

## GLEN Roadmap for Strategy Implementation (2015) 2016-2020

| Topic       | Milestones   | Main activities (that require funding)  | Estimated efforts (costs, duration)                             | Responsibilities (Who?)  |
|-------------|--|---|---|--|
| <b>2015</b> |  |   |   |  |
| <b>GPN</b>  | Annual event in Europe and Workshop in South Africa focused on the development of the GPN together with representatives of potential future observer members take place. Potential cooperation is discussed, e.g. Educational approach, Funding, member status, network name,...   | Attendance of some current GLEN members in South Africa.<br><br>attendance of 1 or 2 GLEN host partners (interested in the GPN) in the Annual Event   | Travel costs. estimated 1000,-€ for each members/ Host partners | Participating members of the workshops in South Africa<br><br>Coordination team of the Annual Event<br><br>Facilitators and Coordinators |
| <b>MI</b>   | Three multipliers and their vice-representatives were elected as multipliers 'representatives at the Annual event<br><br>One representative elected for 2 years<br><br>Two elected for one year to accompany the transition period<br><br>An identity and role of multipliers within the network is developed<br><br>Multipliers are activated to participate in topical working groups on the Annual event and beyond | AE: Multipliers discuss their identity and role within the network<br><br>AE: a least 3 topical working groups are suggested and possibilities of further involvement are known by participants                       |   | Multipliers representatives 2014-15<br><br>Steering Committee  |
| <b>MTC</b>  | Based on the work of the MTC strategy group, all open questions in training content, structure and methodology are collected and organized into an open call. This call is published for a maximum 4-pax working group to research these questions in 2016, attending the cycle events and to make a suggestion for an overall MTC reform that serves our vision better.   | AE: main questions to content, structure and methodologies are prepared, first results are gathered on the seminar.<br><br>Further involvement of multipliers in the MTC working group is communicated in the network | 3 work days   | Andras, Marine   |

|   |   |   |   |   |
|---|---|---|---|---|
| <p><b>Structure Network / Fundraising / Communication</b></p> | <p>Further funding opportunities are explored to provide space and time for discussion among GPN stakeholders.</p> <p>Members' organisational efforts are harmonized with GLEN. Financial support secured for strategic elements that are of common interest of GLEN and its members.</p> <p>The network's name reflects the global aspect. A decision about the future name of the network is taken.</p> | <p>A new Erasmus+ application is submitted</p> <p>DAJ and Europe AID opportunities are explored</p> <p>A map is developed at the 2. MA to discover which members is willing and able to cover which costs of the strategy implementation</p> <p>The name of the network is discussed at the Annual event. The Steering Committee prepared a proposal based on the discussion on the GPN-working group.</p> <p>Multipliers are activated to explore fundraising opportunities for multiplier representatives' allowance (2 days/ month)</p> <p>The possibility for permanent working groups is explored by members and multipliers at the TC meeting and the AE.</p> | <p>Session at the Annual event with observer members, members and multipliers.</p>  | <p>Members, Network officer</p>   |
| <p><b>2016</b></p>  |   |   |   |   |
| <p><b>Sustainability</b></p>                                  | <p>The current state of the art of sustainability within GLEN has been analyzed (baseline).</p> <p>For this purpose, an easily applicable methodology and indicators have been developed that allow to repeat the analysis regularly during the years (this could be done for example in a master's' thesis).</p> <p>Sustainability policies and requirements are addressed in donor structures</p>       | <p>Define terms of reference for the analysis of GLEN (with description of intended outcome and detailed content of the analysis and expected theoretical approach) with support of the Sustainability working group</p> <p>Methodology development</p> <p>Baseline study + short internal feedback session</p>   | <p>Draft the ToR by one member / or a working group out of former working group members; face-to face meeting costs are covered by GLEN</p> <p>A master thesis writer if found by advertisement of the working group and standard communication of GLEN</p> <p>Masters' thesis of 6 months;</p> <p>Feedback from GLEN staff (and working group)</p> <p>Participatory session included in a members' assembly meeting or annual event or similar</p> | <p>Interested people, including both multipliers (invite former working group members) and members representatives</p> <p>Masters' thesis writer</p> <p>Preparation participatory session by author of the study (needs to be in ToR); in cooperation with Lead Facilitators of Annual Event, if applicable</p> |

|                   |  |   |  |  |
|-------------------|--|---|--|--|
| <p><b>GPN</b></p> | <p>GLEN has observer members. Crucial topics of cooperation are discussed at the Annual event.</p> | <p>Application form for observer-member</p> <p>Invitation to organisations which were active in the strategy process and participants of the workshop in South Africa to hand in an application to become an observer</p> <p>Research on organisation that work with GL (or familiar concepts) within the GLEN hosting organisations and outside</p> <p>Call inside the network and also to special organisations outside the network (being found by the research) to attend the AE and get to know the network</p> <p>Presence of observer-members and interested organisations at Annual Event</p>   | <p>Around 60 working days</p> <p>Travel/visa costs depending on number of people and country of residence (for AE)</p> <p>6.000 EUR for international travel</p> |  |
|                   | <p>The first (experimental) GLEN internships in Europe are prepared and chosen.</p>                | <p>June: call for first “experimental” internships in Europe (from “old” member organisations) for 2017 (deadline 15. September)</p> <p>(Experimental meaning: for the first cycle there are no mixed tandems, but tandems only from outside Europe. Also these tandems only attend the 2nd seminar and start their internship right away. A kind of briefing/online solution would be found for the first seminar content)</p> <p>October: decision on the internships in Europe</p> <p>Informing observer-members about the internships → calls for participants</p> <p>Exploring opportunities of closer cooperation –in terms of selection, preparation and sending of Southern participants - with the ASA South-North program</p> | <p>10 days work for an European internship acquisition and selection coordinator (110,-€ x 10 days =1.100,-€)</p>  | <p>Member organisations, Network officer</p> <p>Selection Committee (Steering Committee and multipliers, multiplier representatives)</p> <p>Observer-members</p> |

|                                 |  |   |   |  |
|---------------------------------|--|---|---|--|
| <p><b>MTC</b></p>               | <p>Open questions in training content, structure and methodology have been researched and provided solutions/options for with the help of the working group, who are possibly supported by external education experts.</p>   | <p>Research results are published until 30th September 2016 and discussed with all stakeholders, including emerging new global partners to co-design a modified training cycle, aligned with the GPN pilot until May 2017.</p>  | <p>Travel reimbursement for WG members to GLEN events / MTC</p> <p>Provide assistance for and work with WG members (mainly: teamers, SC, network officer)</p> | <p>Working Group, Steering Committee</p>   |
| <p><b>MI</b></p>                | <p>The foundation for the selection of multipliers coordinator(s) and election of new multipliers representatives are laid.</p> <p>The concept of multiplier representatives is revised</p> <p>Multipliers are involved in permanent working groups, which researches and discussions serve the design of the GLEN GPN</p> | <p>The application process for the multiplier coordinator position(s) is clearly defined.</p> <p>Revision of election process:</p> <p>The election process of representatives is clearly established. The time of the elections is set. The rules of how to elect and who can be elected are defined (Do potential candidates have to attend the AE? / How ensure diversity in the representation? / Should there be vice-representatives for elected multipliers or the number of multipliers raised to assure a proper involvement?) and communicated to the network.</p> <p>Revision of mtp representatives position:</p> <p>After one year in place, multipliers evaluate the work of the mtp representatives. The concept is adapted if necessary</p> <p>Tasks of the multipliers coordinator and multipliers representatives as well as communication structures within the network are clarified</p> | <p>Travel costs reimbursement for at least one additional face-to-face meeting for working groups beyond the RENew and Annual Event is secured</p>            | <p>Multiplier representatives</p> <p>members, multiplier coordinators and representatives</p>          |
| <p><b>Structure Network</b></p> | <p>The members agree on a new model of roles/status of members (beside observer members and members) and on a decision making procedure</p> <p>The first MA (autumn) together with observer members takes places.</p> <p>Multipliers' representatives attend the MAs.</p>  | <p>The different status of members is discussed at the 1. MA and a model for different roles of members (beside members and observer members) is developed.</p> <p>A proposal for decision making is developed based on the MA discussion about roles of members by the Steering Committee</p> <p>The member status is further discussed at the 2. MA. The MA decides about the new decision making procedure</p> <p>Observer members attend the 2. MA integrated in the</p>  | <p>Time resources of the Steering Committee</p> <p>Sessions at both MA</p>  | <p>Steering Committee / all members</p> <p>all GLEN members</p> <p>volunteers from network, mainly</p> |

|                    |   |   |                |  |
|--------------------|---|---|----------------|--|
|                    | The idea of a space at the MA to reflect on the current status of the cooperation and on power structures within the network is tested.   | Annual event<br><br>Two different ways of reflection space are tested at the two MA.  | 2 days of work | multiplier representatives<br><br>Network officer                      |
| <b>Fundraising</b> | <p>Funding of the multipliers coordinator position for 2017 is secured.</p> <p>Funding of the GLEN strategy implementation activities is diversified.</p> <p>Observer members take responsibility in the funding for joint activities.</p> <p>Cost reduction opportunities are identified in every field of operation</p> | <p>Through joint efforts of the multipliers community and the members, fundraising events are organized in at least five member countries. Additional funds (solidarity funds) are collected from the alumni by creating the means (infrastructure) to donate and make a small campaign for the alumni about the new strategy goals.</p> <p>Knowledge transfer on fundraising among members and multipliers takes place.</p> <p>A database of fundraising opportunities is put together to help fundraising become an inherent and continuous part of everyday GLEN operations.</p> <p>Another Erasmus+ is submitted with a European university to apply for methodology development in the field of non-formal global learning.</p> <p>Members own (annual) strategic goals that are common with GLEN are identified during the development of the Annual Plan to foster synergies in (financial and other) use of resources between GLEN and its members.</p> <p>A proposal of how participants of the next cycle can financially contribute to the cost of the cycle is developed by the Steering Committee and discussed on the 2nd MA. Multipliers are also activated to contribute to fundraising activities. Participants are encouraged to be creative in regard of fundraising (e.g. reducing costs, own contribution through sharing scholarships).<br/>A solidarity fund is established</p> <p>The option to involve funding from the private sector and external fundraising experts is explored.</p> <p>Fundraising opportunities and potential donors for the</p> |                | <p>members, elected multipliers, network officer, observer members</p> |

|                      |   |   |  |   |
|----------------------|---|---|--|---|
|                      |   | observer members are mapped.<br><br>Cost reduction opportunities are identified in every field of operation   |  |   |
| <b>Communication</b> | <p>The main outcomes of the GLEN strategy process (strategy document and road map) are “externals-friendly” communicated through interactive media (animation film, graphics, etc...)</p> <p>Communication regarding GPN is adapted to the new developments within GLEN. Interested organizations find the information about the GPN-development on the website.</p> <p>Members analyzed their advertisement towards misleading information in regard of the global learning focus. Major challenges are discussed among the members and joint solutions are found.</p> <p>The needs of new members and South pps to benefit from the GLENweb internal platform are collected. The technical requirements are analysed.</p> <p>Relevant documents and information are translated in the languages that are used in the GPN.</p> <p>Sustainability policy sought by GLEN is integral part of GLEN’s communication strategy</p> | <p>Decision on which media is taken by members, based on suggestions from a little group of members</p> <p>Update of the GLEN homepage</p> <p>GLEN members analyse whether their advertisement (national websites) for the GLEN learning cycle represents the global focus or tends to give misleading information what pps can expect (e.g. volunteer service).</p> <p>The major challenges for the advertisement of each organisation are identified. The MA gives the space to discuss since challenges and find joint solutions</p> <p>Discussion about the use of the GLENweb as platform for the GPN took place at the Annual event. It was analysed which technical requirements are needed to use the GLENweb properly for the GPN. Translations (main documents)</p> | <p>Honorarium for contractor, depending on media</p> <p>Time resources of the network officer and of members; supported by multipliers on a voluntary basis</p> <p>Contracted translator 3 days (honorary)</p> | <p>Network Officer,<br/><br/>Steering Committee,<br/><br/>Members</p> |

| 2017                  |   |  |  |  |
|-----------------------|---|--|--|--|
| <b>Sustainability</b> | <p>Based on the analysis and on the needs of the GLEN network, sustainability guidelines with concrete steps and indicators have been developed.</p> <p>Innovative sustainability theories are explored and adapted to the GLEN context</p> <p>Sustainability policies and requirements are addressed in donor structures</p> | Develop decision-making tools that include sustainability check/ make guidelines really clear for specific decision-making situations.   |  | <p>Interested people, including both multipliers (invite former working group members) and members representatives</p> <p>facilitator: external person with good knowledge of the GLEN network and of sustainable organizational development</p> |
| <b>GPN</b>            | Observer members are integrated and further observer members are found.   | <p>First South participants are selected by their sending organisation</p> <p>possibility to hand in an application to become an observer-member for organisations that were present at the AE or that were found until now</p> <p>Participation of observer members at MA. Decision about the MTC-mixed cycle.</p> <p>call for internships in Europe (from “old” member organisations) for 2018 (deadline 15. September)</p> <p>decision on the internships in Europe for 2018</p> <p><b>Annual Event:</b> presence of observer-members</p> | <p>flight (6 x 2)</p> <p>12000 €</p> <p>visa (6 x multiple entry)</p> <p>60 hours work</p> <p>accommodation</p> <p>6 flights - 6000 €</p> <p>6 visa - 60 hours of work</p> <p>1 day work</p>   | Steering Committee, members, observer members  |
|                       | Internships will be offered in Europe   | <p>“Experimental” internships in Europe (for non-European pps)</p> <p>Exploring opportunities of closer cooperation –in terms of selection, preparation and sending of Southern participants - with the ASA South-North program</p>  | <p>costs of the interns in Europe, about 3000€/person</p> <p>costs and around 20 working days for online preparation (including technical, content, facilitation)</p> <p>&gt;&gt; 18000€ (depending on where the internship takes place)</p> | <p>Members, hosting organisations</p> <p>Steering Committee and coordinators</p>   |

|                   |  |  |   |  |
|-------------------|--|--|---|--|
| <p><b>MTC</b></p> | <p>Research results are discussed with all stakeholders, including emerging new global partners to co-design a modified training cycle, aligned with the GPN pilot.</p> <p>A proposal is elaborated and finalised on the first Members Assembly (March 2017).</p> <p>Candidates can apply to an alternative, pilot MTC/GPN cycle in the autumn.</p> <p>The educational concept GLEN is working with is clearly defined.</p>  | <p>Provide assistance for and work with the researchers (mainly: teamers, SC, network officer)</p> <p>Travel reimbursement for WG members to GLEN events / MTC</p> <p>Discussion about the current educational concept of GLEN at the Annual event including the impulses of observer members.</p> <p>Results of the discussion are written down by a working group, which was mandated at the Annual event.</p> |   | <p>Working Group, Steering Committee</p>                       |
| <p><b>MI</b></p>  | <p>The new structure is operational, work procedures are established, short term (1-2 years) funding secured and coordinator(s) are selected.</p> <p>The plan for a networking event is finalized. It is decided whether this event will be a separate, individual event, or will be a session at the RENew or the Annual Event.</p> <p>Identity and role of multipliers within the network is further developed</p> <p>Open questions around multipliers' project generation and management, as well as the related resource requirements are discussed and clarified. A plan is put together to meet these resource needs and initiate project activities.</p> <p>The first networking event partially supported by GLEN members takes place.</p> <p>Multipliers initiate at least one joint project, with the support of the member organisations.</p> <p>GLEN supports the organization of workshops on project management, fundraising, etc. to help multipliers involved in the project.</p> | <p>AE: Multipliers review their role in the network including the positions established in the strategy process</p>  | <p>Part-time salary for coordinator(s)/year</p> <p>Allowance for 2 days/month work by representatives and covering travel costs to 2 MA meeting, RENew and Annual Event</p> <p>Networking event (€: travel, food, accommodation)</p> <p>Travel costs reimbursement for preparation/ working groups meetings is secured.</p> <p>Workshops: preparation / facilitation / documentation / allowance for trainer / travel and accommodation costs for participants, meals</p> | <p>GLEN members / multipliers / multiplier representatives</p> |



|                                 |  |   |  |  |
|---------------------------------|--|---|--|--|
| <p><b>Structure Network</b></p> | <p>GLEN Membership agreement is reviewed and adopted on the 1. MA</p> <p>New meeting and decision making structures are implemented and work well</p> <p>Multiplier coordinator(s) are selected (see MI)</p> <p>Multipliers' representatives attend the MAs.</p> <p>The cooperation of the Multipliers' representatives and the network officer with the members is evaluated and adapted if needed.</p> <p>A space for reflection about the cooperation is institutionalized in the MAs</p> <p>Multiplier coordinator(s) attend the 2. MA</p> | <p>A proposal for the new Membership agreement is prepared by the Steering Committee</p> <p>A final decision on the Membership agreement is taken at the 1. MA</p> <p>Observer members attend both MAs. There is an extra timeframe on GPN issues (½ a day)</p>   | <p>Time resources SC</p> <p>Costs for attendance of new members,</p> <p>members 'representatives and multipliers coordinator(s) at the MA and Annual event</p> <p>Working group educational approach</p> | <p>Steering Committee, all members</p>                                       |
| <p><b>Fundraising</b></p>       | <p>The continuous funding of the multipliers coordinator position is secured.</p> <p>Funding of the GLEN strategy implementation activities is diversified.</p> <p>Engagement of observer members in the pilot cycle is financially secured.</p>   | <p>Through joint efforts of the multipliers community and the members, fundraising events are organised in at least five member countries. Solidarity funds are collected from the alumni.</p> <p>Knowledge transfer on fundraising during meetings among members and multipliers becomes a permanent element of the MA schedule.</p> <p>Monitoring and applying for grant applications to national, EU and global donors is continuous to finance strategy implementation.</p> <p>Members own (annual) strategic goals that are common with GLEN are identified during the development of the Annual Plan to foster synergies in (financial and other) use of resources between GLEN and its members.</p> <p>Members introduce fundraising by participants during the cycle.</p> <p>Observer members fundraise in cooperation with the</p> |  | <p>members, elected multipliers, network officer, multiplier coordinator</p> |

|                       |   |   |   |                          |
|-----------------------|---|---|---|--------------------------|
|                       |   | European members to cover their organisational (e.g. coordination) as well as participants cost.  |   |                          |
| <b>Communication</b>  | <p>The communication of GLEN (website, newsletter, Facebook,..) is analysed in regard of inclusion and comprehensive and reachable information and first steps are taken to streamline it..</p> <p>All advertisement from all GLEN members for the MTC is focusing on the <i>global learning</i> program.</p> <p>The internal web platform of GLEN is step-by-step technically and content-wise adapted to the global network and further needs can be identified through regular evaluation of the platform.</p> <p>Sustainability policy sought by GLEN is integral part of GLEN's communication strategy</p> | <p>The challenges of the GLEN communication in regard of inclusion and comprehensive and reachable information are analysed.</p> <p>Step-by-step the communication is streamlined.</p> <p>GLEN members adapted their advertisement if needed.</p> | <p>Time resources network officer; supported by multipliers on a voluntary basis</p> <p>Time resources of members</p> <p>Honorary for GLENweb developer services</p>  | Network officer; Members |
| <b>2018</b>           |   |   |   |                          |
| <b>Sustainability</b> | <p>The sustainability check has been integrated into standard procedures.</p> <p>Tools to support the sustainability strategy have been developed (e.g. positive incentives, competitions, prizes, sanctions).</p> <p>Sustainability policies and requirements are addressed in donor structures</p>  | Call for participants which goes also to new members and observer-members (is globally opened)  | <p>Costs for working time of staff of GLEN members;</p> <p>in line with implementation of GPN pilot; approximate piloting of integration about 1 cycle</p> <p>Development of the projects through multipliers as internal "Global Education Activities" (GEAs); after realization review of the projects in order to see which of them can be realized every year</p> | all members              |

|                   |   |  |  |  |
|-------------------|---|--|--|--|
| <p><b>GPN</b></p> | <p>Observer members can become full members of the GLEN network. The MA decides whether new observer members are integrated in the network</p>  | <p>Possibility for observer-members who have completed a whole cycle to hand in application to become full member (max. 3)</p> <p>Pre-decision on new observer-members and full members is made by phone after the internship period. Official decision is made at the 2. Members Assembly</p>   |  |  |
|                   | <p>The first mixed cycle takes place.</p>   | <p>Mixed cycle = European/Non-European tandems doing internship together. All pps take part in all the seminars, selection process of participants in and outside Europe (mixed tandems, pps from the observer-member org., pps take part in the whole cycle - 2 seminars and RENew)</p> <p>global tandem matching</p> <p>mixed seminars (conception depends on results of WG MTC plus results of the workshop in South Africa and the results of the work on the Annual Event 2017)</p> <p>internships within the mixed cycle (Europeans and non-Europeans mixed having internships outside of their home country)</p> <p><b>Annual Event:</b> first reflection/feedback of first mixed cycle</p> <p>kick off</p> | <p>Cost is dependent on the setting of the global mixed cycle and of the members' structures</p>   | <p>(observer-) member organizations + support from multipliers</p> <p>member organizations + support from multipliers</p> <p>Steering Committee and Members/Observer-Members</p> |
| <p><b>MTC</b></p> | <p>The first MTC/GPN pilot cycle takes place.</p>   |  | <p>Cost is dependent on the setting of the global mixed cycle and of the members' structures</p>   |  |
| <p><b>MI</b></p>  | <p>Multipliers' involvement is stable and institutionalised, work is mutually beneficial. Multipliers, together with non-European country participants, discuss and conceptualise ideas about the possibility of becoming a global community hand in hand with GLEN's pilot non-European training cycles.</p> | <p>Salary for the multiplier coordinator(s)</p> <p>Allowance for the multiplier representative and funds for covering travel to GLEN meetings and events</p> <p>Annual Event: finding a topic/project on which the network is working for one year &gt;&gt; collecting ideas - finding WGs, deciding about the fundraising strategy for it,...</p>   | <p>Part-time salary for coordinator(s)/year</p> <p>Allowance for 2 days/month work by representatives and covering travel costs to 2 MA meeting, RENew and Annual Event</p> <p>Eventually, costs for preparation</p> | <p>Multiplier coordinators and representatives,</p> <p>Multipliers</p>   |

|                          |  |  |  |   |
|--------------------------|--|--|--|---|
|                          | First global GL joint activity is planned  |  | meeting (travel costs, boarding, allowances, materials,...)  |   |
|                          | <p>Another global learning project initiated and carried out by multipliers from several European countries with GLEN support takes place. Evaluation meeting takes place to collect and summarize the lessons learned.</p> <p>Networking event takes place to initiate new projects. The previous project is used as example for project management, etc. seminar.</p> <p>Resource needs of the (infra)structure of multipliers' project generation/ incubation and management are secured for 2 years ahead.</p> | <p>Networking event</p> <p>Multipliers' project</p> <p>Evaluation meeting</p> <p>Workshops</p>   | <p>Networking event (€: travel, food, accommodation)</p> <p>Multipliers' project (travel, food, accommodation, other costs specific for the project)</p> <p>Evaluation meeting (travel, food, accommodation, honorary of evaluators)</p> <p>Workshops: preparation / facilitation / documentation / allowance for trainer / travel and accommodation costs for participants, meals</p> | <p>GLEN, multipliers, members, coordinators and representatives,</p> <p>trainers (can be external), evaluators (external)</p> |
| <b>Structure Network</b> | <p>Elected multipliers' representatives and coordinators are well integrated in the procedures</p> <p>A space for reflection on cooperation and power structures in the network is institutionalized in the MAs.</p> <p>New members attend the MAs.</p>  | <p>A timeframe for GPN-issues is institutionalized at the MA.</p>  | <p>Travel and boarding costs for MAs</p>   | <p>Multipliers' representatives, GPN-GLEN members, Steering Committee, Network Officer</p>                                    |
| <b>Fundraising</b>       | <p>The funding of the multipliers coordinator position is secured, as well as allowances for multiplier representatives.</p> <p>Funding of the GLEN strategy</p>   | <p>Fundraising events are organised by multipliers in at least five member countries. Solidarity funds are collected from the alumni.</p> <p>Knowledge transfer on fundraising during meetings among members and multipliers is a permanent element of the MA schedule.</p> <p>Monitoring and applying for grant applications to national, EU and global donors is continuous to</p> |  | <p>members, elected multipliers, network officer, multiplier coordinator</p>  |

|                       |   |  |   |   |
|-----------------------|---|--|---|---|
|                       | <p>implementation activities is diversified.</p> <p>Engagement of new members and Southern pps in the pilot cycle is financially secured.</p>   | <p>finance strategy implementation.</p> <p>Members own (annual) strategic goals that are common with GLEN are identified during the development of the Annual Plan to foster synergies in (financial and other) use of resources between GLEN and its members.</p> <p>Participants and multipliers contribute financially to GLEN operations through fundraising activities in the training cycle and beyond.</p> <p>New members fundraise in cooperation with the European members to cover their organisational (e.g. coordination) as well as participant cost.</p> |   |   |
| <b>Communication</b>  | <p>The communication of GLEN (website, newsletter, Facebook,..) is streamlined towards comprehensive and reachable information.</p> <p>The internal web platform of GLEN is step-by-step technically and content-wise adapted to the global network and further needs can be identified through regular evaluation of the platform.</p> <p>An internal communication strategy for assuring the application of GLEN's approach to sustainability has been developed.</p> <p>Sustainability policy sought by GLEN is integral part of GLEN's communication strategy</p> | <p>Streamline the GLEN communication</p> <p>Develop internal communication strategy, produce report, spread strategy → objective: mainstreaming sustainability</p>   | <p>Time resources multiplier coordinator and network officer together with multipliers on a voluntary basis</p> <p>Honorary for GLENweb developer</p> | <p>Multiplier coordinator</p> <p>Network officer</p>  |
| <b>2019</b>           |   |  |   |   |
| <b>Sustainability</b> | <p>Within GLEN, 'sustainability agents' either from each country or two for the whole network as contact persons for questions regarding mobility etc. have been identified.</p>  | <p>Sustainability agents as contact persons for questions on mobility etc.</p> <p>Participants are introduced in the concept of sustainability in GLEN on seminars (in close</p>   | <p>A low allowance (€) needs to be budgeted for long-term/every year (e.g. so the person can travel to the team seminar)</p>                          | <p>Election by multipliers; person is one multiplier who is especially interested in sustainability</p> |

|            |  |   |   |   |
|------------|--|---|---|---|
|            | Sustainability policies and requirements are addressed in donor structures   | cooperation with the "sustainability agents")   |   |   |
| <b>GPN</b> | First mixed cycle will be closed at the RENew. Second mixed cycle will take place.   | participation of the mixed tandems 2018 in RENew<br>reflection on the mixed cycle<br><br>See 2018   | Cost is dependent on the setting of the global mixed cycle and of the members' structures   | members   |
| <b>MTC</b> | The first MTC/GPN cycle is closed at the RENew. The second pilot cycle is started.<br><br>The educational concept of GLEN is re-evaluated with the new members of GLEN. The pilots are continuously evaluated.                       |   | Cost is dependent on the setting of the global mixed cycle and of the members' structures   | members   |
| <b>MI</b>  | Multipliers' community successfully maintained their contribution to the European GLEN activities, while focusing on finding new resources and creating meaningful structures for a global network.                                  | Salary for the multiplier coordinator(s)<br><br>Allowance for the multiplier representative and funds for covering travel to GLEN meetings and events | Part-time salary for coordinator(s)/year<br><br>Allowance for 2 days/month work by representatives and covering travel costs to 2 MA meeting, RENew and Annual Event (amount of allowance to be the same as the allowance for trainers) | Multiplier coordinators and representatives,<br><br>Multipliers   |
|            | At least two projects are hosted that altogether mobilises min. 50 people. One of them is a global project integrating Southern pps. Multipliers, with the support of the member organisations, fundraise min. 50% of project value. | Networking event<br><br>Multipliers' projects<br><br>Evaluation meeting   | Networking event (€: travel, food, accommodation)<br><br>Multipliers' project (travel, food, accommodation, other costs specific for the project)   | multipliers, members, coordinators and representatives, trainers (can be external), evaluators (external) |

|                          |   |   |  |   |
|--------------------------|---|---|--|---|
|                          |   | Workshops   | Evaluation meeting (travel, food, accommodation, honorary of evaluators)<br><br>Workshops: preparation / facilitation / documentation / allowance for trainer / travel and accommodation costs for participants, meals     |   |
| <b>Structure Network</b> | Structure: see above 2018   |   |  |   |
| <b>Fundraising</b>       | The funding of the multipliers coordinator position is secured.<br><br>Funding of the GLEN strategy implementation activities is diversified.<br><br>Engagement of new members and Southern participants in the pilot cycle is financially secured.                       | Fundraising events are organised by multipliers in at least five member countries. Solidarity funds are collected from the alumni.<br><br>Monitoring and applying for grant applications to national, EU and global donors is continuous to finance strategy implementation.<br><br>Members own (annual) strategic goals that are common with GLEN are identified during the development of the Annual Plan to foster synergies in (financial and other) use of resources between GLEN and its members.<br><br>Participants and multipliers contribute financially to GLEN operations through fundraising activities in the training cycle and beyond.<br><br>New members fundraise in cooperation with the European members to cover their organisational (e.g. coordination) as well as participants costs. |  | members, elected multipliers, network officer, multiplier coordinator |
| <b>Communication</b>     | An external communication strategy for disseminating GLEN's approach to sustainability has been developed (e.g. including networking with other educational organizations).<br><br>Sustainability policy sought by GLEN is integral part of GLEN's communication strategy | Develop external communication strategy on sustainability for dissemination<br><br>Networking with other organizations for dissemination.   | 1 month, first half of the year (honorary if funding is secured)<br><br>e.g.: organize an international workshop for different global learning NGOs (€: workshop costs) or visit conferences and present the GLEN approach | Network officer or members' Representative<br><br>Members             |

| 2020                  |  |  |  |   |
|-----------------------|--|--|--|---|
| <b>Sustainability</b> | <p>The state of sustainability within GLEN has been analysed using the same indicators and methods for evaluation as used in 2016. Conclusions were made for the next strategy plan.</p> <p>Sustainability policies and requirements are addressed in donor structures</p> | <p>Analysis of current state of sustainability within GLEN (based on same methodology as developed before; cf. baseline)</p>                                 | <p>1 - 2 month study (maybe this can be integrated into another evaluation study for reasons of efficiency) (€: honorary)</p>  | <p>Honorary contract / Intern (GLEN participants 2020) / Masters' thesis writer</p>   |
| <b>GPN</b>            | <p>Evaluation of the GPN pilot and the mixed cycle</p>   | <p>Annual Event: evaluation of the pilot as the main topic</p>   |  |   |
| <b>MTC</b>            | <p>Evaluation of the MTC/GPN pilot cycles, elaboration of next 5-year strategy plan.</p>   | <p>Annual Event &gt;&gt; evaluation of the last five-year strategy (including the pilot cycle) and the planning of the one as the main topic.</p>            | <p>External evaluator, 10 expert days.</p> <p>External strategy facilitator, 10 expert days.</p>   | <p>Steering Committee</p>   |
| <b>MI</b>             | <p>Multipliers in and outside Europe take ownership and responsibility of GLEN, its development and vision, becoming an integral part of the GLEN organisational structures.</p>   | <p>Salary for the multiplier coordinator(s)</p> <p>Allowance for the multiplier representative and funds for covering travel to GLEN meetings and events</p> | <p>Part-time salary for coordinator(s)/year</p> <p>Allowance for 2 days/month work by representatives and covering travel costs to 2 MA meeting, RENew and Annual Event (amount of allowance to be the same as the allowance for trainers)</p> | <p>Multiplier coordinators and representatives,</p> <p>Multipliers</p>  |
|                       | <p>At least three small scale and one larger scale projects run parallel, out of which one is a "global" project, initiated together with participants from the mixed cycle</p>  | <p>Networking event</p> <p>Multipliers' projects</p> <p>Evaluation meeting</p> <p>Workshops</p>  | <p>Networking event (€: travel, food, accommodation)</p> <p>Multipliers' project (travel, food, accommodation, other costs specific for the project)</p> <p>Evaluation meeting (travel, food, accommodation, honorary of evaluators)</p>       | <p>GLEN, multipliers, members, coordinators and representatives,</p> <p>trainers (can be external), evaluators (external)</p> |



|                          |  |  |  |  |
|--------------------------|--|--|--|--|
|                          |  |  | Workshops: preparation / facilitation / documentation / allowance for trainer / travel and accommodation costs for participants, meals |  |
| <b>Structure Network</b> | The strategy implementation 2016-2020 is evaluated and a new strategy process is initiated.  |  |  |  |
| <b>Fundraising</b>       | <p>Funding of the multipliers coordinator position is secured.</p> <p>Funding of the GLEN strategy implementation activities is diversified.</p> <p>Engagement of new members and Southern pps participants in the pilot cycle is financially secured.</p> <p>A new fundraising strategy is prepared and approved by the 2nd MA.</p> | <p>Fundraising events are organised by multipliers in at least five member countries. Solidarity funds are collected from the alumni.</p> <p>Monitoring and applying for grant applications to national, EU and global donors is continuous to finance strategy implementation.</p> <p>Members own (annual) strategic goals that are common with GLEN are identified during the development of the Annual Plan to foster synergies in (financial and other) use of resources between GLEN and its members.</p> <p>Participants and multipliers contribute financially to GLEN operations through fundraising activities in the training cycle and beyond.</p> <p>New members fundraise in cooperation with the European members to cover their organisational (e.g. coordination) as well as participant cost.</p> <p>A fundraising strategy 2021-2015 is drafted based on the 2016-2020 strategy experience, aligned with the new strategy goals.</p> |  |  |