expressed.
10	Evaluate the new membership fee system after the first year	EC and ADC *By the GA 2018*	• The new membership fee system, adopted by GA 2016 and implemented in 2017, is evaluated by the GA 2018 and possible suggestions for improvement are proposed. • New membership fee system is inclusive to small organisations, accurate and provides a sustainable income for the Alliance	• An impact analysis is developed by the EC on the results of the new fee system • All MOs are given the opportunity to provide their feedback about the new system

11	Update the Accessing Policy Paper	A4AWG *Throughout 2017 and 2018*	• The Accessing Policy Paper is updated with a visibility approach, following the actions that are developed along 2017 • It is used by members and Alliance in order to promote inclusion practices in IVS towards various local, national and international stakeholders	• Report of A4AWG contains information on dissemination activities of the policy paper by members and Alliance to various local, national and international stakeholders
12	Update the Sustainability Policy Paper	ESWG *Throughout 2017*	• The Sustainability Policy Paper is updated to be in line with a common approach on the Alliance values, following the actions that are developed along 2017 • New associations approaching the network are aware of the sustainability policy of the Alliance • It is used by members and Alliance in order to promote sustainability in IVS towards various local, national and international stakeholders	• The updated policy paper is adopted by the GA 2017 • Report of the Campaign contains information on dissemination activities of the policy paper by members and Alliance to various local, national and international stakeholders
13	Update the Alliance training Policy based on results of 2017 work, mainly LTTC but also other educational events	TNWG, supported by Alliance Course Director, GEWG *Throughout 2018*	• Proposals prepared for the GA 2018 on the updates of the Training Strategy • Training and Educational policy is relevant and up to date	Proposals submitted by the TNWG following the GA procedure after the Joint Meeting 2018

	Activities	Agent, Timeline	Expected Result	Success Indicators
14	Analysis of MOs IVS projects and A4A exchnages through statistics	Statistician, AS, A4A, MOs *By GAs 2017 and 2018*	• The state of art, future trends and challenges of the workcamps and other IVS activities of MOs are analyzed after the collection of the statistics from the members. • The GA is provided with evidence-based data to discuss shared challenges and trends in IVS, and develop joint strategies within the network • every member organisation is contributing to the A4ALL statistics • deep analysis of A4A data is implemented	• An internal report is adopted by the GAs 2017 and 2018. • A report for external representation is produced after GA adoption by the statistician. • Challenges and trends explained in the report are used by MOs to develop future strategies. • collection of A4A data is included and presented in the statistician report • accurate numbers of results are collected
15	Revise official Alliance documents on inclusive language and so they reflect the importance of gender equality	*GEWG, EC* *By GA 2017*	• the importance of the topic of gender equality is reflected in the official documents, which are updated with the inclusive language	• proposal for changes in the official documents are brought to GA 2017

OBJ. 2	**Empower and support development of effective and sustainable advocacy, visibility and external communication and cooperation strategies and tools**			
	Activities	**Agent, Timeline**	**Expected Result**	**Success Indicators**
16	Create and update a calendar of events and publications that are relevant to the Alliance	ERC, VPER *Throughout 2017 and 2018.*	• Anticipated and prepared Alliance representations at external events • Alliance events visibility is increased; • The calendar is updated and shared with WGs and MOs.	• Alliance is represented at YFJ (Comem, EYE, other events), Global IVS meeting, other events of like-minded institutions (EYF, CoE…) • All the Alliance WG regulary update and consult the calendar.
17	Promotion of updated informative material on the Alliance, including a photo database	ERC coordinates, WGs and EC contribute. By TM 2017	• Alliance MO are aware about the existing informative materials and know how to access them; • Members are supported in promotion of workcamps by having available an online common copyright free photo bank.	• Wide use of the material from Alliance members and so as to promote the networks activities; • At least 100 photos are gathered and shared among members.
18	Contribute to the organization and participate to the	VPER, ERC and other WGs depending on the topic.	• Strengthen relations with like-minded networks and develop common campaigns; • Develop common exchange guidelines for Mid-	• 1 Global MLTV meeting and 1 Global IVS meeting are organized yearly by initiative of the sister networks with the support of

			and Long-Term Voluntary projects (MLTV).	Alliance; • MOs participate to the Global MLTV meeting; • MOs are informed about the results of the Global IVS meeting; • The events are covered on the Alliance social media
	Global IVS (Leaders) Meeting and the Global MLTV meeting	*Throughout 2017 and 2018*		
19	Update and promote the Accessing policy and toolkit	A4AWG *Throughout 2017 and 2018*	The Accessing Policy Paper and toolkit are updated with a visibility approach, following the actions that are developed along 2017, and promoted among members.	The policy paper and toolkit are used by members in order to promote inclusion practices and the A4A campaign, towards various local and international stakeholders.
20	Follow up and participate in the Mobility Network of YFJ	A4AWG, ERC, VPER *Throughout 2017 and 2018*	Awareness on accessible mobility in the Youth Forum Jeunesse is raised	Representatives of the Alliance with experience in A4A, take part in online/offline meetings and discussions of the mobility network
21	Disseminate the social media strategy among MOs and implement support measures	A4AWG, ESWG, ERC, VPER *Throughout 2017*	The strategy is used by MOs and Alliance WGs to improve the understanding of social media and communication strategy	At least one training session for MOs is delivered during the staff meeting 2017 and GA 2017 and a quick launch to social media use is disseminated.
22.a	Apply for and implement an international communication training addressed to WGs members and MOs	ERC, PoT, CD *Throughout 2017*	• A better understanding of the use of useful tools is put in place so as to promote the network's strategic priorities; • A social media survey is conducted prior to the training; • Improved cooperation between working groups; • Better understanding of social media, communication strategies and digital advocacy; • Increase awareness of international communication	• An evaluation survey to measure effectiveness is prepared; • Some participants in the training are representatives from different working groups; • 25 participants working with communication for their MO.
23	Publish in the YFJ weekly Courier and Yo!Mag	ERC *Throughout 2017 and 2018*	Alliance's s strategic priorities and innovative practices (such as I'VE system) gain visibility at European level	2 publications in Courier, 1 publication in Yo!Mag per year.
24	Feed the Alliance Facebook page & Twitter	ERC *Throughout 2017 and 2018*	• Social Media are used in an effective way; WGs and MO provide information to the ERC for publication through the publication platform.	• WGs assign a contact person to the ERC • 3 posts per week will be published • Number of people engaged through social media is increased

25	Organize and participate at external events organised by policy makers and relevant stakeholders	EC and WGs members *Throughout 2017 and 2018*	• Alliance members are active in international events, get updated, promote network priorities and create synergies • The Alliance invites and meets with decision-makers from the countries of their members, on occasion of international or local events.	• Participation and presentation in at least 3 events/year. • Relevant policy makers are invited to major Alliance events. • inclusion of events organised with/for decision makers in the external representation calendar
26	Participation in international forums, bodies of INGYOs and policy makers	ERC, VPER *Throughout 2017 and 2018*	• Alliance plays an active role in the decision making process of policy makers and other relevant networks • Major happenings are covered through Alliance media channels.	Alliance representatives participate every year in the following forums and internal bodies life: Global Leaders meeting of IVS networks, United Nations Volunteers, CoE, etc.
27	Follow up and participate to events of the European Youth Forum	VPER, ERC subgroup following YFJ *Throughout 2017 and 2018*	• Alliance voice is brought to the YFJ level, CoE and EU level trough it. • Alliance contributes to the youth and IVS related policies of the European bodies.	• reports from 2 constitutional meetings per year are sent to the ERC and EC by Alliance representatives • representatives participate to other YFJ events. • participation in the volunteers team of EYE
28	Develop a strategy to apply the Alliance Representation Guide	VPER, ERC *Throughout 2017*	• Coherent Alliance representations according to the networks priorities; • MOs are informed and using the new gained knowledge.	• ERC promotes and provides access to the materials; • ERC enteres the Buddy System for communication support.
29	Contribute and support external international campaigns relevant to Alliance' strategic priorities	ERC coordinates, other WGs contribute depending on the topic *Throughout 2017 and 2018*	• "Raising Peace Campaign", "Freedom of Movement Campaign", "IVS against Climate Change" campaign, No Hate Speech campaign and People4Soil are followed up and supported • wider awareness and participation among members is raised; • Communication channels with the sister networks are established for a smooth cooperation on the campaigns.	• 50% of member organizations are involved in the international campaigns; • Networks meet online and offline at least twice/year to work together on the campaigns. • majority of MOs and at least 100 volunteers sign the People4Soil petition. • Institutions are identified and officially recognize the Campaigns and respond to proposed changes. • 10 Microgrants for Global Human Rights Week, October 2017, allocated to selected events of MOs

30	Implement, evaluate and improve the common promotional strategy for the campaigns	ERC coordinates A4AWG, ESWG, GATF, GEWG, contribute. By TM 2017 and TM 2018.	• A calendar and explanatory document is created and managed by ESWG, A4A, GEWG and GATF; • MOs receive clear guidelines on what/when/how to do for the campaigns; • the visibility and implementation of the campaigns on the organisational level is assured; • The social media strategy is applied. • The campaigns are evaluated with the contribution of participating MOs	• MOs and WGs follow the new guidelines and calendar (including press releases, the use of social media, and promotional events such as fairs); • press releases are issued at international level; • A campaign contact person is assigned in each MOs involved in the campaigns. • Unified evaluation tools/surveys for the campaigns are put in place and used. • 100% of MOs joining the campaign participate also to the evaluation process.
31	Develop with sister networks and apply a long term strategy on impact assessment and IVS recognition	EC with ERC and ADC support. *Throughout 2017 and 2018*	• Stronger cooperation within the IVS movement for the recognition of workcamps • Available tools from common and other projects (I'VE, Changing Perspectives etc) are disseminated and exploited by national organisations thanks to the networks' support. • cooperation projects with CCIVS are put forward	• at least 50% of MOs use the newly created tools/data with volunteers/other stakeholders; • Data collected from 2016 researches are included in internal and external publications. • project application is prepared by CCIVS with Alliance as formal partner in 2017/2018
32	Implement joint initiatives with YEN and other networks	EC, PoT *Throughout 2017*	• established mutual support and exchange relations with likeminded networks • workcamps are promoted outside the IVS movement as youth work and educational tool	• project application is prepared by YEN with Alliance as formal partner in 2017 • representatives of Alliance bodies participate in events of likeminded networks
33	No Hate Speech campaign Follow up	ERC, VPER, GEWG, MOs *Throughout 2017 and 2018*	• The results of the campaign are followed up and integrated in the work of WGs and MOs; • Different NHS events are gathered in the calendar and promoted on the Alliance Social media.	NHS campaign is highlighted trough available communication channels (social media, newsletter etc) on monthly basis.
34.a	Develop a volunteer engagement strategy	EC, ADC, VES TF, MOs *Throughout 2017 and 2018*	• Alliance supports the members to apply for and implement and/or applies itself for large scale projects (KA2 strategic partnerships, capacity buildings etc) involving 7+ members and the network. • New tools and strategies are gradually developed, based on thorough assessment of members capacities and exterior practices, to answer shared needs and increase the capacities of members in engaging and recruiting volunteers and local communities.	• Number of Strategic Partnership and other projects applied by MOs, where Alliance is promoter • Number of MOs involved in the projects. • Recommendations from Discussion groups at the GA 2016 taken into consideration for developing the programme/projects • A project proposal is prepared under KA2 • Task force is assigned and actively

				the trend of decreasing in number of volunteers in workcamps is addressed by the network	involved in development of the strategy

OBJ. 3	Develop new and sustain existing cooperative/solidarity measures, internal communication and assessment/monitoring/evaluation tools and measures				
	Activities	**Agent, Timeline**	**Expected Result**		**Success Indicators**
35	Implement the Buddy System[3]	SDWG *Throughout 2017*	• Democratic participation of members and democratic approaches towards involving young people in IVS programme is facilitated to members' full potential by creating space for a horizontal capacity building among members • innovative participation of youth IVS organisations is allowed in practicing new solidarity measures towards their sister organisations • a proposal for a support system to mentoring organisations is drafted in 2017.		• 10 matched pairs of "buddies" which actively communicate throughout year • an analysis done with "answering buddies" as a basis for further improvements of system • proposal for a support system to mentors is ready for GA 2017
36	Participate as promoter at members' projects relevant to Strategic priorities and involving high number of members	EC, Pot, Secretariat *Throughout 2017 and 2018*	• Alliance contributes as a formal promoter with its resources and knowledge in members' projects that involve high number of Alliance members: GENCTUR (Welcome on Board), SJ (MediAfrica), YRS (Exchange of camp leaders), LUNARIA (SWAY) and others.		• Pool of Trainers is involved where necessary • Information is disseminated at Alliance events, website, newsletters, reports
37	Run the Technical Meetings 2017 and 2018	EC MO as host MOs, partners, guests as pax *February-March 2017 and 2018*	• Officially launch the annual season of voluntary exchanges/Projects announcement • Provide space for sharing ideas, best practices and experiences in international youth work and volunteering • Bring visibility to local grass root voluntary projects and organizations through IVS organizations		At least 70 organizations from 40 countries participate with 150 participants, each year

38	Implement existing and Explore further the frame for Solidarity scheme	ADC, ERC, BoA, EC *Throughout 2017*	• To research and identify answers to needs and challenges faced by members in their local/international environment in a proactive way based on the values of cooperation and solidarity • Alliance flagship workcamps initiative - a mechanism put in place that highlights the initiatives of Alliance members, partners and guests who propose outstanding workcamps for the forthcoming seasons • The Alliance flagship workcamps innitiative is evaluated and adjusted after the first pilot year • Information is collected and analysis on European Solidarity corps and its possible implications for the Alliance and its member organisations	• To gather information about already existing solidarity programs of sisters networks and among members organizations • Proposal of Solidarity Scheme is ready for GA 2017 • 6 projects supported during 2017, implemented and monitored during 2017, impact assessed and reported at GA2017 • number of members sending feedback on Flagship projects • report on Flagship workcamps initiative presented during GA2017 • Alliance formulated and sent a response on the online consultation of the European Commission on the European Solidarity Corps
39	Finalize the conflict resolution system with clear guidelines and a complete Board of Arbitrators	BoA with EC, ADC support *Throughout 2017*	The Alliance has well established, clear and transparent methodology and procedures to manage conflicts between member organizations, based on agreed principles of intervention.	• Guidelines on conflict management are written by the BoA and proposed to GA 2017 for inclusion in the official documents. • EC and ADC supervise the process and provide consultancy/support to BoA.
40	Assist members with network information search	SDWG Secretariat *Throughout 2017 and 2018*	• Members' database is updated and shared • The Alliance Website is improved with new website tools	More needs of the members are covered via the updated info and new tools
41	Develop self/peer assessment method for members and partners	SDWG, ADC *Throughout 2017 and 2018*	• Members and partners identify their strenghts, weaknesses and areas for improvement through the new self/peer assessment method • quality charter is reflected in self/peer assessment method as a binding document; • different actors are involved in providing evaluation to members: volunteers in MOs workcamps, other members, partners etc. • reinforce mutual trust among members and partners and the interchange of expertise, linking it to the	• SDWG and ADC prepare a proposal for a self/peer assessment method for members and partners based on the outcomes of GA 2016 and 2017 discussion about possible tools and approaches. • The methodis presented to GA 2017 and adopted, monitored during 2017 and its impact reported at GA2018 • up to 50% of members and partners use the new tool/system in 2018

				Staff evaluation meeting 2017 includes elements of self/peer assessment
			Buddy System	
			• member organisations are encouraged to participate in peer support mechanisms, such as the Buddy System, Staff Evaluation meeting	
42	Update and Promote the Alliance Guidebook8 And its user-friendly electronic version	SDWG, MC members, WGs and AS *Before TM 2017*	• a source of knowledge for IVS organisations within and outside the Alliance, about the principles of the network in IVS, good practices, campaigns and usual exchange procedures is easily accessible • Guidebook is updated with content of proposals voted at the GA2016	Final version of the file is disseminated to members, partners and guests at TM 2017
43	Improve and disseminate the workcamp evaluation forms and standardise them	SDWG coordinates, TNWG, ESWG and A4AWG contribute *Throughout 2017 and 2018*	• Existing evaluation forms for workcamps (for outgoing volunteers, incoming volunteers and local partners hosting the workcamps) are gathered and updated with common standard evaluation forms. • The standardized forms are adopted by MOs for the season 2018 • reliable and standardized data are available as basis for the self assessment concerning volunteers' feedback and Quality Charter standards	• 10 examples of each type of evaluation form are gathered • questions of environmental impact, educational dimension, accessibility of workcamps and the impact to local communities are introduced in the evaluation forms • members use the standardized form by the summer workcamp season 2018 • The Forms are introduced to the participating organisations of the Involvement Programme, the partners and guests
44	Apply for and run the Staff Evaluation Meeting 2017	SDWG *Autumn 2017*	• The season on volunteer exchanges is evaluated • Improved tools are suggestedResults are brought to Management Committee meeting and GA and incorporated in the updating of tools and policy documents. • provided space and expert support on peer assessment for interested members	• At least 20 participants prior to GA 2017 • Final report with results is made available online for all members. • expert on peer assessment is invited to support the staff meeting
45.a	Plan and implement training activities, campaigns, events and tools, taking into account the global theme – migration - and other critical global issues	GATF coordinates EC, MC, MOs, PoT, WGs contribute *Throughout 2017*	• Global theme is identified throughout the year, as a framework under which all actions such as its campaigns, the LTTC, and events is referred to in their planning and implementation • Task Force coordinates an Alliance response to critical global issues as decided by the GA • possibilities investigated to implement a solidarity mechanism to support concrete projects, campaigns with the global theme	• Concrete methodology and decisions taken • information and best practice collected and shared amongst members through website and newsletter • concrete actions under a common banner • Alliance events (such as EC meetings)

				are held in relevant locations • The toolkit of actions on migration in camps is presented during the TM 2017 to members, partners and guests • The Freedom of Movement Campaign is implemented by the networks (Alliance, CCIVS, NVDA, SCI)
	identified by the governing bodies of the network		• contact with local and international organisations and networks active on the issue established to create partnerships and gain knowledge on the topics • toolkit/collection of activities that can be organized in workcamps by the campleaders on the theme of the year • Capacity of the network has increased to respond to rising issues, in reality often interrelated to migration, either as a cause or an effect. • The communication and cooperation between existing bodies within alliance is improved in said responses • The communication and cooperation between IVS organisations in said responses, its advocacy and the participation of Alliance in Joint events is increased • the Freedom of movement position paper, voted at the GA2016, refflects the Alliance attitude and commitment together with sister networks, CCIVS, SCI and NVDA	
46	Create and share a system where organisations can find partners for inclusion projects	A4AWG *Throughout 2017*	• The system of sharing information among interested organisations is created and implemented among members, partners and guests • Possibilities are opened to members to cooperate for inclusion projects on decentralized level with the support of the A4AWG	• At least 10 organisations are sharing their information on their inclusion work/interest with other members • Interested member, partner and guest organisations develop the application for a bilateral short term EVS on inclusion for young people with fewer opportunities supported by the A4AWG
47	Explore, develop and realize capacity building trainings/sessions towards environmental sustainability	ESWG *TM & GA 2017 and 2018*	• Organisations are well informed about the ESWG's topics of year • Active presence of ESWG & its topics at Alliance events	One workshop/ activity organized at each Alliance event
48	Monitor and update, if needed, the Environmental Sustainability Toolkit	ESWG *Throughout 2017 and 2018*	• Toolkit is updated and used • Members are supported in dealing with environmental issues with sustainable practices described in the toolkit	• At least 50% of the members use the toolkit • It is consulted when preparing Alliance events
49	Collect and distribute existing Toolkits and Methodologies for addressing gender issues in IVS	*GEWG* *Through ut 2017 and 2018*	• Members are supported in dealing with gender issues with shared good practices	• Toolkits and Methodologies distributed amongst the MOs

| 50 | To continue supporting the development of the common placement tool. | EC, Placement Task force

Throughout 2017 | • the decision of the Congress resolution and the GA2014 decision on having a common placement tool is actively supported.
• a decision is taken on the adoption of Plato 2.0 as the common placement tool of the Alliance no later then GA2018 | • evaluation of Plato as the common placement tool takes place by TM2017
• during the summer 2017 a project plan is created with detailed timescales and costs for future Plato development
• vote takes place no later then GA2018 for the adoption of Plato 2.0 as the common placement tool |

OBJ. 4	Increase the outreach to and involvement of local communities and young people in IVS through strong member organizations and common strategies			
	Activities	**Agent, Timeline**	**Expected Result**	**Success Indicators**
45.b	Plan and implement training activities, campaigns, events and tools, taking into account the global theme – migration - and other critical global issues identified by the governing bodies of the network	GATF coordinates EC, MC, MOs, PoT, WGs contribute *Throughout 2017*	• Global theme is identified throughout the year, as a framework under which all actions such as its campaigns, the LTTC, and events is referred to in their planning and implementation • Task Force coordinates an Alliance response to critical global issues as decided by the GA • possibilities investigated to implement a solidarity mechanism to support concrete projects, campaigns with the global theme • contact with local and international organisations and networks active on the issue established to create partnerships and gain knowledge on the topics • toolkit/collection of activities that can be organized in workcamps by the campleaders on the theme of the year • Capacity of the network has increased to respond to rising issues, in reality often interrelated to migration, either as a cause or an effect. • The communication and cooperation between existing bodies within alliance is improved in said responses	• Concrete methodology and decisions taken • information and best practice collected and shared amongst members through website and newsletter • concrete actions under a common banner • Alliance events (such as EC meetings) are held in relevant locations • The toolkit of actions on migration in camps is during the TM 2017 to members, partners and guests • The Freedom of Movement Campaign is implemented by the networks • number of representatives of the Alliance in external events

			• The communication and cooperation between IVS organisations in said responses, its advocacy and the participation of Alliance in Joint events is increased • the Freedom of movement position paper, voted at the GA2016, refflects the Alliance attitude and commitment together with sister networks, CCIVS, SCI and NVDA	
51	Facilitate the organisation of workcamps	MC, MOs *Throughout 2016 and 2017*	Workcamps are organized with respect to the peace and inclusive promotion principles of the network as described in the Statutes, the Alliance Quality Charter and the Policy Papers adopted by the members	• An average of 1300 workcamps in local communities worldwide are implemented annually • An average of 15000 young volunteers is engaged is engaged annually in the workcamps.
34.b	Develop a volunteer engagement strategy	EC, ADC, VES TF, MOs *Throughout 2017 and 2018*	• Alliance supports the members to apply for and implement and/or applies itself for large scale projects (KA2 strategic partnerships, capacity buildings etc) involving 7+ members and the network. • New tools and strategies are gradually developed, to answer shared needs and increase the capacities of members in engaging and recruiting volunteers and local communities. • the trend of decreasing in number of volunteers in workcamps is addressed by the network	• Number of Strategic Partnership and other projects applied by MOs, where Alliance is promoter • Number of MOs involved in the projects. • recommendations from Discussion groups at the GA 2016 taken into consideration for developing the programme/projects • a project proposal is prepared under KA2 • task force is assigned and actively involved in development of the strategy
52	Implementation of the Involvement Program	ADC with support of TNWG, ERC, SDWG, MOs tutors *Throughout 2017 and 2018*.	• The IP is evaluated and improved to be launched again at GA2017; • Workcamps based on quality criteria are organized in new countries where the Alliance does not have members, partners or guests; • All organisations from the involvement program are informed and given the opportunity to participate in Alliance events with objectives to provide information on functioning of the Alliance.	• A workshop on the Programme proceeding and improvements is organized at Alliance Day and results shared with EC/MC; • A clear written procedure for the Program (mapping, support by tutor/Alliance, monitoring/evaluation) is developed and presented to GA2017; • 4 more partners organizing workcamps and cooperating with Alliance MOs during the season 2018; • Number of participants of IP organisations at the Alliance events 2017.

53	Run activities for visibility of A4A workcamps	A4AWG *Throughout 2017 and 2018*	• IVS and other projects of MOs are accessible to all volunteers thanks to the support system provided in teh framework of the campaign. • visibility of social inclusion projects and A4A workcamps is increased • The importance of inclusion and knowledge about Alliance policy paper is communicated internally to member organizations and externally to stakeholders to local partners, authorities and communities, local and international policy makers and NGOs.	• Increase of accessing volunteers and IVS projects compared to the previous year. • MOs and other IVS networks promote the campaign as part of their strategy
54	Run the Environmental Sustainability Campaign and the Common Action	ESWG *Throughout 2017 and 2018*	• Sustainability values are spread and practiced through all Alliance and MOs projects and events • Campaign objectives are matched with Alliance advocacy global strategy.	At least 50% of organizations run the common action within at least 1 workcamp
55	"Not in my camp" campaign	ERC, VPER, GEWG, MOs *Throughout 2017 and 2018*	• the importance of the topic is highlighted throughout the movement, • gender issues are addressed in workcamps and IVS projects through awareness raising and educational activities • assured safe space for receiving reports (anonimous) on gender discrimination in IVS projects	• number of workcamps/MOs included in the Campaign • reports and comments on gender issues in IVS projects are collected among workcamp leaders and volunteers
56	Disseminate info on funding programme opportunities for inclusion work	A4AWG *Throughout 2017 and 2018*	• An up-to-date fact sheet for the different Key Actions and examples of their use for inclusion work is created and disseminated among members.	• Best practices are shared; • More projects on inclusion work are created; • All member and partner organisations received the fact sheet; • 10 more inclusion projects are developed and applied for.
57	Assist members in giving visibility to the participation of A4A volunteers on info sheets and websites	A4AWG *Throughout 2017 and 2018*	• Information on social inclusion, rather than campaign or visibility action, in infosheets and websites • Launching the visibility action(s) through their social media.	• All members are contacted with instructions on the task; • Alliance and social inclusion piority is present on at least 60% of members sites and infosheets; • At least 10 organisations are sharing the volunteer stories on their websites or social media.
58	Create and feed a volunteers' stories database	A4AWG, AS *Throughout*	• the database is created and is accessible to all member organisations; • the accessing activities of the network are	• there are at least ten stories in the database; • the database is connected to the website and promoted through the newsletter as well as

		2017-2018	promoted internally and externally.	social media.
59	Monitor and follow- up the recommendations on the exchange system enforced by the members, partners and guests	ADC

Throughout 2017 | • The recommendations on the exchange system are shared and followed by members, partners and guests. | • The recommendations are properly shared with members, partners and guests through all the means available.
• A structure/template is provided to help organisations explain the "participation fee" to volunteers
• A survey on the exchange system is conducted among at least 50% of the Alliance membership, and analysed by GA 2017 |

OBJ. 5	**Develop Educational Tools and strategies through non-formal and informal learning practices and collaborate with external partners to recognize the impact of IVS**

60	Finalize and disseminate the Alliance Training Handbook	PoT, TNWG

Throughout 2017 | • Updated Training Handbook.
• Members are aware of content of the Handbook and they are using it for their educational activities. | • Training Handbook updated with material produced at Alliance projects in the past 3 years, especially with material produced at LTTCs 2015 and 2017.
• Contents of Handbook reflect the needs of the organizations as these were assesed during 2016.
• Mailing lists, newsletter and website contain promotion of the handbook.
• A session is organised during the Alliance Day for its promotion among the organisations |
| 61 | Develop with sister networks and apply a long term strategy on impact assessment and IVS recognition with shared tools among the networks coming from common and other multilateral projects (I'VE, Changing Perspectives etc). | EC coordinated, ERC and ADC contribute.

Throughout 2017 and 2018 | • an agreed common strategy is developed with the networks and put in place.
• available tools are disseminated and exploited by national organisations thanks to the networks' support;
• Results of the projects/researches are used for the benefit of volunteers, local communities and IVS movement. | • at least 50% of MOs use the newly created tools and data towards volunteers and other stakeholders;
• The data collected from the researches are included in internal and external publications.
• The majority of members approve the impact strategy that is presented to the GA 2017 |
| 62 | Provide capacity building towards environmental sustainability to member organisations | ESWG

TM & GA 2017 and 2018 | • Organisations are informed on ways and equipped to disseminate provided information about the ESWG's topics of year, available toolkits and recommendations on sustainability | • One workshop/ activity organized at each Alliance event
• Infosheets and project descriptions of Alliance events contain information on Alliance |

			measures in IVS	sustainability practices
			• Active presence of ESWG & its topics at Alliance events	
22.b	Apply to host an international communication training addressed to WGs members and MOs.	ERC, PoT, CD *Throughout 2017*	• A better understanding of the use of useful tools is put in place so as to promote the network's strategic priorities; • A social media survey is conducted prior to the training; • Improved cooperation between working groups; • Better understanding of social media, communication strategies and digital advocacy; • Increase awareness of international communication	• An evaluation survey to measure effectiveness is prepared; • Some participants in the training are representatives from different working groups; • 25 participants working with communication for their MO.
63	Develop training opportunities so as to improve member organisations' capacities on inclusion works and related tools	A4AWG, PoT, Course Director (CD) *Throughout 2017*	• Organizations acquire increased knowledge and expertise on inclusion practices with specific target groups. • Youth leaders coordinating workcamps are supported to implement accessibility practices. • MOs are well aware of the functioning of the Accessing campaign and join its activities	• 10 orgs participating in a training course applied for and implemented in 2017 • About 1000 youth leaders coordinating workcamps are supported in their projects & promote the campaign • One informational/training activity is organized at each Alliance event • Number of opportunities for volunteers with disadvantaged background to participate in IVS, increase in 2018 as a result of the 2017 activities
64	Relaunch and Promote the Alliance Pool of Trainers (A-PoT)	TNWG ERC contributes *Throughout 2017 and 2018*	• The new PoT is formed and active in Alliance and MOs trainings • Better recognition of A-PoT among Alliance organizations, sister networks and other stakeholders • Members get assistance in implementing national or international trainings	• New PoT 2018-19 is enriched and enlarged with new members. • PoT promoted in newsletter, mailing list and on website as a resource for members to use • Organizers of Alliance events and of MOs training activities address PoT in their calls for trainers • Number of trainers from PoT involved in members' trainings of camp leaders
65	Improve and promote the use of the e-learning platform	TNWG, PoT/other training experts, WGs *Throughout 2017*	• E-platform is exploited and enriched for the development of the LTTC 2017 • E-platform improved and enriched with new content relevant to the members training needs, e.g. preparation of volunteers (as identified during the Staff meeting 2015) • Training opportunities on how to develop content within the e-platform are examined	• At least 2 modules are developed at the e-platform in and outside the framework of LTTC 2017. • At least 1 training opportunity for interested future e-platform contributors, is designed by Joint Meeting 2017

66	Providing training opportunities for MOs on gender issues in IVS	GEWG, PoT, CD *Throughout 2017 and 2018*	• A Study Session on gender in IVS is implemented and results are disseminated in the network. • Capacity building of different actiors of IVS towards gender equality provided • recommendations for camp leaders on how to include a gender perspective in workcamps created and disseminated to camp leaders • workshops in various Alliance events planned and implemented • outcomes of Study Session 2017 are distributed among MOs and followed up	• At least 1/3 of MOs participate to the Study Session SAGE • The results are followed up by proposals to the GA 2017 • Fair Play 3.0 realised among XX Alliance members, applied and organsied by IJGD • training models for workcamp leaders developed and implemented in MOs in their trainings • workshop on gender equality is developed and implemented within LTTC2017 • Online course is developed and promoted on the Online Platform
67	Implement the LTTC 2017 on NFE methodologies specific for IVS	CD and VP direct responsibility; LTTC Trainers team; GEWG, A4AWG, MOs *Throughout 2017*	• Successfully trained new generation of trainers for trainings of workcamp youth leaders. • educational curricula of LTTC'17 delivered with an upgraded methodological approach– workcamps as a pedagogical tool that fosters deeper and durable personal and local communities development through intercultural exchange, social cohesion and inclusion, and greater awareness of importance of gender equality among volunteers • multiplied effect assured among indirectly involved youth: 300+ leaders, 200+ workcamps and 2400+ int. volunteers • A follow-up on I'VE participated strategic partnership assured throughout the LTTC. • Widely promoted principles on gender equality and inclusion in IVS.	• Application for the LTTC with support of EYF Workplan approved, monitored and reported on. • 22 new trainers successfully participated in 3 residential events, the practice and follow-up phase of the LTTC in 2017. • tools for recognition and assessment of key competences used by the participants and workcamp leaders • handbook for Camp Leading Trainings produced and disseminated among all Alliance members and sister networks • PoT enlarged in 2018 with up to 10 junior trainers • 3 new e-learning courses: on gender equality, I'VE methodology, social inclusion, all in the context of IVS, with self-assessment, discussion groups, individual and group tasks