

LIST OF ABBREVIATIONS

Category 1

Network management: 1.1 EC and MC, 1.2 structural changes, 1.3 financial sustainability, 1.4 internal communication

Category 2

Events, projects & campaigns: 2.1 regular annual events, 2.2 temporary projects, 2.3 campaigns

Category 3

Support, capacity-building & solidarity measures: 3.1 network-related, 3.2 professional & organisational, 3.3 value-based (sustainability, inclusion, gender)

Category 4

External representation: 4.1 advocacy & visibility, 4.2 external cooperation, 4.3 external communication

Category 5

Monitoring, evaluation & development

AC = Advisory Council on Youth (CoE)
ACD = Alliance Course Director
ADC = Alliance Development Committee
A4AWG = Access for All Working Group
AM = Additional Member (of the Alliance EC)
APT = Alliance Placement Tool
AS = Alliance Secretary
BoA = Board of Arbitrators
CCIVS = Coordinating Committee for International Voluntary Service
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
GDPR = General Data Protection Regulation
GEWG = Gender Equality Working Group
GMIVS = Global meeting of IVS leaders/networks
GMLTV = Global meeting on Mid- and Long-term Volunteering
GS = General Secretary
IVS = International Voluntary Service
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 = President
PoA = Plan of Action
PoT = Alliance Pool of Trainers
SDG = Sustainable Development Goals of the United Nations
SDWG = Staff Development Working Group
T = Treasurer
TM = Alliance Technical Meeting of IVS organisations
TNWG = Training Needs Working
VP = Vice President
VPER = Vice President for External Relations
WG = Working Group
YFJ = Youth Forum Jeunesse (European Youth Forum)

Alliance Plan of Action 2021-2022

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Category	N.	Temporary / Permanent	Activities	Lead	Support	Deadline	Activity priority level	Output / Expected Outcomes / (Impact)	Success Indicators to measure progress
1	1	P	EC & MC Meetings Hold and improve the meetings of Executive, Management Committees, Working Groups and Committees	EC	MC hosting MO	N/A	Priority 1 - main importance	<p>By means of the meetings:</p> <ul style="list-style-type: none"> - 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 <p>Strategies and procedures for improved meetings are developed and implemented which will bring to:</p> <ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 by Alliance Secretariat - 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	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	Priority 1 - main importance	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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	3	T	Structure revision (Congressino Roadmap II) Revise the structure and way of functioning of the Alliance	4 years Task Force	ADC	Until 2024	Priority 1 - main importance	<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"> - A concept proposed is approved and successfully executed. The changes are implemented throughout the 4 years and the effectiveness is assessed by 2024.

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1	4	T	Secretariat revision (Congressino Roadmap VI) Revise the structure and way of functioning of Alliance secretariat	4 years Task Force	ADC/EC	By 2024	Priority 1 - main importance	<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 <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"> - 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 <ul style="list-style-type: none"> - Staff policy and Financial plan are developed and presented at GA2021 - 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 2022 latest - Secretariat and EC workload is balanced and it is visible in the annual EC and staff reports of 2021
1	5	T	Solidarity Measures - Solidarity Fund ? - Suspension of membership ? - Other support measures ?	ADC	T	By GA 2021	Priority 1 - main importance	<ul style="list-style-type: none"> - Existing solidarity fund measures are explored - Understanding of which one is the best for the Alliance - Giving MOs the possibility to reshape activities and restructure without losing the membership - Giving MOs possibility to have time to stay out of Alliance for 1-2 years - A summary of the supporting measures of the Alliance on a network and MO to MO level is collected. - MOs have possibility to rejuvenate and be active again in the network - Alliance is a stronger network (38 minutes of video) <p>Solidarity fund (cf proposal GA 2020)</p> <ul style="list-style-type: none"> - MOs and the network as a whole are supported through the Solidarity fund of up to 20.000 euro in an innovative, creative, sustainable way with long lasting effect 	<ul style="list-style-type: none"> - A call is sent out to sister networks and MO's to see whether they have a solidarity funds and how does it work at-by the TM - The analysis of the answers is done - by May meeting - Organisations which are not running workcamps at the moment are contacted as well as those which remained silent during the last two years (to be combined with the motivation of members activity - Activity 15 of MEC)? - a proposal for suspended membership is ready for GA 2021 - collection of financial support opportunities Alliance could provide to its members is explored (common insurance plan, visa deals...) for the JM 2021 <p>Solidarity fund (cf proposal GA 2020)</p> <ul style="list-style-type: none"> - an amount of up to 20 000 euros in the Alliance reserves is allocated as a Solidarity fund - ideas on the use of the solidarity fund are collected from MOs - proposals on the use of the solidarity fund are prepared by the ADC and decided on by MOs through an e-Vote preferably by the end of 2020
1	6	T	Carbon Offsetting Develop a Network common strategy on carbon offset	ESWG		Throughout 2021 and 2022	Priority 1 - main importance	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - A text including an ESG 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 by 2022 - 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 2021 <p>Possible measures are:</p> <ol style="list-style-type: none"> 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

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1	7	P	Gender inclusive procedures and docs Adapt official Alliance procedures to be more inclusive so they reflect the importance of gender equality	GEWG		GA 2021	Priority 2 - mid priority	<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 (if any) for updating Alliance official documents are adopted by GA 2021 - Recommendations for implementing gender equality principles are delivered to MOs during 2021
1	8	P	Economic sustainability Ensure the Network financial resources and sustainability	AS	AFA ACD T/EC	N/A	Priority 1 - main importance	<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 application of E+ administrative grant 2021 is successfully submitted to EACEA by November 2020 (deadline to be confirmed) - The report of E+ administrative grant 2020 is successfully submitted to EACEA by February 2021 - The report of E+ administrative grant 2021 is successfully submitted to EACEA by February 2022 - The application for the next E+ operative grant (post 2021) is successfully submitted to EACEA by November 2021 (to be confirmed) - The application for the EYF structural grant 2022-2023 is successfully submitted to EYF during 2021 (to be confirmed) - Yearly statutory meetings are organised in order to ensure the Network financial resources and sustainability - The final report of LTTC 2020 is submitted by the ACD to EYF in 2021, by 2 months after the LTTC A3 - The report of the international activity proMOTION is submitted by the ACD according to the deadline in 2022 (pending results of the application) - All applications and reports are uploaded in Alliance website for transparency and staff accountability
1	9	T	TM participation Fee Explore possibilities for a new financial scheme for the payment of TM participation fees	T	EC	GA 2021	Priority 2 - mid priority	<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 2021
1	10	P	Internal communication Improve Alliance internal communication tools (website and monthly newsletter) and ensure MOs are fully informed about the Network issues	AS	EC WGs MOs	N/A	Priority 1 - main importance	<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 - 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 	<ul style="list-style-type: none"> - 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 - By the 20th of each month, AS collects info from WGs, Committees and MOs to feed the newsletter - Members inform the Secretariat about their 7+ projects which are given the highest possible visibility through website and newsletter - One newsletter per month is issued with updates on the internal and external events and calls - At least 1 activity of MOs and Alliance bodies is monthly shared through the newsletter - At least 2/3 of Alliance members regularly open and read the monthly newsletter each month (the figure is available in the newsletter system)

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1	11	P	Stories of involvement (Congressino Road Map I) Collection and publication of stories of active involvement in the Alliance	ERC	AS	N/A	Priority 2 - mid priority	- 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 from 2020 - The MOs understanding of the benefits of active participation is increased.	- At least one story of involvement is shared in Alliance newsletter quarterly - Thanks to this and other activities, the active participation of MOs grew to 40% by 2024
1	12	P	GDPR Assess the Network compliance with GDPR	AS	EC	N/A	Priority 1 - main importance	- 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) - In the registration form of every Alliance online or offline event, participants are informed about the purposes of their data storage and are explained how to ask for their data cancellation from the network archives - A page of Alliance website provides clear info on Alliance privacy policy
1	13	T	Alliance Placement Tool Follow-up the GA 2017 decision of Plato as Alliance Placement Tool	APT Steering Group		Throughout 2021	Priority 1 - main importance	- 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 - new layout (cf proposal by GA 2020): an updated search page layout for Alliance Placement Tool is created	- 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 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 2021 new layout (cf proposal by GA 2020) - an updated search page layout for Alliance Placement Tool is created
1	14	T	Board of Arbitrators	BoA EC (to be confirmed at GA 2019)		By GA 2021	Priority 1 - main importance	- 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 2021. 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

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2	15	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	March 2021 March 2022	Priority 1 - main importance	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - at least 90% of member, partner and guest organizations with young representatives contribute and participate actively in the event, each year - 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 2021 and 2022
2	16	P	Joint Meeting Organise the JM of Working Groups and Committees	EC	MC hosting MO	January 2021 September 2021	Priority 1 - main importance	<p>By means of the Joint Meeting:</p> <ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - At least 1 Joint Meeting per year is organized - At least 2 representatives of each Working Group and Committee join the meeting - At the September JM the 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
2	17	P	General Assembly Organise the GA	EC	MC hosting MO	November 2021 November 2022	Priority 1 - main importance	<p>By means of the General Assembly:</p> <ul style="list-style-type: none"> - 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 <p>- The General Assembly is organised taking into account recommendations stemming from evaluations of previous GAs and events</p>	<ul style="list-style-type: none"> - 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
2	18	T	LTTC 2020 project Implement the Activity 2 and 3 of LTTC 2020	ACD	VP TNWG PoT ERC WGs	Throughout 2021	Priority 1 - main importance	<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"> - ACD is employed according to a project coordinator profile - 2 activities of LTTC 2020 are organised in 2021 (postponed from 2020 fo Covid-19 pandemic - postponement of A2 still to be confirmed) - At least 20 MOs sends participants to LTTC 2020 - At least 75% of participants succesfully 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

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2	19	T	proMOTION project (Congressino Road Map IV) EYF international activity aiming to empower MOs and their staff & volunteers in the advocacy field for workcamps recognition	ACD	ERC	October 2021	Priority 1 - main importance	<ul style="list-style-type: none"> - Workcamps are promoted and advocated for as tool of non-formal education on national and local level - Alliance MOs and activists are empowered in the field of advocacy and promotion - In the medium and long term, the scope of the stakeholders the Alliance cooperates with is enlarged; new synergies and partnerships are started and the ones already existing are consolidated - The trend of decreasing number of young volunteers engaged in workcamps and civic organisations is inverted. 	<ul style="list-style-type: none"> - An international activity is granted to the Alliance by EYF (application submitted on 1 October 2020 - pending results) - The international activity is run in October 2021, in Belgium, hosted by Javva - A Pool of Ambassadors, representing Alliance MOs and structured in 4 thematic committees, is constituted for them to promote and advocate for workcamps as tools of non-formal education - A plan and calendar of advocacy actions is developed at the end of the international activity - A "Handbook on Advocacy" (a manual to organise advocacy actions and training on advocacy); a new section in the Alliance website on NFE; tutorials on advocacy; material to promote Alliance, workcamps and NFE (digital card, leaflet etc) are produced and shared among MOs.
2	20	T	#IVS4Peace project Participate and contribute to the project "#IVS4Peace – Inclusive Voluntary Service for Peace" (Project was supposed to end in 2020 but it is extended until July 2021 - for Covid reasons)	AS	EC A4AWG Other WGs	Throughout 2021	Priority 1 - main importance	<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) - A toolkit on inclusion is launched and an advocacy campaign organised in 2021 	<ul style="list-style-type: none"> - Representatives of the Alliance contribute to the project activities which in 2021 are focused on developing an advocacy campaign and awareness raising actions, to raise the involvement of YWFO in IVS - A4AWG and Alliance MOs contribute 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 are disseminated through internal and external communication channels
2	21	T	Frame(v)Work project Develop with sister networks and apply a long-term strategy on impact assessment and IVS recognition	EC		Throughout 2021	Priority 1 - main importance	<ul style="list-style-type: none"> - The cooperation within the IVS movement for the recognition of workcamps is increased - Available tools from common projects 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 (Changing Perspectives) are included in internal and external publications - Alliance contributes to Frame(v)work project on common quality IVS standard and procedures
2	22	P	Campaigns with sister networks Develop and run campaigns with sister networks	ERC	EC MOs	Throughout 2021 and 2022	Priority 2 - mid priority	<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 - 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 - The Alliance participates and contributes to the project REC, coordinated by CCIVS; consisting in a study visit to Palestine and Israel; Elix is the official project partner. The Study Visit - foreseen to take place in June 2021 - is connected to Raising Peace campaign 2020.
3	23	P	Alliance Guidebook Update and Promote the Alliance Guidebook	AS	WGs and Committees	TM 2021 and 2022	Priority 1 - main importance	<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 updates its section - The final version of the Guidebook is collected by the AS and disseminated among members, partners and guests at the Technical Meetings - The updated Guidebook is uploaded on the website by the AS and spread through the monthly newsletter

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3	24	P	Buddy System Implement the Alliance Support System (former Buddy System)	SDWG	AS	Throughout 2021 and 2022	Priority 1 - main importance	- 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
3	25	P	New Comers' Session Organize the improved New Comers' Session linked to the main Alliance events	SDWG	ADC	TM 2021 and 2022 GA 2021 and 2022	Priority 1 - main importance	- 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 2021 and 2022 (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
3	26	P	Involvement Programme Implementation of the Involvement Programme (IP)	ADC	SDWG EC	Throughout 2021 and 2022	Priority 2 - mid priority	- 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	- 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
3	27	T	Alliance Educational Priorities Implementing the cycle of Alliance Educational Priorities - Trainings for Campleaders - Preparation of volunteers	TN WG	WGs Members	November 2021	Priority 2 - mid priority	- New AEP are proposed in the PoA at the GA 2021 - A call for AEP projects is launched among the members in 2021 - AEP projects are implemented during 2021-22 - AEP projects are evaluated during 2021-22 - In order to measure progresses: an Educational Needs Analysis is carried on - A survey will be done and followed throughout Eyou.net project - LTTC evaluation is conducted in 2021	- 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 by 2022 - 2 trainings/year coming from WGs or members are connected to the AEP
3	28	P	Alliance Educational Framework Assess the impact, relevance and implementation of the Framework	TN WG	ACD, VP	By November 2021 and November 2022	Priority 2 - mid priority	- The Framework answers the needs of the network and its MOs	- The implementation of the Framework is monitored and assessed by TNWG - If needed, an amended version of the Framework is proposed to GAs 2021 and 2022
3	29	T	Pool of Trainers Implement EYou.net project	TN WG		Through 2021	Priority 1 - main importance	- Members of PoT are present at the Joint Meeting in September 2021 planning/implementing projects and supporting the WGs - Members of A-PoT are involved in future projects of Alliance WGs and Members - New projects are generated (including funding) by the PoT following the AEP - Future host/project manager are identified among Alliance MOs - Involve trainers from A-PoT and participants from previous LTTC to write future project applications and implement new activities	- By November 2021 we have fresh conditions established for entering the PoT. These new conditions will be reflected in the next call for PoT (after LTTC and Eyou.net are finished) - At least 3 trainers contribute to the generation and writing of future projects - PoT members proposes 2 new trainings connected to the AEP during the Eyou.net project
3	30	T	International campleader trainings Implementing the international Campleader trainings: Changemaker, Agents of Change, Leaders of Change	TN WG	MOs	By November 2021	Priority 1 - main importance	- Changemaker, Agents of Change implemented, evaluated and their outcomes communicated to the network MOs - 2 more trainings are applied by other members.	- At least 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

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3	31	T	Training on workcamps' quality Training on quality of a workcamp and promotion among local communities	TNWG	MOs	November 2021	Priority 2 - mid priority	Following the previous canvas project, the focus of a new one is slightly adapted: - Awareness is raised about sustainability of workcamps (e.g. first ESC, then own resource, etc.) - Awareness about quality standards of organising a workcamps is raised - Awareness about how the workcamps becomes an educational tool is raised	- Canvas of Solidarity 2.0 project would ideally be implemented in 2022, evaluated, promoted - Local host and staff are empowered and boost their organisational skills in implementing WCs - Each organisation that is Canvas partner implements 2 or 3 workcamps more during the season 2022-23
3	32	T	ESC Use the new ESC framework in the Alliance	SDWG		Throughout 2021	Priority 2 - mid priority	- 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	- MOs that apply for ESC grants are consulted and their experience is exploited - A workshop/information session on ESC is organised during the year - 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 - The Alliance is involved and contributes to MO project Time2Team (Concordia FR)
3	33	P	Inclusive practices in Alliance Support MOs in developing inclusive projects	A4AWG		Throughout 2021 and 2022	Priority 1 - main importance	- More organisations are involved in inclusive practices - Capacities of MOs are increased in social inclusion - The number of volunteers with fewer opportunities increases	- 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 2021 (DSITEV - postponed from 2020)
3	34	P	Environmental tools Enhance the use of Alliance environmental sustainability tools within the Network	ESWG		Throughout 2021	Priority 2 - mid priority	- 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	35	P	Tools on gender issues Collect and disseminate existing tool for addressing gender issues in IVS	GEWG	AS	Throughout 2021 and 2022	Priority 2 - mid priority	- 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 2021 - GEWG informs the AS about what they wish to be on the website and disseminated among MOs through the newsletter
3	36	P	Capacity-building on gender issues Provide MOs with capacity building activities and training opportunities on gender issues in IVS	GEWG	PoT MOs	Throughout 2021 and 2022	Priority 1 - main importance	- Different actors active in IVS are empowered to tackle the topic of Gender Equality	- Forms and training models on Gender Equality in IVS are distributed among members - Workshops on GE in IVS are delivered at main Alliance events - The P.R.O.U.D. toolkit is adapted to take into consideration also the increased working and volunteering via digital platforms and shared with MOs by TM 2021

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4	37	P	External representation Participate in the international forums and bodies / working groups of other relevant stakeholders	VPER	ERC WGs	Throughout 2021 and 2022	Priority 1 - main importance	<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 - Alliance active members are empowered to properly represent the Network according to its priorities - 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 (and is updated at the JM) - 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, - ERC covers the external representations on social media - Alliance representatives report to the MOs about the participation and share updates about current events and developments - When relevant, online consultations are conducted to form member needs assessment and collect experiences, good practices and information from the Alliance MOs to support advocacy efforts - At least 50 % of the MOs reply to the consultations
4	38	P	Involvement in advocacy Involve more people in the advocacy actions and external representations	VPER	ERC	Throughout 2021 and 2022	Priority 1 - main importance	<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	39	T	Advisory Council of Youth Active participation in the Advisory Council of Youth of the Council of Europe	ERC	EC	Throughout 2021 and 2022	Priority 1 - main importance	<ul style="list-style-type: none"> - Develop strong coalitions with INGYOs and NYCs members of YFJ - The Alliance represents the IVS within the AC of the CoE 	<ul style="list-style-type: none"> - The Alliance participates in the decision making processes of CoE, by attending the foreseen meetings of the Advisory Council on Youth and the Programming Committee - The priorities of Youth Department reflect the IVS perspective
4	40	P	European Youth Forum Active and effective representation in YFJ of the network and its members interests and needs	ERC	EC	Throughout 2021 and 2022	Priority 1 - main importance	<ul style="list-style-type: none"> - Alliance representatives are effectively representing the network, following the principles and values of the IVS movement (and the ARG) - Alliance is widely recognised as a key stakeholder in the field of volunteering and non-formal education and it is consulted for its expertise 	<ul style="list-style-type: none"> - Alliance participates in all constitutional meetings of YFJ - Alliance follows and participates in relevant expert groups and coalitions within YFJ (Exchange Group meetings, E+ Coalition, Coordination meeting on Funding...) - Guidelines on meaningful representation towards YFJ is developed and annexed to the ARG
4	41	P	Cooperation with IVS networks	VPER	EC AS	Throughout 2021 and 2022	Priority 1 - main importance	<ul style="list-style-type: none"> - Relations with sister networks and like-minded networks are strengthened and common activities, projects, campaigns and advocacy actions are developed - The Alliance is an active member of CCIVS and contributes to the development of new and future strategies for IVS 	<ul style="list-style-type: none"> - Alliance participates in at least 1 Global IVS meeting per year, organized by initiative of CCIVS - Alliance is involved and contributes to the GMLTV, annually organised by all IVS networks for IVS organisations implementing MLTV projects to develop common guidelines and share good practices in relation to mid-long term volunteering - At least 1 Alliance MO participates in the Global MLTV meeting - The GMLTV is promoted through Alliance social media and internal communication channels - GMIVS and GMLTV are meetings are inserted in the representation plan

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4	42	P	External communication Share information and updates about the activities of the Alliance with external stakeholders	VPER	ERC EC WGs MOs	Throughout 2021 and 2022	Priority 2 - mid priority	- Alliance's activities, goals and values gain visibility in the eyes of external stakeholders - 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	- At least 3 External newsletter are issued every year - 3 EU Institutions (EACEA, EYF, AC of CoE), Alliance Partners and Guests, IVS sister networks and YEN receive the external newsletter
4	43	P	Social media communication Alliance social media channels are actively used to promote values and activities of the network	ERC	AS	Throughout 2021 and 2022	Priority 1 - main importance	- IVS values and activities of MOs and Alliance get more visibility among target audiences - The number and diversity of people reached through social media increases - Outcome: increased visibility contributes to the increased awareness of IVS values among key target groups and engagement of future volunteers and partners in the IVS activities	- Number of followers of social media channels - Number and diversity of the target groups reached through SM - Alliance SM communication is strategic, regular, coherent and aligned with SM strategy and policies (annual qualitative assessment)
4	44	P	A4AWG online visibility Improve online visibility of Alliance Accessing practices	A4AWG	ERC AS	Throughout 2021 and 2022	Priority 2 - mid priority	- 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 12 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	46	T	Communication capacities Capacity building in communications	ERC	VPER	Throughout 2021 and 2022	Priority 2 - mid priority	- WGs and MOs are better equipped to participate in the communication processes and share updates and information about their activities - Alliance's external communication is strategic and aligned with the objectives outlined in the communication strategy - Increased understanding of the expectations and needs of MOs and WGs in relation to SM communication - Outcome: increased visibility of the IVS values and activities of MOs and Alliance	- ERC organise a session to introduce the communication strategy and discuss the strategy with other WGs - Number of posts created and shared by using material from MOs - Number of posts created and shared by using material from Alliance WGs - Alliance photo databased is updated regularly and shared with MOs in newsletter monthly - Results of the social media survey to WGs and MOs used for further development of SM strategy
5	46	P	Statistics Analyse MOs' IVS projects and A4A exchanges through statistics	Statistician	AS A4AWG MEC	GA 2021 and 2022	Priority 1 - main importance	- 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 are collected through the general Alliance Statistics, deep analysis of A4A data is implemented	- The form to collect A4A data is integrated in the general tool - 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

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5	47	T	Survey on MOs' 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	Priority 2 - mid priority	<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
5	48	T	Survey Covid-19 impact on MOs	MEC	AS	TM 2021	Priority 1 - main importance	<ul style="list-style-type: none"> - The survey results are analysed and interpreted by MEC - At Alliance events 2021, the survey results will provide food for thoughts and debate on the future nextwork initiatives and strategy - Innovative initiatives to respond to Covid crisis are collectively identified within the Network 	<ul style="list-style-type: none"> - The survey results are analyzed and shared by TM 2021 - A workshop on Covid impact on members is organised at TM and GA 2021
5	49	T	Self-Monitoring & Evaluation Tool (Monitoring and Evaluation)	SDWG	MEC MOs	Throughout 2021	Priority 1 - main importance	<ul style="list-style-type: none"> - 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 test phase of the tool in form of a checklist (based on Alliance Quality Charter, Guidebook and Constitution) is finalized by TM 2021 - Results are shared at the GA 2021 - 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 	<ul style="list-style-type: none"> - the SMET is further developed, piloted and improved following the process described in the GC 2018 proposal - Number of replies are received from testing organisations in 2021 season
5	50	T	Create common evaluative framework (Monitoring and Evaluation)	MEC	MOs ADC SDWG ERC	GA 2021	Priority 1 - main importance	<ul style="list-style-type: none"> - 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 2021 	<ul style="list-style-type: none"> - The standardized forms addressed to outgoing volunteers, incoming volunteers, campleaders and local partners hosting the workcamps, are updated and issued again to all the Network before the Technical Meeting 2021. Members are reminded about the evaluation forms existence through the newsletter and the website - Members use the standardized form since the summer workcamp season 2021 - The Forms are introduced to the participating organisations of the Involvement Programme, Alliance partners and guests - 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

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5	51	T	<p>Impact on SDGs (Congressino Road Map III) MOs include links to the SDGs in the descriptions of their projects</p>	MEC	NICE ESWG	GA 2021	Priority 2 - mid priority	<p>For all projects running during the IVS season 2021</p> <ol style="list-style-type: none"> 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 <p>By means of linking workcamps to the SDGs</p> <ul style="list-style-type: none"> - 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 2021, possibly resulting in further action