



# **EFIL Biennial Report Activities 2003-2004**

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# I. Introduction

This report provides an overview of EFIL activities, projects and initiatives developed during 2003 and 2004 as well as relevant information about the organisation. It aims at providing a comprehensive description of EFIL actions and achievements. It promotes transparency and allows an easy overview of the work developed by EFIL during the last two years.

The report is structured around different sections: the first sections focus on EFIL's main activities - lobbying, training and sharing. The report contains a summary of several major milestones coordinated by the Board during these two years, such as the revision of the Statutes, an evaluation of the implementation of our Strategic Plan and the latest developments regarding the Policy Governance. Information on EFIL projects is also provided as well as financial data. The last sections of this report contain practical information about EFIL meetings and human resources. Finally the report also contains a description of EFIL communication tools, calendars of activities and other relevant information.

EFIL's progress in terms of strategic performance is to be analysed having in mind its strategic plan adopted by the General Assembly, in 2003. This Strategic Plan contains the following five main goals:

1. EFIL increases the reputation of EFIL and AFS
2. EFIL translates its reputation into increased fundraising opportunities
3. EFIL seeks to modify the European policies in the educational sector and regulatory environment that affects the Member's core business
4. EFIL strengthen the network of European organisations
5. EFIL supports the European Member's organisational development

With this report, EFIL hopes to provide its Members, its founders and any other interested parties with the most proficient and transparent information about our organisation and activities.





## II. Lobbying

*Lobbying is a key role for EFIL. In the recent evaluation of the implementation of EFIL's strategic plan, Members indicated lobbying as the most relevant among the Federation's goals. EFIL is indeed an important partner in the dialogue with European institutions and other partners. Lobbying efforts have proved to be particularly efficient as in the case of our lobbying on the inclusion ERASMUS Junior exchanges as part of new EU education programmes.*



EFIL continued to lobby for programmes that will fit the philosophy of AFS, its programmes and the organisational structures of its members. The EFIL Secretariat provided updates on policy developments affecting AFS, co-ordinated European-wide visibility and lobbying efforts and undertook direct lobbying at the European level. Manlio Napolitano on the EFIL Board had primary responsibility to oversee this area of EFIL's activities.

The beginning of 2003 started with the major consultation on the **successor programmes for education and youth**, due to be replaced as of 2007. The contribution from EFIL can be consulted on its website at [http://efil.afs.org/act/lo\\_policy.html](http://efil.afs.org/act/lo_policy.html).

As of June 2003 EFIL started to discuss the **possibility to extend the ERASMUS programme to secondary schools**, together with a formal grouping of European Cultural Institutes. EFIL provided the informal group of exchange organisations of the European Youth Forum with ample lobby material for a Junior Erasmus programme, an endeavour that the European Youth Forum endorsed, thanks mostly to the efforts of EFIL (through Josephine Gauld). The European Youth Forum adopted this idea in its own Manifesto on the elections of the European Parliament.

All youth organisations lobbied hard to make sure that the **core funding for international youth organisations** remains in the EU budget.

The Conference on the **mobility survey** was another opportunity to provide visibility to AFS and to the mobility of secondary school pupils. EFIL also provided input to the **European group of experts working on the EU Mobility Recommendation**. EFIL further lobbied on the new transparency tool for qualifications: Europass and more specifically MOBILIPASS.

EFIL also participated in the set-up of the **Euro-Mediterranean platform** and the political discussions on a possible **European civil service**. Here on the home front, EFIL battled with the review of the **implementing measures** of a new **law on international NGOs based in Belgium**.

Noteworthy is the fact that EFIL has ensured the leadership of the Board of the **Association for Voluntary Service** since October 2003. Claudia Rausch was elected to the Board and

took over as chair. EFIL also continues to enjoy high regard for its input and work among the Members of the European Youth Forum.

EFIL was also very happy to see the establishment of the German platform for lobby work – **AJA** ([www.aja-org.de](http://www.aja-org.de)), grouping together non-profit youth exchange organisations, seeing this as the ideal set-up to maximise both lobby at European and national level.

In terms of **direct lobby** and co-ordinated European efforts, EFIL lobbied directly and/or provided guidelines on lobbying to its Members on the following issues:

- Next generation of EU Programmes in education and training (see [http://efil.afs.org/act/lo\\_policy.html](http://efil.afs.org/act/lo_policy.html).)
- Common visa rules
- Financial support to international youth organisations working at the European level
- European Parliament's Committee of Culture own initiatives – proposal for a study on mobility in Europe
- Work of the EU Commission's Group of Mobility Experts, a group set-up pursuant to the EU Recommendation on Mobility (2001)
- EU-Canada Exchanges
- Erasmus Junior
- Mobility Vouchers for both exchange pupils as well as European Voluntary Service participants
- EU Action Plan on Linguistic Diversity 2004-2006
- Input on a European Quality Charter on Mobility
- Work plan of the European Youth Forum



In terms of updates, EFIL provided timely updates to its Members on the following:

- EU Education Council of Ministers Meeting
- European Conferences of the Ministers responsible for youth
- Common visa procedures for exchange pupils
- Border control, visas, biometrics and data protection issues
- The next generation of EU programmes in the education and youth field
- The European Health Card
- Internet portal PLOTEUS on presence of AFS
- Turkey's participation in the EU programmes of education and youth
- Enlargement and what it meant and didn't for AFS
- EU grants for international youth NGOs such as EFIL
- The set-up of a European civil service or peace corps
- The internationalisation of civil service
- The European Constitution
- Euro-Mediterranean affairs (Barcelona Process, Euro-Med Youth Programme, Euro-Mediterranean Foundation)
- Implementation of the European Mobility Recommendation
- Europass / Mobilipass
- World Bank – Global Youth Programme

In order to reinforce national competence in lobbying, EFIL applied (unsuccessfully) for a training for volunteers in 2003.



## III. Training

*EFIL trainings and seminars aim at empowering AFS volunteers and staff members as well as providing them with an opportunity for sharing ideas and best practices. Trainings are based on the action-learning approach, stimulating participants to learn by doing. They involve participants in a personal reflection about their own local realities in a context of discussions with other European partners, ensuring a broad range of the perspectives.*

### III. A. Training Events

EFIL has provided its Members with the opportunity to participate in more than ten training events during the past two years, focusing on a variety of issues - all with a strong emphasis on Intercultural learning (ICL). EFIL trainings target different groups of staff and volunteers and put a great emphasis on the multiplication of the learning, namely through the elaboration of Personal Action Plans (PAPs).

In 2004



**Organisational Development Co-ordinators Meeting**  
Brussels (Belgium), 21-25 January 2004

This meeting of AFS staff members whose main responsibility is the development, training and support of the volunteers was an opportunity to discuss, share and understand how other partners work, what challenges they face and to learn about the strategies and projects they implement. It also provided an opportunity for participants to build the various organisations, stimulating exchanges of best practices, common problems and innovative projects. The objectives of the meeting were: to develop one's skills and competences to support more efficiently the Organisational Development of AFS organisations; to share information about practices in Organisational and Volunteer Development; and to discuss projects and ideas.



**Increasing the conditions for participation at local level**  
Strasbourg (France), 15 - 22 February 2004

Empowering volunteers to develop strong, efficient and self-sufficient AFS local Chapters was the aim of the group of volunteers gathered at the European Youth Centre, in Strasbourg. The seminar explored the role of AFS as a peace-building organisation playing a key role in society at large, making volunteers aware of the importance of their roles not only in their chapters, but also in the overall AFS network and in civil society at large. A parallel goal was to increase the capacity of the Chapters to recruit volunteers, focusing on providing adequate support, coaching and space for development in the organisations. This seminar developed the reflection undertaken in previous EFIL seminars, especially building upon the Youth Participation seminar (Strasbourg, February 2003) and AFS Chapters, Models for Society (Bruges, April 2003).



### **European Pool of Trainers Training Course** Brussels (Belgium), 21 - 28 March 2004

With the support of the European Commission's YOUTH programme, EFIL organised a Training Course for trainers from the European Pool of Training (EPOT), aiming at enhancing the quality of EFIL training activities by raising the level of competencies of the EPOT members. This was an opportunity for young trainers to try out their skills in a safe environment, enhancing their self-confidence and providing feedback on their skills in order to allow for personal development. The seminar focused on issues such as training and facilitation skills, preparing and running a session in a multicultural context, intercultural learning in practice, working in teams, EFIL's approach to training, non-formal education principles and values as well as the European training and funding environment.



### **Strategies for volunteer and competency management: towards greater diversity in local structure work** Palermo (Italy), 18 - 25 April 2004

This seminar aimed at helping local volunteers to develop and implement ambitious long-term strategies for volunteer development. It also focused on the development of volunteers' skills and competencies, namely by understanding local chapters' realities and appreciate their challenges. This seminar focused on analysing the concepts of "retention" and "recognition" of volunteers as well as developing skills and competencies on various issues such as conflict and crisis management.



### **Governance Seminar** Helsinki (Finland), 9 - 13 June 2004

Following the evolution of the focus of Governance of the AFS Network with the introduction of Strategic drivers, the emphasis of this seminar was on the question of leadership. It focused in particular on enhancing the leadership of AFS volunteer Boards and reflecting on how Boards can enhance the Partner Director's leadership. Going beyond a mere re-edition of the previous Governance Seminar, the Policy Governance model was presented as a means that can support the enhancement of leadership in AFS organisations. Other tools and approaches, in particular an approach on individual leadership, were also explored.



### **AFS in the classroom: Intercultural learning experts in action** Telc (Czech Republic), 7 - 14 November 2004

Schools are a privileged partner for AFS that can contribute to an increased quality of AFS programmes. This seminar aimed at developing the capacity of volunteers to offer a variety of Intercultural learning opportunities to pupils and young people. The main aim of the seminar was for the participants (local or national volunteers and multipliers) to understand the contexts of school relations.

Participants also developed concrete ideas for activities/projects to implement in the school environment that will not only be beneficial for their hosting programmes, but also their

sending activities and the local community. Moreover, the seminar aimed at developing participants' skills in order to facilitate the implementation of projects and activities, guaranteeing a multiplier effect.

## In 2003



### Youth Participation: AFS as an active element of the local community

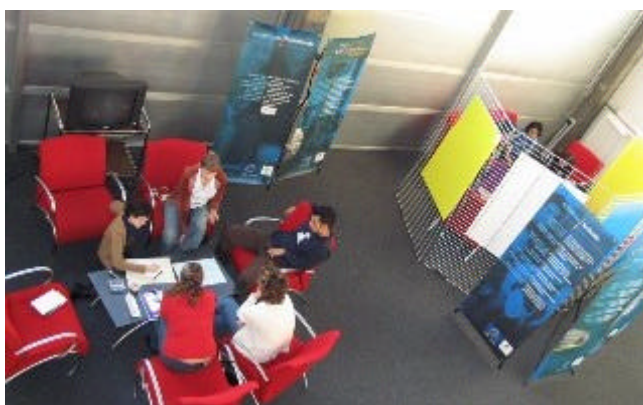
Strasbourg (France), 24 February - 2 March 2003

Hosted at the European Youth Centre, in Strasbourg, the key objectives of the seminar were for volunteers to identify the skills and competences needed to recruit and retain volunteers from different backgrounds; reflect on the structures of their organisations: their values, their capacity for inclusion, their culture, etc.; identify skill gaps and volunteer opportunities not yet developed and consider the place of their organisation (and of the volunteers) in society. Based on the successful experience of previous seminars focusing on the development of grass-root structures of volunteers and on the empowerment of grass-root leaders, a special emphasis was put on Personal Action Plans. The participants were asked to analyse the situation of their organisations and to reflect on their needs and challenges. Before planning and structuring the various stages to attain the needed skills in their own organisations to recruit and motivate volunteers.



### Training for Trainers

Matrei (Austria), 24 - 30 March 2003



Empowering trainers was the main goal of this seminar, targeting young volunteers who usually organise "workshops" in their own AFS organisations. They had the opportunity to gain new skills necessary to develop training activities. This Training for Trainers allowed participants to clearly understand and master group processes and skills needed to facilitate training sessions (small group and plenary work; overall

seminar flow); identify and improve their personal styles; as well as to be able to analyse and adapt activities and exercises and tailor them to the needs of their audiences. It also put a significant emphasis on Intercultural learning in the context of training.



### AFS Chapters, models for society

Bruges (Belgium) 14 - 20 April 2003

"AFS Chapters, models for society?" Bringing the mission across, professing AFS values and bridging the gap between values and actions need to be in volunteers' minds if they are to help constructing the society AFS is looking for. AFS Chapters are not only "working units", where hosting and sending "jobs" are given to volunteers to ensure the survival of the organisation. AFS Chapters are **also** value-based communities offering life-long learning opportunities to all, bringing together a variety of volunteers of all ages, ethnic, cultural, religious backgrounds meet, exchange and grow together.

This seminar aimed at giving the local chapters the desire, motivation and competencies to become models of the ideal society they aim to build: open, inclusive, active in the community and aware of global issues.



### **Governance Seminar**

Lisbon (Portugal), 28 May - 1 June 2003

Building upon previous Governance seminars organised by EFIL, this Board Members' seminar provided an (optional) introductory session to the AFS Policy Governance Model (PGM) and a more advanced training on Policy Governance, focusing on the implementation of the model. It also allowed time for a reflection on how to improve Board's work and for various workshops on fundamental skills for Board members, such as leadership, decision-making and feedback.



### **Facilitating the Intercultural learning process of individuals**

Reykjavik (Iceland), 10 - 16 November 2003

This seminar targeted young volunteers with some experience in Intercultural learning, aiming at improving their skills and knowledge base about ICL. The main role of AFS volunteers at local level is to assist and support all those taking part in the exchanges they organise, such as the host families, teachers and pupils and the participants in the exchange programme. The volunteers are supporting the Intercultural learning process of those individuals through awareness-raising activities, games, feedback, continuous support, training, counselling, etc. The key objectives of the seminar were to empower volunteers in their tasks, helping participants to have a clear picture of the intercultural process the various agents go through; offer the necessary skills to support and empower the individuals to review and improve the work they currently do and develop additional or innovative strategies and activities based on the exchange with one another.

## **III. B. Steering Group on Training Meetings**

A Steering Group on Training (SGT) is responsible for stimulating the training dimension in EFIL (please, see more information in the section Bodies and Human Resources in this report).

The Steering Group on Training met in March and December 2003 as well as in April 2004. The new Steering Group on Training and Sharing (SGTS) met for the first time in September 2004.



## IV. Sharing

*EFIL, as the Federation of AFS organisations in Europe, is in a privileged position to enhance communication, interaction and synergies among its Members organisations. In today's world, where organisations face increasing challenges, being part of such a network as AFS is a unique opportunity for development and mutual enrichment.*

Sharing is obviously a crosscutting sphere. It is thus not only pursued through the actions described in this section but it also has a stake in virtually all EFIL activities. For instance, training events are a privileged instrument for sharing, as high priority is given to moments when participants have the time to share information, best practices and ideas to develop common projects.

### Heads of Office Meetings

EFIL organised Heads of Office (HOO) meetings twice a year. These are an important moments for sharing, including the assessment of Members' needs and coordination of their activities and policies.



### Lotus Notes Databases

EFIL updates and maintains several databases. One contains key documents of EFIL, including those used at major meetings, one focuses on material primarily developed to assist the EFIL Members in their relations with the school community and finally, one forum contains templates and instructions for dealing with the European Voluntary Service (EVS) Programme.

### Handbooks and Guides

EFIL regularly publishes handbooks on specific topics. Recently, the following materials have been re-edited with updated information:

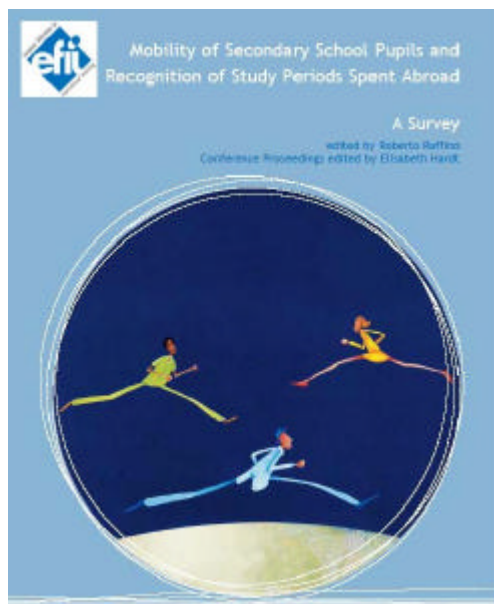
- **European Pool Of Trainers' Training Kit** (September 2004)
- **Purple Book on Funding** (Updated yearly, last edition June 2004)

Both publications are available for EFIL Members on EFIL's website.

### Mobility Survey



EFIL published a comprehensive research on mobility, in January 2005. This report summarises all known initiatives whether legislative or other that support or promote qualitative Intercultural learning experiences throughout Europe.



The survey, funded by the EU Commission, found that the development of long-term individual pupil exchanges is hindered by a number of obstacles, one of which is the lack of knowledge and understanding of other Member States' education and evaluation systems and hence recognition problems.

The report recommends the development of large-scale exchanges of shorter duration to create a critical mass in order to grow both political and educational interest in the programme. The main conclusions of this survey were presented at a European Conference on 9-11 October 2003.

The report can be found at:  
[http://efil.afs.org/act/ge\\_mobility.htm](http://efil.afs.org/act/ge_mobility.htm)

### Study Tour to Bosnia Herzegovina and Croatia

EFIL has recently released a feasibility study on Bosnia and Croatia, with recommendations for Member organisations. This research, carried out by Henni Bartram from AFS Germany, focuses on formal and non-formal education as well as on the voluntary/NGO sector in these countries.



The aim of the study is to provide Member Organisations (MOs) with relevant information about a region of Europe of growing relevance in terms of EU-related opportunities. Specific recommendations to Member organisations include a stronger collaboration with the Europe House (based in Zagreb) in designing programme contents; the inclusion of volunteers from the region in European citizenship education trainings; and further lobby with the governments on a better collaboration, including the internal marketing of AFS programmes and EFIL activities.

This feasibility study was financed by the Council of Europe. It can be downloaded by EFIL Members from the restricted area of our website.

### **Travelling Trainers**

EFIL offers the possibility to provide funding for members of its Pool of Trainers to travel to Member countries in order to run workshops or training sessions for national/local volunteers.

### **Sesame - EFIL Thematic Network**

SESAME, the EFIL thematic Network on sharing was planned in 2000 and set-up a year later, with the support of the Council of Europe. AFS volunteers can find information on various subjects, such as Chapter Development, Family Finding, Training Resources, etc. It also provides volunteers with the opportunity to discuss and share ideas, materials, etc. with other volunteers from around the world, through forums. Access to Sesame is limited to key AFS volunteers, upon request of a password to the National Office. As of 2005, access to SESAME has been limited to EFIL training teams.

### **EFIL Newsletters**

EFIL regularly publishes three newsletters (for more information, please consult below the section Communication Tools).





## IV. Major Milestones coordinated by the Board of Directors

*Alongside with the tasks normally performed by the EFIL Board, some specific actions were coordinated by the Board during 2003 and 2004. The Board has revised the statutes, articulated several policies based on the policy governance model and conducted an evaluation of the implementation of the strategic plan.*

The newly elected Board started out by prioritising its work in terms of the needs of the federation (and implicitly our challenges) as follows:

- Reinforce the sharing dimension of the federation;
- Strengthen the communication with Members and more particularly with the Boards;
- Change the culture of the organisation (the collective European AFS Organisation) and have it focus on the long-term (including building-up of resources);
- Get the MOs to understand that the strength of the federation is directly related to their input and willingness to co-operate;
- Address the growing distance between strong and weaker Members
- Simplify EFIL's message, sell its achievements and make sure that the Members better understand EFIL and develop trust towards it;
- Focus on more common European strategies;
- Build an organisation that is more strategic and provides continuity in strategic thinking (not just limited to GA's every two years).

In addition, the Board agreed that each Member of the Board would take responsibility for the monitoring of one area of the strategic plan. It was determined that the role of each would be

- To define short-term priorities for the initiatives and the benchmarks
- To monitor the progress of its implementation
- To question and assist the Secretariat with input and feed-back
- To liaise with other Members of the Board overseeing areas in which logical links exist
- To be able to provide the rest of the Board and the Members with a clear status report on its implementation.

The two positions of vice-chair were divided into one with primary responsibility for the internal dimension of the strategic plan (#4 and #5), focusing on the way EFIL is perceived within the network (Jaime Martinez-Esparza) and the other with primary responsibility for the external dimension of the strategic plan (#1, #2 and #3), focusing on EFIL's success in getting its message across to the outside world (Martin Petersen).

The mandates of the various Members of the Board remained constant throughout 2003 and 2004. Anne Sokal took over the position of Galina Elizarova as Secretary of the Board as of June 2004. Teresa Fragoso took over the responsibilities for Organisational Development from Arjen Bos.

Following the September 2003 training, the Board adopted a document on the processes that the Board uses at its meeting. It deals with minute taking, speaking time, time keeping, background documentation, etc. The Board also started a formal **evaluation** process after each meeting with a yearly review, reflecting on its own work. It also started to use a long-term planning tool to streamline its work. During its mandate it set-aside time to conduct

three in-depth discussions on EFIL activities. These were: school relations, EFIL trainings and the ENDS of EFIL.

### Communication with the leadership of EFIL Members

The Board initiated a new external communication tool: **EFIL in Motion**. This quarterly newsletter is distributed to all Members for onward distribution to local stakeholders, government contacts and organisations active in the educational and youth field.

The Board, in an effort to increase transparency in its dealings with the Members started to publish the minutes of all Boardmeetings on the EFIL web-site. Summaries of all meetings were written up in EFILife, as part of a wider distribution to Members. The Boardmembers were also in regular contact with the EFIL liaison on the national Boards before and after each meeting. At the Regional Meeting 2004, the Board informed all organisations about the major issues coming up in its Board work.



In late 2003, the Board undertook an evaluation of the strategic plan of EFIL and how EFIL Members assessed the proposed activities within the plan. A more thorough outline on this evaluation is part of the annexes.

### Protecting and increasing EFIL's resources

The Board saw it as its role to educate EFIL's Members about the financial constraints of EFIL and to look for alternative sources of income in light of the long-standing challenging and sometimes critical financial situation of EFIL. The Board approached the Board of Trustees of AFS IP in an effort to reinforce the foundations for a more widely and thorough canvassing of resources for the AFS network. This approach was successful and will reap its fruits in 2005 and 2006.

The Board worked with the financial policy and both the auditors and the Secretariat to regularly fine-tune the detailed rules as they relate to sound financial management (spending limits, conditions for reimbursement ...)

The Board increased the amount of financial information it reviews at its meetings: project funding updates and situation of membership accounts are now shared at every meeting. Balance Sheets and year-to-end financial scenarios are discussed three months before the end of the fiscal year. In addition, the Board is now updated immediately when expected project funding is not coming through.

The Board also researched the opportunity to hire external auditors. After an assessment, conducted with the help of the elected EFIL auditors, the Board decided to reserve the services of a professional audit firm for special spot checks as might be required in the future and to be made on a case-by-case basis.

### Training of the Board

In an effort to raise teambuilding and managing expectations of group process and boardwork, the Board organised a training for itself in September 2003. The Board also set-aside funding for another training of the new Board 2005-2006.

### Governance Policy

In parallel with the work developed by the entire AFS network, the Board of EFIL has also been developing a Policy Governance, aiming at facilitating procedures, avoiding unsound risks and ensuring efficiency and high quality standards. Martin Petersen provided needed training to his colleagues on the Board. The Board worked on the following policies as a priority: Board process policies, Board-SG linkage policy, General Executive limitations' policy, ENDS.

In addition, as of November 2003, the Board started to develop the following policies:

- a **communication** policy with the moral ownership of EFIL
- a policy to **support weaker Members** of EFIL 9 The policy to encourage the highest possible participation of weaker members in volunteer training activities was changed from geographic criteria to a financial one.
- guidelines on **membership in EFIL** (based on geographic location and links to the AFS network)
- a policy on **platforms** (as part of the follow-up on the ICL Training Unit platform)

All policies adopted by the Board are available on its web-site at:  
[http://efil.afs.org/members/kd\\_policies.html](http://efil.afs.org/members/kd_policies.html)

### Work of the auditors

The auditors provided assistance in the continuous improvement of financial policy instruments. All recommendations made by the auditors in terms of procedures, data protection and transparency were integrated into the financial instruments of EFIL. The financial policy and the detailed rules are available at ([http://efil.afs.org/members/kd\\_finances.html](http://efil.afs.org/members/kd_finances.html))

### Statutes

The Board worked on the further adaptation of the Statutes pursuant to the change in the Belgian law.

The Board also focused on the clarification of the fact that the approval of past accounts (2003) by the General Assembly can take place at the *ordinary* general meeting of the assembly (in this case 2005), even if this meeting takes place after an earlier extra-ordinary meeting (in this case 2004).

### EFIL Membership

During its mandate, the Board drafted guidelines on the admission of new Members to EFIL. While it is the responsibility of the GA to admit new Members to EFIL, the guidelines have been drafted to assist the GA in making decisions.

During the course of its mandate, the Board dealt with an unresolved disagreement on a Member's debt to the federation. Considering the length of time during which

the issue remained unresolved (since 1999), the Board decided in March 2004 in favour of AFS UK's position and waived the outstanding debt.

In June 2004, the Board welcomed the applications of both AFS Egypt and Globus Croatia to join EFIL. In December 2004, the Board was informed by AFS Nederland of its intention to step out of EFIL as of June 1, 2006.

### **ENDS of EFIL**

In December 2004, the Board completed its work on the ENDS of EFIL. The adopted text is featured as annex.

## V. EFIL Large Scale Chapter Development Project

*Over 150 volunteers from 9 different countries were involved in a 2-year Large Scale Project aiming at strengthening local AFS volunteer structures. Among other outcomes, a Toolbox with tips for Chapter Development was created and is now available online.*

### VII. A. Volunteering in Europe, active citizenship at the local level

The Large Scale Project (XL-Project) was a 2-year initiative aimed at strengthening local AFS volunteer structures through various training activities and permanent exchanges between local volunteers. Twenty local volunteer groups from nine EFIL member organisations took part in the project.

The project was aimed at providing an overview and at presenting tools to motivate, recruit and empower young people to active citizenship and to promote the idea of volunteering and intercultural learning in a European context. In general, the project aimed to increase volunteering in Europe, including strengthening already existing volunteer structures, developing new ones, motivating people of all ages to volunteer in an intercultural learning environment in their home countries, increasing European cooperation among young people, and supporting the work against Racism and Xenophobia all over Europe.

The key objectives during the project were:

- To train volunteers (in volunteer motivation, project management, empowerment, fundraising);
- To encourage volunteers to co-operate with youth from other countries;
- To develop projects and to work on common issues and new strategies as a team

During the project, each AFS Chapter designed a chapter Action Plan (ChAP) covering all the necessary steps to achieve a specific goal within ten months. The chapters were involved in a variety of training activities to gain and develop skills and competencies to implement their goals, supported by a group of volunteers (Support Group). All volunteers kept in contact through an electronic newsletter, personal meetings and an internet platform.

To structure the content of the project, three main themes were established. Each chapter focused its work on one of these specific themes. The chapters were therefore divided in three thematic groups. Each participating chapter chose within its thematic group one or several topics to work on; these topics were chosen based on their needs and on their resources.

The website of this project is at: <http://efil.afs.org/xl-project>

## **VII. B. Elements of the XL-Project**

### **Support Group**

The preparation was entrusted to a Support Group, consisting of six AFS volunteers. The Support Group members were all experienced in local volunteer work within an intercultural environment. They defined their task for the implementation phase as follows: to counsel the chapters when they encountered problems, to facilitate communication between the participating volunteer groups both via e-mail and during meetings.

### **Communication and information tools**

For efficient communication via e-mail, four e-groups were created, one for each Thematic Group and one global e-group. For the participating volunteers the following tools were created:

#### **The Project Website**

The official website was mainly an information tool for the volunteers involved, but also for other bodies within AFS interested in the XL-Project. Specific information for and about the participating chapters and volunteers was to be found here, as well as working documents and forms for downloading. From this website there were links to other sharing tools.

#### **The XL- News**

The XL-News was a monthly newsletter sent from the EFIL Secretariat to all people interested in the development of the projects. It contained updates from the different projects, references to useful resources, training materials, etc.

### **Kick-Off Meeting**

37 representatives from the 20 participating chapters met to launch the implementation phase of the XL-Project. The Kick-Off Meeting was organised to enable the participants to run local projects within a European framework. Using the knowledge gained, the representatives drafted Chapter Action Plans (CAPs) for the projects they would run during the following year.

### **Mid-Term Meeting**

The Mid-Term Meeting focused on the evaluation of the first part of the implementation phase. There was also some time allocated to receive new input on the themes and to review the ChAPs. Again, up to two representatives from each chapter joined the mid-term evaluation. There were three separate meetings in different locations (as there were three different themes).

### **Evaluation Meeting**

The German city of Weimar was the venue of the Evaluation Meeting. The evaluation focused on sharing the results of the work done in each chapter with the other chapters and guests. Therefore, the representatives of the chapters prepared workshops and presentations for this meeting. The Support Group did the overall thematic preparation and co-ordination. From each chapter two representatives were invited to present the results of their work.

### **Follow-up Phase**

The Follow-up/Multiplication Phase started with the Evaluation Meeting. The chapters will continue their work, hopefully implementing the new methods and techniques discovered during the project. The long-term effect of the project will be measured through a final report sent by the chapters one year after the end of the project.

The Follow-up Phase was mainly allocated to write this Toolbox on volunteering in an intercultural environment and will include advice and guidelines for volunteers from all over the world to attract more people to their work and to deliver intercultural learning experiences to a wider range of people. Furthermore, the training modules were designed to multiply the knowledge and skills acquired.

### **Organisations involved:**

**European Federation for Intercultural Learning**, Europe AFS-VZW INTERCULTURELE  
PROGRAMMA'S, Belgium  
AFS MEZIKULTURNI PROGRAMY, Czech Republic  
AFS ICELAND, Iceland  
AFS VIVRE SANS FRONTIERE - VSF, France  
AFS INTERKULTURELLE BEGEGNUNGEN E.V., Germany AFS MAGYARORSZÁG, Hungary  
AFS FINLAND, Finland  
AFS NORGE INTERNASJONAL UTVEKSLING, Norway  
AFS-INTERCULTURA, Spain

### **Local structures involved and the projects they worked on**

#### **Thematic group A: Volunteering and programmes**

BFL - South Antwerp  
CZE - Plzen  
FIN - Seinajoki  
FRA - Ile-de-France  
HUN - Szeged  
HUN Budapest  
GER - Saarbruecken

#### **Thematic group B: Structure and communication**

CZE - Moravia  
ESP - Bilbao  
GER - Berlin  
ICE - Reykjavikurdeild  
NOR - Oslo  
FRA - Indre-et-Loire  
HUN - Szekesfehervar

#### **Thematic group C: Co-operation and projects**

BFL - 18+  
CZE - Turbo  
ESP - Catalonia  
FIN - Tampere



## VII. C. Toolbox for Chapter Development

This toolbox is one of the outcomes of the XL-Project, developed to ensure the spreading and multiplication of learning to other volunteers throughout Europe and all over the world. It compiles all initiatives, projects and tools developed during the implementation phase of the XL-Project, as well as training modules to disseminate its outcomes.


This Toolbox can be found at: <http://efil.afs.org/xl-project/>

**European Federation for Intercultural Learning**

Home | Essentials | Development | **XL Project** | European Dimension | Activities |  | 

**Presentation XLP**

- .. Introduction XL-project
- .. AFS organisations
- .. The Theme Groups
- .. The Support Group
- .. Participating Chapters
- .. Phases of XL-Project
  - .. The Preparation Phase
  - .. Kick-off meeting
  - .. Mid-Term meeting
  - .. Evaluation meeting
  - .. Follow-up Phase
- .. Large Scale Project



### The participating Chapters

Theme Group A: Volunteering and programmes  
Supported by Christoph and Hannes.



The **Antwerp South (BFL)** Chapter participated in Theme group A. They wanted both to receive and give advice for their Chapter work. They were looking for a training to improve their really specific culture.

**Plzen (CZE)** was probably the youngest Chapter in the whole XL-project. They still are establishing the AFS work in and around Plzen, which means they put a lot of emphasis on their programmes. Sharing the experience in the multicultural group of participants was an important source for their development.





**Seinäjoki (FIN)** Chapter faced, though working at a steady pace, problems of age-mix. They also wanted to share experiences and look at things from a totally different (cultural) angle.



## VI. Platforms in EFIL

*In 2001, EFIL Members agreed that special projects could be undertaken within EFIL according to a so-called platform system, allowing those Members wishing to support a special endeavour to go ahead and not to rely exclusively on a system of 'minimal agreed services for all'. Two initiatives were developed.*

### VIII. A. Intercultural Learning Training Unit

This first initiative started after the Extra-Ordinary GA of 2001. After an initial meeting of interested Members in March 2002 and the presentation of a market survey at the EFIL Regional Meeting in Baltimore (September 2002), draft Business Plan was developed and communicated to the Members in Gammarth, Tunisia, at the EFIL GA 2003.

In Tunisia, questions focused primarily on the legal and fiscal aspects of the unit - but the feedback received also focused on the market assumptions and the revenue-generating activities of the unit. A new working group was set-up and it reviewed all assumptions and revised the document according to its own assessments.

In November 2003, the Members of the platform were informed about the major changes that the second working group had made to the business plan. The final version of the business plan was circulated in January 2004.

Pursuant to the submission of the final draft business plan, commitments from Members were expected to be made by April 1, 2004. However, only four Member Organisations had the financial means to invest in the project - all others remained committed to the idea and were satisfied with the business plan they had received but did not have the financial means to invest.

While the final project of an ICL Training Unit turned out not to be feasible, the project has given EFIL

1. a serious market research
2. a better understanding of the need to professionalise
3. 10 structured course that can be used for further applications.

## VIII. B. Muslim/Arab Initiative

On May 10, the EFIL asked that EFIL invite interested members to set up and fund a platform to investigate the opportunity and financial implications to increase exchanges with Muslim participants.



At the HOO Meeting in October 2003, AFS Austria, AFS Belgium-Flanders, AFS Finland, Intercultura (Italy), AFS Slovakia and Intercultura (Spain) decided to set-up a platform to increase the participation of Muslims/Arabs in our programmes. The platform was funded by its Members. AFS IP and an outside donor provided additional funding support (6.500 Euro in total).

An experienced person in Mediterranean / European developments was hired in December 2003 (Marta Correale) but she found a permanent position in mid-January 2004. Helena Soares was hired from February 2004 to take over this role.

In March, EFIL met with AFS Tunisia (and more specifically with Moncef Moalla, Education Programme Co-ordinator of UNICEF). The aim of the meeting was:

- to determine the major players in the promotion of youth & education co-operation and exchanges;
- to determine the major interlocutors in the Muslim/Arab countries concerned;
- to identify the institutions, groups and organisations in the Mediterranean region that have the potential of becoming future partners in exchanges or which can assist us in identifying these.

The outcome of the initiative are as follows:

- ☑ EFIL has identified a number of foundations and contacted them for more information on typical grants and target groups if this type of information was not already provided. Moreover, EFIL has identified a few other organisations that provide funding for educational-related NGOs. In early September, EFIL has written to 8 of them, mostly Foundations.
- ☑ Thanks to Moncef Moalla, EFIL has identified numerous contacts in educational bodies and/or institutions that support the development of Arab / Muslim initiatives in the educational sector. EFIL has followed up with a written expression of interest in cooperating with these approximately 70 identified contacts and another 30 identified as part of the set-up of the Anna Lindh Foundation. Most of these are international organisations based in the Mediterranean countries, but the list also includes some foundations and Ministries of Education as well as a few NGOs. The response to our letter has been disappointingly low.
- ☑ During 2003 and 2004 we undertook the first major volunteer exchange as part of the EU Youth Programme. EFIL prepared special guides for the volunteers. The guides featured two general introductions (one for European Union volunteers going to the Mediterranean countries and the other for Mediterranean country volunteers going to EU) and 2 country specific guides (for EU volunteers going to Tunisia and Jordan) - these were to provide an insight on history, politics, geography, people, religion, economy, youth and education.

- ☑ We have also initiated contacts with the EU Commission to submit a further application for an exchange of volunteers. This programme remains the most promising avenue but its requirements (at least two organisations from the Mediterranean need to be associated to our projects) makes it all the more urgent for us to develop more partners in the region.
- ☑ EFIL followed the development of the set-up of the Euro-Mediterranean Foundation, focusing primarily on cultural dialogue.
- ☑ In 2003, EFIL also undertook a volunteer seminar for both Croatian and Bosnian Volunteers in Lovran, Croatia. [MSOffice2]
- ☑ EFIL's seminar on culture and faith will be done in partnership with the European Peer Training Organisation (EPTO) and will take place in 2005. Our endeavour is to create visibility again for EFIL as a leader in intercultural education (as we used to be considered in the '70s).
- ☑ EFIL applied for a study visit of staff and volunteers to Morocco, to be organised with the association of former AFS volunteers in Morocco to organise a study tour for staff and volunteers of AFS Organisations. Details will be shared at the upcoming HOO Meeting.
- ☑ Henni Bartram, from AFS Germany, has published an EFIL study on the potential development of AFS programmes in Croatia and Bosnia I Herzegovina, seat of a large Muslim population. The study is available on EFIL's web-site at <http://efil.afs.org/members/keymess.html>



## VII. Organisational Meetings

*In addition to governance meetings, EFIL aims at contributing to a closer cooperation among its Members as well as with similar organisations or key actors in the field of European youth and education policies.*

### IX. A. Governance Meetings

#### General Assembly & Extra-Ordinary General Assembly

2003	7-11 May, Gammarth, Tunisia,
2004	10 May, La Palma, Spain

#### Board Meetings

2003	15 - 16 March, Brussels, Belgium 9 June, Brussels, Belgium 6-7 September, Brussels, Belgium 29-30 November, Vienna, Austria
2004	6 - 7 March, Barcelona, Spain 12 June, Brussels, Belgium 11 - 12 September, Brussels, Belgium 18 - 19 December, Vienna, Austria

#### Regional Meeting

2004	4 October, Fujiyoshida, Japan
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### IX. B. European Coordination Meetings

#### Heads of Office Meetings

2003	10-13 April 2003, Brussels, Belgium 11 May, Gammarth, Tunisia 12 October, Brussels, Belgium
2004	10 May, La Palma, Spain 3-4 October, Fujiyoshida, Japan

#### Programme Directors Meeting

2003	10-13 March, Brussels, Belgium
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#### Organisational Development Co-ordinators Meeting

2004	21-25 January, Brussels, Belgium
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## VIII. EFIL Communications

*As a members-based organisation working in the field of intercultural learning, EFIL envisions communication among member organisations and volunteers in countries throughout Europe as a vital means of strengthening the network. EFIL uses various tools to facilitate communication and sharing with its Members and the external public.*

### Website



**EFIL website:** contains updates and key documents and information on all activities developed by EFIL. Please note that part of this website is of restricted access limited to EFIL Members.

<http://www.efil.afs.org/>

### EFIL in motion



**EFIL in motion:** a new quarterly newsletter focusing on external audiences, published since April 2004.

<http://efil.afs.org/efilinmotion.html>

### EFILife



**EFILife:** a monthly newsletter specially designed for EFIL Member Organisations, aiming at informing them about EFIL and European policy developments.

<http://efil.afs.org/efilife.html>

## EFILink



**EFILink:** providing training updates for training liaison persons in AFS organisations.

Soon available.

## Reports



**Reports:** EFIL also publishes seminar and training reports, available for members on its website and in print as well as on request, shortly after every training event. Occasionally, EFIL also edits other reports on specific issues, such as the Funding Guidelines.

Accessible for Members in the Member's Area of the EFIL website.

## Database and E-mail

EFIL has an internal database with key documents for Member Organisations. Moreover, EFIL keeps regular contact with its Members by email. EFIL also communicates with the entire AFS network through the AFS InBox system, launching updates with relevant information.



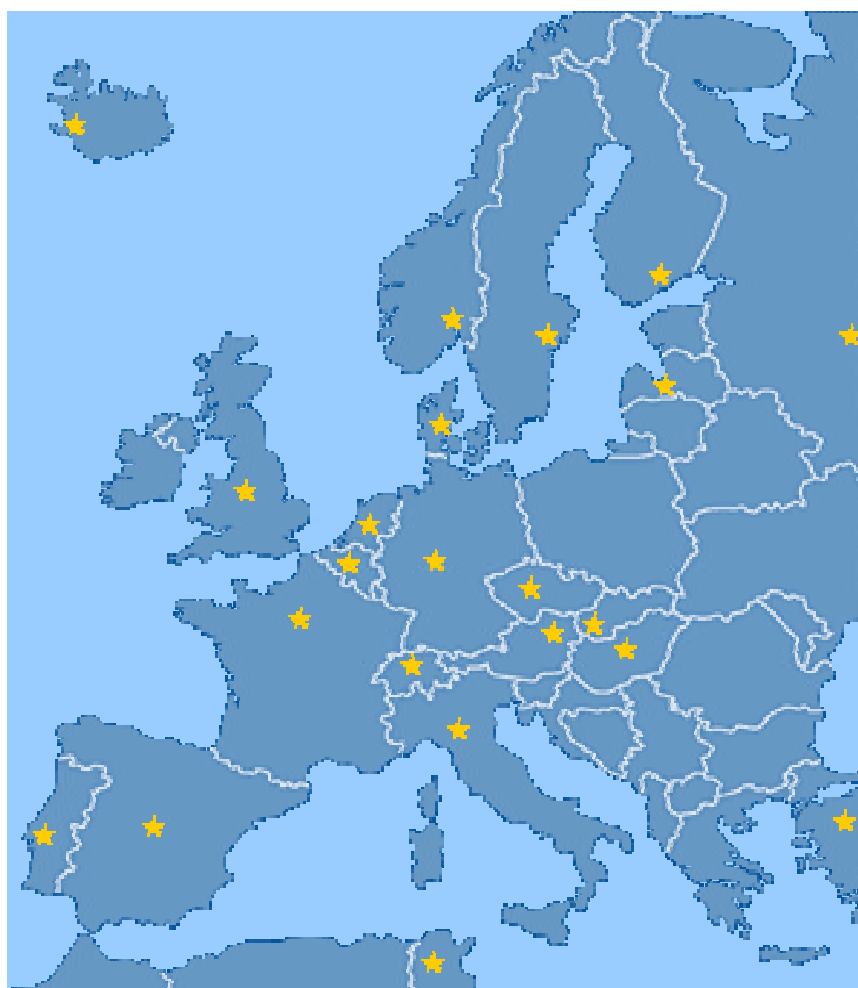
## IX. EFIL bodies and human resources

*EFIL thanks for the contributions of numerous volunteers, representatives, staff, trainers and others who have joined their efforts, time and expertise, developing the activities of the organisation and thinking of directions for the future.*

### Member Organisations



The 23 Member Organisations of EFIL participate in a network of partner organisations, with operations covering 56 countries worldwide, coordinated by AFS Intercultural Programs.



## FULL MEMBERS

### Austria

AFS Austauschprogramme fuer  
Interkulturelles Lernen  
Maria-Theresien-Straße 9/6  
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website <http://www.afs.at/>

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website  
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### Denmark (incl. Greenland/ Faeroe Islands)

Interkultur  
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2000 Frederiksberg

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### Finland

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### Hungary

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### **Italy**

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## **ASSOCIATE MEMBER**

### **Tunisia**

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## **Board of Directors**

The Board of Directors acts as the Executive Body. It consists of at least six volunteer members (presently seven) elected by the General Assembly. The Board meets four times a year.



Board Members: (from left to right) Jan Honinx, Anne Sokal, Jaime Martinez-Esparza, Johanna Nemeth, Manlio Napoletano, Martin Petersen and (down) Teresa Fragoso.

## Board Members 2003 - 2005

### Chairperson

Jan Honinx (Belgium) ('03-'04)  
E-mail: jan.honinx@afs.org

### Vice-Chairs

Jaime Martinez-Esparza (Spain)('03-'04)  
E-mail: jaime.martinez-esparza@afs.org  
*Responsibilities* :Internal Dimension

Mr Martin Petersen (Denmark)('03-'04)  
E-mail: martin.petersen@afs.org  
*Responsibilities: External Dimension*

### Treasurer

Johanna Nemeth (Austria) ('03 - re-elected '04)  
E-mail: johanna.nemeth@afs.org  
*Responsibilities: Strengthening the Network*

### Secretary

Galina Elizarova (Russia)('03)  
Anne Sokal (Belgium) (from '04)  
E-mail: anne.sokal@afs.org  
*Responsibilities: Monitoring of the implementation of our strategic goal on visibility and recognition.*

### Members

Manlio Napoletano (Italy) ('03 - re-elected '04)  
Email: manlio.napoletano@afs.org  
*Responsibilities Fundraising and Lobbying*

Arjen Bos (Netherlands)('03)  
Teresa Fragoso (Portugal)(from '04)  
E-mail: teresa.fragoso@afs.org  
*Responsibilities: Organisational Development Secretary*

## Representatives

The EFIL representatives are volunteers that are recruited for specific representation jobs. They are instrumental in lobbying the bodies they represent EFIL in.

The current list includes:

### European Youth Forum

Statutory Business  
Hannes Wacker, Germany,  
E-mail: hannes.wacker@afs.org  
Web: www.youthforum.org

### European Youth Forum

EU Affairs Commission (until May 2004)  
Josephine Gauld, United Kingdom  
Web: www.youthforum.org

### Council of Europe

Liaison Committee of NGOs  
Elisabeth Hardt, Belgium  
E-mail: elisabeth.hardt@afs.org  
Web: www.coe.int

**Society for Intercultural Education, Training and Research (SIETAR)**

Elena Garcea, Italy

Web: [www.sietar-europa.org](http://www.sietar-europa.org)

**AVSO (Association of Voluntary Service Organisation)**

Anne Sokal, Belgium-French (until October 2003)

Claudia Rausch, Germany (from October 2003)

E-mail: [claudia.rausch@afs.org](mailto:claudia.rausch@afs.org)

Web: [www.avso.org](http://www.avso.org)

**UNESCO**

Kjersti Koffeld, Norway

E-mail: [kjerstikoffeld@hotmail.com](mailto:kjerstikoffeld@hotmail.com)

Web: [www.unesco.org](http://www.unesco.org)

**AD-hoc Representatives**

Michal Kaldera, Czech Republic

Anne Sokal, Belgium-French

Roberto Ruffino, Italy

Elisabeth Hardt

**Steering Group on Training and Sharing**

The Steering Group on Training and Sharing was set up to guarantee that EFIL provides the best quality of services to its Members in the field of training and sharing. It is composed of 3 high-level volunteers, an EFIL Board member and the EFIL training co-ordinator. The composition of the SGTS changed during 2004. The new Steering Group on Training (SGT) aims at giving a greater emphasis to the sharing dimension, thus, it is now named Steering Group on Training and Sharing (SGTS).

**Steering Group on Training and Sharing (SGTS) (2004 - 2006)**

The new SGTS, met for the first time in the beginning of September 2004. It is composed by the following members:

- Dagmar Buerman, Belgium, member of the trainers' pool and of the workgroup 'Chapter Presidents' in Belgium Flanders
- Kathrin Heidbrink, Germany, AFS Germany Board member
- Monica Hatle, Norway, AFS Norway Boardmember, member of the Norwegian pool of trainers and the European Pool of Trainers
- Teresa Fragoso, Portugal, EFIL Boardmember responsible for Organisational Development
- Pascal Hildebert, Belgium, EFIL Training Coordinator (until November 2004)

**Steering Group on Training (SGT) (2002 - 2004)**

The SGT 2002 - 2004 was composed by the following members:

- Katharina Hartl, AFS Austria, Board member in charge of Training and volunteer development
- Lorenza Dallago, Intercultura Italy, Trainer in Intercultura Italy
- Loli Martinez, Spain, Chairperson Intercultura (Spain)
- Arjen Bos, The Netherlands, EFIL Board Member responsible for training
- Pascal Hildebert, Belgium, EFIL Training Coordinator

## Auditors

The EFIL auditors meet in the beginning of the year to check the EFIL accounts and provide recommendations to improve the quality of our accounting.

- Franz Heimel, Austria
- Jesper Klinting, Denmark

## Staff

EFIL is staffed with a core of three people.



- Elisabeth Hardt, Secretary-General: overall co-ordination of the Secretariat, since January 1995
- Frini Ezunkpe, Executive Manager: Administrative and Financial manager, since February 2004
- Pascal Hildebert, Training co-ordinator, from August 2000 to November 2004
- Anja Härtwig, from February 2003 to February 2004

As of 2005, the EFIL Secretariat should be reinforced with a Resource and Organisational Development Director.

In addition to its staff, EFIL works together with several consultants and trainees or volunteers.

## Consultants

- Claudia Rausch, Project Co-ordinator from July 2001 to August 2003, and external consultant since then)
- Susan O'Flaherty, used to be programme co-ordinator and continues to perform occasional tasks
- Monica Gilis, Accountant, Social Security and Fiscal Adviser

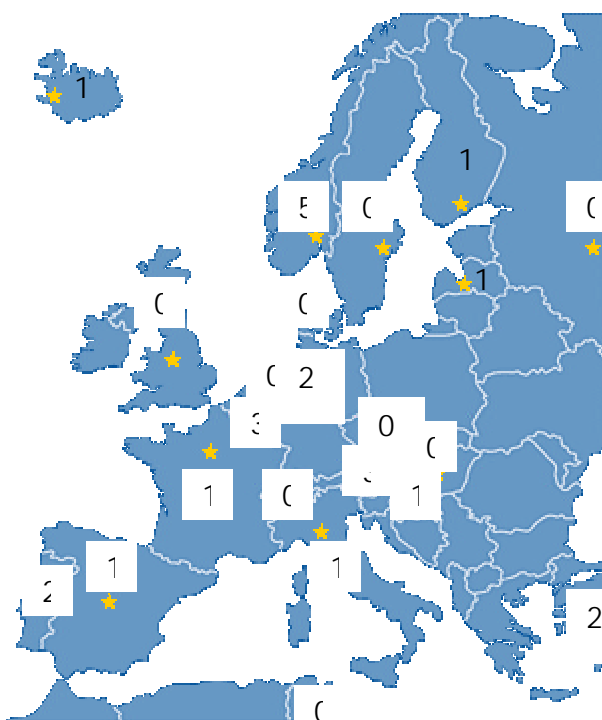
## Trainees and volunteers

EFIL benefits from the collaboration, efforts and dedication of a variable number of trainees and volunteers:

- Muriel de Vinck (Belgium), Volunteer Administrative Assistant, since December 2000
- Hannes Wacker (Germany), Civil Service, until June 2003
- Christoph Huetter, EVS volunteer, until January 2003.
- Emad Aziz (Egypt), EVS volunteer, February - June 2003
- Espen Knutsen (Norway), EVS volunteer, January - June 2003
- Laetitia Vincke (Belgium), trainee, July or August 2003???
- Corinna Wnuck (Germany), EVS volunteer, September 2003 - March 2004
- Marta Correale (Italy), trainee, December 2003 - February 2004
- Helena Soares (Portugal), trainee, since February 2004
- David Ruiz (Mexico), trainee, March - April 2004
- Valérie Terranova (Belgium), trainee, April 2004
- Christian Schliemann (Germany), trainee, July 2004
- Martina Pinkova (Slovakia), trainee, August - October 2004
- Bernardett Parrag (Hungary) EVS volunteer since November 2004

## European Pool of Trainers

Since 2003, EFIL uses a pool of national trainers to organise its trainings. Before, EFIL issued calls to recruit members for prep-teams of seminars. The idea to create a more permanent pool was made to the European Partner Directors in order to reduce the number of times the organisations were contacted to identify trainers. With this system in place, EFIL no longer recruits new trainers on and off, rather, it uses the pool of existing trainers identified by the Members. EFIL has been able to organise a special training for trainers for the Members of the pool in March 2004. The pool is fixed for 2 years.



### EPOT Members 2003-2004

#### **Austria**

Richard Hauck  
Gregor Ribarov  
Philip Wagner

#### **Belgium French**

Yves Gheysen  
Anne Sokal

#### **Belgium Flanders**

Helga Schepers

#### **Finland**

Minttu Vellonen

#### **France**

Daniel Quintin

#### **Germany**

Claudia Rausch  
Hannes Wacker

#### **Hungary**

Mora Emese

#### **Iceland**

Kristin Petursdottir

#### **Italy**

Tommaso Basilici

#### **Latvia**

Jekaterina Dorodnova



**Norway**

Monica Hatle  
 Vegard Hoynes  
 Kjersti Koffeld  
 Stian Rosand  
 Eirik Sorlie

**Portugal**

Nuno Ferreira  
 Luis Pinto

**Spain**

Conchi Gallego

**Turkey**

Selva Aydiner  
 Tolga Dorken

**Large-Scale Chapter Development Support Group**

- Christoph Huetter AFS Austausch Programme fur Interulturelles Lernen, Austria
- Florian Aue AFS Interkulturelle Begegnungen e.V., Germany
- Hannes Wacker AFS Interkulturelle Begegnungen e.V., Germany
- Michal Kadera AFS Mezikulturní Programy, Czech Republic
- Minttu Vellonen AFS Intercultural Programs Finland ry.
- Selva Aydiner AFS Turk Kultur Vakfi, Turkey

**Election Committee**

An election committee is elected at each GA to assist in the recruitment and supervision of the EFIL elections.

Members of the Election Committee for the extra-ordinary GA 2004 and the ordinary GA 2005 are:

- Jatta Erlund, AFS Intercultural Programs Finland ry. (2004 - 2005 elections)
- Thomas Heymans AFS Programmes Interculturels asbl, Belgium (2004-2005 elections)
- Anna Pozzi Sant'Elia, Intercultura Italy (2004 elections)
- Franz Heimel, European Federation for Intercultural Learning, Auditor (2005 elections)

**Prep-team for the General Assembly**

For the GA 2005, the General Assembly, a preparatory team have been set up. Its Members are:

- Filip Caldeira, Intercultura Portugal, Board Member
- Bram Goris, EFIL Training coordinator
- Elisabeth Hardt, EFIL Secretary General
- Kathrin Heidbrink, AFS Interkulturelle Begegnungen e.V., Germany, Board Member
- Jan Honinx, European Federation for Intercultural Learning, Board Chair
- Tereza Krenkova, AFS Mezikulturní Programy, Czech Republic, Board Member
- Martin Petersen, European Federation for Intercultural Learning, Board Vice-Chair

### Working Group ICL Training Unit (2003-2004)

- Filip Bernaerts, Boardmember AFS Belgium-Flanders
- Elisabeth Hardt, EFIL Secretary General
- Kathrin Heidbrink, Boardmember AFS Germany
- Manlia Napoletano, EFIL Boardmember

### Working Group ICL Training Unit (2001-2003)

- Georg Broch, Boardmember AFS Norway
- Elisabeth Hardt, EFIL Secretary General
- Katharina Hartl, Boardmember AFS Austria
- Roberto Ruffino, Secretary General Intercultura Italy

### EFIL and its main interlocutors

**Partner Directors** (mostly through HOO meetings, twice a year) for the approval of joint projects and strategies of programmes and projects and to share and discuss all issues of relevance.

**Training Liaison Persons (TLPs) or Organisational Development Co-ordinators (ODCs)**, who help EFIL disseminate information on its seminars and training information, provide input on training needs and evaluations, and, last but not least, they are key in identifying trainers.

**EFIL Liaison Persons in Partner Boards** help EFIL in maintaining a regular communication with the Boards of its Member Organisations.

**National Chairpersons**, with whom the contact is made especially through the General Assembly and Regional Meetings, are co-responsible in approving EFIL strategies and use of resources.

**AFS International Programs:** EFIL and AFS IP share data about the Partners (e.g. the financial data EFIL uses to establish the membership fees). EFIL is invited to AFS IP meetings and staff of both organisations liaise in order to strengthen communication on specific issues. Occasionally, EFIL and AFS IP execute certain activities on each other's behalf.

### Volunteer and Staff Trainers provided by EFIL Member Organisations

In 2004



**Training for Trainers for National School Co-ordinators**  
(seminar never took place)

Flaminia Bizzari, Intercultural Italy  
Helga Schepers, AFS Belgium-Flanders  
Luisa Pimentel, AFS Portugal



### **Increasing the conditions for participation at local level**

Strasbourg ( France), 15 - 22 February 2004

Bernadett Parrag, AFS Hungary  
Helena Soares, EFIL  
Kristín Pétursdóttir, AFS Iceland  
Leona Doleckova, AFS Czech Republic  
Luís Pinto, AFS Portugal

With the support of a co-trainer provided by the Council of Europe



### **European Pool of Trainers Training Course**

Brussels (Belgium), 21 - 28 March 2004

Luis Pinto, AFS Portugal  
Teresa Fragoso, AFS Portugal

With the support of two external trainers and a guest speaker (see below).



### **Strategies for volunteer and competency management: towards greater diversity in local structure work**

Palermo (Italy), 18 - 25 April 2004

Emese Mora, AFS Hungary  
Yves Gheysen, AFS Belgium Flanders  
Fabien Riera, AFS France  
Eirik Soerlie, AFS Norway



### **Governance Seminar**

Helsinki (Finland), 9 - 13 June 2004

Lieven Bauwens, AFS Belgium Flanders  
Sergei Filonovich, Trustee AFS IP  
Sandy Mitchell, Corporate Secretary of AFS IP



### **AFS in the classroom: Intercultural learning experts in action**

Telc (Czech Republic), 7 - 14 November 2004

Anya Smirnova, AFS Russia  
Dora Pintér, AFS Hungary  
Luis Pinto, AFS Portugal  
Sebastian Frese, AFS Germany

With the support of a guest speaker.

## In 2003



### **Youth Participation: AFS as an active element of the local community**

Strasbourg (France), 24 February - 2 March 2003

Espen Nolan Knutsen, AFS Norway  
Hannes Wacker, AFS Germany  
Emese Mora, AFS Hungary  
Monica Hatle, AFS Norway  
Philipp Wagner, AFS Austria



### **Training for Trainers**

Matrei (Austria), 24 - 30 March 2003

Tommaso Basilici, AFS Italy  
Richard Hauck, AFS Austria  
Luis Pinto, AFS Portugal  
Claudia Rausch, AFS Germany



### **AFS Chapters, models for society**

Brugges (Belgium) 14 - 20 April 2003

Conchi Gallego, AFS Spain  
Julia Schmale, AFS Austria  
Monika Hatle, AFS Norway  
Yves Gheysen, AFS Belgium Flanders



### **Governance Seminar**

Lisbon (Portugal), 28 May - 1 June 2003

Lieven Bauwens, AFS Belgium Flanders  
Sergei Filonovich, Trustee AFS IP  
Martin Petersen, EFIL Board member  
Paul Shay, President of AFS IP



### **Facilitating the Intercultural learning process of individuals**

Reykjavik (Iceland), 10 - 16 November 2003

Conchi Gallego, AFS Spain  
Fabien Riera, AFS France  
Minttu Vellonen, AFS Finland  
Nuno Ferreira, AFS Germany  
Teresa Fragoso, AFS Portugal

## **External Trainers and Guest Speakers**

### **Increasing the conditions for participation at local level**

Cecilia Grimaldi, France (co-trainer provided by the Council of Europe)

### **European Pool of Trainers Training Course**

Darko Markovic, Serbia-Montenegro (external trainer)

Hélène Barkovic, Germany (external trainer)

Arjen Bos, AFS Netherlands (guest speaker)

### **AFS in the classroom: Intercultural learning experts in action**

Luis Arnault, Portugal (guest speaker)

## **Special people to thank for their contribution to EFIL**

EFIL would like to particularly thank the following persons who have contributed significantly to the visibility and the extent of EFIL's achievements:

Luis Amorim, EFIL Volunteer

Josephine Gauld, EFIL Representative

Moncef Moalla, AFS Tunisia

Sandy Mitchell, AFS IP - EFIL liaison

Roberto Ruffino, Intercultura Italy

Anne Sokal, AFS Belgium-French

Hannes Wacker, Trainee, EFIL Representative

## **List of Organisations associated with our work in 2003-2004**

There are several organisations and institutions with which EFIL maintains a regular contact and with which at times some common actions are developed. During 2003-2004, EFIL has had privileged relationships with the following:

**JINT** v.z.w. - National Agency of Belgium

Flanders

Grétrystraat 26

1000 Brussels

Belgium

Infoline: 070/233 950

E-mail: [jint@jint.be](mailto:jint@jint.be)

**GLOBUS** - udruga za interkulturalno ucenje

Horvacanska 31 F

10000 Zagreb

Croatia

European Commission

**DG Education and Culture**

Rue de la loi/ Wetstraat 200

B-1049 Brussels

Belgium

Tel : + 32 (0)2 299 11 11

<http://europa.eu.int>

**TAO** - Socrates, Leonardo & Youth Technical

Assistance Office

59-61 Rue de Trèves

B-1000 Brussels

Belgium

Tel: + 32 (0)2 233 01 11

Fax: + 32 (0)2 233 01 50

E-mail: [socrates@socleoyouth.be](mailto:socrates@socleoyouth.be)

**SIETAR**

SIETAR Europa  
637 bd de la Tavernière  
Residence l'Argentière - Bât E  
06210 Mandelieu la Napoule  
France  
Tel: +33 6 03 86 04 94  
Fax: +33 1 53 01 35 04  
Email: [office@sietar-europa.org](mailto:office@sietar-europa.org)

**Institut Européen pour la  
Promotion des Innovations et de la Culture  
dans l'Education (EPICE)**

18, rue de l'Abbé Derry  
92130 Issy-les-Moulineaux  
France  
Tel: +33 1 46 48 01 32  
Email : [i\\_epice@club-internet.fr](mailto:i_epice@club-internet.fr)  
<http://www.institut-epice.org/>

**UNESCO**

Place de Fontenoy  
75352 Paris 07 SP  
France  
Tel : +33 1 45 68 10 00  
Fax : +33 1 45 67 16 90  
<http://www.unesco.org>

**European Peer Training Organisation (EPTO)**

319, Av. Brugmann  
B-1180 Brussels  
Belgium  
Tel: +32 2 344 34 44  
Fax: +32 2 344 67 35  
E-mail: [epito@ceji.org](mailto:epito@ceji.org)

**European School Heads Association (ESHA)**

<http://www.esha.org>

**Università Bocconi**

Viale Isonzo, 25  
I - 20135 Milano  
Italy  
tel. ++3902.5836.2745 fax ++3902.5836.5822  
hp: +39-335-1353564  
<http://www.uni-bocconi.it>

# X. Financial Report

*In order to favour transparency and provide a complete overview of its activities, EFIL provides here a short financial report of 2003 and 2004.*

## X. A. General Overview

The 2003-2004 income and expense statement and balance sheets are provided in annex.

The 2003 Ordinary General Assembly of EFIL adopted a new financial policy ([http://efil.afs.org/members/kd\\_finances.html](http://efil.afs.org/members/kd_finances.html)) intended to maintain the financial health of the federation. EFIL's financial management aims at sound procedures, which consist of:

- 1) **guaranteeing the financial health of the organisation characterised by**
- 2) **guaranteeing the sound financial management of the organisation through**
- 3) **guaranteeing transparent information about the financial status of the organization through**

Below we are providing a general overview of the financial communication structure of EFIL, so as to put the financial policy into perspective. The latter is seen as just one element that provides the Members of EFIL the proper guarantee of a healthy and transparent management of EFIL's resources.

**Financial reporting procedures at EFIL are as follows:**

From the Secretariat to the treasurer and the auditors:

- The secretariat provides the treasurer with draft copies of all documents of a primarily financial nature (financial reports, changes in payment methods, correspondence with Member Organisations on financial matters). Excluded from this are routine exchanges on inter-company-account discrepancies, requests for payments, etc.
- The Secretariat provides the Board 2 times a year with an update of the financial health of the federation. The Treasurer approves the draft report before it is circulated to the Members of the Board.
- The Secretariat provides the auditors with an evaluation and an appreciation of all receivables that exceed Euro 5.000

From the Secretariat to the Members

- Every quarter each Member receives an overview of the transactions, invoices and credit notes that relate to him, indicating the opening balance (closing balance of previous overview) and the closing balance of the period concerned.
- As soon as the financial results of the previous year are known, all Members are informed.

From the Board to the Members

- The Board of Directors provides a yearly financial report to the Members. It is a statutory obligation .
- As soon as the financial results of the past year are known, the Members receive a commented version of these results, i.e. the income and expense statements as well as the balance sheet.

## **X. B. Grants obtained**

### **Grants obtained in 2004**

Belgian Government grant	5,000
EYF Grant 2004	8,632
EU Grant 2004	20,000
Donation	3,500

### **Grants obtained in 2003**

Belgian Government grant	5,000
EYF Grant 2003	8,017
EU Grant 2003	25,000

It is worth noticing that as of 2003, EFIL was one of only three organisations that received a grant from the Belgium government.



# XI. Annexes

## XI. A. Strategic Plan

The General Assembly of 2003 created long-term strategic plan for the organisation, composed by five key strategic goals:

1. EFIL increases the reputation of EFIL and AFS
2. EFIL translates its reputation into increased fundraising opportunities
3. EFIL seeks to modify the European policies in the educational sector and regulatory environment that affects the Member's core business
4. EFIL strengthen the network of European organisations
5. EFIL supports the European Member's organisational development

## XI. B. Balance Sheets 2003 - 2004

European Federation for Intercultural Learning			European Federation for Intercultural Learning		
ASSETS (in Euro)			LIABILITIES (in Euro)		
	In 2003	In 2004		In 2003	In 2004
Office equipment	45,119	48,080	General reserve	99,315	91,948
Depreciation	(32,299)	36,670	Result to date	(7,368)	3,947
	12,819	11,410		91,947	95,896
Deposit guaranties	5,093	5,151	Payables		
Cash and bank accounts	149,733	108,977	Payables Members	25,922	20,968
			Payables suppliers	17,325	7,728
Deferred Expenses	4,030	3,137	Social Liabilities		
Receivables			Accrued vacation pay	16,616	4,440
Member receivables	21,606	18,859	Provision Layoffs		5,850
Project and Grant	44,472	57,345	Provision bad debt	11,205	7,508
Miscellaneous	450	32	Deferred Income	23,880	19,237
			Accrued Expenses	51,308	43,286
<b>TOTAL</b>	<b>238,203</b>	<b>204,911</b>	<b>TOTAL</b>	<b>238,203</b>	<b>204,911</b>

## XI. C. Income and Expense Statements

2003 Income and Expense Statement EFIL (in Euro)			
<b>INCOME</b>			
Projects, Programme and Seminars			
	Income	370,440	
	Expenses	(313,460)	
			56,980
Membership Fees			183,700
Grants			38,288
Other Income			5,651
<b>Total Contributions</b>			<b>284,619</b>
<b>EXPENSES</b>			
Secretariat Administrative costs			
		(66,236)	
Salaries			(179,088)
			(245,324)
Coordination / Meetings			(2,288)
Governance			(34,212)
Representation & Lobbying			(5,216)
Financial			(4,947)
<b>Total Expenses</b>			<b>(291,987)</b>
<b>Net Result</b>			<b>(7,368)</b>

2004 Income and Expense Statement EFIL (in Euro)			
<b>INCOME</b>			
Projects, Programme and Seminars			
	Income	147,053	
	Expenses	(129,863)	
			17,190
Membership Fees			193,700
Grants			42,132
Other Income			15,608
<b>Total Contributions</b>			<b>268,630</b>
<b>EXPENSES</b>			
	Secretariat Administrative costs	(50,412)	
	Salaries	(164,081)	
			(214,493)
Coordination / Meetings			(8,397)
Governance			(34,008)
Representation & Lobbying			(7,020)
Financial			(764)
<b>Total Expenses</b>			<b>(264,682)</b>
<b>Net Result</b>			<b>3,948</b>

## XI. D. Members' participation in EFIL projects

	CoE	CoE	EU	CoE	Self-fund ed	CoE	CoE	EU	Self-fund ed	CoE	EU	CoE	Self-fund ed	CoE	
	Youth Participation Seminar , Strasbourg (France), 24 February-02 March 2003	Training for Trainers, Matrei, (Austria,) 24-30 March( 2003	School Seminar, Prague (Czech Republic), 02-06 April 2003	AFS Chapters, Models for Societ, Bruges (Belgium), 9-15 April 2003	Governance Seminar, Lisbon (Portugal), 28 May- 01 June 2003	Joint meeting of volunteer groups, Lovran (Croatia), 16-20 July 2003	Facilitating the Intercultural Learning Process of Individuals, Reykjavik	Study Tour to Croatia & Bosnia i Herzegovina, 19-23 Nov 2003	ODC Meeting, Brussels (Belgium), 21-25 Jan 2004	Increasing the conditions for participation at local level.: Strasbourg (France), 15-22 February 2004	Training Course for EPOT, Brussels (Belgium), 21-28 March 2004	Strategy for volunteers and competency management, Palermo	Governance Seminar, Finland, 19-23 June 2004	AFS in the classroom, Telc (Czech Republic), 7-14 November 2004	<b>TOTAL</b>
Germany	2	2	1	1		3	4	2	3	4	5	3	1	2	33
Austria	4	5		3			3	1	1	2	2	4	1		26
Hungary	4	2	2	2	2		2		1	5	4	3		1	28
Italy	3	3	2	2		2		2	1	2	2	4	1		24
Finland	2	3		4	1		2		1	2	3		3	2	23
Norway	5	1		2			2			2	4	2	3	3	24
Czech Republic	1	1	2	2	1		3		1	3	2	2	1	2	21
Belgium (Flanders)	4		2	2	2	2		1	1	1	2	1		1	19
Portugal	2	2	1	1	2			2	1	3	1	1		1	17
Spain		2	3	1	1	2	1		1	1		1	2		15
France		3			1	1	3		1	1	1	1		1	13
Iceland	2	1	2				2		1	3	1	1			13
Sweden		2	4						1	2	1				10
Russia	2				1		1		1		1		1	3	10
Slovakia	1			2	1					2		2			8
Latvia	1						1		1	1				2	6
Belgium (French)		1						1	1	1					4
Switzerland									1		1		2	1	5
Turkey				1	2								1		4
Denmark		1			2										3
Tunisia														1	1
UK	1														1
Netherlands															0
AFS IP									1						1
Bosnia I Herzegovina						2		4							6
Croatia				1		3		2							6
Other orgs		2		1	3		1				1		2	1	11
<b>Total per trg</b>	<b>34</b>	<b>31</b>	<b>19</b>	<b>25</b>	<b>19</b>	<b>15</b>	<b>24</b>	<b>15</b>	<b>19</b>	<b>35</b>	<b>31</b>	<b>25</b>	<b>18</b>	<b>22</b>	

**Legend:**

EU-funded = European Commission = no funding for Russia, Switzerland.	
Free' Seminars funded by CoE = Council of Europe = open to all, some age limitations	
CoE-funded = Council of Europe = open to all, some age limitations	
Self-funded = open to all AFS orgs, no age limits	
	= missed more than 6 opportunities

## XI. E. Evaluation of the Implementation of the Strategic Plan

The 2003 General Assembly adopted a long-term strategic plan assorted with a rolling business plan. The strategic plan focuses on five main strategic goals (see annexes). In November 2003, the Board of EFIL decided that an evaluation of the implementation of EFIL's strategic goals should take place. The results were presented at the Regional Meeting, in October 2004.

The evaluation was done through a form that listed, alongside with each strategic goal, a list of initiatives and activities aiming at accomplishing the goal, which Member Organisations were requested to evaluate both in terms of 'relevance' (is the activity important to your organisation?) and 'satisfaction' (was the activity carried out in a satisfactory way?).

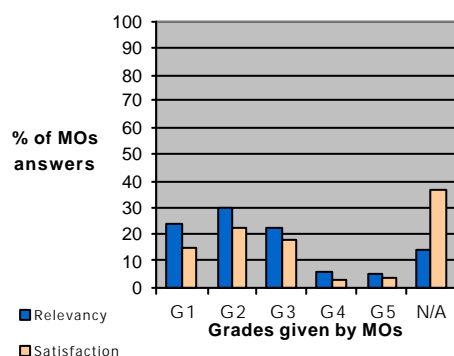
A major conclusion from the evaluation of the implementation of EFIL's strategic plan is that Member Organisations consider the second (increased fundraising) and third (lobbying) strategic goals as the most relevant. More than 70% of the MOs consider each of these goals as either the most relevant or important. In general, all strategic goals received either the highest or second highest marks in terms of relevance from at least approximately half or more of the MOs.

**The activity with highest grades in terms of both satisfaction and relevancy is the successful lobbying on common visa rules for exchange pupils.** Other activities rated as highly relevant were: the submission of 21 funding applications; lobbying on ERASMUS Junior; the presentation of the survey outcomes at a meeting of European Experts on Mobility Recommendation; lobbying the European Youth Forum concerning the inclusion of pupils exchanges into the next generation of programmes and the submission of an Large Scale application between EU and applicant countries.

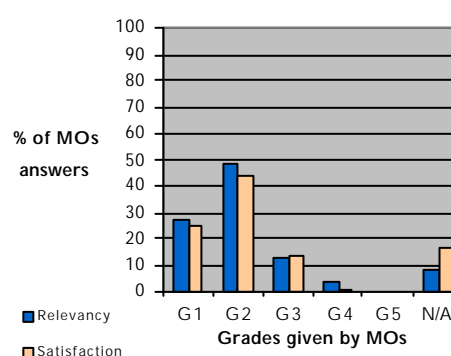
**It is in relation with strategic goal II (increased fundraising) that MOs are most satisfied with the activities evaluated** - 44% of the MOs classify these activities within a good level of satisfaction, while 27% consider the level of satisfaction to be excellent. In general, the percentage of MOs considering the level of satisfaction with the activities related to all strategic goals to be poor or very poor is rather low - always below 10% and often below 5% or non-existent.

The following graphics provide and overview of the evaluation results per strategic goal. Please note that this evaluation was carried out in the first half of 2004 and, thus does not cover the whole year.

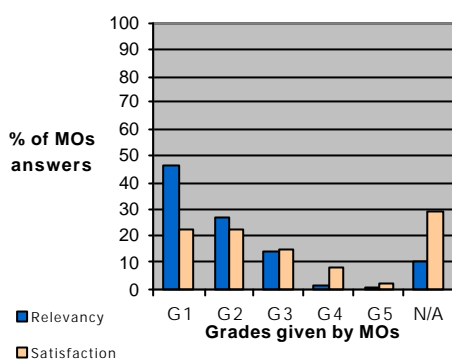
**Total Strategic Goal Nr I  
(Reputation)**



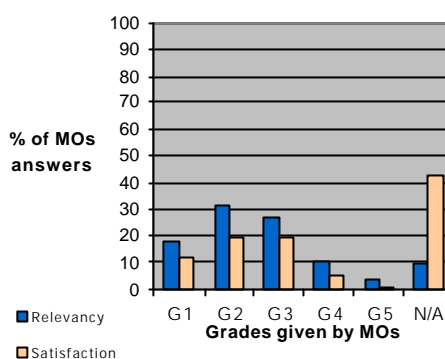
**Total Strategic Goal Nr II  
(Increased fundraising)**



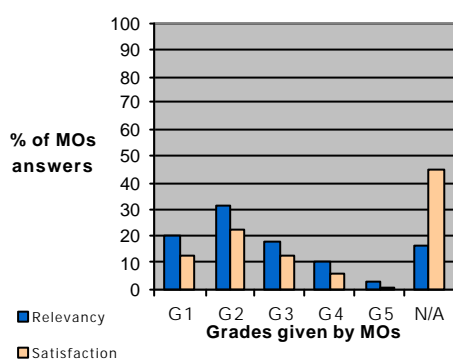
### Total Strategic Goal Nr III (Lobbying)



### Total Strategic Goal Nr IV (Strengthen network)



### Total Strategic Goal Nr V (Organisational development)



#### Legend:

#### RELEVANCY:

G1= The most important in our eyes;  
 G2= Important, necessary to implement strategic priorities;  
 G3= OK, occasionally relevant;  
 G4= Not important;  
 G5= Irrelevant for us;  
 N/A=Not applicable.

#### LEVEL OF SATISFACTION:

G1=Excellent;  
 G2=Good ;  
 G3=Satisfactory;  
 G4=Poor;  
 G5=Very Poor;  
 N/A = Not applicable.

## **XI. F. ENDS OF EFIL (AS ADOPTED BY EFIL BOARD)**

### **GLOBAL ENDS:**

*Endorsing the ends of the international organisation AFSIP, EFIL promotes intercultural understanding and sensitivity among European countries, organisations and citizens as a tool contributing to peace and justice in a diverse world threatened by inequity and intolerance. The conditions and possibilities of Intercultural learning within Europe improve continuously and in co-operation with other regions or parts of the world aiming at developing global citizens through, youth exchanges, non-formal education and volunteerism Accordingly*

### **1. CHARACTERISTICS OF EFIL** *(inspired by AFS IP End "AFS as state-of-the-art network")*

#### **1.1**

EFIL acts as a European leader in Intercultural learning and provides high quality intercultural education opportunities through exchange programmes, training, seminars and research programmes in close co-operation with the European institutions and the educational sector.

#### **1.2.**

EFIL has a credible identity within governmental institutions and is held in high esteem for the relevance of its End, the extent of its network and the impact of its initiatives.

#### **1.3**

EFIL is committed to diversity and ensures that its operating culture and policies are inclusive. Diversity, in a broad sense, enriches EFIL's actions, members and stakeholders.

#### **1.4**

Decisions in EFIL are made in the best interest of its network based on clearly distinguished governance and management roles.

### **2. ORGANISATIONS AND PEOPLE IMPACTED BY EFIL** *(inspired by AFS IP End "people and organisations impacted by AFS")*

#### **2.1**

The organisations and people directly impacted by EFIL encompass member organisations of the AFS network in Europe, their partners and stakeholders, their staff and volunteer network and the educational sector in a large sense.

#### **2.2**

Countries covered by EFIL activities include all the countries member of the European Union and the European Council as well as the countries targeted by educational programmes promoted on both levels.

#### **2.3**

EFIL may set regional or cultural priorities to encompass more diversity among the organisations and people impacted by its projects and actions.

### **3. EFIL AND ITS MEMBER ORGANISATIONS**

EFIL supports its member organisations to offer and deliver intercultural learning activities of high quality in the European context. Accordingly:

#### **3.1.**

Member organisations are aware of upcoming European issues affecting their business and act upon it.



### **3.2.**

EFIL provides support and recommendations to help member organisations to have the necessary skills and knowledge to develop strategic relationships with national and local educational bodies, schools and hosting communities.

## **4. YOUTH EXCHANGE/MOBILITY**

EFIL emphasises the importance of educational exchanges to develop global responsible citizenship among people. This is achieved through concrete exchange experiences. EFIL actively promotes trainings, seminars and research studies related to the regulations and conditions applicable to such exchanges and their impact on the community. According to the aims of EFIL, such mobility schemes involve full immersion in another culture based upon extensive pre-departure orientation, sensitive support and guidance during the experience as well as a post return evaluation.

### **4.1. School based exchange programs**

- a) EFIL promotes individual secondary school-based exchange programmes as a primary way of intercultural learning and as a relevant experience to develop the knowledge and the necessary skills to adapt to other cultures and to respect diversity.
- b) EFIL promotes the role and the added value of educational non profit organisations as necessary and complementary to the role of schools in the field of individual exchange programmes.
- c) EFIL lobbies for and uses funding opportunities to support school-based exchange programmes.
- d) EFIL keeps special attention and reacts to legal regulations on the European level that affect individual secondary school based exchanges.
- e) EFIL supports member organisations in their lobby efforts at their national level, and takes actions to obtain the validation and recognition of a school period abroad in the European secondary school curricula.

### **4.2. Other mobility schemes**

- a) EFIL recognises the value of other educational exchange programmes involving young adults and volunteers as a way to improve intercultural understanding and to share diverse experiences that contribute to build global citizenship and common concerns about world affairs.
- b) EFIL alerts its member organisations about funding opportunities offered at the European level to co-ordinate such exchange programmes as complementary to the school-based ones and as a way to enlarge the target groups impacted by intercultural learning.

## **5. NON FORMAL EDUCATION AND VOLUNTEERISM**

### **5.1.**

EFIL provides to its member organisations volunteer trainings and meeting opportunities that are complementary to the members' own training plans and needs.

### **5.2.**

With the support of its member organisations at their national level, EFIL strives for the recognition and validation of non-formal learning experiences as well as for the public recognition of the value of volunteerism for civil society.

## **6. ENDS OF EFIL SECRETARIAT**

The Secretariat of EFIL is a cost-effective co-ordination center that supports its Members to achieve the commonly agreed Ends through the following:

### **6.1. LOBBYING**

The Secretariat monitors policy developments on the European level and develops the respective tools and mechanisms to ensure the effectiveness of its lobby activities. The EFIL Secretariat supports and coordinates its Members to establish strategic relationships with key decision-makers in the political, NGO and educational world.

### **6.2. TRAINING & CONSULTING**

The Secretariat assesses and advises the Member Organisations on training needs and provides trainings with a European perspective in order to develop a stronger presence in their political environment, in the school community and in Europe.

### **6.3. DEVELOPING FUNDS**

The Secretariat continually monitors and lobbies for the availability of public funds that support the activities of its Members. It raises funds to reduce the burden on Members of funding EFIL and helps its Members to gain the know-how in using public funding processes.

### **6.4. SHARING**

The EFIL Secretariat identifies, adapts and shares tools, expertise, skills and resources among its Members. The EFIL Secretariat provides the technical means that enhance the frequency, intensity and quality of shared resources.

### **6.5. FINANCES**

The EFIL Secretariat provides information to its Members, the Board and the GA on the health of EFIL according to its financial policy. It helps its Members plan EFIL-related expenses and advises the Board on long-term prospects for financial health.

## XI. G. CALENDAR OF MAJOR EVENTS 2003-2004

2004	January	09-11 21-25 30-31 30/01-01/02	Prep team meeting for Seminar on "Strategy for volunteers", Brussels (Belgium) Organisational Development coordinators meeting, Brussels (Belgium) Prep team meeting for School coordinators training, Lisbon (Portugal) 2 <sup>nd</sup> XL Chapter Development Handbook meeting, Brussels (Belgium)
	February	08 11 15-22	AVSO Consultative Meeting on voluntary service and the new EU youth programme Presentation on trimester exchanges to Belgian Headmasters at Ministry, Brussels (Belgium) Increasing the conditions for participation at local level: exploring local volunteer structures capacities, European Youth Centre Strasbourg (France)
	March	06 06-08 20 21-28 22 30- 4 April	Board meeting, Barcelona (Spain) Prep Team EPOT Training course, Lisbon (Portugal) Audit, Brussels (Belgium) Training Course for European Pool of Trainers, Brussels (Belgium) EFIL Secretary General and Chair meet with AFSIP Attendance of SIETAR Congress "Cultures in transition", Berlin (Germany)
	April	03-04 10-11 18-25 22-26 23-24	Steering Group of Trainers meeting, Brussels (Belgium) EFIL attended AVSO Plenary Meeting` Strategy for volunteers and competency management: towards greater diversity in local structure work, Palermo (Italy) EFIL attended Council of Member Meeting, European Youth Forum, Brussels (Belgium) EFIL Presentation at AFS IP Trustee Meeting
	May	10 11-14	Spring HOO meeting, La Palma (Spain) Executive Development Training AFS IP
	June	09-13 10-11 11 12 22	Governance Seminar, Helsinki (Finland) EFIL expert at EU Commission Evaluation of Large Scale Projects within the framework of the YOUTH Programme Induction Training for new Board members (Brussels) Board meeting (Brussels) EFIL attended Meeting of the International Student Travel Confederation (ISTC)

	August	<p>8-14 EFIL carried out several workshops at the World Youth Festival, Barcelona (Spain)</p> <p>26-27 EFIL Meeting with AFSIP, New York (USA)</p>
	September	<p>02 EFIL attended EP Committee on Culture and Education Meeting</p> <p>03-04 Steering Group of Trainers meeting, Brussels (Belgium)</p> <p>10 Prep meeting for Regional Meeting, Brussels (Belgium)</p> <p>11-12 Board meeting, Brussels (Belgium)</p> <p>13 EFIL represented at the Conference "Three C's for Participatory democracy", led by ECAS at the European Parliament</p> <p>15-17 EFIL participated in the seminar "From challenge to chance - Strengthening volunteerism in non-formal education", organised by AFS Germany, Berlin (Germany)</p> <p>17-19 EFIL participated in the AFS Germany Volunteer Conference "Pioneers go East", Berlin (Germany)</p> <p>20 EFIL met the EU Commission's Director and staff working with the Comenius strand of Socrates on Erasmus Junior Programmes</p> <p>27 EFIL attended the European Parliament hearing of the new Commissioner for Education, Training, Culture and Multilingualism, Jan Figuel</p>
	October	<p>03 Autumn HOO meeting (Japan)</p> <p>04 Regional Meeting, Fujiyoshida (Japan)</p> <p>04-08 AFS World Congress, Fujiyoshida (Japan)</p>
	November	<p>3-4 AVSO General Assembly, Brussels (Belgium)</p> <p>7-14 EFIL Seminar AFS in the classroom, Telc (Czech Republic)</p> <p>10 Elisabeth Hardt attended the Annual Assembly of AJA, Bonn (Germany)</p> <p>EFIL attended General Assembly of the European Youth Forum, Madrid (Spain)</p> <p>11-13 EFIL attended Colloquium Long Term Exchanges: research (methods, results, projects), Saint-Denis (France)</p> <p>19-20 EFIL attended EP Committee of Culture and Education</p> <p>25-30 EFIL attended the youth event hosted by the Dutch Presidency of the EU and the Dutch National Youth Council, Rotterdam (Netherlands)</p> <p>27-29</p>
	December	<p>9 EFIL and Youth Forum Meeting on Erasmus Junior</p> <p>18-19 Board meeting, Vienna (Austria)</p>

2003	Jan	25	Prep meeting of the seminar "AFS Chapters: models for society", Brussels (Belgium)
	Feb	7-9	Prep meeting of the "Training for trainers" seminar, Brussels (Belgium)
		15 24/02 - 02/03	Prep meeting of the "Governance seminar", Brussels (Belgium) Youth participation Seminar, EYC Strasbourg (France)
	March	02	Mid-term meeting of Theme Group B and C of the XL project, France and Spain
		08-09	Audit of EFIL
		15-16	Meeting of the EFIL Board of Directors, Brussels (Belgium)
		20	EFIL attended European Youth Forum - policy input on next generation of EU programmes
		20-21	AVSO Plenary Meeting, Brussels (Belgium)
		24-30	Training for Trainers, Matrei (Austria)
	April	02-06	EFIL Local school liaison training, Plzen (Czech Republic)
		09-15	EFIL Seminar AFS chapters: Models of Society, Bruges (Belgium)
		10-13	Meeting of European Programme Directors, Brussels (Belgium)
		20-22	EFIL attended Council of Member Meeting, European Youth Forum, Brussels (Belgium)
	May	02-04	Prep meeting of Evaluation meeting of the Large Scale Project
		03-04	XL-Chapter Support Group evaluation meeting, Brussels (Belgium)
		04-07	ND Retreat, Tunisia
		07-11	EFIL General Assembly and HOO Meeting, Tunisia
		18	Meeting between EFIL, Paul Shay and the Canadian Ambassador to the EU
		23	Presentation of the German findings on mobility survey, Bonn (Germany)
	June	21-24	EFIL attended SIETAR Congress "Communicating & collaborating across borders in the 21 <sup>st</sup> century: new learning environments and strategies", Budapest (Hungary)
		9	First meeting of the newly elected EFIL Board
		13	Meeting with Poul Nielson, EU Commissioner Development and External Aid
		22-24	EFIL attended Greek Youth Presidency Event, Rethymno (Crete)
	July	25-06 - 01/07	EFIL Governance Seminar, Lisbon (Portugal)
		04-12	Evaluation meeting of the XL-project on chapter development, Weimar
		16-20	EFIL Volunteer meeting South Eastern Europe, Lovran, Croatia

	September	06-07	Board meeting, Brussels (Belgium)
		12-14	Preparatory meeting of the "Intercultural Learning Seminar", Brussels (Belgium)
		15	EFIL attended "European Muslim Youth - Enrichment of Society?!" Conference organised by the European Youth Forum and the Forum of European Muslim Student and Youth Organisations (FEMYSO), Brussels (Belgium)
		17-21	EFIL attended Launch of the Euro-Mediterranean platform for the YOUTH Programme of the European Commission, Malta
		18	EFIL Meeting with Romano Prodi Cabinet on voluntary service (civil service, Peace corps), Brussels (Belgium)
	October	09-11	EFIL Conference to present results of the Mobility Research Project, Brussels (Belgium)
		12	HOO meeting, Brussels (Belgium)
	November	3-4	EFIL attended AVSO Plenary Meeting, Brussels (Belgium)
		9-18	EFIL Intercultural Learning Seminar, Reykjavik (Iceland)
		20-22	EFIL attended European Youth Forum Council of Members, Rome (Italy)
		19-23	Study tour to Croatia & Bosnia I Herzegovina
		28-29	EFIL attended Intergovernmental Conference on Voluntary Service, Rome (Italy)
		29	Board meeting, Vienna (Austria)
	December	05-07	Large Scale Project on Chapter development: Handbook group meeting (place to be determined)
		19-21	EFIL Steering Group on Training meeting, Barcelona (Spain)