Strategic Plan of Action 2018-19

Introduction

In internal discussions at the last Alliance meetings, we shared the need to keep the focus on a main priority: to **increase participation** and outreach of volunteers and local communities, foster promotion and communication but also develop innovative projects to tackle the decreasing number of volunteers.

At the same time, we also want to work more on **monitoring, evaluation and self-assessment**, to ensure the impact and quality of our projects and cooperation.

We should also continue the work on mutual support and **solidarity** measures among the network, providing capacity building and space to share good practices among member organisations.

We need an **open and efficient management** structure, that provides more opportunities for Alliance bodies to meet and work together, and foresees room for the empowerment of members in order to have them contributing actively to the life of the Network.

We also want to continue the good work done in cooperation with other networks and platforms, to advocate and promote the **IVS movement** at European and global level.

All these objectives come from the 10-year goals that we shared throughout our activities in 2014 culminating with the **1st Alliance Congress**. Nevertheless, we believe that it is time to think about a mid-term evaluation and discussion, based on the Congress results, that can support and guide our work in the next years. A **“Congressino”** would therefore take place in **2019**, as it is reflected in the Plan of Action. The “Congressino” is part of the general strategy that we elaborated for the next years, in order to work together on these ambitious goals connecting different events and activities:

2018

- **January International Meeting of youth workers**: An opportunity for the network to collectively prepare the 2018 work on increasing volunteers’ participation through strategies developed in the next activities. This meeting will also provide opportunities for the Working Groups and Committees to start working on their Plan of Action and organize their activities and tasks (January, hosted by IBG).

- **Training on Media Tools for youth workers**: To empower and support our members and our External Relations Committee on online communication and promotion to reach more young people through effective strategies and methods (May, hosted by EGYESEK).

- **Final event on monitoring and evaluation**: An opportunity for the staff of our members to meet and elaborate proposals for peer assessment and evaluation tools and practices, always targeting the increase of volunteers in IVS from the point of view of the quality of the IVS projects we organize (November, before the GA, hosted by De Amicitia).

These 3 events have been linked in a single KA1-Erasmus+ application entitled "**E.R.S.I. - Experience, Record, Share, Involve**", prepared at the network level and submitted by IBG in Germany at the October 2017 deadline.

2019

- **January Meeting of Alliance active volunteers**: To kick-off the participatory process building up the final Congressino, with the active involvement of the main Alliance bodies - Working Groups and Committees (January, host tbc).

- **Capacity building and prep meeting for the co-facilitators of the Congressino**: To jointly finalize the specific objectives and contents of the Congressino, define methods and prepare the facilitation. (May, host tbc).

- **Congressino**: To have a mid-term evaluation of the Congress and refresh discussion about our priorities for the following five years. (November, host of the GA 2019).

Also, these 3 events are planned to be connected in a single application to be presented for April 2018 deadline.
Strategic Priorities and General Objectives 2018-19

This PoA has 2 main Strategic Priorities that are supported by 5 General Objectives.

**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, inclusive, transparent, accountable, efficient governance of the network.

**General objective 2:** Increase the outreach to and involvement of young people and local communities in IVS through strong member organizations, common strategies and innovative forms of volunteering engagement.

**General objective 3:** Develop new and sustain existing cooperative and solidarity measures, common monitoring and assessment strategies and internal communication tools for a higher quality of IVS.

**General objective 4:** Empower and support the development of effective and sustainable advocacy, visibility and recognition strategies/tools for IVS, in the framework of the Global IVS movement and the European field of youth work.

**General objective 5:** Develop educational tools and strategies through non-formal and informal learning practices to contribute to the strategic priorities of the network.

Underlying principles and target groups

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

- Full and effective participation especially of young people
- Interculturality, diversity and gender equality
- Social inclusion and accessibility
- Promotion of peace and mutual understanding
- Promotion of sustainable development
- Promotion of the freedom of movement as a key element to ensure youth participation
- Acknowledgement of lifelong learning through non-formal education
- Promotion of solidarity by cooperation and networking

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 around 400 people. Beneficiaries are also the wider group of the approximately 12,000 young volunteers (aged between 18-30) participating in the 1,100+ international volunteering local communities projects (workcamps) implemented yearly.

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 paper 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), Youth of European Nationalities (YEN, Europe), 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.
Background information about the Alliance

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 28 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 the latest Alliance statistics, every year at least 12000 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 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:

- Alliance Development Committee (ADC)
- Access for All working Group (A4AWG)
- External Relations Committee (ERC)
- Environmental Sustainability Working Group (ESWG)
- Gender Equality Working Group (GEWG)
- Staff Development Working Group (SDWG)
- 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 and the involvement of the members, as well as to develop initiatives and bring their ideas to the GA to be voted. Currently around 90 volunteers, representing 65% 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**.

The **Pool of Trainers** continues being promoted and acting as a resource team for Alliance and members’ educational activities. The PoT and the network’s educational activities are supported by the position of the Course Director, with specific tasks assigned by the GA.

The **Secretariat**, composed of the Alliance Secretary (AS) and Alliance Financial Assistant (AFA) support the managing bodies and the members throughout the year.
**LIST OF ABBREVIATIONS**

A-PoT = Alliance Pool of Trainers

AC = Advisory Council on Youth (CoE)

AD = Alliance Day

ADC = Alliance Development Committee

A4AWG = Access for All Working Group

ACD = Course Director

CoE = Council of Europe

EC = Executive Committee

ERC = External Relations Committee

ESC = European Solidarity Corps

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

GLM = Global meeting of IVS leaders/networks

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

JM = Joint Meeting of Working Groups and Committees (September)

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

YEN = Youth of European Nationalities network

YFJ = Youth Forum Jeunesse (European Youth Forum)
### OBJECTIVE 1:  
Increase active participation of member organizations through an open, democratic, inclusive, transparent, accountable, efficient governance of the network.

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<th>Activities</th>
<th>Agent, Timeline</th>
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| 1 Organise the General Assembly | MC, members  
November 2018  
November 2019 | ● 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 activities over the course of the Technical Meeting for members and partners to discuss topics of relevance | EC, MC, MOs  
TMs 2018 and 2019 | Provide member organizations, partners & guests space and time via open activities 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 activities  
● 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 2018 and 2019 | ● Improved communication, interaction and cooperation among Working Groups  
● Development of a common Plan of Action and refined proposals for the General Assembly | ● At least 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 and Management Committees, and thematic Working Groups and Committees | EC, MC, ACD  
WGs  
Hosting MO  
throughout 2018 and 2019 | ● 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 meeting are organized for WGs outside the Joint Meeting.  
● Clear timeline of activities and follow up of network issues is set |
| 5 | **Implement measures to increase active involvement of MOs representatives in Alliance WGs** | EC, ERC
*Throughout 2018 & 2019* | All members and individuals who are willing to contribute to the Alliance life, have the possibility of getting involved in WGs even if they do not participate to the yearly main Alliance events (TM, GA). | • EC to share the WG call with ERC
• ERC to promote the WGs and Committees prior to the GAs 2018 and 2019.
• The call for WGs and Committees is widely disseminated among MOs after the GA.
• The profile, expertise or specific interest of the individuals who apply for WGs, answer the thematic needs of the WG and of the strategic PoA. |

| 6 | **Organize capacity building training sessions for Alliance representatives and potential board members** | EC
ERC advocacy coordinator to support 2018 and 2019 | • Potential candidates are informed on the function and responsibilities of EC and MC positions within the network.
• Members of WGs understand the network’s structure and what Alliance representation means by understanding current developments in the Alliance.
• Members of WGs are informed about advocacy tools and ways to advocate for the network. | • 2 info sessions per year are organized within an Alliance event, 1 particularly on the structure and functioning of the network, 1 on current developments and advocacy
• at least 1/3 of members organizations participate |

| 7 | **Issue a monthly internal newsletter about activities of WGs, campaigns and events of the network and relevant information from external stakeholders** | Secretariat, with input from EC, WGs, hosts, appointed individuals
*Throughout 2018 and 2019* | • 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 | • WGs and appointed individuals submit relevant updates to the Secretariat for the website news and the newsletter.
• One newsletter per month is issued with updates on the internal and external events and calls.
• More than 1/3 of MOs access and use the newsletter |

| 8 | **Analysis of MOs IVS projects and A4A exchanges through statistics** | Statistician, AS, A4A, MOs
*By GAs 2018 and 2019* | • The state of art, future trends and challenges of the workcamps and other IVS activities of MOs are analysed 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 2018 and 2019.
• 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 |
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<td><strong>9</strong></td>
<td>Adapt official Alliance procedures and documents to be more inclusive so they reflect the importance of gender equality</td>
<td><strong>GEWG</strong>  By GA 2018</td>
<td>- The importance of the topic of gender equality is reflected in the official constitutional documents, and official procedures are adapted to be as inclusive as possible.  - The Alliance adopts a policy on gender equality  - MOs follow the same frame for their own official procedures.</td>
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<td><strong>10</strong></td>
<td>Organize the improved New Comers’ Session linked to the main Alliance events.</td>
<td>SDWG, ADC  TMs 2018 and 2019, GAs 2018 and 2019</td>
<td>- Participants attending the event for the first time (newcomers) 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).  - 2 newcomers’ sessions per year (at the TM, the GA)  - 100% participation of newcomers;  - Increased active participation of newcomers in the events after attending the sessions.</td>
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<td><strong>11</strong></td>
<td>Review the methods of work of Alliance constitutional and main events</td>
<td>ADC  By GA 2018</td>
<td>- Innovative practices are explored for a more efficient management of pre-TM, TM, JM so to better use resources and tie and be more inclusive to associate members, partners and guests.  - Alliance events are used as advocacy and visibility opportunities for the IVS movement and the members</td>
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<td><strong>12</strong></td>
<td>Elaborate the context and reasons for guests and partners on the invitation to financially contribute to Alliance</td>
<td>ADC  By GA 2018</td>
<td>- Higher awareness of benefits and involvement of guests and partners at the TM and other Alliance events open to them.  - 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.  - The changes adopted at GA 2017 are implemented and monitored.  - At least 75% of partners contribute to the assessment of the new measures by submitting their feedback to the ADC.</td>
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<td><strong>13</strong></td>
<td>Creation of a manual for future WG coordinators</td>
<td>ERC coordinates  MC contributes  Until GA 2018</td>
<td>- Existing knowledge &amp; experience are passed on to new coordinators ensuring improvements in WG  - Smoother transition is achieved from old to new coordinators  - Active involvement of volunteers in the life of the WG increases during 2019.  - ERC coordinator to share good practice and manual template  - Coordinators to create and include their knowledge to be passed on to new coordinator after GA appointment.  - The manual is finalized and presented at GA 2018 as a good practice for more efficient work of WGs.</td>
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<td>14</td>
<td>Implement the January international meeting of youth workers (activity 1), in the framework of ERSI project (Experience-Record-Share-Involve) applied in 2017 under Erasmus+</td>
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| EC, MC ACD IBG as host WG members, A-PoT and active volunteers of the network  
*January 2018* | • A participatory process is kicked-off to increase the active involvement of MOs in the development of the yearly plan of action.  
• The action plan for ERSI project 2018 is prepared by the main and most active Alliance bodies, for the benefit of the Alliance itself and participating MOs.  
• Cutting-edge presentation techniques and skills are delivered to participants.  
• Successful mechanisms are identified to trigger the active involvement of young people (in workcamps as well as in the network life) starting from the direct experience of the participants.  
• Members from all WGs participate actively in January meeting  
• Useful outputs and a concrete action plan for the network is produced leading to the Dissemination and Evaluation event of November 2018. |
| **Mid-term evaluation of the 1st Alliance Congress 2014, within the 10-year plan**  
*Throughout 2019* | • A renewed 5 year strategy for the Alliance within the global IVS movement after 100 years from the first workcamp.  
• Ways are identified to address the priorities from the Congress that haven't been achieved.  
• Innovative practices and activities in IVS projects, answering the needs of young people and communities nowadays, are elaborated and defined by the network.  
• The cooperation, management and decision-making processes and tools within the network are updated and made more efficient and participatory.  
• An application is prepared in 2018 and 3 events are organized in 2019:  
  • A January meeting of active volunteers and main Alliance bodies (1st prep meeting)  
  • A capacity building and prep meeting for the co-facilitators of the Congressino (May)  
  • A Congressino prior to the General Assembly 2019.  
  • A participatory process is applied throughout all 2019 involving MOs and different Alliance bodies through consultations and surveys.  
  • A-PoT supports the process with expertise on facilitation of group processes.  
  • Results of the mid-term evaluation are validated by the GA2019 and included in the PoA 2020-21 as a basis for further development.  
  • 100% of the members participate in the process and in Congressino activity.  
  • PoT is involved  
  • The Congressino is used as an opportunity for visibility and promotion of IVS. |
**OBJECTIVE 2:**

*Increase the outreach to and involvement of young people and local communities in IVS through strong member organizations, common strategies and innovative forms of volunteering engagement.*

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| 16 | Explore future perspectives for long-term measures to increase the engagement of young volunteers in IVS. | - Alliance supports the members to apply for and implement large scale projects (KA2 strategic partnerships, capacity buildings etc) involving 7+ members and the network.  
- Shared strategies and multiple measures are devised by the network to address the trend of decreasing number of volunteers.  
- Practices external to Alliance and the IVS field are explored and analysed as a source for innovative input in engaging young volunteers worldwide. | - The Dissemination and Evaluation event of ERSI project includes elements that allow an analysis of the current situation with the decreasing number of volunteers.  
- Number of Strategic Partnership and other projects applied by MOs, where Alliance is promoter  
- Number of MOs involved in the projects.  
- The results of the work of the VES task force during 2017 are taken into account for the development of future project proposals. |
| 17 | Organize, promote and evaluate the Common Action 2018 "1Table4All" within the common promotional strategy for Alliance campaigns | - Workcamps are promoted at grassroots level as a space for practicing the values of inclusion, diversity, sustainability and gender equality.  
- Innovative forms of social inclusion and youth participation through IVS are given visibility among local communities across Europe  
- Internal synergies between WGs and Alliance campaigns are fostered in concrete ways.  
- The visibility and implementation of the principles underlying Alliance campaigns is assured at local and international level.  
- The evaluation results of the Common Action are used as a basis to plan future campaigns and common actions. | - At least 50% of Alliance organisations run the Common Action in at least 1 workcamp.  
- MOs and WGs follow the guidelines and calendar (including press releases, the use of social media, and promotional events such as fairs) issued by the organizers;  
- ERC to continue sharing link to where promotional material can be uploaded by MO/WG’s  
- MO’s to provide relevant promotion material via shared link for ERC use for promotion;  
- Unified evaluation tools/surveys for the campaigns are put in place and used by MO’s;  
- 100% of MOs joining the Common Action participate also to the evaluation process;  
- A campaign contact person is assigned in each MOs involved in the Common Action;  
- Calendar to be updated by Alliance Secretariat with information shared from MO. |
| 18 | Implement the Training on Media Tools for youth workers (Activity 2), in the framework of ERSI project applied in 2017 under Erasmus+ | - Increased capacities of MOs for promoting IVS and its social impact through digital communication means, to achieve a greater involvement of young people in IVS.  
- Fostered creativity in developing a social media strategy for IVS promotion, targeting specific and diverse audiences.  
- Tools on how to assess the strategy and the mechanisms applied, are provided to the participants | - A social media survey is conducted prior to the training  
- A post-training survey is conducted to follow up the participants development;  
- ERC members to act as support facilitators as part of the Buddy System  
- Some participants in the training are representatives from different working groups;  
- 25 participants working with communication for their MO. |
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<th>Description</th>
<th>Responsible Bodies</th>
<th>Key Outcomes</th>
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<td>19</td>
<td>Participate and contribute to the project &quot;#IVS4Peace – Inclusive Voluntary Service for Peace&quot;</td>
<td>EC and project assistant coordinate A4AWG, other WGs and AS contribute</td>
<td>Throughout 2018 &amp; 2019 • A larger audience of young people from diverse background across Europe gain access to IVS as a way to increase their social participation and personal empowerment. • Successful inclusion and involvement practices of IVS organisations and networks are mapped, shared and upscaled. • Stronger synergies are created between the IVS and Youth networks involved (CCIVS, YEN and others). • Representatives of Alliance WGs and bodies contribute to the mapping and laboratories of the project. • MOs are involved in the definition of the specific expected outcomes of the project tools. • The upscaled tools resulting from the project answer to the need of MOs for enlarging their IVS target audience. • New bi/multilateral cooperation links between MOs and non-IVS organisations are established during and after the project. • Information about the project development and results is disseminated through internal and external communication channels.</td>
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<td>20</td>
<td>Create a «step by step» guideline to promote inclusive practices in IVS</td>
<td>A4AWG</td>
<td>Throughout 2018 • Members receive concrete support to ease their internal procedures for inclusive practices in IVS • The number of MOs adapting inclusive measures increases as well as the number of volunteers with fewer opportunities exchanged. • The Step by Step Guidelines contain information about useful resources, funding opportunities, good practices and tips. • The Guidelines are disseminated by A4AWG to the members and partners of the network, through all available communication channels.</td>
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<td>21</td>
<td>Revision of the Involvement Programme (IP)</td>
<td>ADC with support of TNWG, ERC, SDWG MOs tutors</td>
<td>Throughout 2018 and 2019 • the programme is revised and a new Involvement Programme is launched in 2019 • Workcamps based on quality criteria are organized in new countries where the Alliance does not have organisations • All IP organisations are informed and given the opportunity to participate in Alliance events to improve their knowledge on the functioning of the network and its standards. • Organisations from countries where Alliance does not have members, partners or guests are aware of the Programme and willing to join it. • A proposal for continuation is brought to GA 2018. • A proper information campaign is organized, explaining the benefits a new organisation could get from Alliance through the IP. • 4 more partner organizing workcamps and cooperating with Alliance MOs during the season 2019 • Number of participants from IP organisations in Alliance events 2019.</td>
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<td>22</td>
<td>Run, disseminate and evaluate &quot;Not in my camp&quot; campaign on Gender Equality in IVS</td>
<td>GEWG to coordinate ERC to support</td>
<td>Throughout 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 (anonymous) on gender discrimination in IVS projects; • Number of workcamps/MOs engaging in the campaign • Reports and comments on gender issues at IVS projects are collected among Workcamp leaders and volunteers • GEWG to create promotional material to be shared with ERC • ERC to promote the outcome of the reports &amp; share the outcome.</td>
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**OBJECTIVE 3:**
Develop new and sustain existing cooperative and solidarity measures, common monitoring and assessment strategies and internal communication tools for a higher quality of IVS.

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<td>23 Support the visibility and dissemination of members’ projects relevant to the Alliance strategic priorities and involving a high number of members</td>
<td>EC, AS PoT involved when needed&lt;br&gt;Throughout 2018 and 2019</td>
<td>● Horizontal cooperation links are reinforced at a network level, by including members’ projects in Alliance’ internal and external communication and promo strategies.&lt;br&gt;● The visibility of members’ 7+ project (involving at least 7 members) increases thanks to Alliance’ dissemination work (online and offline).</td>
<td>● Members inform the Secretariat about their 7+ projects and submit relevant information about the project development and results.&lt;br&gt;● Pool of Trainers is involved where necessary&lt;br&gt;● Information is disseminated at Alliance events, website, newsletters, reports</td>
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<td>24 Implement existing practices and explore further the frame for a Solidarity scheme</td>
<td>ADC&lt;br&gt;Throughout 2018 &amp; 2019</td>
<td>● Internal resources within the network are identified to answer the needs and challenges faced by MOs in their local/international environment in a proactive way, based on the values of cooperation and solidarity.</td>
<td>● A compendium separated in two parts (short term and long term perspectives) is created and promoted among MOs.&lt;br&gt;● The compendium is fuelled by members themselves with the initiatives they use locally and which could be helpful for the network.</td>
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<td>25 Run the Technical Meetings 2018 and 2019</td>
<td>EC&lt;br&gt;MO as host&lt;br&gt;MOs, partners, guests as participants&lt;br&gt;February-March 2018 and 2019</td>
<td>● Officially launch the annual season of voluntary exchanges/Projects announcement&lt;br&gt;● Provide space for sharing ideas, best practices and experiences in international youth work and volunteering&lt;br&gt;● Bring visibility to local grass root voluntary projects and organizations through IVS organizations&lt;br&gt;● Increase participation of partners and guests in the life of the network&lt;br&gt;● Increase awareness about the network’s activities among partners and guests&lt;br&gt;● Establish more sustainable and inclusive system of financing events in the network through the newly adopted structure</td>
<td>● At least 70 organizations from 40 countries participate with 150 participants, each year&lt;br&gt;● A common online Grand Opening of the yearly Workcamp season is organized right after the TM.&lt;br&gt;● The newly adopted structure of the event is implemented&lt;br&gt;● Partners and guests are better aware about quality standards of the network and implement these standards</td>
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<td>26 Update and Promote the Alliance Guidebook</td>
<td>AS coordinates&lt;br&gt;WGs contribute on their topics&lt;br&gt;Before TM 2018 and TM 2019</td>
<td>● 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&lt;br&gt;● Guidebook is updated with content of proposals voted at the GAs 2017 and 2018</td>
<td>● MC ensures each WG updates its section.&lt;br&gt;● Final version of the file is collated by AS and disseminated to members, partners and guests at the Technical Meetings</td>
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| 27 | Collect and disseminate existing toolkits and methodologies for addressing gender issues in IVS | GEWG, AS  
*Throughout 2018 & 2019* | • Members are supported in dealing with gender issues through shared good practices.  
• Toolkits and manuals are collected by GEWG, shared on Alliance website and disseminated to the members. |
| 28 | Issue, disseminate and monitor the use of the standardized workcamp evaluation forms | SDWG coordinates, All WGs contribute  
*Throughout 2018* | • The standardized forms addressed to outgoing volunteers, incoming volunteers and local partners hosting the workcamps, are finalized and issued to all the network.  
• The standardized forms are used by MOs during the workcamp season 2018  
• The standardized forms are issued to members before the Technical Meeting 2018.  
• 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.  
• Feedback is collected after the season by SDWG on the use of the new forms by members, and presented to GA2018. |
| 29 | Develop and implement capacity building/info sessions towards environmental sustainability | ESWG  
*TM & GA 2018 and 2019* | • Organisations are well informed about the ESWG’s topics of year  
• Active presence of ESWG & its topics at Alliance events  
• One workshop/ activity is organized at each Alliance event. |
| 30 | Monitor and update, if needed, the Environmental Sustainability Toolkit | ESWG  
*Throughout 2018 and 2019* | Members and hosts of Alliance events are supported in dealing with environmental issues with the sustainable practices described in the toolkit  
• The toolkit is updated by ESWG and promoted through internal communication channels  
• The toolkit is consulted by organizers and hosts when preparing Alliance events  
• Data are collected before each GA from members on the use of the toolkit for their national and international events  
• At least 50% of the members use the toolkit |
| 31 | Establish new partnerships in the field of Environmental Sustainability and find new ways of supporting IVS | ESWG  
*Throughout 2018 & 2019* | • New possible partners are searched and identified  
• Possible partners are contacted and a partnership proposal is sent  
• Active collaboration will be expected from both sides  
• At least 1 foundations/ institution/ university/company supports Alliance activities  
• 5 workcamps will be supported by new partners by means of food, funds, tools, materials, volunteers, promotion etc. |
| 32 | Implement the Buddy System | SDWG  
*Throughout 2018-2019* | • Innovative ways for the participation of IVS organisations is allowed in practicing new solidarity measures towards their sister organisations.  
• Ownership of the network by members and partners is reinforced through creating space for horizontal capacity building among members  
• 30 "buddies” actively communicate throughout year using an online tool - Slack  
• An analysis is done with “answering buddies” at the end of each year as a basis for further improvements of system  
• All SDWG members included, also WG’s/Committees have one appointed member to answer on specific topic. |
| 33 | Assist members with information search about the Alliance network | AS SDWG  
*Throughout 2018 and 2019* | • More needs of the members are covered via the updated info and new tools  
• Alliance website is the main reference point for members to recover information on their partners and other network events (past and future) | • Members’ private area on the website is updated with new tools (e.g. online yellow pages)  
• Information on past and current projects is uploaded on the Alliance website (public and private areas).  
• SDWG and the Secretariat cooperate to keep the information on up to date. |
| 34 | Implement the final Dissemination and Evaluation event of ERSI project (activity 3), applied in 2017 under Erasmus+, with a focus on monitoring and peer evaluation methods in IVS cooperation. | EC, MC ACDA-PoT, SDWG De Amicitia as host MOs  
*November 2018 and follow up in 2019* | • Monitoring and peer-assessment tools and measures for MOs on the promotion of IVS, are systematized and disseminated during the event.  
• The results of the event allow the network to establish new frameworks for an Alliance self and peer assessment method  
• The horizontal links of mutual support, solidarity and trust among MOs are reinforced.  
• The quality of workcamps based on the Alliance Quality Charter is addressed thorough concrete guarantee and support measures. | • Results from the previous activities of ERSI are collected and used for the preparation of the Event.  
• The Alliance Quality Charter is included among the reference documents for the development of the monitoring and peer-assessment measures  
• The Event is attended by at least 70% of the membership.  
• SDWG and ADC work on proposals for a self/peer assessment method for members and partners based on the outcomes of the Event, and bring them to GA adoption not later than 2019  
• Expert on peer assessment is invited to support the Event. |
| 35 | Follow-up the GA 2017 decision of Plato as Alliance Placement Tool | Steering group Project writer  
*Throughout 2018 and 2019* | • Plato is put in place and is working as Alliance Placement Tool, as in the adopted proposal.  
• Measures and funds for the further development of the tool are planned and initiated | • A steering committee is established and is active in the management, evaluation and development of the tool based on the feedback of the MOs.  
• An audit process on MS costs and revenues is put in place before signing the contract for the passover of the tool to Alliance  
• Technical support is ensured by MS on the technical developments and maintenance, as required.  
• Feedback is collected among MOs and consequent updates and further developments of the tool are proposed to the GA 2018.  
• A KA2 application strategic partnership is prepared to provide funds for further development of the tool. |
| 36 | Follow-up on GA 2017 decision on alignment of Placement Systems | Team on Interoperability coordinates  
*Throughout 2018* | Interoperability between the different placement systems among Alliance members and partners is ensured | • The working methods of members (and partners and guests) are collected  
• Technical solutions that ensure online data exchange among systems are explored and presented at the GA 2018 |
<table>
<thead>
<tr>
<th>Action Number</th>
<th>Action Description</th>
<th>SIW Responsible</th>
<th>Delivered Outputs</th>
<th>Additional Information</th>
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</thead>
</table>
| 37            | Collect data and propose a stand on volunteering in orphanages                       | SIW coordinates MOs, Throughout 2018 | - Better understanding of the relevance of the topic in the Alliance organisations;  
  - Creation of criteria for IVS projects in these institutions;  
  - Analysis of quality of the relevant projects;  
  - Raising awareness among MOs, partners and guests. | - Clear definition of the type and scope of projects this action covers is created.  
  - At least 2 workshops are organised in 2018, including at TM  
  - Quality guidelines are created for this type of projects and relevant proposal is made to the GA 2018  
  - Sufficient data is collected from MOs |
| 38            | Assist the network in understanding the new obligations and acting in compliance with General Data Protection Regulation (GDPR) | ADC, SDWG, EC, March 2018 | - The new obligations for processing of personal data and the free movement of such data are explored and understood;  
  - The necessary practices for acting in compliance with (GDPR) are developed and implemented within Alliance | Personal data of participants of meetings, projects and workcamps of Alliance network and individual organisations are used in compliance with GDPR |
### OBJECTIVE 4:
Empower and support the development of effective and sustainable advocacy, visibility and recognition strategies/tools for IVS, in the framework of the Global IVS movement and the European field of youth work.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Agent, Timeline</th>
<th>Expected Outcomes</th>
<th>Success Indicators</th>
</tr>
</thead>
</table>
| 39 Participate at external events organised by policy makers and relevant stakeholders | EC/VPER/WGs members, ERC to support | • 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.  
• Tendencies on IVS and voluntourism at international level are monitored by the Alliance. | • Participation and presentation at minimum 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 to update network on upcoming events.  
• Members of the ERC and WG members participate in external events with relevant stakeholders  
• ERC Advocacy coordinator and VPER support representatives through training sessions on advocacy and external representation  
• Events are covered through Alliance media channels  
• Representatives from the Alliance update ERC on their external representation actions.  
• Critical feedback on current tendencies in IVS in the global and European scene are included in the internal ER reports for the network. |
| 40 Participation in international forums, bodies of INGYOs and policy makers | VPER & ERC coordinate, ACD, WGs & Committees supporting depending on topics | • Relations with like-minded networks, both IVS and non-IVS, are strengthened and common campaigns/initiatives are developed  
• Alliance plays an active role in the decision making process of policy makers on matters regarding Volunteering and Youth, and other relevant networks | • ERC advocacy coordinator to plan with VPER in beginning of year a representation calendar.  
• Alliance participates in at least 1 Global IVS meeting per year, organized by initiative of the sister networks;  
• MOs are informed about the results of the Global IVS meeting;  
• Alliance participates in the Global task force “What is our IVS?” and the results of this work are reported to the GA 2018.  
• Common campaigns with the sister networks ("Raising Peace Campaign", "Global Human Rights Week", "Freedom of Movement Campaign", "IVS against Climate Change", "IVS for Climate justice" etc) are followed up and supported  
• 1 Study Session, possibly a double study session with like-minded networks, e.g. the YEN and VYRE networks, is organized at the EYC Strasbourg of the EYF of the CoE  
• ERC covers the events via social media  
• Alliance representatives participate every year in events organized especially in the following forums and internal bodies’ life: Advisory Council on Youth, CoE-EYF, United Nations Volunteers, etc.  
• Relevant policy makers are invited to major Alliance events.  
• Inclusion of events organised with/for decision makers in the external representation calendar  
• Developments of the European Solidarity Corps and the future of Erasmus+ are followed up by the Alliance and information is
### ALLIANCE Strategic Plan of Action 2018-19

<table>
<thead>
<tr>
<th>Action Number</th>
<th>Description</th>
<th>Target</th>
<th>Measures</th>
</tr>
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</table>
| 41 | Analyze and explore further the possibilities to strengthen partnership with CCIVS | EC, ADC By the GA 2018 | A clear strategy and vision for the Alliance to join CCIVS as member and advocate within the IVS global context, is developed. | • Workshops are organized at Alliance events with high involvement of MOs.  
• Alliance and CCIVS will stay in frequent contact along 2018 to share feedback on the impact and the role of the Alliance within CCIVS.  
• Alliance participate in the GA 2018 of CCIVS. |
| 42 | Follow up and participate to events of the European Youth Forum | VPER & ERC Throughout 2018 and 2019 | • Alliance voice is brought to the YFJ level, CoE and EU level through it.  
• Alliance contributes to the youth and IVS related policies of the European bodies.  
• Alliance to represent at CoMeM GA & relevant topic events. | • 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  
• Participation at YO!Fest 2018 |
| 43 | Develop a strategy to apply the Alliance Representation Guide | VPER & ERC Throughout 2018 and 2019 | • Coherent Alliance representations according to the networks priorities;  
• MOs are informed and using the new gained knowledge. | • ERC Advocacy Coordinator to gather all relevant documents at internal database.  
• ERC Advocacy Coordinator to write a representation e-mail to MO & WG’s including relevant documents, and link to member section on the Alliance website. |
| 44 | Develop with sister networks and apply a long-term strategy on impact assessment and IVS recognition | EC with ADC Throughout 2018 & 2019 | • Stronger cooperation within the IVS movement for the recognition of workcamps  
• Available tools from common and other projects (I’VE, Changing Perspectives, STEP etc) are disseminated and exploited by national organisations thanks to the networks’ support. | • ERC Advocacy coordinator to work with ADC on collecting & sharing data on IVS impact & support members in advocacy with collected data.  
• 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.  
• Alliance participates at final event of the STEP as formal partner in 2018 |
| 45 | Update and promote the Accessing policy paper and the toolkit | A4AWG January Meeting 2018, and by GAs 2018, 2019 | • A4A practices in IVS increase during 2018 and 2019 as a result of the promotional and visibility aspects included in the toolkit and the policy paper.  
• Various local, national and international stakeholders get to know Alliance A4A principles and practices thanks to the dissemination done by MOs and Alliance itself. | • An updated version of the A4A toolkit is prepared in the first months of 2018.  
• The toolkit is promoted among members through all available internal communication channels.  
• Data on the use of the toolkit are collected after the season through evaluation surveys or other channels, and are used to improve the toolkit.  
• An updated policy paper is proposed to GA 2018 including promotional strategies for the Alliance and MOs.  
• Report of A4AWG contains information on dissemination activities of the toolkit and the policy paper by members and Alliance to various local, national and international stakeholders |
<table>
<thead>
<tr>
<th>Action Number</th>
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<th>Responsible Parties</th>
<th>Expected Outcomes</th>
</tr>
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</table>
| 46            | Improve online visibility of Alliance Accessing practices | A4AWG, ERC & AS | • Members are assisted in giving visibility to IVS inclusive practices in their websites, info sheets and social media  
  • Inclusive practices are promoted through the use of the hashtag #workcamp4all by the Alliance and the members.  
  • At least 10 new stories are included annually in the Story Database  
  • Alliance promotes the new stories through its social media, website and newsletter.  
  • Data are collected by A4AWG on how much MOs include information on social inclusion in their info sheets, websites and social media |
| 47            | Create and update a digital calendar of events and publications that are relevant to the Alliance | AS with support from VPER & ERC | • Prepared Alliance representations of external events;  
  • Increased visibility of Alliance events;  
  • Alliance MO’s are up to date on major representation events  
  • WG’s & MO’s to update Alliance secretary on major events to be added;  
  • All the Alliance WGs updates & consults the calendar monthly;  
  • Alliance is represented at YFJ (CoMem, EYE, and other events), Global IVS meeting, other events of like-minded institutions (EYF, CoE...) |
| 48            | Promotion of updated informative material on the Alliance, including a photo database | ERC coordinates, WGs and EC contribute. | • Alliance MOs 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.  
  • ERC to do monthly send out encouraging MO/WG’s to provide photos & stories via pre-exiting Dropbox link  
  • ERC to update google drive photo database  
  • ERC to use provided material via social media and digital promotion promoting network activities |
| 49            | Contribute to the organisation and visibility of the Global MLTV meeting | VPER and Appointed representative | • MOs implementing MLTV projects are given opportunities to develop common exchange guidelines for Mid- and Long-Term Voluntary projects (MLTV)  
  • MOs are actively supported by the Alliance in implementing MLTV projects.  
  • The Alliance appointed representative joins the global coordination team of GLMTV to organize the meeting  
  • The appointed representative promotes GLMTV among MOs.  
  • Increased number of MOs participate to the GLMTV  
  • ERC to cover the event via social media |
| 50            | Disseminate the social media strategy among WGs and MOs and implement support measures | ERC, VPER, A4AWG, ESWG, GEWG | • The strategy is used by MOs and Alliance WGs to improve the understanding of social media and communication strategy  
  • Increased social media presence by MO’s, using the strategy & support document.  
  • ERC to make Alliance Social Media Strategy available via intranet on Alliance webpage  
  • ERC to create "quick support guide", based on the social media strategy, on how to keep a ‘healthy social media presence’  
  • Include the social media strategy ERSI social media training (May 2018) |
| 51            | Publish in the YFJ weekly Courier and Yo!Mag | ERC, VPER | • Alliance’s s strategic priorities and innovative practices gain visibility at European level  
  • Attendees at relevant events to wrap up what’s been discussed and share with ERC/VPER.  
  • 2 publications in Courier, 1 publication in Yo!Mag per year. |
| Feed the Alliance Facebook page & Twitter | ERC  
*Throughout 2018 and 2019* | • Number of people engaged through social media is increased  
• Wider cover of Alliance & WG’s events/campaigns | • WGs assign a contact person for the ERC to cover events/campaigns  
• Contact person from hosting organisation assigned to ERC on TM/JM/GA to provide material and updates  
• 2 posts per week will be published  
• Participation in international forums/bodies, meeting with policy makers & relevant stakeholders, events organised by sister networks & participation at EYE are to be quickly briefed back to ERC to ensure advocacy actions can be taken & shared. |
# OBJECTIVE 5:
Develop educational tools and strategies through non-formal and informal learning practices to contribute to the strategic priorities of the network

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>53</td>
<td>Assess the impact, relevance and implementation of the Alliance Training and Educational Policy</td>
<td>TNWG, supported by Alliance Course Director, VP. Throughout 2018 and 2019.</td>
<td>The policy paper answers the needs of the network and its MOs in terms of educational development. The network follows the agreed principles and guidelines set in the Training and Educational strategy.</td>
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<td>54</td>
<td>Plan and implement training activities on leadership and anti-discrimination practices, addressing camp leaders and taking into account the needs of the Alliance and the MOs</td>
<td>TNWG A-PoT ACD. Throughout 2018 &amp; 2019.</td>
<td>Alliance standards on camp leaders training, resulting from previous LTTCs and MOs expertise, are disseminated through specific pilot international trainings for camp leaders. The camp leaders training standards are enriched and further used. Anti-discrimination practices in workcamps are identified, promoted and disseminated through a training for camp leaders.</td>
</tr>
<tr>
<td>55</td>
<td>Provide training opportunities and other educational activities to empower MOs in dealing with and promoting gender issues in IVS</td>
<td>GEWG A-PoT ACD. Throughout 2018 &amp; 2019.</td>
<td>Updated and improved tools are provided to members based on the results of the Study Session 2017 SAGE. Capacity building of different actors of IVS towards gender equality provided Workshops in various Alliance events are planned and implemented.</td>
</tr>
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| 56 | Assess and plan the further use of the e-learning platform | TNWG, A-PoT and WGs contribute | Throughout 2018 & 2019 | • Challenges and opportunities related to the e-learning platform are identified.  
• Further exploitation of the platform is planned so to answer the training needs of the network bodies and of the members.  
• Training opportunities on how to develop content within the e-platform are examined | • A SWOT analysis of the e-learning platform, enriched with the content of LTTC2017 is implemented during 2018.  
• Results of the analysis are presented to the MC for matching with the training and capacity building needs of the network.  
• A proposal for an action plan related to the use of the platform is prepared by GA 2018. |
| 57 | Organise a workshop/seminar on carbon offsetting for MOs | ESWG | Throughout 2018 | • A system/mechanism for carbon offsetting in the Alliance and its MOs is elaborated.  
• Alliance members are provided with the tools to implement and promote carbon offsetting in their camps  
• Participation in SCC Project | • An application is submitted during 2018 on behalf of the Alliance for funding a seminar on the topic.  
• At least 2 professionals take part in the workshop/seminar  
• A video for raising awareness and a detailed booklet is created as a result of the seminar  
• In the season following the dissemination of the seminar results, 50% of MOs implement and/or promote carbon offsetting measures. |
| 58 | Update and disseminate the Alliance Training Handbook | TNWG coordinates, PoT contributes | Throughout 2018 | • 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, by TM 2018.  
• Contents of Handbook reflect the assessed needs of the organizations.  
• Mailing lists, newsletter and website contain promotion of the handbook.  
• A session is organised at the main Alliance events for its promotion among the organisations |
| 59 | Launch the call for and promote the A-PoT according to the Training and Education Policy paper | ACD, TNWG, VP | Throughout 2018 & 2019 | • The new PoT is formed and active in Alliance events.  
• A-PoT is recognized as a valuable resource by the Alliance, its MOs and external IVS and non-IVS stakeholders  
• Members get assistance in implementing national or international trainings. | • The new A-PoT 2018-19 is selected and enriched with new members after LTTC 2017.  
• Min. 15 trainers with diverse profiles and expertise are in the A-PoT  
• Information about the A-PoT on the Alliance website is updated.  
• the trainers are recruited for the Alliance and MO’s educational activities |