



iflry

**Plan of Action
2014-2015**

Table of Contents

Welcome to our Plan of Action 2014-2015!	3
1. IFLRY more Global.....	4
1.1. To appoint Bureau Members to follow up on the various (sub-)regions relevant to IFLRY	4
1.2. To develop Regional Development Plans.....	4
1.3. To make the Federation more accessible.....	5
1.4. To follow and reinforce MO initiatives around the world	5
1.5. To have activities in hard to reach areas	5
1.6. To ensure one event in each sub-region.	5
1.7. To promote diversity and encourage active participation	5
1.8. To focus on Regional Member Organizations and Regional Bureau Members.....	6
2. IFLRY as an Effective Advocate	7
2.1. To establish a Policy Book	7
2.2. To set up an Advocacy Team.....	7
2.3. To enhance policy discussions at statutory events	7
2.4. To create a forum for its MOs to share political views and knowledge.....	8
3. IFLRY as a Capacity Builder & Education Provider.....	9
3.1. To promote Member Organisations to exchange best practices	9
3.2 To store educational knowledge and publications	9
3.3. To establish and use the IFLRY Pool of Trainers	9
3.4. To further enhance IFLRY as a recognized leader in Non Formal Education	9
4. IFLRY Sustainable for the Future	11
4.1. To review current membership and improve the membership application process	11
4.2. To introduce clear and useful types of membership	11
4.3. To review the use of languages in IFLRY	12
4.4. To introduce Internal Memory / Continuity Assurance	12
4.5. To have a consistent approach to Alumni.....	12
4.6. To have healthy finances at its core	12
4.7. To acknowledge financial supporters as partners.....	13
4.8. To implement and further develop its Communication Plan.....	13
4.9. To develop a vision on IFLRY in 2020.....	13
Annex A: Geographical responsibilities of Bureau Members and others	14
Annex B: IFLRY Communication Plan	15



Welcome to our Plan of Action 2014-2015!

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 2014-2015 wants to place the Plan of Action into a broader strategic framework. To help prevent the Federation shifting course every second year, we want to develop a vision that lies beyond the limits of our mandate. This strategic planning will take into account the progress already made by previous bureaus and allow future bureaus to see tasks through that remain incomplete at the end of term.

The IFLRY Bureau 2014-2015 therefore wants to build 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 2014-2015:

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

All four areas are evidently inter-linked and can't be separated. They must be seen in a holistic and unified manner, each working together to achieve the overall statement and mission.

Finally, in-line with this IFLRY Bureau's desire 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 delivering our plan!

The IFLRY Bureau 2014-2015

1. IFLRY more Global

IFLRY is recognised as the liberal youth organisation of the world and has member organisations on every continent. Yet, not all of these organisations have the same level of involvement in IFLRY due to various limitations such as access to events, language barriers, visa restrictions etc.

As an international federation, IFLRY should strive to provide opportunities to all its (potential) members. To stay relevant as an international organisation, IFLRY must become more global, whilst recognising its structural capacities.

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 organisations by decentralizing the activities of the Federation. Each MO should have the opportunity to add an international angle to their work. Furthermore, those organisations 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.

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). In Annex A 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.

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

It must be clear what the membership benefits and obligations are in becoming part of the Federation.

In order to achieve this, the membership application procedure will be improved, the benefits and obligations of IFLRY membership will be made available on the IFLRY website, and the current IFLRY membership types will be reviewed.

Accessibility in terms of language is discussed later in this Plan of Action (see 4.3).

1.4. To follow and reinforce MO initiatives around the world

As a federation with strong Member Organisations, IFLRY can rely in 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.

A calendar on the IFLRY website will be created to display MO and Partner activities such as statutory events, training activities and so on. MOs and Partners are invited to share activities of these kinds, which will stimulate MO cooperation. In some cases the IFLRY Bureau might decide to pro-actively seek support/promotion for certain initiatives.

1.5. To have activities in hard to reach areas

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 bring liberal youth activities closer to people in these hard to reach 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 Teams.

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. This can include a range of activities such as 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 organisations from the entire sub-region.

Based on the activity calendar (see 1.4), taking into account the gaps of presence (1.5) and the regional analyses (see 1.2), IFLRY should coordinate activities so that each sub-region is visited.

1.7. To promote diversity and encourage active participation

IFLRY recognises that in order to become more representative of its MOs and the society it seeks to improve, it must make a conscious effort to engage a diverse group of individuals. This means



promoting active participation from poorly represented groups, reducing barriers to that participation and encouraging well-suited individuals to apply for positions when they become vacant.

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 can appoint RBM's where a Regional Member is not strong enough to become an organization that is 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 recognised liberal youth organisation 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 organisations 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 IFLRY member organisations 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 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 the Programmes, the Advocacy Team (see 2.2. below) and the IFLRY Bureau.

2.2. To set up an Advocacy Team

The Advocacy Team would support the Bureau in coordinating IFLRY's political output. The team would be led by a Bureau Member and have a co-chair from the MOs. All IFLRY Programmes would have a representative on the Advocacy Team. The team can further include individual members of MOs who are particularly experienced in advocacy. The Bureau remains politically responsible for the work of the Advocacy Team.

The Advocacy Team is asked for input when discussing political proposals (resolutions and amendments etc.) from platforms (Liberal International, ICMYO, YFJ and others) that IFLRY has access to and give input from IFLRY's perspective. This perspective is guided by the IFLRY Manifesto, the IFLRY Policy Book (see 2.1) and the previous work of the Programmes.

Also, the Advocacy Team is asked to strategize and coordinate political follow-up of resolutions adopted at IFLRY's statutory events or other types of political statements that IFLRY can make.

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, the IFLRY Bureau will ensure that several resolutions are discussed at any forthcoming statutory event. In addition, IFLRY will foster internal debates by organizing conferences on relevant topics in connection to its statutory events. Thematic seminar groups should also be encouraged to formulate resolutions on their theme to be put forward at a statutory event.

2.4. To create a forum for its MOs to share political views and knowledge

One of the greatest strengths of IFLRY is that it is a network of knowledge, views and ideas that are potentially available to its entire network. The main challenge is to manage this information in a flexible and secure way. Member Organizations should see in IFLRY a platform for showcasing their political views to the wider international community.

To facilitate this need, an online platform will be set-up. The platform would function both as a place for theoretical and ideological discussions, while also making room for practical methods and best-practices to be shared (see 3.1.). The platform would be managed in a Programme framework, making sure to involve MO's.

3. IFLRY as a Capacity Builder & 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 promote Member Organisations to exchange best practices

The Bureau will advertise the online platform as proposed in 2.4 to be used for the exchange of best practices, for example in campaign techniques, member activism etc. This is also a way for Member Organisations to see in IFLRY a platform for showcasing their work to the wider international community. Based on the input and activity in this platform, recommendations can be made to create a more formal database of best practices at a later stage.

3.2 To store educational knowledge and publications

IFLRY will further standardize the way it plans and runs seminars. This should be done by identifying successful methods and sessions that have proved to work well at earlier seminars. The IFLRY Office should store all such relevant material from educational events, as well as other relevant educational publications. These sessions and methods could further be shared with MOs via the above mentioned platform (2.4 and 3.1), while a database framework could be preferred as a long-term goal.

3.3. To establish and use the IFLRY Pool of Trainers

The previous Bureau has made 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. Also, the trainers that are part of the PoT will be advertised on the IFLRY website with their specific areas of expertise.

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

IFLRY has a long-standing tradition of organising seminars of high quality using non-formal education. Throughout history, these have given opportunities for direct interaction between several thousands of young liberals. They have helped to advance the capacity-building functions, advocacy work and global interaction of the organisation. 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. The Pool of Trainers (see 3.3) will be an important tool in this.

4. IFLRY Sustainable for the Future

IFLRY is a global, youth-led organisation and thus deals with specific challenges that other national and regional organisations 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, etc.

Therefore, IFLRY needs to be creative and utilize the tools that it has to its disposal to ensure that the organisation 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 **current membership and improve the membership application process**

Throughout the years, the IFLRY membership has grown considerably. However, some member organisations have undergone considerable changes or have 'disappeared' since joining IFLRY. At the same time, some organisations 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 organisations. This also means that member organisations must understand better how they can be involved in IFLRY.

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 organisations 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 introduce clear and useful types of membership

One pressing issue that needs specific attention is the types of membership, or rather types of affiliation that IFLRY has at its disposal. Currently there are Full Membership, Candidate Membership, Observer Status and Regional Membership (related to the position of Regional Bureau Members, see 1.8). 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 wider global outreach for IFLRY, while at the same time ensuring a healthy core membership of the federation.

4.3. To review the use of languages in IFLRY

IFLRY is an international organisation. One of the benefits, though also a challenge, of having this status is dealing with many languages. English is a widely understood language, but it should be clear that by using English only, millions of young people can be 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. This also goes hand in hand with IFLRY's communication plan (4.8).

4.4. To introduce Internal Memory / Continuity Assurance

One of the major risks to any youth organisation is the 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.

To ensure quality and continuity, IFLRY needs organisational manuals for organising typical IFLRY events (statutory events, training events, educational events). These manuals should clearly define the role for the Bureau, hosting organisation(s), other MOs and partners. At the same time, the manuals should be flexible enough to tailor to specific needs.

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 disposed 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.

4.5. To have a consistent approach to Alumni

The IFLRY Alumni must be seen as a great resource to the Federation. IFLRY will develop methods for its Alumni to have a say on the current IFLRY course. The Bureau should update its Alumni on IFLRY's work quarterly or every half year. The IFLRY Bureau will engage in and support the initiative of the Liberal Youth Foundation. This will especially be done in relations to involving its Alumni in the Foundation's events and work.

4.6. To have healthy finances at its core

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 few 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 organisations must also be better involved in and informed about the financial situation of IFLRY.

Therefore, 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 organisations. The IFLRY Treasurer and Auditors will have an ever-closer relationship. Finally, IFLRY will revise the method of calculating membership fees in order to ensure that more member organisations can pay their fair share of the costs of the Federation.

4.7. To acknowledge financial supporters as partners

Those organisations that provide financial assistance for IFLRY's activities should not be seen merely as funders but partners in the projects they support. This means that they stand equal to IFLRY in the planning and execution of the project and are able to influence the direction of projects with shared decision making.

4.8. 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 communication 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 organisations in their communications about international activities.

IFLRY will thus implement its communication 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. The current Communication Plan is added to this Plan of Action as Annex B.

4.9. To develop a vision on IFLRY in 2020

IFLRY should look further ahead than a biennium Plan of Action. Therefore, some long-term goals should be set at a forthcoming statutory event. Beforehand the IFLRY Bureau will produce an "IFLRY vision on #IFLRY2020" by executing a survey among MOs and Partners.

Annex A: Geographical responsibilities of Bureau Members and others

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

Annex B: IFLRY Communication Plan

This Plan functions as a guiding document for IFLRY's internal and external communication processes. It is subject to those who handle IFLRY's communication in either or both ways.

A Federation like IFLRY requires a strong and comprehensive Communication Plan to ensure that its globally spread interested parties remain informed and engaged. The speed at which the communications environment changes and the developing needs of IFLRY's interested parties mean that the plan must also be able to evolve over time. To this end, we do not see this document as final and encourage the current and future Bureaus to progress as and when appropriate.

This IFLRY Communication Plan was initially drafted during the first half of 2013 and was later presented to the IFLRY Member Organizations at the 2013 Executive Committee in Bangkok, Thailand. It is now being revised and appended to the IFLRY Bureau 2014-2016's Plan of Action.

Internal Communication

VP's/Regional Bureau Members MO responsibilities

Naturally, elected Bureau members will each have existing contacts within various Member Organisations. Often this means that the Bureau as a whole will have a good spread of networks across the Federation. However, in order to ensure that all Member Organisations are properly represented by the Bureau, including those that are less active, the Vice Presidents and Regional Bureau members will each be allocated a group of MOs to monitor and build relations with.

Where possible, this allocation will take into consideration existing contacts but the allocation process will generally remain flexible.

Goals/objectives:

Every MO will have a contact point within the Bureau to find out information relating to IFLRY's activities.

Sharing information to International Officers

International Officers, or the person most responsible for International Affairs within an MO, need to be kept up to date with what is going on internally and externally within the Federation so that they can share information with their respective members.

Two key mechanisms will be used to fulfil this function. First, the IO Facebook Group will continue as an immediate tool for sharing ad-hoc information updates and calls to action as well as provide a platform for MOs to share requests and content with each other. Second, we will introduce a monthly email update to consolidate information and call updates into one place.

The whole Bureau shall share the responsibility of populating content for the e-mail update, however, it shall always be sent out by either the President or the Secretary General.

Goals/objectives:

To institute a formal structured approach to IFLRY's internal communication with MOs to ensure that each MO gets the same access to information and can in turn remain accountable to their respective boards.

IFLRY as a facilitator for bilateral/multilateral work between MO's

A key benefit of IFLRY is its potential to act as a platform for bilateral and multilateral co-operation between MOs. IFLRY will seek to encourage this through the creation of opportunities at its statutory events, such as fringe meetings or informal sessions, and the promotion of the IO Facebook Group as a forum for sharing experiences and nurturing relationships.

IFLRY should see it as its responsibility to facilitate this co-operation and seek out opportunities to do so when embarking on new projects.

Goals/objectives:

To facilitate cooperation between MOs in order to strengthen the bonds between them and therefore enhance the value of IFLRY membership.

IFLRY Mentor System

IFLRY is very successful in introducing new IFLRY members to the Federation at seminars, Study Sessions and other education related events. However, IFLRY lack this introducing function for its new IFLRY members at statutory events.

To resolve this, IFLRY will retain its usual "introduction for newbies" session and build upon it by establishing a new IFLRY Mentor System. When registering for an IFLRY EC or GA in the future, delegates will be offered the option of having an IFLRY Mentor. The Bureau will then pair those that have taken the option with a more experienced IFLRY delegate to guide them through the processes and act as a contact point for any questions about the event.

Goals/objectives:

Each delegate at an IFLRY event will receive a good social introduction to the Federation as well as gain a better understanding of the structures, Rules of Procedure and statutes of IFLRY.

IFLRY MO Database

In order to maximise IFLRY's ability to achieve the above stated goals/objectives, a well-functioning database of MOs needs to be maintained. The Bureau and the IFLRY Member Organizations should share the responsibility of keeping such a database up to date.

Goals/objectives:

To establish the database internally within the short term and make it widely available through the new IFLRY website in the medium-long term.

External Communication

IFLRY Programmes

Though IFLRY's Programmes are predominantly guided by the IFLRY Programmes Terms of Reference document, it is also appropriate to suggest communications related activity for them here.

All calls should be communicated through IFLRY's various communication channels, such as its Newsletter, IO Facebook Group and internal email updates, and social media. Programmes will also be encouraged to provide content and information updates to disseminate through these official channels.

Separate to IFLRY's main channels, Programmes should also seek to promote themselves through channels of their own such as Facebook pages, mailing lists, micro-sites and active participation in events. This has the advantage of encouraging participation from activists that may be interested in single issues and will therefore desire access to more focussed information.

Goals/objectives:

To encourage participation within and promote and share the work of IFLRY Programmes to the whole Federation, its partners and external activists.

Cooperate Identity

IFLRY already benefits from a strong and distinctive brand, with the butterfly logo and blue typeface being easily recognisable. In order to ensure that this brand is utilised to its full potential, a corporate identity needs to be formalised through the establishment of Corporate Brand Guidelines.

This will promote the usage of the IFLRY brand in a correct and consistent fashion and will be enforceable across all formal materials published by IFLRY such as presentations, documents, social media imagery and so on. Usage guidance will include logo placement, accepted fonts, colour pallets and templates.

The new website that is under construction will be the core and most visible reflection of this brand.

Goals/objectives:

Having a strong cooperate identity will allow IFLRY to present itself more credibly and distinctively to partners, funders and members alike.

Languages

IFLRY has three official languages - English, Spanish and French - but English dominates official communication and dialogue between MOs. In an effort to redress this balance, all core documents should be available in the official languages and where campaigns or statements are specific to a non-English speaking country or region, an effort should be made to ensure that these too are translated to the appropriate language.

In the short term, this will be undertaken on an ad-hoc basis by the Bureau but in the long-term we seek to institutionalise this objective within the responsibility of Regional Bureau Members.

Goals/objectives:

To be stronger in its direct communication with IFLRY activists, MOs and partners. To break down language boundaries for those where English is not their first language.

Partner Visibility

Though IFLRY makes an effort to be present at partners' events and maintains good relationships with key contacts at our partner organisations, it can do better at reaching out to its partners' own members and associated stakeholders.

One simple, but effective, solution to this is to contribute content to partners' own communication channels such as e-newsletters, social media channels or blogs. In the short term the Bureau will seek out appropriate opportunities to do this, such as reporting on events that our partners have supported, and provide content accordingly. A much more strategic approach to increasing visibility to our partners will need to be developed in the long term.

Goals/objectives:

To build upon and maintain a strong presence in our partners' external networks.

IFLRY Newsletter

The purpose of the newsletter, namely to update members about IFLRY's past and forthcoming activities, will remain unchanged. However, in order to be more digestible for readers, we will seek to overhaul the format and layout.

A brief introductory covering letter will summarise the content of the Newsletter and highlight key calls to action. All other content will remain in brief 'teaser' form and be accompanied by an image, with links to full information on the website. This allows for subscribers to clearly overview the information available and decide which content they are interested in. In turn, IFLRY can assess which content our subscribers find most interesting through analysing the click-throughs and tailoring future content accordingly.

IFLRY newsletters will be issued on a monthly basis and it is the responsibility of Bureau members to populate content.

Goals/objectives:

Over the course of the coming term (2014-2016), the newsletter list should see a sustained increase in the following three metrics: subscribers, open-rates, and click-through rates.

IFLRY Social Media

An essential part of IFLRY's external communication strategy is its use of Social Media. IFLRY is currently active on Facebook and Twitter and must first concentrate on improving its presence on these networks before branching out to other platforms. As IFLRY's presence expands across different platforms, IFLRY must be mindful to maintain an integrated approach - with content shared across networks in a consistent way, albeit tailored according to the platform's core function e.g. 140 characters on Twitter, image led content on Instagram and so on.

The most important part of being active on a various set of Social Media platforms is to engage and interact with activists, MO's and partners - and not merely broadcast information. Therefore IFLRY's core focus will be in achieving greater interaction with its audience.

Goals/objectives:

To provide frequent and consistent content across IFLRY's existing platforms in a way that sees a sustained increase in audience engagement across the coming term (2014-2016). To increase the number of platforms in which IFLRY has a presence in a sustained manner.

IFLRY Press Releases/Statements

As a Federation, from time to time it is appropriate for IFLRY to make Statements on important global issues and events. Often this is to show solidarity to fellow liberals that are struggling, show support for a liberal initiative or condemn illiberal activity. Primarily, these statements are Member-facing and serve to publically demonstrate IFLRY's stance to activists, partners and other stakeholders.

IFLRY recognises that not every Statement it issues is worthy of releasing to national and international media outlets. In order to build a healthy relationship with these outlets, IFLRY must be careful to ensure that releases issued to them offer a distinctive and credible angles and focus on representing its core membership i.e. liberal youth.

With regards to local and regional press, IFLRY can and should be doing much more to sell-in stories that serve to promote its presence and efforts in these places. In relation to events, IFLRY should work with its local hosts to achieve positive coverage and Programme's should also seek to draw attention to its activities (where desirable) through local contacts.

Goals/objectives:

To maintain public stances through the frequent issuing of Statements on global events and issues that are important to our members. To develop relationships with national and international media outlets through careful distribution of appropriate press releases. To increase coverage in local and regional outlets through utilising local contacts.