

# GLEN Strategy Process

## Strategy Definition 2016-2020

### Working Group GLOBAL PARTNER NETWORK

#### Draft Report

February 2015

done by: GPN working group

#### ABBREVIATIONS USED IN THE DOCUMENT

AE - Annual Event

DP - Development Perspectives

EVS - European Voluntary Service

GEAs - global education activities

GE - global education

GL - global learning

GPN - Global Partner Network

ICYE - International Cultural Youth Exchange

MTC - Multipliers training cycle

MTS - Multipliers training seminar

pps - participant(s)

RENew - Review, Engagement and Networking seminar

SA - South Africa

SISI - Shake it and Shape it Seminar (October 2014)

SWOT - strengths, weaknesses, opportunities, threats analysis

#### Organizations:

- ASA Germany
- BRECI France
- HVSF Hungary
- INEX Czech Republic
- PAH Poland

### **PART 1: Strategic goals respectively different options 2020 / Ideas for concrete measures over the years/timeline!!!**

#### STRATEGIC GOALS FOR 2020

The working group did not discuss the exact goals in depth, they were taken from the SISI seminar documents. The three following ones were found to be the most important and still open enough for further development.

1. To have (at least 3) new members from the Global South
2. To implement the GPN pilot till 2020
3. To have at least one joint/common activity of the network

During the discussion about the goals mentioned above it was said that the following activities should not be omitted when creating the GPN and making all the ideas more concrete:

- to have a common/joint activity (conference, cycling, political campaign...) per year that is for all the people involved
- to having a small mixed cycle?
- to have internships in Europe for interns from Global South (idea of reciprocity)
- to have new partnership agreement (including an agreement on sustainability)

In the GPN working group there were 2 pilots developed therefore below there are 2 different proposals for possible timelines. They are explained in details in PART 3 of this draft.

PROPOSAL 1 - TIMELINE 1	PROPOSAL 2 - TIMELINE 2
<div style="text-align: center;">  </div> <p><b>2016:</b></p> <ul style="list-style-type: none"> <li>• Budget - separate special GPN budget within GLEN budget</li> </ul> <p><b>2017:</b></p> <ul style="list-style-type: none"> <li>• Member applications for GPN budget (sending and hosting proposal)</li> </ul> <p><b>2018:</b></p> <ul style="list-style-type: none"> <li>• 1 pilot cycle (opening for Benin organisation? just few institution - 5-6?) - 2 internships for 1 person (2 tandem), not opening it for everyone the first year of pilot</li> </ul> <p><b>2019:</b></p> <ul style="list-style-type: none"> <li>• 2nd pilot cycle (with more members=more GPN applications)</li> </ul> <p><b>2020:</b></p> <ul style="list-style-type: none"> <li>• 3rd pilot (with more members)</li> <li>• No GLEN anymore - oh nooo (; - anyone from the world</li> </ul>	<p><b>2016:</b></p> <ul style="list-style-type: none"> <li>• call for new partners</li> <li>• presence of new partners at Annual Event (AE)</li> </ul> <p><b>2017:</b></p> <ul style="list-style-type: none"> <li>• observer status (working on membership agreement, sustainability paper)</li> <li>• observers are attending cycle; probably as part of the teams?</li> <li>• AE with a topic - start for a common activity afterwards</li> </ul> <p><b>2018:</b></p> <ul style="list-style-type: none"> <li>• having some pilot internships in Europe for interns from the Global South (global tandems)</li> <li>• new members who also engage in cycle/ organizing "own" cycle in "home" continent - a pilot cycle</li> <li>• organizing the AE not in Europe</li> </ul> <p><b>2019:</b></p>

	<ul style="list-style-type: none"> <li>• more internships in Europe/ bigger global cycle</li> </ul> <p><b>2020</b></p> <ul style="list-style-type: none"> <li>• global/mixed cycle becomes the normal cycle</li> </ul>
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## **PART 2: Introduction to the group process**

Who were the group members? What was done in the group process? Who were interview partners?... / Explanation of the final draft - Why do you suggest the goals of Paper 1 / Results of the research (in a well readable and detailed way)

The whole GPN working group had quite a lot of members at the beginning. There were finally 18 people (+ facilitator) registered but not all the people were finally active. The working group consisted of 9 GLEN alumni (some of them also former tutors and LFs), 4 host partners and 5 member organization representatives. The active core was represented by 8-10 people (mainly alumni). For the majority of the **host partners** there were problems with the skype connection (one solution for it was direct calling via skype in the latter stage of the group work) and also language issues (it was easier to use French sometimes in order to let people participate). Considering previously mentioned difficulties it has to be said that host partners did not take active part in the group discussions (except for Geoffrey - Sodero Uganda) but they were contacted individually to give their opinion to the models developed (2 host partners participated - Geoffrey, Uganda and Martial, Benin). This has to be remembered while reviewing the final draft.

### **AIMS OF THE WORK**

The work of the GPN working group was based on the previous discussions that were organised during the **Visionary seminar** and during the **Shake it and Shape it seminar** (SISI). Different documents were used (see later) for the kick-off and during the whole process.

The aims were defined as follows (after the SISI seminar) - taken from the basic WG document:

#### ***First stage:***

##### ***Basic Research***

- How do similar global networks/structures work together? What are different organizational frameworks, participatory structures, roles and relationships of members, decision making procedures, funding,...?
- How can we learn and use their experience to ensure avoiding common mistakes/pitfalls?
- E.g. "Development perspectives", "Civicus", "ICYE",...

##### ***Analysis of GLEN***

- What can GLEN learn from its own history as a European partner network for the process of becoming a global partner network?
- Which interests have the different members in the GPN? How can the different members imagine to contribute to the first steps of the GPN?
- Which current activities of GLEN foster European integration on which level so far?

## **Second stage - coming after the first one**

### **Discussion and co-creation**

- How does GLEN envision a pilot of a global partner network?
- How can GLEN step-by-step develop this pilot? How could the path towards it look like? What can be expected till 2020?
- What could be the strategic goals regarding the GPN? Are there different options for strategic paths?
- What could be strategic goals to supranational integration? Are there different options for strategic paths? What is an adequate phrase for “supranational integration”?
- How can the regional and the global approach be combined? How can this combination be taken into account from the very beginning of the development of a global partner network?

### **THE GROUP WORK AND ITS DIFFERENT STAGES**

The work started with the **first 2 skype calls** in December 2014. As the group was quite big we (Simona and Flo) decided to do the introductory call twice. Everything was explained there and the work was divided into 3 different groups - 2 groups were doing research on similar organizations and 1 group the GLEN SWOT analysis.

**Second skype call** was organized in January 2015 in order to discuss the results of the first stage, make up a summary of it (see models overview below) and decide next steps. Interview with Development Perspectives was taken at this stage (with Bobby McCormack).

In February 2015 the **meeting in Berlin** was organised. It was used as the kickoff for the pilots creation. Five (including facilitator) people participated there. The participation of the host partners was not possible which made some disagreement and disappointment in the group. Communication problems were identified between the GPN working group and Coordination team. The troubles we had concerning the Working Group Meeting in Berlin were one important learning process in the Working Group. It made clear which issues will be linked to a global network which tries to work in a way that gives anybody the same possibilities to engage her/himself. We had a long email discussion about the question if it is a good strategy to make a shortly planned meeting where part of the group can't come. Due to the short time we did not manage to find a solution which was really satisfying for everybody. That's why we started the meeting with a collection of points that should be taken into account for the future (mentioned below).

The creation of the pilots was based on following documents:

- conclusions from the SISI seminar (see minutes from SISI, some ideas about possible activities were used)
- questionnaires from the member organizations
- evaluation - South Africa
- SWOT analysis of GLEN
- first ideas about the possible pilots (created online in the GPN working group as brainstorming before the Berlin meeting)
- models overview (from the analysis of different organizations)

Based on the analysis of these documents by Simona the structure for the pilots was created. The thoughts and conclusions from the analysis were used either as questions for the pilots creation or some possible answers. Eight important areas for pilot creation were identified - see the matrix below. This structure (matrix) was proposed in Berlin, discussed, enriched and used for the discussion and pilots creation.

## MATRIX FOR THE CREATION OF THE PILOTS

<b>NEW PARTNERS/MEMBERS</b>	<ul style="list-style-type: none"> <li>• Are there different roles within the network? Which ones? Why? How many members? Scale of the network till 2020?</li> <li>• How and by whom will the new members be selected? What should be taken into account from the beginning to build equal partnership and avoid pitfalls?</li> <li>• Who could be the new member and why? What are the criteria for members? What should they do within the network?</li> <li>• Do we need a new membership agreement?</li> <li>• Decision making process?</li> <li>• Stay open in the whole creation! Think generally (not only in concrete terms of Benin, Uganda or South Africa. What about Asia?)</li> <li>• sustainability commitment? (Is it part of the membership agreement?)</li> </ul>
<b>ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• What are the joint activities of the network? When?</li> <li>• New MTC structure? New RENEw concept (overlap of 2 cycles?)</li> <li>• Use of ICT tools?</li> <li>• One big project at the end of each cycle?</li> <li>• How to create tandems?</li> <li>• evaluation/networking internship every year?</li> <li>• MTS? MTC? Internships? GEAs? Conferences?</li> <li>• Internships? - How? Where? Topic?</li> </ul>
<b>FIRST STEPS</b>	<ul style="list-style-type: none"> <li>• What should be the first steps in pilot creation?</li> <li>• When should the first joint activity take place?</li> <li>• How to find good balance between our idea of GPN pilot and the possibility to develop it with new members?</li> </ul>
<b>FUNDING</b>	<ul style="list-style-type: none"> <li>• Does GLEN need a new approach to funding? (Private or public?)</li> <li>• Fundraising? Who? What? When?</li> <li>• Membership fee?</li> <li>• Participation fee?</li> <li>• Solidarity fund?</li> <li>• New donors? ERASMUS?</li> </ul>
<b>CURRENT MEMBERS</b>	<ul style="list-style-type: none"> <li>• What is the relationship between EU GLEN network and the global network?</li> <li>• So all current GLEN members have to be involved?</li> </ul>
<b>REGIONAL INTEGRATION</b>	<ul style="list-style-type: none"> <li>• Which role plays the regional integration in the GPN pilot?</li> <li>• How can the regional and global approach be combined?</li> <li>• What do we mean by region?</li> </ul>
<b>RESPONSIBILITIES</b>	<ul style="list-style-type: none"> <li>• Who is going to do what? Nowadays members can't implement it alone!!!</li> </ul>
<b>WORKING CULTURE</b>	<ul style="list-style-type: none"> <li>• How do we want to work? Personal meetings? Digital versions?</li> </ul>

The answers to questions identified above are part of the proposed pilots. It is described in detail in PART 3 of this report.

**Third skype call** was organised in February and the group discussed the proposed pilots. At this stage the involvement of the host partners was not possible (language, time

and technical constraints) and therefore it was decided to call them personally and get their feedback. Two feedbacks were received (the summary is below). Additionally it was obvious that the meeting in Berlin created some kind of division in the group because we did not have enough time after the meeting to really continue the work on the pilots in a detailed way.

All the skype calls were recorded and are online on googledrive. A lot of work during the whole time happened online via google drive. All the skype meetings and Berlin meeting were documented and uploaded online.

**RESULTS**

This part covers following results:

1. models overview - research about other “global network” organizations
2. SWOT analysis of GLEN
3. summary of the interview with DEVELOPMENT PERSPECTIVES
4. questionnaire to members
5. SA evaluation
6. ideas to plan personal meeting better next time
7. summary of the discussion with the host partners

**1. RESEARCH ABOUT OTHER ORGANISATIONS (for inspiration in the second stage)**

During the first skype conference call it was decided that a research about similar organisations and internal analysis of GLEN itself has to be done as the first step to develop the GPN strategy. The group was divided into 3 smaller groups - two doing research on organizations which can be labelled as “global networks” and the third group was doing internal analysis (SWOT, UPS) of GLEN.

The research of similar organizations was undertaken in a structured way with covering following topics:

- name/legal status
- goal/mission/vision
- Topic - what they provide/teach/train
- range - countries
- strategy
- partners
- financing (logos, fundraising, donations, official reports)
- year

Upon starting a general research a lot of organisations defining themselves as “global networks” fall into one of following groups. The presented models overview is a summary of the research process that was undertaken at the beginning in the 2 groups between and 1st and 2nd skype call.

**Models overview**

NAME	FINANCING (public/private/semi) ex. public - EVS, E+ or private - DHL, IBM	Relations (send/host/bot h/ regional [no exchange])	PPS fees (covered/semi/paid by PPS)	strong points enabling them to become "global/e qual"?	WEAKNESSES	What I really like/dislike about it?

<b>GLEN (now)</b>	public (--)	sending	covered (some pps are asked to do extra FR)	brand unique east-west-north-south approach	exclusive: (financial & educational background of pps) not equal in terms of partnership lack of ALUMNI network	Cycle, after internship commitment (GEA)
<b>AIESEC</b>	Member national committees contributions (51% in 2012) and revenue from private and public partners (49% in 2012) through donations, sponsorships and grants	The aim of AIESEC exchange activities is finding internships for members in corporate enterprises around the world. It is not much about exchanging between say national organisations of the network	Participants pay for their accommodation (they are helped by the local AIESEC organisation) but are paid by the enterprise in which they work as intern. Besides, they pay 350 Euros* to the welcoming local AIESEC organisation as fees for some trainings. *This is the case in the local organisation of Karlsruhe, Germany	The international network is animated by the national committee which are somehow autonomous as they can plan and execute their activities (based on the directives of the international network). Every national and local organisation try to find corporate enterprises which could host AIESEC interns coming from other countries.		The fact that the national and local organisations do not depend (financially) of the international organisation, although this means some time and financial investment from members at local level to ensure fundraising. Equality in terms of partnership between national organisations.
<b>Teach for All</b>	private (DHL, Visa, World Bank) circa 15 mln \$/year	no exchange, conferences, peer-to-peer visits	no fee - 2 year commitment at your own school	network exchange good practices on learning methods and ideas	USA/UK concept	Goal is to develop Change Agents (like Multipliers) but their commitment is much

			not sure how it works with conferences and P2P	of equal education access [...] grassroots organizations in their country and belong to a global network of organizations		longer thanks to simple fact: they associate school and Change Agents are recruited from their staff strong ALUMNI network: policy makers, founders, donors
<b>ICYE International Cultural Youth Exchange</b>	private/public "Weltwärts" programme of the German Ministry of Cooperation and Development EVS PPS' fees	sending	paid by pps	600 institutions involved	4000 pps a year, not only a number but their cycle makes me worried about quality of the preparation cycle and workshops	They thrive, grow and influence tens of thousands of people
<b>Civicus: World Alliance for Citizen Participation</b>	private (membership fee and donations) and public (money from UNO, national governments)	not sending or hosting but network which meets and works together	no pps but members - fee for full membership	not one base but several (one in Johannes burg), yearly conference, each year in a different part of the world, my impression is that there is no national level of the organization, no national bureaus etc. one common subject (citizens participati		impression that they really try not to favor the European structures. At least in their presentation ...what i do not like (as a model for GLEN) very professional network - it is a meeting place for professionals; "traditional" way of doing politics (surveys, letters to UNO etc.)

				on) which unifies the people		
<b>Development Perspectives NGO</b>	private	sending/hosting/exchange	semi covered, pps have to FR 900€ for DP in exchange	- partnerships with organizations e.g. in Tanzania that share similar values AND work in the educational field in a similar way. So they have facilitators from Ireland and Tanzania that shape the trainings but also the program itself together - very conscious in terms of equal partnership	- finances come exclusively from the European side - reverse program is not equally shaped (e.g. Irish ppts don't invest as much time as during the phase in Tanzania; only half of the Tanzanians can come to Ireland...)	From my point of view they are facing similar problems like we do when we think about a GPN (inequality in resources etc.) and for many of these don't have the perfect solution but always trying to bring the partnerships to an equal footing → The experiences would be really useful in our GLEN process!
<b>DEEEP</b>	founded by EU	not sending or hosting but an network/meeting platform	no pps, no fees	common topic (GL) - I have the impression that DEEEP is going through a similar process like GLEN. It started as an European Network (founding!!) and now realises that it	quite loose network - one conference a year, the rest only via internet? for me it is not yet clear what they do besides meeting and exchanging...	the openness! it is not at all exclusive!

				would be important to overcome this - might be a good partner!?		
<b>Afrique - Europe - Interact</b>	small private donations	no exchange, but campaigns and political actions	-----	equal partnership between organisations in the global south and north, developing from shared (political) vision	no	emergence of the network out of a common action (a joined a bus tour from Mali's capital Bamako to the 11th World Social Forum in Dakar), dynamically evolving projects and actions

## 2. SWOT ANALYSIS OF GLEN

The SWOT analysis was done as one of the first activities during the first stage.

Strengths	Weaknesses
<p><i>Important:</i></p> <ul style="list-style-type: none"> <li>○ <b>History:</b> GLEN has a 10+ year spectrum of knowledge and experience (know-hows, lessons learned, dos and don'ts, best practices) working on the topics of GL/GE...</li> <li>○ <b>(International) Relationships:</b> GLEN already has a well-built network of partners in Europe, the bonds are well established and maintained. There is trust. GLEN also has strong and good relationships with partners outside of Europe. Some of them work together with GLEN or ASA since more than 10 years, some of them were at several seminars etc. Moreover the relationships are not only with global partners, but also tens or hundreds of people that are experts in their fields and work within these organizations, therefore link these networks.</li> <li>○ <b>Knowledge:</b> GLEN has well skilled and competent staff and other individuals within its organization.</li> </ul> <p><i>Less important:</i></p> <ul style="list-style-type: none"> <li>○ The projects are (almost) fully funded for the volunteers (<b>expenses are covered</b>).</li> </ul>	<p><i>Important:</i></p> <ul style="list-style-type: none"> <li>○ <b>Lack of resources</b> (finances and people). Danger of GLEN burn-out.</li> <li>○ Continuation of <b>status quo</b> and lack of equal participation of partners from the Global South.</li> <li>○ A lot of <b>data management</b> required (with all the reports etc.).</li> </ul> <p><i>Less important:</i></p> <ul style="list-style-type: none"> <li>○ Little transfer of knowledge/skills to the broader environment, general public. Lack of public/media presence.</li> </ul>

Opportunities	Threats
<p><i>Important:</i></p> <ul style="list-style-type: none"> <li>○ <b>South-North exchange</b> (of participants as well as staff – to build capacities and develop GPN on both sides).</li> <li>○ <b>Involvement of Southern partners</b> in the selection and evaluation process of volunteers/interns and giving up this distinction and division into members and host organization - but truly apply the GPN model.</li> <li>○ <b>1to1 coaching and trainings</b> (train the trainer): most NGOs don't provide trainings for the Global partners but as systems and networks become more complex trainings are in greater demand (this is meant to go both ways, not one sided teaching and other sided receiving – partners from GS teach as well as receive.. us to). <b>Exchange of staff</b> in a way - to build capacities and mutual understanding on both sides.</li> <li>○ <b>Prolongment of internships</b> (to minimum of 6 months) <b>and the whole GLEN cycle</b>. Also the possibility of a big project together in every cycle after coming back from the internships.</li> <li>○ If we want to develop GPN we need to <b>develop a network of NGOs in the Global South</b> (that share the vision of GL concept), not just in Europe. Though you could argue for a smaller and more equal GLEN and not for a GLEN network which tries to be as wide as possible, but in order to spread the GP idea, a network has to be developed. Not all have to be included in GLEN, but perhaps in sub network within the countries.</li> <li>○ There is <b>room for having other projects</b> and to overcome this sending-hosting situation! What about cycling for alternatives in between Africa and Europe?</li> </ul> <p><i>Less important:</i></p> <ul style="list-style-type: none"> <li>○ <b>Set up “local groups”</b> (globally) that would promote ideas of GL to their local communities (ex. first identify the potential leaders, offer them trainings, all support needed, design a tool-kit with possible activities/workshops they could carry out in their own environment.)</li> </ul>	<p><i>Important:</i></p> <ul style="list-style-type: none"> <li>○ <b>High level of corruption and political instability</b> in some partnering countries might be an obstacle in some cases.</li> <li>○ <b>VISA regulations and bureaucracy</b> in bringing in people from the Global South.</li> <li>○ <b>Lack of support</b> from founders/officials/others (might prevent achieving desired benefits).</li> <li>○ <b>Environmental effects</b> in developing a more equal GPN gets greater (also leads to some other topical disputes perhaps; ex. why eat vegan food at seminars if one's culture promotes something else?).</li> </ul> <p><i>Less important:</i></p> <ul style="list-style-type: none"> <li>○ <b>Competitive market and time-consumption:</b> Other NGOs sending volunteers to Global South easily with no promotion of GL (without the prior MTC and post GEAs, which might be more appealing to some people). Though it is important to promote GLEN not being seen as a volunteer sending organization but an organisation which has different pillars. Especially for the equal partnerships.</li> </ul>

### 3. Summary of the interview with DEVELOPMENT PERSPECTIVES (DP)

#### The interview was done by Kristin (ASA office) with Bobby McCormack (DP)

It was found out that GLEN and DP are really facing quite similar challenges when it comes to (global) partnerships. Development Perspectives started in **2006 with the Insight program**, which is the main program of the organization and has some similarities to GLEN. They tried to establish partnerships with a few organizations all around the world, a few of them worked, others didn't. The main point why partnerships failed was, when there weren't enough shared values or working approaches. For example some organizations saw DP as a typical “West knows best” donor organization. What always has to be considered is that establishing partnerships needs a lot of time

and resources, the partnership itself needs investment, not only the projects that the partners work on together (same as GLEN maybe?) Also they had the experience that partnerships shouldn't rely too much on one person because that makes it a personal relationship rather than a partnership. So if that person would leave the organization the partnership would be difficult to reestablish due to the fact that everything relied on that one person before.

Also DP made the experience that conditions from outside the partnership could put a lot of strain to it, e.g. visa issues. So sometimes when it is so easy for Irish participants to travel to a meeting in Tanzania and vice versa there are a lot of difficulties that may affect the partnership a lot although the causes are not the responsibility of any of the partners.

Bobby also made a clear recommendation to ensure various funding avenues in order to ensure finances when one donor backs out or changes rules that make an equal partnership harder. For example the Irish ministry of foreign affairs initially wouldn't give money to the reverse component of the Insight program because they didn't see the sense in it. It was very helpful for DP then to have other donors through them they could finance this part of their program.

Bobby was also asked how they found their partners. He said it was a long story but a lot of coincidences helped. So it's not always about strategic planning but also luck.

#### **4. QUESTIONNAIRES TO MEMBERS**

The points below represent a very short summary/analysis of the members questionnaires that was used for the start of the pilots creation. The analysis was done by Simona before the Berlin meeting.

- members are aware of the fact that we try to create partnership on an unequal basis (especially expressed by ASA and BRECI)
- funding is important and reciprocity (especially expressed by ASA and BRECI)
- experience of Development Perspectives might be useful for future GLEN
- for Latvia and Slovakia the future GPN doesn't mean anything better concerning funding possibilities (there is still difference between small and big NGO within GLEN and they don't have the same view on GPN - the member organization will not become more attractive because of GPN)
- HVSF - GPN might help to be more attractive (for funding)
- INEX - positive view of GPN, but no more money available because of it
- PAH - GPN means chance to cooperate outside Europe
- possible contribution for future GPN?
  - ASA and BRECI can bring in their experience in having North-South projects
  - INEX can offer internship opportunities in Czech Republic

#### **5. South Africa EVALUATION - important points for future GPN**

The points below represent a very short summary/analysis of the SA evaluation (and connected report) that was used for the start of the pilots creation. The analysis was done by Simona before the Berlin meeting.

- reciprocity is needed in GLEN (and nowadays it is not the case!)
- there might be GLEN SA network established (having MTC, doing GEA, ...) - with the help of University of Cape Town?
- they would like to share/to be involved the pps selection
- there is inequality within GLEN (it is only unidirectional)
- there should be a common understanding of the terms used among all the future partners (e. g. "What is global education?" Is it the same as "Global Citizenship?" Can it co-exist together?....)

## 6. IDEAS TO PLAN PERSONAL MEETING BETTER NEXT TIME

- better planning (more time ahead): possibilities for host partners to organize the financing themselves/ part-reimbursement >> try to announce the meetings with enough time >> it seems as if it is difficult to keep a certain spontaneous way of working while getting global; might be good to have meetings at defined dates every year?
- shared responsibilities for Visa/travel organization - how can the multipliers help?
- better communication: not talking about money if it is about time and personnel resources
- thinking about other ways of working together/openness for experiments:
  - go to webinars, getting used of working in a digital way?
  - Meeting in smaller regional based groups

## 7. SUMMARY OF THE DISCUSSIONS with the host partners - most important points for future:

Since the host partners could not attend the meeting in Berlin and there were some difficulties in joining the skype discussions due to technical problems and language skills we decided to have individual calls with each of the host partners who took part in the WG. The interview guide was developed and the discussions were guided by the following questions:

- What do you think about the 2 pilots? What do you like or dislike?
  - what do you think about “host and send” approach?
  - what kind of tandem (North+North/South+South + North+South?)/ cycle would you like to have?
  - what do you think about GE involvement of your institution?
- what responsibilities might we take? (the division of responsibilities among partners)
- Can you think of your NGO as a fundraiser for GPN?
- Would you be interested in becoming a member? Would you be able to send/organize a cycle?

Both interviews were recorded and uploaded to google drive.

### 7A. Martial’s (CREDI-ONG) feedback to the two pilots (done by Judith)

What do you think about the 2 pilots? What do you like or dislike?

- Martial especially liked the first model where he saw that the idea of reciprocity is strongly realised. For the second pilot he formulated the fear that while working with the already existing structures we might also keep old power structures and problems.

What do you think about “host and send” approach?

- He very much liked the idea of linking sending and hosting. But he raised the question of decision taking - concerning the applications of the organizations for taking part in the GPN as well the as the selection of the participants

What kind of tandem (North+North/South+South + North+South?)/ cycle would you like to have?

- He strongly was in favor of a global tandem. This would mean in his perspective to get rid of the distinction of North and South. Globalizing the tandem structure would then not necessarily mean to build tandems depending on the country of origin (always North-South mixed) but depending on the interest in a certain internship.

What do you think about GE involvement of your institution?

- Martial sees his organization CREDI-ONG as an institution working on GE and would be interested in an exchange on this topic.

What responsibilities might we take? (the division of responsibilities among partners)

- He offered to do some network work in Benin/West-Africa (finding and connecting other organizations/internships) as well as being involved in the conception of a mixed cycle.

Can you think of your NGO as a fundraiser for GPN?

- We did not discuss this question in detail but I know that CREDI-ONG is used in doing fundraising for other activities. Martial also offered his help in writing for example a call for ERASMUS+ but was mentioning the language problems...

Would you be interested in becoming a member? Would you be able to send/organize a cycle?

- CREDI-ONG is ready to join the network and very much looking forward in organizing a cycle.

## **7B. Geoffrey's (SOMERO UGANDA) feedback to the two pilots (done by Fabrice)**

What do you think about the 2 ideas? What do you like or dislike?

- Like:  
The idea of regional network/activities/cycle. This will help to avoid a concentration of the whole thing in Germany or in Europe.  
The idea of the Annual events (online + personal meeting) is also good:
- Dislike:  
About the second model (GE involvement): The term of GE is new. Need of more awareness in order to make it clear before organisations in the south would get engaged. In this situation, taking GE involvement as a condition for membership is kind of limiting. I am not sure that so much organisations here would fulfil this condition. Still we are interested in it and have already taking some action in this directions.
- Condition to be added:  
We should also define the expertise and interests we are looking for (from the member organisations). What kind of expertise are we looking for?

What do you think about "host and send" approach?

- Good idea. We would do it. But I would also suggest that we organize the selection of participants and their preparation at regional level as well so that the whole process is not made in Europe. My worry on this point is that organisations in the south wouldn't otherwise feel involved.

What kind of tandem (North+North/South+South + North+South?)/ cycle would you like to have?

- North+South is fine if it would work money wise. We have tried to for example to get some local interns to work with the Europeans we have hosted and it has worked to like 60%. Even South+South tandem wouldn't be a bad idea.

What do you think about GE involvement of your institution?

- We do have interest and have already taking some action in this directions. But again I think organisation which at least have interest in it should also be accepted.

What responsibilities might we take? (the division of responsibilities among partners)

- We should have specific given responsibilities instead of only voluntary engagement.  
Organising seminars, finding new members, promoting the network in our region, selection of multipliers, fundraising at local level...

Can you think of your NGO as a fundraiser for GPN?

- Being part of such a network could help be more credible and so have some opportunities of getting financed by donors at local level. Embassies, international organisations in Uganda.

Would you be interested in becoming a member? Would you be able to send/organize a cycle?

- Yes. Yes we would send interns, organize cycles at regional level.

## PART 3: GPN - Detailed description of the gpn pilot

### EXPLANATION OF THE TWO PILOTS

The 2 pilots creation started during the Berlin meeting. Not all the areas and questions were developed till now (see the matrix/structure above and the ideas below). There would have been much more time needed. The discussion was quite deep and finally we started to developed the ideas based on different type of future member organization - Who could be the new member?

### PILOT 1 - Sending / Hosting model (Fabrice, Piotrek worked as first ones on this idea)

The first model is based on the reciprocity idea. It is about starting a global partner network with some host organisations which are willing to send and host participants.

#### conditions for membership in GPN:

- They must be looking for hosting/sending
- They should apply for the GPN Budget
- hosting/sending proposal matches with other member sending/hosting proposal - based on topic?
- quality criteria high

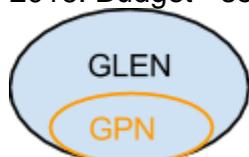
#### 1st/2nd Year Pilot

application open to old good outstanding host partners and Glen Members

- priority : self/semi-co-founded org. Member does Fundraising itself.

#### first steps:

2016: Budget - separate special GPN budget within GLEN budget



2017: Member applications for GPN budget (sending and hosting proposal)

2018: 1 pilot cycle (opening for Benin organisation? just few institution - 5-6?) - 2 internships for 1 person (2 tandem), not opening it for everyone the first year of pilot

2019: 2nd pilot cycle (with more members=more GPN applications)

2020: 3rd pilot (with more members)

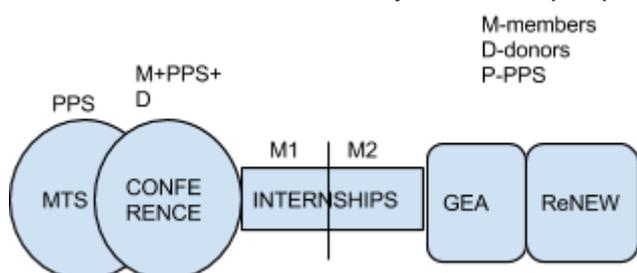
#### joint activities:

MTS (PPS) and conference (Members+PPS+Donors) -

Internship - GEA - REnew

place - location of activities? seminar is where the internship takes place!!!

GPN + GLEN seminar is only for 10-14 people + GLEN PPS



### PILOT 2 - GPN – via extension of current network (Nikolas, Judith worked as first ones on this idea)

Abstract/Most important points:

This model is based on the idea that GLEN is not only a hosting and sending network but that GE takes place as well outside the internship and even outside the cycle. That's why this model tries to put not too much emphasis alone on the internship but wants to strengthen the GE involvement as well as activities outside the cycle.

1. Opening up the existing structure - call for new members (no longer limited to European members) - having an observer status for one year to get to know each other
2. Membership is based on will/experience in GE (or other term) and presence on the MA and AE and organisation of cycle/sending/hosting opportunities
3. Strengthening the role of the AE (yearly topic; takes place in globally changing places - working together on it and developing perhaps actions outside the Cycle
4. Different cycle options: A) global tandem (north-South): common cycle; B) "Regional/Continental based": North-North/South-South Tandems - each region has its own cycle

#### **conditions for membership in GPN:**

- being engaged/experienced/interested in „Global Education“-topics (may also be called Global Citizenship or whatever!)
- organizing hosting possibilities in their country
- organizing selection process of participants
- being present at Annual Event + Members Assembly (MA, twice a year, one online + one personal, the personal one connected to Annual Event) [date of the AE has to be announced as early as possible to have enough time to organise the financing and the Visa questions; reimbursement of travel costs?

#### **first steps:**

- call within network: who (esp. of the host partners) wants to become a member [writing the call and organizing the process might be a small post/contract for service for a multiplier]
- research for new organizations that fulfill the membership conditions (f.e. JVE/ YVE) [could be also done by a multiplier with a contract of service; networking of engaged host partners in their countries/regiones]
- "observer status" for one year, to get to know each other, final decision about membership taken in Members Assembly

#### **Activities:**

- Annual Event, with yearly changing topics (political/ global education/...) in different globally changing places, AE as possibility to meet in person and starting point for activities/ projects/ GEAs...
- cycle [we discussed different options and did not come to a conclusion, details have to be clarified – contact to MTC Group!]:
  - A (favored option) : mixed cycle with global tandems, seminars in Europe (Details have to be discussed! Other option might be: one seminar in the "home continent", one in Europe??), internships all over the globe
  - B (if A is too much): separated cycle in different continents, tandems either from the South or North, internships outside "home" continent

#### **Timeline:**

2016:

- call for new partners
- presence of new partners at Annual Event

2017:

- observer status (working on membership agreement, sustainability paper)
- observers are attending cycle; probably as part of the teams?

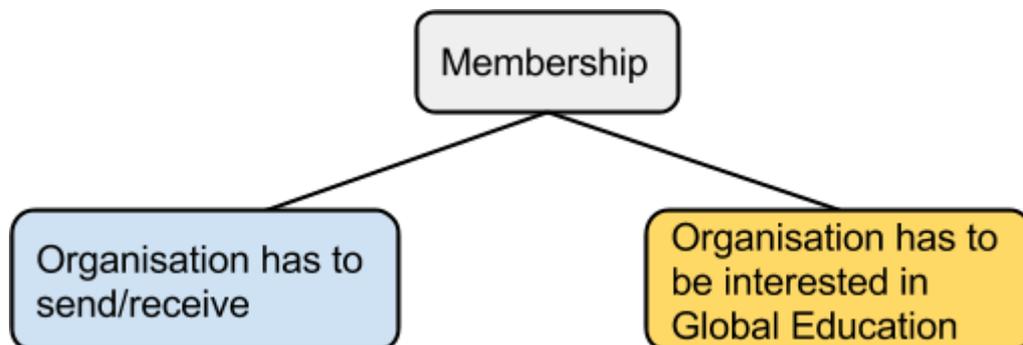
2018:

- new members who also engage in cycle/ organizing "own" cycle in "home" continent
- first AE outside Europe

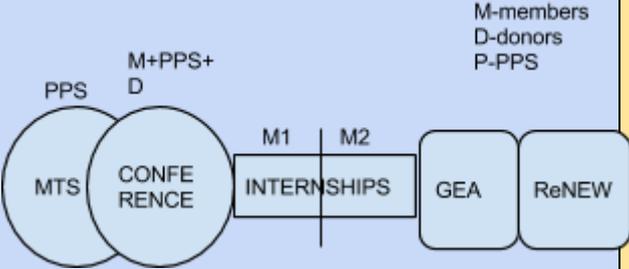
2019/2020:

- extension of global/mixed cycle and internship options in Europe

**Overview of the two pilots - based on the matrix**



<p><b>1. Who can be a new member?</b></p>	<ul style="list-style-type: none"> <li>• They must be looking for hosting/sending</li> <li>• They should apply for the GPN Budget</li> <li>• hosting/sending proposal matches with other member sending/hosting proposal - based on topic?</li> <li>• quality criteria high</li> </ul> <p><u>1st/2nd Year Pilot</u> application open to old good outstanding host partners and Glen Members</p> <ul style="list-style-type: none"> <li>• priority : self/semi-co-founded org. Member does Fundraising itself.</li> </ul>	<ul style="list-style-type: none"> <li>• (MA, twice a year, one online + one personal, the personal one connected to Annual Event) - criteria: to be at annual event and members assembly being interested in „Global Education“- topics (may have different terms!)/ the main focus is not on the internship!!! but in GE/ the structure is slowly opening up!!! What interest mean? (one year observer status for newcomers)</li> <li>• organizing hosting possibilities - but not real matching based on topics!!! (diff. to 1)</li> <li>• organizing selection process of participants</li> <li>• being present at Annual Event + Members Assembly</li> </ul>
<p><b>2. Project agreement (First steps?)</b></p>	<p>based on: -schedule -budget -sustainability commitment an evaluation is made after the first year which can lead to loss of membership in case of not</p>	<ul style="list-style-type: none"> <li>• call within network: who (esp. of the host partners) wants to become a member</li> <li>• research for new</li> </ul>

	<p>obeying terms of agreement.</p>	<p>organizations that fulfill the membership conditions (f.e. JVE/ YVE)</p> <ul style="list-style-type: none"> <li>• “observer status” for one year, to get to know each other, final decision about membership taken in Members Assembly</li> </ul>
<p><b>3.Which activities?</b></p>	<p>Joint activities  MTS (PPS) and conference (Members+PPS+Donors) - Internship - GEA - REnew  place - location of activities? seminar is where the internship takes place!!!  GPN + GLEN seminar is only for 10-14 people + GLEN PPS</p>  <p style="text-align: right;">M-members D-donors P-PPS</p>	<ul style="list-style-type: none"> <li>• Annual Event, with yearly changing topics (political/ global education/...) in different globally changing places, AE as possibility to meet in person and starting point for activities/ projects/ GEAs...</li> <li>• cycle [we discussed different options and did not come to a conclusion, details have to be clarified – contact to MTC Group!]: <ul style="list-style-type: none"> <li>○ A (favored one): mixed cycle with global tandems, seminars in Europe (Details have to be discussed! Other option might be: one seminar in the “home continent”, one in Europe??), internships all over the globe</li> <li>○ B: separated cycle in different continents, tandems either from the South or North,</li> <li>○ internships</li> </ul> </li> </ul>

		<p>outside “home” continent</p> <ul style="list-style-type: none"> <li>• maybe new cycle (like now we have GeCo and anglo!!!)</li> <li>• tandems? how they are mixed? (European, African or mixed?) - continent based might be easy to organize (a good question to be discussed with Martial and Geoffrey)</li> </ul>
<p><b>4. Timeline</b></p>	<p>2016: Budget - separate special GPN budget within GLEN budget</p>  <p>2017: Member applications for GPN budget (sending and hosting proposal)  2018: 1 pilot cycle (opening for Benin organisation? just few institution - 5-6?) - 2 internships for 1 person (2 tandem), not opening it for everyone the first year of pilot  2019: 2nd pilot cycle (with more members=more GPN applications)  2020: 3rd pilot (with more members)  2020: No GLEN anymore - oh nooo (; - anyone from the world</p>	<p><b>Timeline:</b></p> <p>2016:</p> <ul style="list-style-type: none"> <li>• call for new partners</li> <li>• presence of new partners at Annual Event</li> </ul> <p>2017:</p> <ul style="list-style-type: none"> <li>• observer status (working on membership agreement, sustainability paper)</li> <li>• observers are attending cycle; probably as part of the teams?</li> </ul> <p>2018:</p> <ul style="list-style-type: none"> <li>• new members who also engage in cycle/organizing “own” cycle in “home” continent</li> </ul>
<p><b>5. FUNDING (skipped for now!!!)</b></p>		
<p><b>6. CURRENT MEMBERS</b>  <i>What is the relationship between EU GLEN network and the global network?  So all current GLEN members have to be involved?</i></p>	<ol style="list-style-type: none"> <li>1. No only those willing to join the GPN pilot and able to do so. The idea of GPN program is that each institution has to apply to become a Member and to get funding</li> <li>2. There is no such a relation</li> </ol>	<p>The network opens slowly ... new members will be added!!! It is based on the existing structure and slowly opening... The current members have to contribute not only the openness and will to open up the network but will also have to work on</p>

		the new cycle and so on.
<b>7.REGIONAL INTEGRATION</b> <i>Which role plays the regional integration in the GPN pilot? How can the regional and global approach be combined? What do we mean by region?</i>	<p>We don't know now!!!</p> <p>Even though it looks contradictory the model, I think that opening slowly the european network to the world looks to be the easier way to work. This would also make more european organisations involved.</p>	<ul style="list-style-type: none"> <li>• It depends on the cycle we want (option A or B)</li> <li>• regional might mean continental?</li> <li>• it will be important for the MTC and MTS</li> </ul>
<b>8.RESPONSIBILITIES</b> <i>Who is going to do what? Nowadays members can't implement it alone!!!</i>	<p>ASA office + we don't have any other means at the moment</p> <ul style="list-style-type: none"> <li>• volunteers</li> <li>• we? (: multipliers?</li> </ul> <p><i>Setting up a GPN budget - who?</i>  <i>Members selection process - who?</i>  <i>Is ASA able to take care of 1 and 2?</i></p> <p><i>like EVS model - 2 partners sign a contract, share responsibilities and receive funds to implement a mobility.</i></p>	<p><b>Multipliers</b> working on application process - call to host who would like to be members and research on organizations that might be interested - some money to pay</p> <p><b>Host</b> - conception of the cycle? Networking in their countries</p>
<b>9.WORKING CULTURE</b> <i>How do we want to work? Personal meeting? digital versions?</i>	<p>Online</p> <p>one meeting a year which is conference after the MTS</p>	<p>1 personal meeting a year (Members Assembly and AE) and online meetings</p>

All the documents are saved online and uploaded to googledrive:

[https://drive.google.com/drive/#folders/0B2fWBYzd6DJUbuUItVGIZNzZXcEk/0B2fWBYzd6DJUY01HcU9ZcHZvWDA/0B-Xv\\_emzLNTiM3RKZ2E3SXvtWW8](https://drive.google.com/drive/#folders/0B2fWBYzd6DJUbuUItVGIZNzZXcEk/0B2fWBYzd6DJUY01HcU9ZcHZvWDA/0B-Xv_emzLNTiM3RKZ2E3SXvtWW8)