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IFLRY Plan of Action 2014-2016

Introduction

A Plan of Action serves as a guiding document for the Bureau and the Federation as a whole. It is also a measure to hold the Bureau accountable for its mandate.

The IFLRY Bureau 2014-2016 wants to place the Plan of Action into a broader strategic framework. In order for the Federation not to shift course every second year with a new Plan of Action, it is crucial to take into account the progress already made by previous bureaus, but also develop a vision that lies beyond the limits of our mandate. This makes sense even more so on a practical level, when certain tasks started by a previous bureau are not yet finished.

So, in order to succeed with its overall aim and mission, IFLRY must achieve some continuity in its strategic planning. The IFLRY Bureau 2014-2016 therefore wants to build ahead on the Plan of Action 2012-2013 and reinforce its overall strategic mission, "*IFLRY is an effective and sustainable organization that serves as a network for liberal youth organizations that wish to advocate their ideas on a global level*".

With slight modifications in the titles and to some extent the outreach of the Plan of Action chapters from 2012-2013, the current IFLRY Bureau proposes the following main strategic areas for 2014-2016:

1. IFLRY more Global
2. IFLRY as an Effective Advocate
3. IFLRY Capacity Building & Education
4. IFLRY Sustainable for the Future

All these four areas are evidently inter-linked and can't be separated. They must be seen in a holistic and unity view, all working together to achieve the above overall statement and mission.

At last, this IFLRY Bureau wants to plan further ahead of its mandate. We envision an IFLRY 2020 and beyond. Some of the action and goals in the Plan of Action are thus calculated for a more long-term perspective. Further the IFLRY Bureau intends to open a formalized discussion within the IFLRY membership on where IFLRY should be in 2020.

We look forward to execute and deliver!

The IFLRY Bureau 2014-2016

1. IFLRY more Global

IFLRY, is recognized as the liberal youth organization of the world and has member organizations on every continent. Yet, not all these organizations have the same kind of involvement in IFLRY, due to various limitations - access to events, language barriers, visa restrictions etc.

As an international federation, IFLRY should strive to give opportunities to all its (potential) members. To stay relevant as an international organization, IFLRY must become more global. At the same time IFLRY must recognize its structural capacities.

Therefore, in regions where there is limited or only emerging international cooperation, IFLRY should be more directly present to support this cooperation and to allow these national organizations to be involved in international work. In regions where there is regional cooperation, IFLRY must support the inter-regional cooperation.

The ultimate objective is to bring IFLRY, or international cooperation in general, closer to the member organizations by decentralizing the activities of the Federation. Each member organization should have the opportunity to add an international angle to their work. And those organizations that are already heavily involved in international cooperation, should see IFLRY as a tool for making that work more efficient and to discover new opportunities for collaboration.

This section of the Plan of Action cross-cuts all other domains, since IFLRY tries to be more globally present in its advocacy work, its capacity building and education activities, as well as become more global as an organization.

1.1. To appoint Bureau Members to follow up on the various (sub-)regions relevant to IFLRY.

The IFLRY Bureau will amongst itself make regional teams that will analyse opportunities and challenges within their given region.

For reasons of accountability, every Regional Team is managed by a Bureau Member, though this can be outsourced to other committed Regional Team members (such as, but not limited to, Regional Bureau Members). Below there is an overview of division of responsibilities for core regions and sub-regions.

The Regional Teams are concretely responsible for the following:

- a. Coordinate exchange among sub-region responsables, Regional Bureau Members, relevant Programme Managers, and relevant other MO representatives.
- b. Monitor activities taking place in the region (by IFLRY, IFLRY MOs or third partners).
- c. Coordinate IFLRY activities in the region.

- d. Identify main relevant political themes.
- e. Identify and verify possible new youth initiatives for IFLRY to work with.
- f. Identify new IFLRY Member Organizations.

Core Region	<u>Sub-Regions</u>
Europe manager: Stanislav Anastassov	<u>Scandinavia</u> : Christian Scharling <u>Benelux and Southern Europe</u> : Frerik Kampman <u>Germany & Alpine countries</u> : Daniel George <u>UK & Ireland</u> : Bobby Dean <u>Balkans and Central Europe</u> : Stanislav Anastassov LYMEC Regional Bureau Member: Ivo Thijssen
Countries with Soviet Background manager: Daniel George	<u>Eastern Europe & Russia</u> : Daniel George <u>Caucasus</u> : Daniel George <u>Central Asia</u> : Frerik Kampman Belarus & Ukraine Programme Manager Caucasus Programme Manager LYMEC Regional Bureau Member: Ivo Thijssen
Asia, Australia & Oceania manager: Ahmad al Rachwani	<u>Middle East</u> : Ahmad al Rachwani <u>Indian Subcontinent</u> : Bobby Dean <u>East Asia</u> : Ahmad al Rachwani <u>South East Asia</u> : Stanislav Anastassov <u>Australia & Oceania</u> : Christian Scharling CALD-Youth Regional Bureau Member: Nant Thananan
Africa manager: Bobby Dean	<u>North Africa</u> : Ahmad al Rachwani <u>Anglophone Sub-Saharan Africa</u> : Bobby Dean <u>Francophone Sub-Saharan Africa</u> : Ahmad al Rachwani <u>Other Sub-Saharan Africa</u> : Frerik Kampman OALY-LEAD Regional Bureau Member: tbc.
cAmericas manager: Danylo Korbabicz	<u>North America</u> : Danylo Korbabicz <u>Middle America & Caribbean</u> : Danylo Korbabicz <u>North Latin America</u> : Frerik Kampman <u>Southern Cone of Latin America</u> : Danylo Korbabicz Northern American Bureau Member (YLC, YDA): tbc. Latin America Programme Manager: João Guedes

1.2. To develop Regional Development Plans

Within each Regional Team, IFLRY will formulate a Regional Development Plan. The Regional Development Plan will include a brief political analysis, the current status of regional cooperation between members, a list of (potential) members and relevant stakeholders, and the most important needs of the members in terms of international cooperation. The plan will outline the role of IFLRY in the regional cooperation and the current and possible future structures for regional and international cooperation.

1.3. To make the Federation more accessible

When wanting to become part of the Federation, it must be clear what are the membership benefits and obligations in order to do so. Therefore, the membership application procedure will be improved.

Further a document on the benefits and obligations of IFLRY membership will be made available on the IFLRY website. At last the current IFLRY membership types will be reviewed.

1.4. To follow and reinforce MO initiatives around the world.

As a federation with strong Member Organisations, IFLRY can rely for a part on the activities of its MOs to ensure global outreach. The MOs are closer to individual's interests, political changes and also donor opportunities. IFLRY has a clear added value to be involved in these projects, to add an international perspective, to supply trainers, materials etc. Therefore, IFLRY will set up a database on MO, Programmes and Partner activities – this will be integrated with the new IFLRY website.

In countries where IFLRY has an MO or other affiliated organization, IFLRY should coordinate statements and/ or press releases.

1.5. To fill gaps that are not covered by MO and Partner activities.

While MO and Partner activities can be guiding and offer a first 'global outreach' that IFLRY can benefit from, the federation has a responsibility towards young liberals outside the regions targeted by MOs and Partners. The IFLRY Bureau has a responsibility to ensure 'filling the gaps', bringing liberal youth activities closer to people in regions that otherwise do not have such initiatives closeby. A possible instrument in this is the creation of Programmes, while the responsibility for this lies with the Regional Team Managers.

1.6. To ensure one event in each sub-region.

Complementary to 1.4 and 1.5, IFLRY thinks it should be present at least once every two years in each sub-region. An event can be a training, a round-table, an exchange or any other type of event. It can be focused on just one country in the sub-region, or (preferably) involve more organizations from the entire sub-region.

Based on Activity Database (see 1.4) and taking into account 1.5 (filling the gaps) and Regional Analyses (see 1.2), coordinate activities so that each sub-region is visited.

1.7. To engage a geographical diverse group of people active in IFLRY.

To ensure a more geographically diverse make-up of Bureau, Office and Programme Managers, there has to be an overall approach to engaging people. This is primarily done by IFLRY's

activities, that should have diverse set of backgrounds (though it is limited by location and/or donor requirements). IFLRY activities in more regions and sub-regions will further encourage people to become active at a global level. Especially Programme Managers and Programme Team Members are a good practice to become active and this should be promoted. As such, vacant positions should be advertised evenly amongst all MO's.

1.8. To focus on Regional Member Organizations and Regional Bureau Members

Regional Bureau Members are the prime mechanism to ensure geographical representation within the IFLRY Bureau. The IFLRY Bureau will work towards strengthening its Regional Member Organizations. Further, it will appoint RBM's where a Regional Member is not strong enough to become an organization officially affiliated with IFLRY and/ or where there is missing a Regional Member Organization. More importantly, the IFLRY Bureau will set forth a debate on the function and responsibilities of its Regional Bureau Members.

2. IFLRY as an Effective Advocate

IFLRY is the officially recognized liberal youth organization on the global level and is, in that capacity, a full member of Liberal International. In addition to this, IFLRY regularly cooperates with other liberal organizations apart from its members and seeks to influence them: liberal political parties, members of parliament, political groups on the regional level, etc. For these stakeholders, IFLRY can be a valuable and resourceful voice speaking for youth and activists that work at grassroots level in many countries. At the same time, there should be a more concrete follow-up to the policy priorities set by the member organizations to ensure that these are more than just symbolic statements.

In addition, IFLRY has a long history in the field of youth policy and is recognized as a crucial partner here. IFLRY should keep providing its liberal perspective in youth work.

More concretely, the following actions will be developed:

2.1. To set up an Advocacy Programme

The Advocacy Programme would lead IFLRY's work in all relevant platforms to pursue advocacy (namely Liberal International, ICMYO, YFJ...). The Programme would be led by a Bureau Member and have a co-chair from the MO's. All thematic programmes would have a representative on the Advocacy Programme as a Team Member. Further Team Members would be recruited generally amongst the IFLRY membership.

The Advocacy Programme will develop a 6-month plan for its work and will set priorities, which will correspond to the goals of the thematic programmes, IFLRY resolutions..., and will seek for synergic effects of coordination. Further, IFLRY will seek influence in the leading organs of the organizations and structures that IFLRY is affiliated with.

2.2. To develop and exchange ideas amongst its MO's

The thematic Programmes will serve, as a natural starting point for MO's to get involved in the policy discussions of IFLRY. Further, IFLRY will establish a network for coordinating IFLRY officials and candidates in elections, in order to help them develop a liberal agenda and an election programme.

2.3. To enhance policy discussions at statutory events

Policy discussions are a crucial part for young liberals and it is a starting point for IFLRY's advocacy work. Therefore, will the IFLRY Bureau always make sure to have several resolutions for discussion at a forthcoming statutory event. In addition, IFLRY will foster internal debates by organizing conferences on relevant topics in connection to its statutory events.

2.4. To establish a Policy Book

IFLRY will collect a Policy Book on the basis of the last 5-10 years of resolutions from statutory events. This will help when formulating new resolutions, as well as guide the various advocacy work in thematic programmes, the Advocacy Programme and the IFLRY Bureau.

3. IFLRY as a Capacity Building & Education provider

An organization with limited resources must make the best use of the support that is offered to it. IFLRY is primarily a volunteer-based organization, so it must recognize the valuable contribution by people of their time and resources towards the work of the Federation. In those areas where IFLRY is currently lacking skills, it should seek to find them in the existing network of current and past contacts.

More concretely, the following actions will be developed:

3.1. To be recognized as a (re)source of knowledge and experience

IFLRY will manage the talents and competences offered by member organizations, alumni and other partners in such a way as to enhance the work of the Federation. IFLRY will improve the way it involves and supports individual volunteer activists from member organizations in its work.

3.2. To develop standards and best-practices

IFLRY will further standardize the way it plans and runs seminars, by identifying successful methods and sessions that have proved to work well. These sessions and methods will be described and shared with member organizations for internal use.

3.3. To develop a liberal database that will gather information from member organizations

One of the greatest strengths of IFLRY is that it is a network of knowledge, experience and skills that are present amongst its member organizations. The main challenge is to manage this information in a flexible and secure way. To this end, a liberal database will be set up.

3.4. To make a communication channel for its Member Organizations

New technologies have made it possible for member organizations to interact directly, which greatly facilitates the availability of contacts and information. Apart from these spontaneous forms of bilateral exchanges, IFLRY has a role in structuring the communication and identifying exciting best practices or experiences that may be of interest to other member organizations. Member organizations should see in IFLRY a platform for showcasing their work to the wider international community.

IFLRY will design and deploy a membership database to allow for targeted

communications and to improve advocacy. By tracking and enabling thematic categorization of members, trainers, politicians and partners by geography, skills and policy interests, talents and resources can be more easily shared and utilized among the member organizations.

3.5. To establish and use the IFLRY Pool of Trainers

The previous Bureau has made a tremendous efforts to lay the foundations for an IFLRY Pool of Trainers. By organizing the Training of Facilitators in Antalya 2013 and producing a Pool of Trainers document, the next step is to effectively establish the PoT, start using it and set goals to manage it well. IFLRY provides a secure environment for the trainers to develop themselves by peer-to-peer learning and act as a vehicle to spread knowledge and skills within the federation. As such IFLRY will develop an annual framework to guarantee training opportunities for its PoT.

3.6. To integrate existing knowledge into Educational Events

IFLRY's educational events should be based on the existing knowledge within the IFLRY Network. The database mentioned earlier will be the main tool for this. An IFLRY Bureau Member or Pool of Trainers manager will be responsible for connecting the existing body of knowledge to the educational activities. This will guarantee much more continuity in IFLRY's knowledge management.

3.7. To further enhance IFLRY as a recognized leader in Non Formal Education

IFLRY has a long-standing traditions of organizing seminars of high quality using non-formal education. Throughout history, these have given opportunities for direct interaction between probably several thousands of young liberals. They have helped to advance the capacity-building, advocacy work and global interaction. Yet, these seminars should be an inspiration for member organizations to continue the political training at home to ensure that each new generation of young liberals can face the political challenges in their countries and regions.

4. IFLRY Sustainable for the Future

IFLRY is a global, youth-led organization and thus deals with specific challenges that other national and regional organizations are generally faced less with: long distances and time zones, various currencies, languages, limited possibilities for the Bureau to physically meet, lack of political and financial support systems on a global level,...

Therefore, IFLRY needs to be creative and utilize the tools that it has to its disposal to ensure that the organization is run in a professional manner and can stand the test of time.

IFLRY has set the following operational objectives to reach:

4.1. To review the current membership and improve the membership application process

Throughout the years, the IFLRY membership has grown considerably. However, some member organizations have undergone considerable changes or have disappeared since joining IFLRY. At the same time, some organizations that would be very valuable partners have had no opportunity to properly present an application. The goal is to ensure that the membership of IFLRY consists of committed, active organizations. This also means that member organizations must know better how they can be involved in IFLRY.

More concretely, the following actions will be developed:

IFLRY will strive to ensure that all members are 'in good standing', by pushing member organizations to pay their membership fees and debts, or to enter into debt reduction plans. IFLRY will disaffiliate those member organizations that are no longer in existence or that have no intention of ever contributing to the work of the Federation. IFLRY will improve its membership application process to ensure that the member organizations receive all proper information and context on prospective members, this also goes hand in hand with the points in chapter 1. The Bureau will collaborate closely with the officers of the Standing Committee who will have a more permanent role in the application process.

4.2. To review of Statutes and Rules of Procedure

Adapt Statutes & Rules of Procedure to current needs of the Federation. The IFLRY Bureau will look towards reforming the Statutes and RoP of the Federation and present a clear proposal to its MO's at a forthcoming statutory event.

4.3. To introduce clear and useful types of membership

One pressing issue that needs specific attention is the types of membership, or rather affiliation that IFLRY knows. Currently there is Full Membership, Candidate Membership, Observer Status and Regional Membership. There should be clear definitions of the different types of membership, differentiating between a membership affiliation and other more distant types of affiliation. This will facilitate a more global outreach of IFLRY, while at the same time ensuring a healthy core membership of the federation.

4.4. To review the use of languages in IFLRY

IFLRY is an international organisation. One of the perks of having this status is dealing with many languages. English is a widely understood language, but it should be clear that by using English, millions of young people are excluded. Therefore currently IFLRY has English, French and Spanish as its official languages. The use of these should be redefined, and possibilities for more languages should be considered.

4.5. To introduce internal Quality Assurance of Events

IFLRY is a global federation of strong Member Organizations. For directly sponsored events (Study Sessions, International Seminars) there are external guidelines available, but it would be commendable to also have an internal drive for delivering quality, especially towards the statutory events. IFLRY's events are also its best promotional tool when implemented well. The quality of IFLRY events should set a benchmark for MOs, inspiring them to improve themselves, rather than make a weak impression. IFLRY Statutory Events, Training Events, Educational Events and other Meetings all should be of high standards.

To ensure quality and continuity, IFLRY needs organizational manuals for organizing typical IFLRY events (Statutory Events, Training Events, Educational Events). These manuals should also clearly define the role for Bureau, hosting organization, other MOs and partner organizations. At the same time, the manuals should be flexible enough to tailor to specific needs.

4.6. To introduce Internal Memory / Continuity Assurance

A main risk any youth organization faces is a high turnover of human resources. IFLRY is not immune to this risk either and therefore it is key to keep a good internal memory and to find a way to assure at least a stable base of continuity, while allowing consecutive Bureaus to decide on key focus points.

It is essential to realize that archiving starts during the work, not afterwards. Clear guidelines on what should be kept for future reference and what can be deposited has several benefits. It makes the existing archive more accessible, it lowers the pressure on archival capacity and makes the current work of IFLRY understandable when future generations refer back.

4.7. To have a strong Alumni group

Alumni's must be seen as a great resource to the Federation. The IFLRY Bureau will engage and support the initiative of the Liberal Youth Foundation. Further, the IFLRY will develop methods for its Alumni to have influence on the current IFLRY course.

4.8. Finances

In terms of finances, IFLRY has seen a drastic deterioration of its financial situation in the last ten years, reaching almost dangerous levels, due to the loss of some strategic grants. Although in the last years, spending has been brought into line with income, the financial situation is still not healthy enough for IFLRY to consider itself safe. This means that the internal austerity must continue and that rigorous planning is key to ensuring the financial sustainability of IFLRY. Member organizations must also be better involved in and informed about the financial situation

of IFLRY.

Therefore, the IFLRY will implement its recent adopted Financial Protocol. It will continue to improve its accounting systems and make financial information more transparent for the bureau members and member organizations. The IFLRY Treasurer and Auditors will have an ever-closer relationship. At last, IFLRY will revise the method of calculation membership fees in order to ensure that more member organizations can pay their fair share of the costs of the Federation.

4.9. See grant providers as partners

An important asset of financially supporting IFLRY's events should be that the IFLRY organizers uses the grant providers as partners in their projects. This means that content and general execution of the activity are done together with the partners of the event.

4.10. To implement and further develop its Communication Plan

In order to be heard, IFLRY needs to communicate through the appropriate channels. In this age of communications, having an effective communications strategy is essential, taking into account the various groups that need to be targeted: current and potential member organizations, stakeholders, individual young liberals, etc. This approach should also help to enhance the work of the member organizations in their communications about international activities.

IFLRY will thus implement its communications strategy and further develop it. IFLRY will further maintain an informative and practical website that is properly integrated into the work of the Federation and works well with social media.

4.11. IFLRY 2020

IFLRY should look ahead than a biennium plan. Therefore, some long-term goals should be set at a forthcoming statutory event. Beforehand the IFLRY Bureau will produce a 2020 Survey among MOs and Partners.