

Alliance Plan of Action 2020-2021

LIST OF ABBREVIATIONS

<p>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</p>	<p>A-PoT = Alliance Pool of Trainers AC = Advisory Council on Youth (CoE) ADC = Alliance Development Committee A4AWG = Access for All Working Group AM = Additional Member (of the Alliance EC) AS = Alliance Secretary 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 GC = General Conference GEWG = Gender Equality Working Group GLM = Global meeting of IVS leaders/networks GMLTV = Global meeting on Mid- and Long-term Volunteering GS = General Secretary JM = Joint Meeting of Working Groups and Committees (September) LTTC = Alliance Long Term Training Course MC = Management Committee MEC = Monitoring and Evaluation Committee MO = member organisation P = Permanent PoA = Plan of Action SDWG = Staff Development Working Group T = Treasurer OR Temporary TF = Task Force TM = Alliance Technical Meeting of IVS organisations TNWG = Training Needs Working Group VP = Vice President VPER = Vice President for External Relations WG = Working Group YEN = Youth of European Nationalities network</p>
<p>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</p>	
<p>OBJECTIVE 1: Increase active participation of member organizations through an open, democratic, inclusive, transparent, accountable, efficient governance of the network.</p>	
<p>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.</p>	
<p>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.</p>	
<p>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.</p>	
<p>OBJECTIVE 5: Develop educational tools and strategies through non-formal and informal learning practices to contribute to the strategic priorities of the network</p>	

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Objective		Temporary / Permanent	Activities	Lead	Support	Deadline	Output / Expected Outcomes / (Impact)	Success Indicators to measure progress
number of respective objective		In each objective, the permanent activities are enlisted first so that their running number always stays the same, while temporary ones, varying from year to year, are added below.	an activity conducted/a measure taken in order to contribute to reaching the respective objective (make sure your activities do actually do that!)	Only one agent can be chosen as leading agent for one activity!	supporting agent	give a concrete deadline , i.e. avoid time frames (such as "throughout 2020")	the short-, medium- and long-term consequences to be expected from conducting the activity, can be tangible (e.g. documents) or intangible (e.g. skills) - output: rather immediate results (e.g. workshop conducted, knowledge obtained, policy paper created) - outcomes: wider, medium-term effects on the target group or target element (e.g. change in behaviour, change in network) (- impact: longer-term effects even beyond the target group, i.e. on society)	Success indicators - allow you to measure, monitor and communicate progress towards the objectives - can be considered in 3 categories: relative measures (e.g. 50 % of MOs joined), absolute figures (e.g. 20 MOs joined), yes/no assessment (MOs have/haven't joined) - think SMART, i.e. make indicators - specific: narrow and clearly relating to the objective (measure tells if obj. is achieved or not) - measurable: objectively verifiable and quantifiable (% , absolute figure, yes/no) to ensure coherence in measurement - attributable: measure (of the change observed) is attributable to the activity - realistic: it's possible to collect, with available resources, the data needed for the indicator - time-bound: measurable at requested time (→ Deadline) cf. for instance: https://www.linkedin.com/pulse/20141022071803-18927814-a-good-start-with-smart-indicators
1	1	P	Meetings Hold and improve the meetings of Executive, Management Committees, Working Groups and Committees	EC	MC hosting MO	N/A	By means of the meetings: - The principles of the Network are promoted and its democratic function is guaranteed - A vision based on members' feedback is developed - The implementation of the yearly Plan of Action is monitored and guaranteed - Through their participation in the meetings WGs & Committees coordinators are trained and take over greater responsibility in the governance of the Network Strategies and procedures for improved meetings are developed and implemented which will bring to: - A more efficient and goal-oriented organisation of EC-MC meetings, - A more efficient evaluation of EC-MC meetings, - A more efficient preservation of knowledge within the EC-MC	- 5 EC meetings and 3 MC meetings are organised each year - At least one day meeting is organized for each WG & Committee outside the Joint Meeting - the minutes of each meeting are shared with Alliance Secretariat and are issued on the Alliance internal website - A clear timeline of activities and follow up of Network issues is set after each meeting - Effectivity of meetings is assessed during/after each EC/MC meeting
1	2	P	Technical Meeting Organise the TM so that it allows the dissemination of information as well as time and space for exchange on current developments in the Network as well as on the youth and the voluntary sector	EC	MC Hosting MOs	TM	- Officially launch the annual season of voluntary exchanges/Projects announcements - MOs are provided with information as well as time and space for exchange on current developments in the Network as well as the youth and the voluntary sector - MOs keep gaining a better understanding of the internal functioning of the Network and its external environment - MOs keep exchanging ideas, know-how and innovative practices on technical procedures of volunteers placement & preparation and other relevant issues - MOs have a space for sharing ideas, best practices and experiences in international youth work and volunteering - MOs are informed about, join and disseminate political activities of the Network such as awareness raising campaigns - Visibility is provided to local grass root voluntary projects and organizations	- at least 90% of member, partner and guest organizations with young representatives contribute and participate actively in the event - At least 150 participants from 70 IVS organizations representing 40 countries take part in Alliance TM, each year - Suggestions and ideas are shared through the discussion groups and "feed" the work of the WGs, MC and EC along the year - A common online Grand Opening of the yearly Workcamp season is organized right after the TM 2020 and 2021

1	3	P	Joint Meeting Organise the JM of Working Groups and Committees	EC	MC hosting MO	JM	By means of the Joint Meeting: - The communication, interaction and cooperation among and within Alliance bodies, Working Groups and Committees is improved - Wrapping up of the past year and preparation for the upcoming GA is facilitated	- At least 1 Joint Meeting per year is organized - At least 2 representatives of each Working Group and Committee join the meeting - A report of the yearly PoA is drafted to be submitted to the GA - A new Plan of Action for the following year is drafted to be submitted to the GA, incorporating all ideas
1	4	P	General Assembly Organise the GA	EC	MC hosting MO	GA	By means of the General Assembly: - The democratic participation of all MOs in shaping the future of the Network is ensured - Alliance Executive Committee, Working Groups & Committees report their yearly activities for the Network management transparency and accountability - Updated policies related to youth, volunteering and quality of cooperation within the Network are adopted - The biannual Plan of Action and the annual budget of the Network are discussed and adopted - The General Assembly is organised taking into account recommendations stemming from evaluations of previous GAs and events	- 90% of member organizations with young representatives contribute and participate actively to the event - The 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 Group - Deadlines regarding the GA are met by MOs
1	5	P	New Comers' Session Organize the improved New Comers' Session linked to the main Alliance events	SDWG	ADC	TM 2020 and 2021 GA 2020 and 2021	- 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 new comers' sessions per year are organised in 2020 and 2021 (1 at the TM, 1 at the GA) - 90% participation of New comers attend the sessions - Feedback on the usefulness of the NCS is collected from the participating new comers through specific forms
1	6	P	Involvement in EC/MC, WGs and Committees Increase active involvement of MOs representatives in Alliance WGs & Committees by means of information dissemination and capacity building sessions	EC	VP MC	N/A	- The active involvement of volunteers in Alliance WGs and Committees increases or at the minimum stays stable - All members and individuals who are willing to contribute to the Alliance life have the possibility to get involved in WGs even if they do not participate to the yearly main Alliance events (TM, GA) - New coordinators of WGs and Committees are supported in their work so that Alliance bodies work more smoothly and efficiently - WGs and Committees members and activists understand the structure of the Alliance and are empowered to represent the Network - WGs and Committees members and activists are informed about advocacy tools and ways to advocate for the interests and recognition of the Network - Potential candidates for EC and MC positions are informed about the function and responsibilities of management roles within the Network	- Alliance guidelines for coordinators of Alliance WGs and Committees are annually updated by coordinators - "WGs profiles" are annually updated by coordinators to further promote the work done in the respective groups - The call for WGs and Committees is disseminated among MOs prior to the GA - 2 info sessions per year are organized within Alliance events, 1 of them being particularly focused on the Network structure and functioning - At least 1/3 of MOs participate to the infosessions
1	7	P	Newsletter Issue a monthly internal newsletter about activities of MOs, WGs & Committees, campaigns and events of the Network and relevant information from external stakeholders	AS	EC WGs MOs	N/A	- Access to relevant information and tools is provided so that members are informed about latest news and developments within and out of the Network - MOs participation in the Network campaigns, projects and events is eased	- By the 20th of each month, WGs and MOs submit relevant updates to the Secretariat to feed the website update and the newsletter - One newsletter per month is issued with updates on the internal and external events and calls - At least 2/3 of MOs access and use the newsletter
1	8	P	Statistics Analyse MOs' IVS projects and A4A exchanges through statistics	Statistician	AS A4AWG MOs	GA	- The state of the art, future trends and challenges of 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 to develop joint strategies within the Network - A4A data is collected through general Alliance Statistics, deep analysis of A4A data is implemented	- An internal statistic report is adopted by the GA - Challenges and trends explained in the internal report are used by MOs to develop future strategies - All MOs contribute to the A4All statistics - The collection of A4A data is included and presented in the statistician's report

1	9	P	Economic sustainability Ensure the Network financial resources and sustainability	AS	AFA ACD T/EC	N/A	<ul style="list-style-type: none"> - The Network structure is reinforced and its management effectiveness guaranteed thanks to the yearly statutory meetings - 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 - The Network financial sustainability and autonomy is strengthened 	<ul style="list-style-type: none"> - The report of E+ administrative grant 2019 is successfully submitted to EACEA by February 2020 - The report of EYF structural grant 2019 is successfully submitted to EYF partners by June 2020 - The application of E+ administrative grant 2020 is successfully submitted to EACEA by November 2019 - The report of E+ administrative grant 2020 is successfully submitted to EACEA by February 2021 - Yearly statutory meetings are organised in order to ensure the Network financial resources and sustainability - All applications and reports are uploaded in Alliance website for transparency and staff accountability
1	10	P	Gender Equality Adapt official Alliance procedures to be more inclusive so they reflect the importance of gender equality	GEWG		GA 2020	<ul style="list-style-type: none"> - The importance of the topic of gender equality is reflected in Alliance official documents and official procedures are adapted to be as inclusive as possible - MOs follow the same frame for their own official procedures 	<ul style="list-style-type: none"> - Proposals for updating Alliance official documents are adopted by GA 2020 - Recommendations following the gender equality principle are delivered to MOs during 2020-2021
1	11	T	Structure revision Revise the structure and way of functioning of the Alliance	ADC		Until 2024	<p>A new structure is adopted which:</p> <ul style="list-style-type: none"> - Ensures the sustainability of the Network - Is flexible/capable to react to members' needs - Gives space and easy access for the participation of the young volunteers in the network - Makes the contribution to the network easier - Increases the efficiency within the network - Maintains the diversity of the network through a coherent approach - Serves the agreed vision of the network 	<ul style="list-style-type: none"> - The expected outcomes and the timeline of the Alliance structure revision are approved by the GA 2019 - A person is appointed to propose the concept for the change by GA 2020 - The concept proposed is approved and successfully executed (the changes are implemented and the effectiveness is approved) by 2024
1	12	T	Secretariat revision Revise the structure and way of functioning of Alliance secretariat	ADC	EC	By 2024	<ul style="list-style-type: none"> - EC positions are feasible again - The Alliance Secretariat is capable to deal with an extra workload - The growing needs of a cooperative network are answered 	<ul style="list-style-type: none"> - Satisfaction within the current EC and Office is reached - Applications for EC and Office positions are received - The network is financially and operatively sustainable - The MO's are benefitting from the revised office structure
1	13	T	Implementing the cycle of Alliance Educational Priorities - Trainings for Campleaders - Preparation of volunteers"	TNWG	WGs Members	November 2021	<ul style="list-style-type: none"> - AEP are approved in the PoA by GA 2019 - A call for projects is launched among the members in 2020 - AEP projects are implemented during 2020-2021 - AEP projects are evaluated during 2020-2021 - A training needs survey is conducted among MOs in 2020 - LTTC evaluation is conducted in 2021 - New AEP are proposed in the PoA at the GA 2021 	<ul style="list-style-type: none"> - 2-4 trainings for campleaders are organised annually - Campleaders trainings take place in 4 countries (HU, CZ, FR, ES) - 2 trainings coming from Alliance PoT are connected to the AEP - 2 trainings/year coming from WGs or members are connected to the AEP - A more realistic and coherent training need analysis is conducted
1	14	T	TM participation Fee Explore possibilities for a new financial scheme for the payment of TM participation fees	T	EC	GA 2020	<ul style="list-style-type: none"> - Current practices connected to the payment of TM participation fee are evaluated - Opportunities are explored for establishing a new financial scheme which will correspond to the capacities of Alliance MOs and will ensure financial security of the TM hosts - Hosts are secured from last minute cancellations - Introduce the results and propose the new scheme (if any) to the GA 2020 	<ul style="list-style-type: none"> - A proposal is presented to the GA 2020
1	15	T	Members' motivation (Congressino Road map I) develop and conduct a survey on members' motivation for being and staying in the Alliance	MEC	ADC	TM 2021 September 2021	<ul style="list-style-type: none"> - The Alliance has a profound understanding of its members' motivation for being and staying in the network - Based on this understanding, the Alliance membership enhances its active participation in the network 2a. create and distribute a survey for analysing (by TM 2021; MEC/ADC/Secretariat) 2b. analyse the Survey (09/2021; MEC/ADC/Secretariat) 3. Monitor the participation of organisations at events and reasons for non-participation in order to create space for consultation and support (by adding an open question to registration forms) (from TM 03/2021; Hosting organisation of events/Secretariat/GS). 	<ul style="list-style-type: none"> - A survey for analysing member's current state, their needs and expectations from the network is drafted and conducted by the TM 2021 - The survey for analysing members' current state, their needs and expectations from the network is analysed by September 2021

1	16	P	Stories of involvement (Congressino Road Map I) Collection and publication of stories of active involvement in the Alliance	ERC	AS	From 2020 ongoing	<ul style="list-style-type: none"> - Indication of the skills gained through the active participation in the Alliance and benefits for the individual's MO are collected and shared quarterly through the Alliance newsletter - starting 2020 - The MOs understanding of the benefits of active participation is increased. 	<ul style="list-style-type: none"> - Stories are shared through Alliance newsletter quarterly - Active participation of MOs grew to 40% by 2024
1	17	T	Structure revision (Congressino Road Map II) Revise the structure and way of functioning of the Alliance	AM	ADC EC	By GA 2020	<p>Alliance Matrix Organisation is proposed by 1st mailing which:</p> <ul style="list-style-type: none"> - enables the sustainable functioning of the network - ensures accessibility for different levels of participation - provides space for organisational and personal development - builds trust by proper flow of information and communication - creates a knowledge hub for the whole network - supports active participation of motivated MO's willing to contribute - increases effectiveness and efficiency within the network - extends flexibility and capability to open space for MO's needs - includes availability of information and resources - maintains the diversity of the network through a coherent approach - balances the workload and workforce by introducing new elements of leadership, team-based culture and ownership - Serves the agreed vision 2024 of the network 	<ul style="list-style-type: none"> - AM mandated by GA 2019 coordinating the work on revising the structure and way of functioning of the Alliance - Consultancy process is established by TM 2020 ensuring MO's participation in the development process - proposal about changing into Alliance Matrix Organisation is voted at GA 2020
1	18	T	Alliance Secretariat (Congressino Road Map VI) Take a step to strengthen the Alliance Secretariat	GS	MC AS	Throughout 2020 and 2021	<p>1. Development of a staff Policy that includes:</p> <ul style="list-style-type: none"> - Clear terms of reference related to tasks and roles. - A systematic strategy on support, monitoring and evaluating the secretariat. - Structured and transparent recruitment process. <p>2. Development of a financial plan that:</p> <ul style="list-style-type: none"> - Ensures the existence of an enlarged secretariat. - Explores alternative ways of income. - Studies opportunities (such as applying for ESC Quality Label) to have volunteer(s)/intern(s)/trainee(s) supporting the secretariat.. - Explore opportunities to have office for the secretariat. 	<ul style="list-style-type: none"> - Staff policy and Financial plan are developed and presented at GA2020 - Funds are in place in order to be able to start enlarging Secretariat by the end of 2021 - Amount of organisations willing to stand for Alliance management positions (EC/ MC) increased - At least 1 volunteer is present in Alliance Secretariat from 2020 - Secretariat and EC workload is balanced and it is visible in the annual EC and staff reports of 2021
2	19	P	Involvement Programme Implementation of the Involvement Programme (IP)	ADC	SDWG EC	Throughout 2020 and 2021	<ul style="list-style-type: none"> - Workcamps are organized in new countries where the Alliance does not have organisations yet, following Alliance quality standards - 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 - Organisations from countries where the Alliance does not have members, partners or guests are aware of the Programme and willing to join it 	<ul style="list-style-type: none"> - IP organisations are participating in the TM - IP organisations are invited to MO's trainings - IP organisations exchange volunteers with Alliance MO - IP organisations apply as Alliance partners
2	20	P	Inclusive practices in Alliance Support MOs in developing inclusive projects	A4AWG		Throughout 2020 Throughout 2021	<ul style="list-style-type: none"> - More organisations are involved in inclusive practices - Capacities of MOs are increased in social inclusion - The number of volunteers with fewer opportunities increases 	<ul style="list-style-type: none"> - The A4AWG toolkit is updated yearly and shared with all MOs - At least 5 MOs that are not involved in A4AWG exchange volunteers with organisations in the A4AWG, thanks to projects like YOPI! or similar - At least 1 workshop is organised at Alliance events - A training for youth workers is developed by A4AWG in 2020/2021
2	21	T	#IVS4Peace Participate and contribute to the project "#IVS4Peace – Inclusive Voluntary Service for Peace"	AS	EC A4AWG Other WGs	Throughout 2020	<ul style="list-style-type: none"> - A larger audience of young people from diverse backgrounds across Europe gains 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) 	<ul style="list-style-type: none"> - Representatives of the Alliance have contributed to the project activities which in 2020 are focused on developing an advocacy campaign to raise the involvement of YWFO in IVS - A4AWG and Alliance MOs have contributed to the project through possible surveys - At least one new bi-/multilateral cooperation link between MOs and non-IVS organisations is established during and after the project - Information about the project development and results has been disseminated through internal and external communication channels
2	22	T	CleanUp action Implement the CleanUp action	ESWG		Throughout 2020	<ul style="list-style-type: none"> - A CleanUp action is carried out during workcamps of IVS season 2020 to promote environmental practices and encourage volunteers for action - Workcamps participants send pictures of the CleanUp action carried out to the ESWG - The surrounding areas of the workcamp are clean from trash 	<ul style="list-style-type: none"> - The action promo materials are updated and promoted before the IVS season starts (by March 2020) - The Clean Up Action is organized at least in 10 workcamps during the season - Outcomes of the campaign are shared through different communication channels

2	23	T	ESC Use the new ESC framework in the Alliance	SDWG	EC ADC	Throughout 2020	<ul style="list-style-type: none"> - MOs and Alliance are aware of different funding sources and have increased know how on how to use the ESC - MOs use common working methods to collaborate under the ESC frame 	<ul style="list-style-type: none"> - MOs that applied for ESC grants have been consulted and their experience is exploited - According to the consultation results, a workshop/information session on ESC has been organised for MOs in 2020 - Common working and collaboration methods within the ESC framework in the Alliance have been detailed in the Alliance guidebook - Applications for ESC projects at the Alliance level are considered according to the needs of the network and the MOs
2	24	T	Training for local hosts	TNWG	Members	November 2020	<ul style="list-style-type: none"> - Awareness is raised about sustainability of workcamps (e.g. first ESC, then own resource, etc.) 	<ul style="list-style-type: none"> - Canvas of Solidarity project is implemented, evaluated, promoted - Canvas training in January is implemented, evaluated, promoted - Following the project evaluation, the decision if repeating it or not is taken - Each organisation that is Canvas partner implements 2 or 3 workcamps more during the season 2020
2	25	T	Organise a Staff Evaluation Meeting (to be confirmed at GA 2019)	SDWG	Event host	Prior to GA 2020	<ul style="list-style-type: none"> - The last IVS season is evaluated - Good placement practices are shared among the youth workers of Alliance MOs - Trends of IVS are explored and possible solutions to challenges identified and discussed - Innovative approaches and skills are developed 	<ul style="list-style-type: none"> - An E+ KA1 application is prepared by SDWG and submitted to the Italian NA by the event host (in February or April 2020). The application is approved and will co-finance the Staff Meeting 2020 - At least 30 youth workers from 20 Alliance MOs actively participate in the Staff Evaluation Meeting - Useful outputs are produced to orientate the Network work and its bodies activities - Proposals for future projects for Alliance MOs capacity building are developed
2	26	T	Task Force on participation fees when exchanging volunteers (Congressino Road Map V) The Task Force on participation fees when exchanging volunteers is set into action (composed by one ADC, SDWG and interested MO's and followed by one member of EC)	Task Force on participation fees	AS	TM 2020 GA 2020	<ul style="list-style-type: none"> - Gather information to get an overview of existing fees explore possibilities of making them clearer, transparent and sustainable, both for volunteers and sending and hosting organisations. 	<ul style="list-style-type: none"> - 100 % of MOs provide data for the overview of different existing fees and number of exchanges - 1 workshop on the topic is held at TM 2020 and at GA 2020
3	27	P	Alliance Guidebook Update and Promote the Alliance Guidebook	AS	WGs and Committees	TM	<ul style="list-style-type: none"> - 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 - The Guidebook is updated with content of proposals voted at the GA 2019 	<ul style="list-style-type: none"> - Each WG/Committee has updated its section - The final version of the Guidebook has been collected by the AS and disseminated among members, partners and guests at the Technical Meetings - The updated Guidebook has been uploaded on the website by the AS and spread through the monthly newsletter
3	28	P	Internal communication Improve Alliance internal communication tools and ensure MOs are fully informed about the Network issues	AS	SDWG	N/A	<ul style="list-style-type: none"> - MOs recognise the 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 - The website and newsletter answer the needs of MOs in relation to the structure and content 	<ul style="list-style-type: none"> - At least half of Alliance MOs contribute to a survey to be launched in 2020 by the Secretariat to investigate how the website and newsletter can better meet MOs' needs - 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 - The AS updates on the website the digital calendar of events that are relevant for the Network - The SDWG promotes the members private area of the Network website in the Alliance Support System (former Buddy System) - At least 1 MO and 2 WGs/Committees contact the 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 - 1 newsletter per month is delivered to MOs and WGs/Committees - At least 2/3 of Alliance members regularly open and read the monthly newsletter each month (the figure is available in the newsletter system)

3	29	P	MOs' projects visibility Support the visibility and dissemination of MOs projects relevant to the Alliance strategic priorities and involving a high number of Alliance organisations	AS	EC MOs PoT when needed	During 2020 and 2021	- Horizontal cooperation links are reinforced at the Network level by including MOs' projects in Alliance internal and external communication and promotion strategies - The visibility of MOs' 7+ project (involving at least 7 members) increases thanks to the dissemination work (online and offline)	- Members inform the Secretariat about their 7+ projects - The Pool of Trainers is involved when necessary - Information on the projects is disseminated at Alliance events, on the website, in newsletters and reports
3	30	P	GDPR Assess the Network compliance with GDPR	AS	EC	Throughout 2020 and 2021	- The Alliance complies with the new GDPR regulation - Participants of 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	- A document to collect people's agreement on the international use of their images also for promoting purposes is provided to each participant of Alliance events - In each monthly Newsletter, subscribers are reminded that their contact is in the Alliance archives (and are informed on how to require for these to be deleted)
3	31	P	Environmental tools Enhance the use of Alliance environmental sustainability tools within the Network	ESWG		Throughout 2020 and 2021	- MOs are empowered and supported in dealing with environmental issues - More emphasis is put onto environmental issues in Alliance workcamps	- The number of organizations using the tools increases from 35% to 50% - The environmental sustainability toolkit is updated and promoted among MOs through all available communication channels. - MOs consult the toolkit when organising events
3	32	P	Gender Issues Collect and disseminate existing tool for addressing gender issues in IVS	GEWG	AS	Throughout 2020 and 2021	- Members are supported in dealing with gender issues through shared good practices and tools developed at the Network level	- Toolkits and manuals on GE are collected by GEWG - Data on MOs' use of GE tools are collected during the season 2020 - GEWG informs the AS about what they wish to be on the website and disseminated among MOs through the newsletter
3	33	P	Buddy System Implement the Alliance Support System (former Buddy System)	SDWG	AS	Throughout 2020 and 2021	- Innovative ways for the participation of IVS organisations are practiced through new solidarity measures - Members' and partners' feeling of ownership toward the Network is reinforced through the creation of a space for horizontal capacity building	- At least 70 people are registered in Alliance Support System Slack - At least 30 people actively communicate through the system - One appointed person from every WG/Committee uses the support system to answer questions on specific topic
3	34	T	Solidarity Fund (Congressino Road Map I) Develop a Solidarity Fund	ADC	T	By GA 2021	- existing solidarity fund measures are explored - understanding of which one is the best for the Alliance	- options are explored and discussed (2020) - A proposal on the establishment of a Solidarity Fund is prepared and voted on at the GA 2021
3	35	P	Workcamp Evaluation form Issue, disseminate and monitor the use of the standardized workcamp evaluation forms	SDWG		Throughout 2020 and 2021	- The standardized forms addressed to outgoing volunteers, incoming volunteers, campladers and local partners hosting the workcamps, are updated and issued again to all the Network - The standardized forms are used by MOs during the workcamp season 2020 and 2021 - Reliable and standardized data are available as basis for the self-assessment concerning volunteers' feedback and Quality Charter standards	- The forms are disseminated to MOs before the Technical Meeting 2020. Members are reminded about the evaluation forms existence through the newsletter and the website - Members use the standardized form since the summer workcamp season 2020 - The Forms are introduced to the participating organisations of the Involvement Programme, Alliance partners and guests - Feedback on MOs' use of the new forms is collected after each workcamp season by the SDWG, and presented to the GA
3	36	T	Carbon Offset Develop a Network common strategy on carbon offset	ESWG		Throughout 2020 and 2021	- The CO2 travel calculator is improved and extended to cover more aspects of workcamp CO2 emissions - Alliance members are provided with tools to implement and promote carbon offsetting in their camps (i.e. tree planting activities) - Possible options are studied and offered as options for carbon offsetting to MO's, to implement in their camps	- A text including an ESWG self-made CO2 emissions calculator for travels and a reminder on carbon offsetting is included in the workcamp infosheets - A seminar on carbon offset is delivered to MOs in 2021 - A proposal for a voluntary Alliance payment system for carbon offset is drafted - 50% of MOs implement and/or promote carbon offsetting measures by the end of 2020 Possible measures are: 1. inserting information on carbon offset in their infosheet 2. collecting from their volunteers donations for carbon offset projects 3. organising carbon offset and afforestation workcamps 4. contributing to SCC initiatives - SCC workcamps are followed up/coordinated in cooperation with with Asian IVS organisations
3	37	T	Pool of Trainers Implement a project to rejuvenate the PoT	TNWG	PoT	November 2020	- Identifying a host/project manager among Alliance MOs - Involve trainers from A-PoT and participants from previous LTTC projects to write a project application and implement the activities - Members of PoT is present in the Joint Meeting in September 2020 planning/implementing projects and supporting the WGs (on occasion of the 100th anniversary of IVS with a specific focus on Alliance values) - Members of A-PoT are involved in future projects of Alliance WGs and Members - New projects are generated by the PoT following the AEP	- 2 senior and 8 junior trainers contribute to the project generation and writing and in the close future they support the network and MOs in implementing further projects - PoT members proposes 2 new training connected to the AEP

3	38	T	Rating System Conduct further evaluation and improvement on Alliance Placement Tool's rating system	METF	SDWG	Throughout 2020	- Feedback is collected among MOs and further improvements of the rating system are proposed to the GA 2020	- Possibilities for further improvement of the Alliance Placement Tools rating system are determined
3	39	T	Monitoring and Evaluation (to be confirmed at GA 2019) Continuing the collective process of creating the Alliance monitoring and evaluation strategy	MEC	EC MOs	Throughout 2020	- A strategy for monitoring and evaluation is prepared by the network, linked to Congressino preparation; - 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; - The evaluation tools existing in the network are analyzed and needed improvements are developed.	- The developed strategy is based on the data collected and analyzed by the Monitoring and Evaluation Task Force throughout 2019 - At least 80% of member organisations participate in the process of giving feedback about the tools and procedures analyzed and developed - WGs and Committees participate with 1 member in the process of developing a monitoring and evaluation system
3	40	T	Monitoring and Evaluation Develop a Self-Monitoring & Evaluation Tool	SDWG	MOs	Throughout 2020	- 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 - 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 2020 - The 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 - The tool is updated according to members feedback - The upgraded tool is distributed among organisations willing to test by TM 2021 - Upgraded tool is tested during the season 2021 with 2 checkpoints in June and September at the Joint Meeting - Results are shared at the GA 2021	- the SMET is developed, piloted and improved following the process described in the GC 2018 proposal - Number of replies are received from testing organisations in 2020 season
3	41	T	Monitoring and evaluation (Congressino Road Map III) Create a common evaluative framework	MEC	MOs ADC SDWG ERC	GA 2020	- Existing common evaluation forms are assessed and revised - Common tools (common evaluative framework) are created and shared - MOs are using the existing tool to evaluate the quality of their projects - Other specific surveys and evaluations on the network level are collected, shared and analyzed - Feedback is collected among MOs and further improvements of the rating system are proposed to the GA 2020	- At least 50% MOs are analyzing their own data on quality of camps - Quality of camps is evaluated on the network level - At least two initiatives on impact of IVS are consulted and shared within network - ERC is using the result of analyzed data for further promotion and advocacy - Possibilities for further improvement of the Alliance Placement Tools rating system are determined
3	42	T	Alliance Placement Tool Follow-up the GA 2017 decision of Plato as Alliance Placement Tool	Placement Tool TF		Throughout 2020 and 2021	- Plato is working as Alliance Placement Tool, as in the adopted proposal - Measures and funds for further development of the tool are planned and initiated	- A steering committee 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 by end of 2020 and end of 2021 - 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 GA - A KA2 application strategic partnership is prepared before the end of 2020 to provide funds for further development of the tool
3	43	T	Board of Arbitrators	BoA EC (to be confirmed at GA 2019)		By GA 2020	- Clarification on BoA tasks and role is done in alliance Constitution and Standing Orders - All members are aware of BoA role and regulations - BoA feedback on conflicts is followed up in conflict resolution	- Short guidelines on BoA are developed during the year and are proposed to GA 2020. Guidelines tackle topics as call for BoA members, applications, duration of position, number of BoA members, working methods and tools, BoA role - Organisations that referred to BoA for issues and conflict are satisfied with the support received

4	44	P	External representation Participate in the international forums and bodies / working groups of other relevant stakeholders	VPER	ERC WGs	Throughout 2020 and 2021	<ul style="list-style-type: none"> - Alliance and IVS values are more visible and better recognised in the eyes of external stakeholders, especially in the following bodies: EU, CoE, YFJ - Alliance plays an active role in the decision making processes regarding volunteering and youth - Alliance holds a leading position in the representation of IVS in the bodies of the AC & the YFJ - Alliance MOs are supported to promote the network priorities and create synergies with relevant external stakeholders - Tendencies on IVS and volunteerism at international level are monitored and followed up and MOs are informed about the current issues when relevant 	<ul style="list-style-type: none"> - ERC advocacy coordinator and VPER plan a representation calendar for the year - ERC and VPER support Alliance representatives by providing training sessions on advocacy and external representation - The ARG is shared among the MOs and WGs - Important events are marked in the calendar on Alliance website - Alliance is represented in minimum 3 events per year organized especially by the following: Advisory Council on Youth, CoE-EYF, United Nations Volunteers, YFJ, CEV, etc. - ERC covers the external representations on social media - Alliance representatives report to the WGs and MOs about the participation and share updates about current events and developments - When relevant, online consultations are conducted to form standpoints and collect experiences and information from the Alliance MOs to support advocacy efforts - at least 50 % of the MOs reply to the consultations
4	45	P	External communication Share information and updates about the activities of the Alliance with external stakeholders	VPER	ERC EC WGs MOs	Throughout 2020 and 2021	<ul style="list-style-type: none"> - Alliance's activities, goals and values gain visibility in the eyes of external stakeholders 	<ul style="list-style-type: none"> - At least one publication in the YFJ weekly YO!News and Yo!Mag is done - ERC writes post-congressino article to be shared with Yo!News & Yo!Mag in 2020
4	46	P	Campaigns Develop and run campaigns with sister networks	ERC	EC MOs	Throughout 2020 and 2021	<ul style="list-style-type: none"> - The cooperation with sister network is strengthened - The impact of the communications campaigns is stronger thanks to the joint efforts done - Alliance visibility as well as the one of the whole IVS movement -especially workcamps- is increased - New networking and cooperation opportunities are settled 	<ul style="list-style-type: none"> - MOs are actively involved in the campaign (at least 50% of MOs contribute with ideas, material and promotion) - Specific contact persons are in charge of common campaigns 1. Raising Peace Campaign 2. Global Human Rights Week 3. Freedom of Movement Campaign 4. IVS for Climate justice - MOs, ERC and AS when needed share the common campaigns posts on social media - MOs are informed about the common campaigns outputs and deliverable through the website and newsletter
4	47	P	Promotional material Promotion of updated informative material on the Alliance, including a photo database	ERC	AS WGs EC	Throughout 2020	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - ERC quarterly contacts MOs/WGs for them to provide photos & stories - AS includes call for material in Alliance Newsletter - ERC updates google drive photo database - ERC uses provided material via social media and digital promotion promoting the Network activities
4	48	P	External Newsletter Issue an external newsletter	AS	VPER Attendees at relevant events	Throughout 2020 and 2021	<ul style="list-style-type: none"> - Alliance strategic priorities and innovative practices gain visibility at European level - The position of the Network to current global developments is shared with relevant stakeholders 	<ul style="list-style-type: none"> - Attendees at relevant events wrap up what has been discussed and shared with ERC/VPER - At least 5 institutions, INGYOs receive the newsletter
4	49	P	Social Media Feed the Alliance Facebook page, Twitter & Instagram	ERC	AS	Throughout 2020 and 2021	<ul style="list-style-type: none"> - The number of engaged people reached through social media increases - Our activities and values get more visibility 	<ul style="list-style-type: none"> - For each Alliance event, the hosting organisation has a contact person that provides ERC with material and updates - 2 posts per week are 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.
4	50	P	Social Media Promote MOs actions and projects on social media	ERC	AS	Throughout 2020	<ul style="list-style-type: none"> - Activities of Alliance MOs gain more visibility - Alliance supports the MOs in promoting workcamps and projects - MOs presence on social media increases 	<ul style="list-style-type: none"> - An online form to collect material from the MOs is sent quarterly on Alliance newsletter - At least 10 member organisations provide material to ERC and their projects are promoted on Alliance social media
4	51	P	Involvement in advocacy Involve more people in the advocacy actions and external representations	VPER	ERC	Throughout 2020 and 2021	<ul style="list-style-type: none"> - Alliance can count on a pool of people who have got a capacity to lobby and advocate for Alliance and IVS values on European level (especially YFJ, AC of CoE) - Members recognise the importance of advocacy work - Not only ERC members participate in the external representations and advocacy work, but representatives come also from other WGs and the potential of thematic expertise existing within the Alliance is effectively used 	<ul style="list-style-type: none"> - Other WG members are encouraged to participate in advocacy actions - Alliance MOs & WGs are introduced to the Alliance Representation Guide

4	52	P	Alliance Representation Guide Distribute the Alliance Representation Guide to the MOs	VPER	ERC	Throughout 2020 and 2021	- Alliance active members are empowered to properly represent the Network according to its priorities	- Relevant documents are gathered in an internal database - MOs are informed and are able to use them - Alliance Representation Guide is sent to members after GA adoption
4	53	P	A4AWG online visibility Improve online visibility of Alliance Accessing practices	A4AWG	ERC AS	Throughout 2020 and 2021	- Alliance inclusive practices reach institutions, other organisations and potential volunteers - The number of volunteer with fewer opportunities increases in Alliance workcamps	- At least 10 new stories are included annually in the Story Database - At least 24 posts by A4AWG are posted on Alliance social media - A4AWG news are at least every 3 months in the newsletter - At least 100 mentions of the hashtag #workcamp4all
4	54	T	Impact on SDGs (Congressino Road Map III) MOs include links to the SDGs in the descriptions of their projects	MEC	NICE ESWG	GA 2020	From the projects starting in Jul. 2020 (or any earlier if MOs can/ want), 1. All MOs should specify 1-2 most relevant SDGs goals on each project description. 2. All MOs are encouraged to write the simple outcome of the previous year (s) and optionally, expected one for the coming project on each project description. 3. The global data will be experimentally collected by MEC and presented before GA By means of linking workcamps to the SDGs - more volunteers, project hosts and donors are attracted - partnerships with various stakeholders are established and/or strengthened - positive visibility of IVS and workcamps in particular is enhanced	- A review and evaluation of the measures taken has been conducted at the GA 2020, possibly resulting in further action
4	55	P	Global IVS Meeting Participate in and contribute to the Global IVS meetings and joint campaigns with IVS sister networks	VPER	ERC	Throughout 2020 and 2021	- Relations with sister networks and like-minded networks are strengthened and common advocacy points and campaigns are developed - Like-minded networks not organising workcamps are brought closer to the IVS activities	- 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 - Specific contact persons are in charge of other common campaigns 1. Raising Peace Campaign 2. Global Human Rights Week 3. Freedom of Movement Campaign 4. IVS for Climate justice - MOs are informed about the results of the Global IVS meeting
4	56	T	Communication capacities Capacity building in communications	ERC	VPER	2020	- WGs are better equipped to participate in the communication processes and share updates and information about their activities - Alliance's external communication is coherent and based on the communication strategy - The representatives of Alliance are able to communicate effectively and share updates from the external events - Alliance social media presence is active throughout the year - Main activities and values of the Alliance are visible on social media channels - MOs' and Alliance WGs' and Committees' understanding of social media and communication strategy is increased	- ERC organised a capacity building session on communication in the January JM and introduced the communication grid and social media strategy to the WGs and Committees - ERC created guidelines, which help Alliance representatives to communicate from the external events - Alliance Social Media Strategy is updated - AS made the updated Alliance Social Media Strategy available via intranet on Alliance webpage
4	57	T	Advisory Council of Youth Active participation in the Advisory Council of Youth of the Council of Europe	ERC	EC	Throughout 2020 and 2021	- Develop strong coalitions with INGYOs and NYCs members of YFJ - The Alliance represents the IVS within the AC of the CoE	- The Alliance participates in the decision making processes of CoE, by attending the foreseen meetings of the Advisory Council on Youth - The priorities of Youth Department reflect the IVS perspective
4	58	T	YFJ Board Analyse the possibility to nominate a candidate for the YFJ Board Elections and / or identify a candidate of another organisation to support	ERC		Through 2020	- Alliance has got a clear strategic approach to the elections and towards the YFJ - Alliance candidate has been identified or Alliance has identified the candidate of another organisation who to support	- Need and possibility to have Alliance representative in YFJ board is evaluated - Candidate who represents the IVS / Alliance values and who has got knowledge and capacity work as a board member is found. The candidate to be either from the Alliance or from a sister organisation - The candidate is supported in the election campaign

4	59	T	Impact assessment Develop with sister networks and apply a long-term strategy on impact assessment and IVS recognition	EC	ADC	Throughout 2020 and 2021	<ul style="list-style-type: none"> - The cooperation within the IVS movement for the recognition of workcamps is increased - 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. 	<ul style="list-style-type: none"> - Collected data support MOs in advocacy actions - 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 follows STEPs to the future project with CCIVS as partner to include research in communication and representation
4	60	T	100th anniversary of IVS Develop and run a campaign on 100th anniversary of IVS and other common campaigns with sister networks	ERC	INEX-SDA, Lunaria, IBG, YRS-VSS, CBB	November 2019 - December 2020	<ul style="list-style-type: none"> - The cooperation with sister network is strengthened - The impact of the communication campaigns is stronger thanks to the joint efforts done - Visibility of the Alliance and IVS movement has increased - New networking and cooperation opportunities arise 	<ul style="list-style-type: none"> - ERC coordinated the anniversary campaign based on the plan developed by the MOs in 2019 and approved by the GA 2019 - A series of at least 3 events promoting IVS anniversary was planned and organised among the MOs - MOs were actively involved in the campaign coordinated by Alliance (at least 60% of MOs contribute with ideas, material and promotion) - MOs and ERC when needed shared the common campaigns posts on social media - MOs are informed about the common campaigns through the website and newsletter - Based on the Anniversary PoA developed by MOs, the ERC creates communication guidelines for the Anniversary year and shares the guidelines on Alliance newsletter
4	61	T	Global MLTV meeting Contribute to the dissemination of information on the Global MLTV meeting	VPER	ERC	Throughout 2020	<ul style="list-style-type: none"> - MOs implementing MLTV projects are given opportunities to develop common exchange guidelines for Mid- and Long-Term Voluntary projects (MLTV) - ERC to cover the event via social media 	<ul style="list-style-type: none"> - At least 1 MO participates in the Global MLTV meeting - At least 1 post on the participation in the Global MLTV meeting is shared on social media
4	62	T	CCIVS membership - The Alliances applies to become a member of CCIVS - CCIVS EC decides on the membership - CCIVS GA 2020 Ratifies Alliance as a member in CCIVS	EC	Egyesek, ANEC	- 24 November 2019 - 29 November 2019 end of November 2020	<ul style="list-style-type: none"> By becoming a member of CCIVS, the Alliance realises and/or strengthens the following benefits: - Formal cooperation between the two Networks - Enhanced communication - Invitations for projects - Capacity Building - Higher level of advocacy - Sharing resources (e.g. Impact Measurement process) 	<ul style="list-style-type: none"> - The Alliance is accepted as CCIVS member
5	63	P	Gender issues Provide MOs with capacity building activities and training opportunities on gender issues in IVS	GEWG	PoT MOs	Throughout 2020 and 2021	<ul style="list-style-type: none"> - Different actors active in IVS are empowered to tackle the topic of Gender Equality 	<ul style="list-style-type: none"> - Forms and training models on Gender Equality in IVS are distributed among members - Workshops on GE in IVS are delivered at main Alliance events - At least half of MOs attends one workshop on gender equality by the end of 2020
5	64	P	Alliance Educational Framework Assess the impact, relevance and implementation of the Framework	TNWG	ACD, VP	By November 2020 and November 2021	<ul style="list-style-type: none"> - The Framework answers the needs of the network and its MOs 	<ul style="list-style-type: none"> - The implementation of the Framework is monitored and assessed by TNWG - If needed, an amended version of the Framework is proposed to GAs 2020 and 2021
5	65	T	PROUD project Implement the E+ TC PROUD, on gender equality in IVS, for campladers and MOs, according to the needs identified from "Not in my camp" campaign	GEWG	PoT	Throughout 2020	<ul style="list-style-type: none"> - Gender issues are included in group leaders' trainings of Alliance MOs - Existing practices are gathered & framework of workshop(s) that can be implemented in MO's group leaders' trainings are created - The exchange and the cooperation between MOs working on the topic and MOs 'new' to the topic are favored 	<ul style="list-style-type: none"> - The training PROUD is successfully realized at the end of February 2020 - The Handbook is available and promoted within the Alliance by April 2020, and the tools developed in the TC are implemented in the seminars for camp leaders among the partner organisations - The training impact on participants and partner organisations is assessed by 2020 JM and GA
5	66	T	LTTC 2020 Organise LTTC 2020	ACD	VP TNWG PoT ERC WGs	Throughout 2020	<ul style="list-style-type: none"> - Training topics based on the training needs of the members are explored - Volunteering is enhanced as a tool to spread Alliance principles and values on a global level - A-PoT is renovated with new members 	<ul style="list-style-type: none"> - a new ACD is employed based on a revised ToR ("project coordinator) - 3 events are organised for LTTC 2020 - At least 50% of MOs sends participants to LTTC 2020 - At least 75% of participants successfully complete the LTTC 2020 - The LTTC is evaluated in its impact on the Network level and MOs level - The training cycle is co-financed through Erasmus+ application

5	67	T	Campleader trainings Changemaker 2.0 and 3.0 Agents of Change 2.0 Changemaker 4.0, Agents of Change 3.0	TNWG	Members	By November 2021	<ul style="list-style-type: none"> - Changemaker 2.0, 3.0, Agents of Change 2.0 implemented, evaluated and their outcomes communicated to the network MOs - The application for Changemaker 4.0, Agents of Change 3.0 is submitted and approved and the trainings implemented. - 2 more trainings are applied by other members. 	<ul style="list-style-type: none"> - 3 new junior trainer able to deliver the training with a senior - All trainings will involve 200-300 participants - 40-60 actual campleader who will led a workcamp for Alliance MOs are trained
5	68	T	Workcamp Promotion Team (Congressino Road Map IV) Apply for and conduct a project to train and establish a self-sustaining Workcamp Promotion Team	Lunaria	De Amicitia VIVE Mexico Youth for Smile YAP Italy CBB Egyesek VJF	end 2021	<ul style="list-style-type: none"> - A self-sustaining Workcamp Promotion Team is in place - Workcamps are promoted and advocated for as tool of non-formal education on national and local level - MOs' capacity to promote and advocate for workcamps as a tool of non-formal education is enhanced 	<ul style="list-style-type: none"> - A Study Session application to conduct a project to empower volunteers to promote and advocate for workcamps as tools of non-formal education has been prepared and submitted (2020) - The project has been conducted (end 2021) - A self-sustaining Workcamp Promotion Team has been established