

**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 based on collected and analysed data

**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

**OBJECTIVE 1:**

Increase active participation of member organizations through an open, democratic, inclusive, transparent, accountable, efficient governance of the network.

**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.

**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.

**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.

**OBJECTIVE 5:**

Develop educational tools and strategies through non-formal and informal learning practices to contribute to the strategic priorities of the network

A4AWG = Access for All Working Group

CD = 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.

	Activities	Agent	Timeline	Expected Outcomes	Success Indicators
1	Organise the General Assembly	MC MOs ADC	November 2019 November 2020	<ul style="list-style-type: none"> <li>The democratic participation of all MOs in shaping the future of the Network is ensured</li> <li>Alliance Executive Committee, Working Groups &amp; Committees report their yearly activities for the Network management transparency and accountability</li> <li>Updated policies related to youth, volunteering and quality of cooperation within the Network are adopted</li> <li>Alliance biannual plan of action and annual budget are discussed and adopted</li> <li>The GA is organised taking into account the recommendations made in proposal 18.3 „General Assembly recommendations Proposal“ during the GA 2018</li> </ul>	<ul style="list-style-type: none"> <li>90% of member organizations with young representatives contribute and participate actively to the event</li> <li>Majority of member organizations 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</li> <li>Deadlines regarding the GA are met by MOs</li> </ul>
2	Inform Alliance MOs at the Technical Meeting about current developments of the Network	EC MC	TM 2019 TM 2020	<ul style="list-style-type: none"> <li>Provide member organizations, partners &amp; guests with space and time via an open day linked to the Technical Meeting to:               <ol style="list-style-type: none"> <li>develop a better understanding on the Network internal functioning and discuss about current trends in youth and voluntary sector</li> <li>exchange ideas and know-how on technical procedures of volunteers placement &amp; preparation</li> <li>share innovative practices</li> <li>launch and communicate awareness campaigns</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>90% of member, partner and guest organizations with young representatives contribute and participate actively to the event</li> <li>Suggestions and ideas are shared through the discussion groups and “feed” the work of the WGs, MC and EC along the year</li> </ul>
3	Organise the Joint Meeting of Working Groups and Committees	EC MC hosting MOs	2019 2020	<ul style="list-style-type: none"> <li>The communication, interaction and cooperation among Alliance bodies, Working Groups and Committees is improved</li> <li>Participants are prepared to Congressino 2019</li> </ul>	<ul style="list-style-type: none"> <li>At least 4 representatives of each Working Group and Committee join the meeting</li> <li>A report of the yearly PoA is drafted to be submitted to the GA</li> <li>A new Plan of Action for the following year is drafted to be submitted to the GA, incorporating all ideas</li> </ul>
4	Hold meetings of Executive, Management Committees, thematic Working Groups and Committees	EC MC hosting MOs	throughout 2019 throughout 2020	<ul style="list-style-type: none"> <li>Promote the principles of the Network and guarantee its democratic function</li> <li>Monitor and guarantee the implementation of the yearly Plan of Action</li> <li>Work on the development of a vision based on members feedback</li> <li>Through their participation to the meetings WGs &amp; Committees coordinators are trained and take over greater responsibility in the governance of the Network</li> </ul>	<ul style="list-style-type: none"> <li>5 EC meetings and 3 MC meetings are organised each year</li> <li>At least 1-day meeting is organized for each WG &amp; Committee outside the Joint Meeting</li> <li>A clear timeline of activities and follow up of Network issues is set after each meeting</li> </ul>
5	Analysis of implementation and impact of resolutions of Alliance Congress 2014	EC MC WGs and Committees MOs	throughout 2019	<ul style="list-style-type: none"> <li>Alliance bodies and members assess the Network development during the 5 years after the Congress</li> <li>The coherency of Alliance structure with the Congress resolutions and the current needs is evaluated</li> <li>Through the reflection on Alliance practices, MOs are empowered to find strategies to involve more volunteers</li> <li>A new strategy for the future development of the Network is drafted</li> <li>MOs feeling of ownership toward the Network increases as well as their awareness about the direction the Network will take in the years 2019-2024</li> </ul>	<ul style="list-style-type: none"> <li>3 events are organised along the year 2019: a January Meeting of youth workers, a May meeting for Capacity Building, a Congressino in October 2019, followed by the yearly GA 2019</li> <li>MOs are involved in writing the applications/ensuring the financing of the 3 events. Each event is hosted by a MO (Elix, Open Houses, CBB/Javva)</li> <li>At least 70% of MOs take part in the 3 events of 2019 and send delegates/participants complying with the specific profile that the 3 events target</li> <li>New methods for collecting data within the Network and for analysing them are defined</li> <li>During the Congressino proposals for restructuring the Network and improving</li> </ul>

					its functioning are prepared and brought to the GA 2019
6	Implement measures to increase active involvement of MOs representatives in Alliance WGs & Committees	EC ERC WG Coordinators	throughout 2019 throughout 2020	<ul style="list-style-type: none"> <li>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).</li> </ul>	<ul style="list-style-type: none"> <li>The call for WGs and Committees is widely disseminated among MOs after JM 2019 &amp; 2020</li> <li>EC shares the WGs &amp; Committees call with ERC</li> <li>ERC promotes the WGs and Committees after the JMs 2019 and 2020</li> <li>The profile, expertise or specific interest of the individuals who apply for WGs &amp; Committees, answer the needs of WGs and the strategic PoA</li> <li>WGs &amp; Committees Coordinators update the "WGs profiles" to further promote the work done in their respective Working Groups</li> </ul>
7	Review the aims, structure and way of functioning of Alliance Working Groups and Committees to be closer to the Network actual needs and reality	ADC	throughout 2019 throughout 2020	<ul style="list-style-type: none"> <li>The Network organisational priorities and needs are defined in order to maximise the transparency, quality and efficient use of human and other resources available</li> </ul>	<ul style="list-style-type: none"> <li>Through discussion groups and workshop, the necessary space and time is provided at the yearly Alliance events for members to reflect on the Network structure, changes faced and current needs</li> <li>Common agreement on the aims and the structure of WGs and Committees is reached</li> </ul>
8	Revise and enhance working structures in EC and MC	EC/MC	throughout 2019 throughout 2020	<ul style="list-style-type: none"> <li>Development and implementation of strategies and procedures for : <ol style="list-style-type: none"> <li>a more efficient and goal-oriented organisation of EC-MC meetings</li> <li>a more efficient evaluation of EC-MC meetings</li> <li>a more efficient preservation of knowledge within the EC-MC</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Effectivity of meetings is assessed during/after each EC/MC meeting</li> <li>Assessment of knowledge management and decision making process is in place</li> </ul>
9	Organize capacity building sessions for Alliance representatives and potential board members	EC ERC advocacy coordinator to support	throughout 2019 throughout 2020	<ul style="list-style-type: none"> <li>Potential candidates for EC-MC positions are informed about the function and responsibilities of management roles within the Network</li> <li>WGs &amp; Committees members and activists understand Alliance structure and are empowered to represent the Network</li> <li>WGs &amp; Committees members and activists are informed about advocacy tools and ways to advocate for the Network interests and recognition</li> </ul>	<ul style="list-style-type: none"> <li>2 info sessions per year are organized within Alliance events, 1 of them being particularly focused on the Network structure and functioning</li> <li>At least 1/3 of MOs participate to the infosessions</li> </ul>
10	Issue a monthly internal newsletter about activities of MOs, WGs & Committees, campaigns and events of the Network and relevant information from external stakeholders	AS with inputs from EC WGs and MOs	throughout 2019 throughout 2020	<ul style="list-style-type: none"> <li>Access to relevant information and tools is provided</li> <li>Members are informed about latest news and developments within and out of the Network</li> <li>MOs participation in the Network campaigns, projects and events is eased</li> </ul>	<ul style="list-style-type: none"> <li>WGs and MOs submit relevant updates to the Secretariat to feed the website update and the newsletter</li> <li>One newsletter per month is issued with updates on the internal and external events and calls</li> <li>At least 2/3 of MOs access and use the newsletter</li> </ul>
11	Analysis of MOs IVS projects and A4A exchanges through statistics	Statistician AS A4A MOs	By GA 2019 By GA 2020	<ul style="list-style-type: none"> <li>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</li> <li>The GA is provided with evidence-based data to discuss shared challenges and trends in IVS, and develop joint strategies within the Network</li> <li>Deep analysis of A4A data is implemented</li> </ul>	<ul style="list-style-type: none"> <li>Accurate results are collected</li> <li>An internal statistic report is adopted by GAs 2019 and 2020</li> <li>A document for external representation is produced after the adoption of the yearly statistic report by GA</li> <li>Challenges and trends explained in the internal report are used by MOs to develop future strategies</li> <li>All MOs contribute to the A4All statistics</li> <li>Collection of A4A data is included and presented in the statistician report</li> </ul>
12	Adapt official Alliance	GEWG	By GA 2019	<ul style="list-style-type: none"> <li>The importance of the topic of gender equality is reflected in Alliance official</li> </ul>	<ul style="list-style-type: none"> <li>Proposals for updating Alliance official documents are adopted by GA 2019</li> </ul>

	procedures to be more inclusive so they reflect the importance of gender equality			documents and official procedures are adapted to be as inclusive as possible • MOs follow the same frame for their own official procedures	• Recommendations following the gender equality principle are delivered to MOs
13	Organize the improved New Comers' Session linked to the main Alliance events	SDWG ADC	TM 2019 TM 2020, GA 2019 GA 2020	• Participants attending Alliance events for the first time (new comers) are provided with useful information about the Network and the development of the specific event by experienced members of SDWG and ADC and are prepared so as to participate actively	• 2 newcomers' sessions per year are organised in 2019 and 2020 (1 at the TM, 1 at the GA) • 90% participation of Newcomers attend the sessions • Feedback on the usefulness of the NCS is collected from the participating newcomers through specific forms
14	Review the methods of work of Alliance constitutional and main events	ADC	By GA 2020	• Innovative practices are explored for a more efficient management of TM, JM & GA so to better use resources and be more inclusive toward associate members, partners and guests • Alliance events are used as advocacy and visibility opportunities for MOs and the IVS movement	• The new TM structure (approved by GA 2017) keeps being evaluated • Possible changes applied to GA are evaluated • Recommendations and guidelines on better organisation of the JM are proposed to the GA 2020 • Main events are held in places of interest for the Alliance and its MOs
15	Monitor the availability of partners to financially contribute to the Alliance	ADC	By GA 2020	• Increased awareness of MOs about the benefits of involving partners and guests at Alliance TM and other events open to them • MOs, partners and guests recognise the benefits of networking through the Alliance as a relevant platform for the exchange of volunteers, gathering the highest number of IVS organisations	• The changes adopted at GA 2017 for TM structure are monitored • At least 75% of partners contribute to the assessment of the new measures by submitting their feedback to the ADC
16	Follow-up and revision of the manual for future WGs & Committees coordinators	Vice-President MC contributes	November 2019	• New coordinators of WGs and Committees are supported for efficiently achieving their tasks • Alliance bodies work i smade smoother under efficient coordination • The active involvement of volunteers in Alliance WGs and Committees life increases during 2019	• The Manual is analyzed at Joint Meeting 2019 • Feedback are collected and needed improvements are put in place • The renewed version is presented to new coordinators
17	Implement the January international meeting of youth workers	EC MC Elix as host WG members, A-PoT and active volunteers of the network	Januar 2019	• A participatory process is kicked-off to increase the active involvement of MOs in the implementation of Alliance yearly plan of action • 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	• Active volunteers, activist and youth workers of the Network actively participate the the January meeting • At least 25 participants from 30 Alliance MOs attend the January meeting • Useful outputs are produced to orientate the Network work and its bodies activities
18	Mid-term evaluation of the 1st Alliance Congress 2014, within the 10-year plan	EC coordinates MC PoT WGs MOs contribute	Along 2019	• A renewed 5 year strategy for the Alliance within the global IVS movement after 100 years from the first workcamp is defined • The actual importance of the priorities and needs stated by the Congress 2014 is assessed; ways are identified to address the Congress priorities that have not been pursued and that the Network wants to keep on working on • Innovative practices and activities in IVS projects, answering the needs of young people and communities nowadays, are elaborated by the Network bodies and members • The cooperation, management and decision-making processes and tools in place within the Network are assessed and updated and also made more efficient and participatory	• 3 events are organized in 2019: 1. A January meeting of youth workers and active volunteers (1st prep meeting) 2. A capacity building and preparation meeting for participants and co-facilitators of the Congressino (May) 3. 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 • 100% of the MOs participate in the Congressino cycle and event • Alliance PoT supports the process with expertise on group processes facilitation • Results of the mid-term evaluation are validated by the GA 2019 and included in the PoA 2020-21 as a basis for further development of the Network

				<ul style="list-style-type: none"> <li>• Deeper knowledge on the state of International Volunteering is gathered</li> </ul>	<ul style="list-style-type: none"> <li>• The Congressino is used as an opportunity for visibility and promotion of IVS</li> <li>• A research on voluntourism and the situation of international volunteering (outside Alliance) is carried out</li> </ul>
19	Ensure the Network financial resources and sustainability	AS AFA ACD  EC-MC	Through 2019 Through 2020	<ul style="list-style-type: none"> <li>• The Network structure is reinforced and its management effectiveness guaranteed thanks to the yearly statutory meetings</li> <li>• EU institutions and founders keep recognising the Alliance as one of the main stakeholders in European civil society, active in the field of volunteering, youth and education and financially contribute to the Network life and work</li> <li>• The Network financial sustainability and autonomy is strengthened</li> </ul>	<ul style="list-style-type: none"> <li>• The report of E+ administrative grant 2018 is successfully submitted to EACEA by February 2019</li> <li>• The report of EYF structural grant 2018 is successfully submitted to EYF partners by February 2019</li> <li>• The application of E+ administrative grant 2020 is successfully submitted to EACEA by November 2019</li> <li>• The report of E+ administrative grant 2019 is successfully to EACEA by February 2020</li> <li>• The report of EYF structural grant 2019 is successfully submitted to EYF partners by June 2020</li> <li>• All applications and reports are uploaded in Alliance website for transparency and staff accountability</li> <li>• ACD explores new financial opportunities for the Network and prepares a document with new financing proposals by the end of 2019</li> </ul>
20	Explore possibilities for a new financial scheme for the payment of TM participation fees	ADC T	Throughout 2019	<ul style="list-style-type: none"> <li>• evaluation of current practices connected to the payment of TM participation fee</li> <li>• exploring opportunities for establishing a new financial scheme which will correspond with the possibilities of Alliance organisations and ensure financial security of the TM hosts</li> <li>• introduce the results and propose the new scheme (if any) to the GA 2019</li> </ul>	<ul style="list-style-type: none"> <li>• A proposal is presented to the GA 2019</li> </ul>

## 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.

	Activities	Agent	Timeline	Expected Outcomes	Success Indicators
21	Initiate a discussion on IVS nowadays to empower MOs in dealing with current challenge	ADC	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Increased understanding of MOs needs</li> <li>• The Network strategy and activities meet more effectively the needs of MOs</li> <li>• A common contemporary understanding of outdated practices within the Network is created</li> </ul>	<ul style="list-style-type: none"> <li>• A workshop on IVS current features (rationale, demand, variety of forms, values, recognition, financial component, various fees) is organised in 2019</li> <li>• At least 60% of MOs take part in the workshop</li> <li>• Outdated practices still used among Alliance MOs are listed and discussed</li> <li>• A common understanding of future developments of the Network and its MOs is reached</li> </ul>
22	Carry out a study on the decreasing number of volunteers and voluntourism trends	EC coordinates	by Congressino 2019	<ul style="list-style-type: none"> <li>• MOs and Alliance are aware of different funding sources and have increased capacity on how to use the ESC. MOs that applied for ESC grants are consulted and their experiences exploited. MOs use common working methods to collaborate under the ESC frame.</li> </ul>	<ul style="list-style-type: none"> <li>• An external researcher is contacted and informed about the Network activities and survey goals</li> <li>• At least 75% of MOs contribute to the possible surveys the research might entail</li> </ul>

					<ul style="list-style-type: none"> <li>• The study is finalized by Congressino 2019 and provides Congressino participants material for reflection</li> </ul>
23	Explore future perspectives to increase the engagement of young volunteers in IVS	EC MOs	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Alliance supports its MOs to apply for and implement large scale projects (KA2 strategic partnerships, capacity buildings etc) involving 7+ members and the Network itself</li> <li>• Shared strategies and innovative measures are devised by the Network to address the trend of decreasing number of volunteers</li> <li>• Collection and sharing of innovative and successful cooperation experiences of MOs with non-IVS youth organisations/youth workers with the aim to spread the word about IVS and involve them in workcamps</li> <li>• The Congressino focuses on is the increase of volunteers participation in IVS</li> </ul>	<ul style="list-style-type: none"> <li>• MOs develop concrete measures based on the research conducted prior to the Congressino</li> <li>• The results of the Dissemination and Evaluation event 2018 (3rd activity of ERSI project) are enhanced and used during the Congressino event and are taken into account for the development of future project proposals</li> <li>• The Alliance is promoter of at least 2 Strategic Partnership projects per year applied by MOs where are least 15 MOs/international IVS stakeholders are involved</li> <li>• Practices external to Alliance and the IVS world are explored and analysed prior to the Congressino as a source for innovative inputs to engage young volunteers worldwide</li> <li>• Number of innovative and best-practice approaches toward non-IVS organisations are collected</li> </ul>
24	Use the new ESC framework in the Alliance	EC, ADC, SDWG	Throughout 2019	<ul style="list-style-type: none"> <li>• MOs and Alliance are aware of different funding sources and have increased capacity on how to use the ESC</li> <li>• MOs use common working methods to collaborate under the ESC frame</li> </ul>	<ul style="list-style-type: none"> <li>• MO's that applied for ESC grants are consulted and their experience is exploited</li> <li>• According to the survey results, a workshop/information session on ESC is organised for MOs in 2019</li> <li>• Common working and collaboration methods within the ESC framework in the Alliance is detailed in the Alliance guidebook Project applications at the Alliance level are considered according to the needs of the network and the MOs</li> </ul>
25	Organize, promote and evaluate a Common Action 2019 within the common promotional strategy for Alliance campaigns	ESWG A4AWG GEWG ERC coordinates MOs contribute	Throughout 2019	<ul style="list-style-type: none"> <li>• Workcamps are promoted at grassroots level as a space for practicing the values of inclusion, diversity, sustainability and gender equality</li> <li>• Innovative forms of social inclusion and youth participation through IVS are given visibility among local communities across Europe</li> <li>• Internal synergies between WGs &amp; Committees and Alliance campaigns are fostered in concrete ways</li> <li>• The visibility and implementation of the principles underlying Alliance campaigns is assured at local and international level</li> <li>• The evaluation results of the Common Action are used as a basis to plan future campaigns and common actions</li> </ul>	<ul style="list-style-type: none"> <li>• At least 30% of Alliance organisations run the Common Action in at least 1 workcamp</li> <li>• A campaign contact person is assigned in each MOs involved in the Common Action</li> <li>• 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</li> <li>• MOs provide relevant promotion material to ERC</li> <li>• ERC publishes the provided material throughout the campaign period via social media channels</li> <li>• Unified evaluation tools/surveys for the campaigns are put in place and used by MO's</li> <li>• Calendar to be updated by Alliance Secretariat with information shared from MO</li> </ul>
26	Participate and contribute to the project "#IVS4Peace – Inclusive Voluntary Service for Peace"	EC and AS coordinate  A4AWG, other WGs contribute	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• A larger audience of young people from diverse background across Europe gains access to IVS as a way to increase their social participation and personal empowerment</li> <li>• Successful inclusion and involvement practices of IVS organisations and networks are mapped, shared and upscaled</li> </ul>	<ul style="list-style-type: none"> <li>• Representatives of Alliance contribute to the mapping and laboratories of the project</li> <li>• MOs are asked to contribute to the project through possible surveys and can benefit of the specific outcomes and tools expected from the project</li> <li>• The upscaled tools resulting from the project answer to the need of MOs for</li> </ul>

				<ul style="list-style-type: none"> <li>• Stronger synergies are created between the IVS and Youth networks involved (CCIVS, YEN and others)</li> </ul>	<p>enlarging their IVS target audience.</p> <ul style="list-style-type: none"> <li>• New bi/multilateral cooperation links between MOs and non-IVS organisations are established during and after the project</li> <li>• Information about the project development and results is disseminated through internal and external communication channels</li> </ul>
27	Create a «step by step» guideline to promote inclusive practices in IVS	A4AWG	Throughout 2019	<ul style="list-style-type: none"> <li>• MOs receive concrete support to ease their internal procedures for inclusive practices in IVS</li> <li>• The number of MOs adapting inclusive measures increases as well as the number of volunteers with fewer opportunities exchanged</li> </ul>	<ul style="list-style-type: none"> <li>• The Step by Step Guidelines contains information about useful resources, funding opportunities, good practices and tips for inclusion practices</li> <li>• The Guidelines are disseminated by A4AWG to the members and partners of the network, through all available communication channels</li> </ul>
28	Implementation of the Involvement Programme (IP)	ADC SDWG EC	Throughout 2019 and 2020	<ul style="list-style-type: none"> <li>• Workcamps are organized in new countries where the Alliance does not have organisations yet, following Alliance quality standards</li> <li>• 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 quality requirements</li> <li>• Organisations from countries where Alliance does not have members, partners or guests are aware of the Programme and willing to join it</li> </ul>	<ul style="list-style-type: none"> <li>• A proper information campaign is organized, explaining the benefits a new organisation could get from Alliance through the IP</li> <li>• 4 new organisations organizing workcamps and cooperating with Alliance MOs are involved during the season 2020</li> </ul>
29	Exploring new system for statistics collection	AS EC SDWG	Throughout 2019	<ul style="list-style-type: none"> <li>• A more efficient, flexible and independent working system to collect statistics is in place</li> <li>• Statistician has all data and tools to produce a detailed statistic report for the GA</li> </ul>	<ul style="list-style-type: none"> <li>• A concrete and detailed financial and technical proposal for a new statistics tool based on open source code is developed by AS Joint Meeting 2019</li> <li>• A manual for MOs support in filling the tool is produced</li> <li>• The new tool is in place by December 2019</li> </ul>
30	Evaluate "Not in my camp" campaign on Gender Equality in IVS implemented in 2018	GEWG to coordinate  ERC to support	Throughout 2019	<ul style="list-style-type: none"> <li>• MOs are informed about the campaign outcomes and are encouraged to use and disseminate the materials and tools created during 2017 and 2018</li> <li>• Positive aspects and problematic issues of the past campaigns are recorded and used as a basis for future planning</li> </ul>	<ul style="list-style-type: none"> <li>• GEWG creates promotional material to be shared with ERC</li> <li>• ERC promotes and shares the outcome of the reports</li> <li>• AS shares the materials through the website and newsletter</li> </ul>
31	Explore the possibilities of reviving the Alliance card	ESTYES HUJ	Throughout 2019	<ul style="list-style-type: none"> <li>• Possibilities of cooperation with ISIC Association for the revival of Alliance cards are researched</li> <li>• MOs are aware of the pros and cons (benefits &amp; costs) of the Alliance card</li> <li>• A proposal for an Alliance Card in cooperation with ISIC Association is prepared</li> </ul>	<ul style="list-style-type: none"> <li>• A list of benefits of the Alliance card is shared with MOs</li> <li>• A proposal for an Alliance Card in cooperation with ISIC Association is prepared</li> </ul>

### 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.

	Activities	Agent	Timeline	Expected Outcomes	Success Indicators
32	Support the visibility and dissemination of MOs projects relevant to the Alliance strategic priorities and involving a high number of Alliance organisations	EC AS PoT involved when needed MOs	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Horizontal cooperation links are reinforced at the Network level, by including MOs projects in Alliance internal and external communication and promotion strategies</li> <li>• The visibility of MOs 7+ project (involving at least 7 members) increases thanks to the dissemination work (online and offline)</li> </ul>	<ul style="list-style-type: none"> <li>• Members inform the Secretariat about their 7+ projects</li> <li>• The Pool of Trainers is involved when necessary</li> <li>• Information on the projects are disseminated at Alliance events, website, newsletters, reports</li> </ul>

33	Implement existing practices and explore further the frame of Solidarity scheme	ADC	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>At Alliance events 2019 and 2020, a strategy to introduce the Solidarity Scheme programme to MOs is discussed within small reflection groups</li> <li>A Solidarity Scheme compendium separated in two parts (short-term and long-term perspectives) is created and promoted among MOs</li> <li>The compendium is filled by MOs themselves with the initiatives they use locally and which could be helpful for the entire Network</li> </ul>
34	Run the Technical Meetings 2019 and 2020	EC MO as hosts MOs, partners, guests as participants	February-March 2019 February-March 2020	<ul style="list-style-type: none"> <li>Officially launch the annual season of voluntary exchanges/Projects announcements</li> <li>MOs have a space for sharing ideas, best practices and experiences in international youth work and volunteering</li> <li>Bring visibility to local grass root voluntary projects and organizations</li> </ul>	<ul style="list-style-type: none"> <li>At least 150 participants from 70 IVS organizations representing 40 countries take part in Alliance TM, each year</li> <li>A common online Grand Opening of the yearly Workcamp season is organized right after the TM 2019 and 2020</li> </ul>
35	Update and Promote the Alliance Guidebook	AS coordinates WGs & Committees contribute on their topics	Before TM 2019 Before TM 2020	<ul style="list-style-type: none"> <li>A source of knowledge for IVS organisations within and outside the Alliance, presenting IVS principles, Alliance good practices, campaigns and usual exchange procedures is made easily accessible</li> <li>The Guidebook is updated with content of proposals voted at the GA 2018</li> </ul>	<ul style="list-style-type: none"> <li>MC ensures each WG/Committee updates its section</li> <li>The final version of the file is collated by AS and disseminated among members, partners and guests at the Technical Meetings</li> <li>The updated Guidebook is also uploaded by AS in the website and spreaded through the monthly newsletter</li> </ul>
36	Collect and disseminate existing tool for addressing gender issues in IVS	GEWG AS	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>Members are supported in dealing with gender issues through shared good practices and tools developed at the Network level</li> </ul>	<ul style="list-style-type: none"> <li>Toolkits and manuals on GE are collected by GEWG</li> <li>Data on MOs use of GE tools are collected during the season 2019</li> <li>GEWG informs AS about what they wish to be on the website and disseminated to the members through the newsletter</li> </ul>
37	Start a collective process of creating the Alliance monitoring and evaluation strategy	Member organisations, METF, EC	Throughout 2019	<ul style="list-style-type: none"> <li>A strategy for monitoring and evaluation is prepared by the network, linked to Congressino preparation;</li> <li>The needs of the network in terms of monitoring and assessment are addressed and the needed changes are identified based on data and information collected throughout the year;</li> <li>A task force is formed and works on the proposals and working documents produced during GC2018, as described in the Strategy proposal adopted by GA2018;</li> <li>The evaluation tools existing in the network are analyzed and needed improvements are developed.</li> </ul>	<ul style="list-style-type: none"> <li>The strategy developed, is based on data collected and analyzed throughout 2019 by the task force;</li> <li>At least 80% of member organisations participate in the process of giving feedback to the task force about the tools and procedures analyzed;</li> <li>WGs and Committees participate with 1 member in the task force;</li> <li>One member of the EC coordinates and monitors the work of the TF</li> </ul>
38	Enhance the use of Alliance environmental sustainability tools within the Network	ESWG	TM & GA 2019 TM & GA 2020	<ul style="list-style-type: none"> <li>MOs are empowered and supported in dealing with environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>One workshop/ activity on environmental sustainability is organized at Alliance TM and GA, each year</li> <li>The environmental sustainability toolkit is updated and promoted among MOs through all available communication channels. MOs refer to the toolkit when organising events</li> </ul>
39	Develop a Network common strategy on carbon offset	ESWG	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>issue a survey on carbon footprints for camp leaders</li> <li>A system/mechanism for carbon offsetting in the Alliance and its MOs is elaborated: surveys for camp leaders</li> <li>Alliance members are provided with the tools to implement and promote carbon offsetting in their camps</li> </ul>	<ul style="list-style-type: none"> <li>A partnership with an external stakeholder in Carbon offset is settled</li> <li>A seminar on carbon offset is delivered to MOs in 2019</li> <li>A proposal for a voluntary Alliance payment system for carbon offset is drafted</li> <li>50% of MOs implement and/or promote carbon offsetting measures by the end of 2019 Possible measures are: <ol style="list-style-type: none"> <li>inserting information on carbon offset in their infosheet</li> <li>collecting from their volunteers donations for carbon offset projects</li> <li>organising themselves carbon offset and afforestation workcamps</li> <li>contributing to SCC initiatives</li> </ol> </li> <li>Follow-up and coordination of the SCC workcamps together with Asian NGOs is</li> </ul>



					ensured
40	Implement the Alliance Support System (former Buddy System)	SDWG	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>Innovative ways for the participation of IVS organisations is allowed in practicing new solidarity measures towards their sister organisations</li> <li>Members and partners feeling of ownership toward the Network is reinforced through creating space for horizontal capacity building</li> </ul>	<ul style="list-style-type: none"> <li>At least 70 persons are registered in Alliance Support System Slack</li> <li>At least 30 people actively communicate through the system</li> <li>One appointed person from every WG/Committee uses the support system to answer questions on specific topic</li> </ul>
41	Improve Alliance internal communication tools and ensure MOs are fully informed about the Network issues	AS SDWG	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>MOs recognise Alliance website and newsletter as the main reference points to recover information on the Network, are aware of their functioning and contribute to feed both</li> <li>The website and newsletter answers the needs of MOs in relation to the structure and content</li> </ul>	<ul style="list-style-type: none"> <li>At least half of Alliance MOs contribute to a survey to be launched in 2019 by the Secretariat to investigate how the website and newsletter can better meet MOs needs</li> <li>Members' private area on Alliance website is regularly updated with new tools (e.g. online yellow pages, evaluation forms...) and information on past and current projects</li> <li>AS update in the website the digital calendar of events that are relevant for the Network</li> <li>SDWG promotes the members private area of the Network website in the Alliance Support System (former Buddy System)</li> <li>At least 1 MO and 2 WGs/Committees contact AS by the 20th of each month to communicate which activities of theirs they want to share with other Alliance organisations through the monthly newsletter</li> <li>1 newsletter per month is delivered to MOs and WGs and Committees</li> <li>At least 2/3 of Alliance members regularly open and read the monthly newsletter each month (the figure is available in the newsletter system)</li> </ul>
42	Follow-up the GA 2017 decision of Plato as Alliance Placement Tool	Steering group (SDWG, ADC, Treasurer, MS)  Project writer	Throughout 2019 and 2020	<ul style="list-style-type: none"> <li>Plato is working as Alliance Placement Tool, as in the adopted proposal</li> <li>Measures and funds for further development of the tool are planned and initiated</li> </ul>	<ul style="list-style-type: none"> <li>A steering committee is active in the management, evaluation and development of the tool based on the feedback of the MOs</li> <li>An audit process on MS costs and revenues is put in place before signing the contract for the passover of the tool to Alliance</li> <li>Technical support is ensured by MS on the technical developments and maintenance, as required</li> <li>Feedback is collected among MOs and consequent updates and further developments of the tool are proposed to GA</li> <li>A KA2 application strategic partnership is prepared before the end of 2020 to provide funds for further development of the tool</li> </ul>
43	Assess the Network compliance with GDPR	AS EC	During 2019	<ul style="list-style-type: none"> <li>Alliance complies with the new GDPR regulation</li> <li>Participants to Alliance events and people subscribed to the Newsletter are aware that their contacts/imagines are kept in the Network archives and could be used to promote the Network activities and give them visibility</li> </ul>	<ul style="list-style-type: none"> <li>A document to collect people's agreement on the international use of their images also for promoting purposes is provided to each participant to Alliance event</li> <li>An email is sent to all Newsletter subscribers to inform them their contact are in Alliance archives</li> </ul>
44	Create awareness about issues around children home volunteering and clarify the scope of the issue within Alliance	Task Force "Support families not orphanages"	During 2019	<ul style="list-style-type: none"> <li>a discussion document is created for the GA 2019 (indicating scope of the issue within Alliance including the number of projects, volunteers, definitions, criteria and where they take place)</li> <li>Members share with the Task Force their experience with orphanages</li> </ul>	<ul style="list-style-type: none"> <li>A two page document is available for discussion in the 2019 General Assembly indicating the scope of the issue within Alliance including the number of projects, volunteers, definitions, criteria and where they take place</li> </ul>

				<ul style="list-style-type: none"> <li>• Awareness of the issues around children home volunteering is raised among Alliance members and partners</li> </ul>	
45	Develop a strategy on monitoring and evaluation	task force EC	During 2019	<ul style="list-style-type: none"> <li>• Evaluation tools &amp; forms developed and used by the network are gathered, checked for compliance with the Alliance needs, disseminated within the network and mainstreamed on an MO level</li> <li>• Evaluative practices used during and after Alliance actions/campaigns are analysed</li> <li>• The Statistician is supported in collecting and analysing quantitative and qualitative data</li> <li>• A pilot phase of qualitative analysis of A4A stories is conducted</li> <li>• The rating system in the APT is evaluated, including collection of feedback from members, and improvements are proposed</li> <li>• Options for a new statistic tool (with the background information of the GC proposal) are explored</li> <li>• A monitoring and evaluation strategy until 2024 is developed and fed back to the prep team of congressino</li> </ul>	<ul style="list-style-type: none"> <li>• a list of IVS evaluation tools and forms is created</li> <li>• a survey is conducted on the questions to be asked in the rating system in the APT</li> <li>• a monitoring and evaluation strategy is created</li> </ul>
46	Develop a Self-Monitoring & Evaluation Tool	METF, SDWG, implementing MOs	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• to provide a user friendly and effective way to self-monitor and self-evaluate hosting and sending organisations' fulfillment of responsibilities arising from Alliance binding documents</li> <li>• The tool in form of a checklist based on Alliance Quality Charter, Guidebook and Constitution is created and distributed among organisations willing to test it, by TM 2019</li> <li>• The tool is tested during the season 2019 with 2 checkpoints in June and September at the Joint Meeting. Results are shared at the GA 2019</li> <li>• Upgrading the tool according to the feedback from members</li> <li>• Upgraded tool is distributed among organisations willing to test by TM 2020</li> <li>• Upgraded tool is tested during the season 2020 with 2 checkpoints in June and September at the Joint Meeting. Results are shared at the GA 2020</li> </ul>	<ul style="list-style-type: none"> <li>• the SMET is developed, piloted and improved following the process described in the GC2018 proposal</li> <li>• Number of replies received from testing organisations in 2019 season</li> <li>• Number of replies received from testing organisations in 2020 season</li> </ul>
47	Conduct further evaluation and improvement on Alliance Placement Tool's rating system	Steering group, Evaluation and Monitoring Task Force	Throughout 2019	<ul style="list-style-type: none"> <li>• Feedback is collected among MOs and further improvements of the rating system are proposed to GA 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Determine further improvement possibilities of Alliance Placement Tools rating system</li> </ul>

#### 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.

	Activities	Agent	Timeline	Expected Outcomes	Success Indicators
48	Participation in international forums,	VPER & ERC coordinate.	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Alliance plays an active role in the decision making process of policy makers on matters regarding Volunteering and Youth</li> </ul>	<ul style="list-style-type: none"> <li>• ERC advocacy coordinator and VPER plan a representation calendar at the beginning of the year</li> </ul>

	bodies of INGYOs, policy makers and relevant stakeholders	WGs & Committees supporting depending on topics		<ul style="list-style-type: none"> <li>• Alliance holds a leading position in the representation of IVS in the AC &amp; YFJ</li> <li>• Alliance MOs are active in international events, get updated, promote the Network priorities and create synergies with external relevant stakeholders</li> <li>• The Alliance invites and meets decision-makers of its MOs countries in occasion of international or local events</li> <li>• Tendencies on IVS and voluntourism at international level are monitored</li> </ul>	<ul style="list-style-type: none"> <li>• Events organised with/for decision makers are included in the website calendar to update the Network MOs on upcoming events</li> <li>• ERC Advocacy coordinator and VPER support Alliance representatives through training sessions on advocacy and external representation</li> <li>• Alliance is represented in minimum 3 events per year organized especially in the following forums and bodies: Advisory Council on Youth, CoE-EYF, United Nations Volunteers, YFJ, CEV, etc.</li> <li>• ERC covers the events via social media</li> <li>• Developments on funding, especially European Solidarity Corps and the future of Erasmus+ are followed up by the Alliance and information are delivered to MOs</li> <li>• Relevant policy makers are invited to major Alliance events</li> <li>• Feedback on current tendencies in IVS in the global and European scene are included in the internal ER reports for the Network</li> </ul>
49	Active participation in the Advisory Council of Youth of the Council of Europe	EC Delegate ERC	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Develop strong coalitions with INGYOs and NYCs members of YFJ</li> <li>• The Alliance participates in the decision making processes of CoE and influences the priorities of Youth Department</li> <li>• The Alliance represents the IVS within the AC of the CoE</li> </ul>	<ul style="list-style-type: none"> <li>• An Alliance delegate is nominated in the AC</li> <li>• A campaigning strategy towards the elections of the AC is elaborated</li> <li>• Alliance MOs involvement within the NYCs and in relation to INGYOs is mapped</li> <li>• Alliance nomination is backed up by the Alliance MOs towards the NYCs</li> <li>• YFJ Exchange Group ensures its support to Alliance nomination</li> </ul>
50	Analyse the possibility to nominate a candidate for the YFJ Board Elections and develop a strategy to implement if the analysis is favourable	ERC	Throughout 2019	<ul style="list-style-type: none"> <li>• A common understanding of Alliance role within YFJ is reached</li> <li>• Alliance plays an active role in the decision making process of policy makers on matters regarding Volunteering and Youth, and other relevant networks</li> </ul>	<ul style="list-style-type: none"> <li>• A SWOT analysis of Alliance being represented in YFJ Board is conducted</li> <li>• A strategic approach is discussed and drafted for Alliance being part of YFJ board</li> </ul>
51	Follow up developments and participate to EYF initiatives	VPER & ERC Coordinator coordinate  EC/WG members/MOs contribute and participate	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Alliance voice is brought to the YFJ level, CoE and EU level</li> <li>• Alliance contributes to European bodies policies on youth and IVS</li> <li>• Alliance attends YFJ CoMeM GA &amp; events on relevant topic</li> </ul>	<ul style="list-style-type: none"> <li>• Reports from 2 YFJ constitutional meetings per year are sent to the ERC and EC by Alliance representatives</li> <li>• Alliance representatives participate to other YFJ events relevant to the priorities of the Network</li> <li>• Alliance representative participates in YFJ discussion groups on-line and off-line (Expert Group on Funding; Volunteering Network; online Policy Corners)</li> <li>• Participation in the volunteers' team of EYE 2020</li> <li>• Alliance representatives take part in YOIFest 2019 and 2020</li> <li>• Online consultations for Alliance MOs are implemented according to the policy developments</li> <li>• 50% of Alliance MOs participate in online consultations on policy</li> <li>• At least one publication in the YFJ weekly YOINews and YoIMag is done</li> </ul>

					<ul style="list-style-type: none"> <li>• ERC writes post-congressino article to be shared with Yo!News &amp; Yo!Mag in 2019</li> </ul>
52	Provide communication session on the Alliance E-learning Platform	ERC AS to support	Throughout 2019	<ul style="list-style-type: none"> <li>• MOs communication skills are empowered</li> <li>• Communication Sessions are published and made available for MOs on-line</li> </ul>	<ul style="list-style-type: none"> <li>• ERC create visual instruction videos on communcation topics, based on the social media strategy &amp; social media guidelines</li> <li>• AS uploads material to the e-learning platform</li> <li>• ERC making MOs aware of the sessions availability</li> </ul>
53	Implement capacity building measures on advocacy	VPER & ERC Advocacy Coordinator	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Alliance MOs are supported with capacity building on advocacy</li> <li>• Membership have a common recognition of the importance of advocacy within the Network</li> <li>• MOs invest human resources in advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• At least 1 session per year is organised on advocacy development and processes</li> <li>• Alliance MOs &amp; WGs are introduced to the Alliance Representation Guide</li> <li>• At least 1 member per WG is involved in advocacy in their respective areas of interest</li> </ul>
54	Distribute the Alliance Representation Guide to the MOs	VPER & ERC	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Alliance active members are empowered to properly represent the Network according to its priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant documents are gathered in an internal database</li> <li>• MOs are informed and are able to use them</li> <li>• Alliance Representation Guide is sent to members after GA adoption</li> </ul>
55	Develop with sister networks and apply a long-term strategy on impact assessment and IVS recognition	EC with ADC ERC to support	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• The cooperation within the IVS movement for the recognition of workcamps is increased</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• ERC works with ADC on collecting &amp; sharing data on IVS impact</li> <li>• Collected data support MOs in advocacy actions</li> <li>• At least 50% of MOs use the newly created tools/data with volunteers/other stakeholders</li> <li>• Data collected from 2016 researches are included in internal and external publications</li> <li>• Alliance follows STEPs to the future project with CCIVS as partner to include research in communication and representation</li> </ul>
56	Develop and run campaigns with sister networks	ERC EC MOs	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• The cooperation with sister network is strengthened</li> <li>• The impact of the communications campaigns is stronger thanks to the joint efforts done</li> <li>• Alliance visibility as well as the one of the whole IVS movement -especially workcamps- is increased</li> <li>• New networking and cooperation opportunities are settled</li> </ul>	<ul style="list-style-type: none"> <li>• MOs are actively involved in the campaign (at least 50% of MOs contribute with ideas, material and promotion)</li> <li>• Specific contact persons are in charge of other common campaigns <ul style="list-style-type: none"> <li>- Raising Peace Campaign</li> <li>- Global Human Rights Week</li> <li>- Freedom of Movement Campaign</li> <li>- IVS for Climate justice</li> </ul> </li> <li>• MOs, ERC and AS when needed share the common campaigns posts on social media</li> <li>• MOs are informed about the common campaigns outputs and deliverable through the website and newsletter</li> </ul>
57	Develop and run a campaign on 100th anniversary of IVS and other common	task force „100th anniversary of workcamps“, ERC	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• A series of events promoting IVS anniversary are planned and shared with Mos and partners. The campaign on the 100th anniversary of workcamps is kick-started by an opening event (e.g. Ride to the GA)</li> <li>• Alliance visibility as well as the one of the whole IVS movement -especially workcamps- is increased</li> <li>• Ways of cooperation to promote the 100th anniversary together with sister networks are explored</li> </ul>	<ul style="list-style-type: none"> <li>• At least 1 event is organised with and by Mos as part of the campaign</li> <li>• At least 10 Mos join the opening event</li> <li>• The Alliance participates in at least 1 event run by its sisternetworks</li> <li>• At least 1 article is published in the YO!Mag and YO!News respectively</li> <li>• At least 10 posts per month are shared through Alliance social media channels</li> </ul>

				<ul style="list-style-type: none"> <li>• An advocacy plan is developed</li> <li>• The campaign is monitored and evaluated</li> </ul>	<ul style="list-style-type: none"> <li>• At least 6 meetings with institutions are organised (e.g. NAs, European Commission, YFJ) Recommendations on future visibility campaigns are available.</li> </ul>
58	Participate in and contribute to the Global IVS meetings and joint campaigns with IVS sister networks	VPER & ERC	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Relations with sister networks and like-minded networks are strengthened and common advocacy points and campaigns are developed</li> <li>• Like-minded networks not organising workcamps are brought closer to the IVS activities</li> </ul>	<ul style="list-style-type: none"> <li>• Alliance participates in at least 1 Global IVS meeting per year, organized by initiative of the sister networks The meeting is inserted in the representation plan</li> <li>• MOs are informed about the results of the Global IVS meeting</li> <li>• A study session with YEN network, is organized at the EYC of Budapest with the support of the EYF of the CoE, on the theme of xenophobia and raising of extreme right wing in Europe</li> <li>• Events are covered by ERC and AS on social media</li> </ul>
59	Update and promote the Accessing policy paper and the toolkit	A4AWG	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• 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</li> <li>• Various local, national and international stakeholders get to know Alliance A4A principles and practices thanks to the dissemination done by MOs and Alliance itself</li> </ul>	<ul style="list-style-type: none"> <li>• A4A toolkit is updated at the beginning of each year</li> <li>• The toolkit is promoted among members through all available internal communication channels</li> <li>• 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</li> <li>• An updated policy paper is proposed to GA 2019 (and possibly 2020) including promotional strategies for the Alliance and MOs</li> <li>• 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</li> </ul>
60	Improve online visibility of Alliance Accessing practices	A4AWG ERC & AS support in the promotion	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Members are assisted in giving visibility to IVS inclusive practices in their websites, info sheets and social media</li> <li>• Inclusive practices are promoted through the use of the hashtag #workcamp4all by the Alliance and the members</li> </ul>	<ul style="list-style-type: none"> <li>• At least 10 new stories are included annually in the Story Database</li> <li>• ERC promotes the new stories through its social media</li> <li>• AS promotes the stories on website and newsletter</li> <li>• Data on availability of information on social inclusion in MOs info sheets, websites and social media are collected by A4AWG</li> </ul>
61	Promotion of updated informative material on the Alliance, including a photo database	ERC coordinates, AS, WGs and EC contribute.	Throughout 2019	<ul style="list-style-type: none"> <li>• Alliance MOs are aware about the existing informative materials and know how to access them</li> <li>• Members are supported in promotion of workcamps by having available an online common copyright free photo bank</li> </ul>	<ul style="list-style-type: none"> <li>• ERC quarterly contacts MOs/WGs for them to provide photos &amp; stories</li> <li>• AS includes call for material in Alliance Newsletter</li> <li>• ERC updates google drive photo database</li> <li>• ERC uses provided material via social media and digital promotion promoting the Network activities</li> </ul>
62	Dissemination of results of the Global MLTV meeting	ERC VPER COCAT	Throughout 2019	<ul style="list-style-type: none"> <li>• MOs implementing MLTV projects are given opportunities to develop common exchange guidelines for Mid- and Long-Term Voluntary projects (MLTV)</li> </ul>	<ul style="list-style-type: none"> <li>• MOs that participated to the Global MLTV meeting contribute to the dissemination of its results and plan how to use outputs for development of further strategy</li> <li>• ERC promotes the GMLTV results on social media</li> </ul>
63	Disseminate the social media strategy among WGs and MOs and implement support measures	ERC, VPER  A4AWG, ESWG, GEWG	Throughout 2019	<ul style="list-style-type: none"> <li>• MOs and Alliance WGs understanding of social media and communication strategy is increased</li> <li>• MOs presence on social media increases thanks to the use of the strategy &amp; the support document</li> </ul>	<ul style="list-style-type: none"> <li>• ERC creates a "quick support guide", based on the social media strategy, on how to keep a "healthy social media presence"</li> <li>• AS makes Alliance Social Media Strategy available via intranet on Alliance webpage</li> </ul>

		contribute			
64	Issue an external newsletter	AS ERC VPER Attendees at relevant events	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Alliance strategic priorities and innovative practices gain visibility at European level</li> <li>• The position of the Network to current global developments is shared with relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Attendees at relevant events wrap up what has been discussed and shared with ERC/VPER</li> <li>• At least 5 institutions, INGYOs receive the newsletter</li> </ul>
65	Feed the Alliance Facebook page, Twitter & Instagram	ERC and AS	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• The number of engaged people reached through social media increases</li> <li>• Events/campaigns/projects of the Network, its MOs and Bodies is ensured</li> </ul>	<ul style="list-style-type: none"> <li>• WGs and Committees assign a contact person for the ERC</li> <li>• For each Alliance event, the hosting organisation has a contact person that provides ERC with material and updates</li> <li>• 2 posts per week are published</li> <li>• Participation in international forums/bodies, meeting with policy makers &amp; relevant stakeholders, events organised by sister networks &amp; participation at EYE are to be quickly briefed back to ERC to ensure advocacy actions can be taken &amp; shared.</li> </ul>
66	Contribute to the dissemination of information on the Global MLTV meeting	ERC, VPER	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• MOs implementing MLTV projects are given opportunities to develop common exchange guidelines for Mid- and Long-Term Voluntary projects (MLTV)</li> <li>• ERC to cover the event via social media</li> </ul>	<ul style="list-style-type: none"> <li>• At least 1 MO participates in the Global MLTV meeting</li> <li>• At least 1 post on the participation in the Global MLTV meeting is shared on social media</li> </ul>
67	Explore and assess the context of and take a decision on CCIVS membership	ADC, VPER, ERC	Throughout 2019	<ul style="list-style-type: none"> <li>• Alliance MOs get updated on the results and impact of established common activities together with CCIVS</li> <li>• Alliance MOs get updated on the potential benefits resulting from CCIVS membership</li> <li>• Alliance follows up the structural changes of CCIVS and runs a risk assessment comparing current status of cooperation with possible change to active membership</li> </ul>	<ul style="list-style-type: none"> <li>• ADC presents checklist of benefits, synergies and similarities to update the Alliance MOs on opportunities and risks of CCIVS membership A proposal on CCIVS membership is presented to the GA 2019</li> </ul>

#### OBJECTIVE 5:

Develop educational tools and strategies through non-formal and informal learning practices to contribute to the strategic priorities of the network

	Activities	Agent	Timeline	Expected Outcomes	Success Indicators
68	Assess the impact, relevance and implementation of the Alliance Training and Educational Policy	TNWG, supported by Alliance Course Director, VP	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• The policy paper answers the needs of the network and its MOs in terms of educational development</li> <li>• The network follows the agreed principles and guidelines set in the Training and Educational strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Results of the LTTC impact evaluation are included in the monitoring and future development of the Training and Educational strategy, and presented to MOs</li> <li>• The implementation of the amended policy paper is monitored and assessed by TNWG</li> <li>• If needed, an amended version of the policy paper is proposed to GAs 2019 and 2020</li> <li>• Based on the Training Needs Analysis 2018 and Impact Analysis of the LTTC 2018, the new priorities within Training and Educational strategy are set up in 2019 and their fulfillment is monitored in 2020</li> </ul>
69	Implement training on leadership and anti-discrimination practices	TNWG A-PoT	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>• Alliance standards on camp leaders training, resulting from previous LTTCs and MOs expertise, are disseminated through specific pilot international trainings for camp leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum 2 international trainings for camp leaders combining personal development trainings focused on leadership and practical topics are realised (by the end of 2019)</li> </ul>

	for camp leaders according to the needs of MOs			<ul style="list-style-type: none"> <li>The camp leaders training standards are enriched and further used</li> <li>Anti-discrimination practices in workcamps are identified, promoted and disseminated through a training for camp leaders</li> </ul>	<ul style="list-style-type: none"> <li>The trainings impact on participants and partner organisations is assessed by the half of 2020</li> <li>The application to implement a training focused on workcamp volunteers' preparation is submitted in 2019</li> <li>This training is successfully realised and the outputs are available and promoted within the Alliance by end of 2020</li> </ul>
70	Provide MOs with capacity building activities and training opportunities on gender issues in IVS	GEWG A-PoT MOs	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>Different actors active in IVS are empowered to tackle the topic of Gender Equality</li> </ul>	<ul style="list-style-type: none"> <li>Forms and training models on Gender Equality in IVS are distributed among members</li> <li>Workshops on GE in IVS are delivered at main Alliance events</li> <li>At least half of MOs attends one workshop on gender equality by the end of 2020</li> </ul>
71	Assess and plan the further use of the e-learning platform	TNWG PoT and WGs contribute	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>Challenges and opportunities related to the e-learning platform are identified</li> <li>Further exploitation of the platform is planned so to answer the training needs of the Network bodies and of MOs</li> <li>Training opportunities on how to develop content within the e-platform are examined</li> </ul>	<ul style="list-style-type: none"> <li>A SWOT analysis of the e-learning platform, enriched with the content of LTTC 2017 is implemented during 2019</li> <li>Results of the analysis are presented to the MC for the e-platform to match with the Network training and capacity building needs</li> <li>A proposal for an action plan related to the use of the platform is prepared by GA 2019</li> </ul>
72	Update and disseminate the Alliance Training Handbook	TNWG coordinates PoT contributes	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>The Training Handbook is updated and reflects the assessed training needs of Alliance MOs</li> <li>MOs are aware of content of the Training Handbook and they use it for their educational activities</li> </ul>	<ul style="list-style-type: none"> <li>The draft of the new Training Handbook, updated with the material produced at Alliance projects in the past 4 years, especially with material produced at LTTCs 2015 and 2017, is ready by the end of 2019</li> <li>All along 2020 the new Training Handbook is promoted through Alliance mailing lists, newsletter and website</li> <li>During 2020 a session is organised at the main Alliance events for the new Training Handbook promotion</li> </ul>
73	Re-launch and promote the A-PoT according to the Training and Education Policy paper	Alliance Course Director, TNWG, VP ERC contributes	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>A-PoT is recognized as a valuable resource by the Alliance, its MOs and external IVS and non-IVS stakeholders</li> <li>Members get assistance in implementing national or international trainings.</li> </ul>	<ul style="list-style-type: none"> <li>The call for A- PoT is launched at the end of 2019</li> <li>The new A-PoT selected in 2020 is selected and functioning</li> <li>Information about the A-PoT on the Alliance website is updated</li> <li>The trainers are recruited for the Alliance and MO's educational activities</li> </ul>
	Organise a new LTTC	ACD TNWG VP & ERC contributes A-PoT Thematic WGs contribute	Throughout 2019 Throughout 2020	<ul style="list-style-type: none"> <li>Training topics based on the training needs of the members are explored</li> <li>Alliance seeks co-financing through Erasmus+ and other means of co-financing</li> <li>Volunteering is enhanced as a tool to spread Alliance principles and values on a global level</li> </ul>	<ul style="list-style-type: none"> <li>An application is prepared by ACD and submitted to EYF by April 2019</li> <li>The application is successful and 3 events are organised during 2020</li> <li>At least 50% of MOs sends participants to LTTC 2020</li> <li>At least 75% of participants successfully complete the LTTC 2020</li> <li>The LTTC is evaluated in its impact on the Network level and MOs level</li> </ul>