Constellation Global Support Team
2018 Work plan

This is the Constellation
The Constellation is made up of communities that aim for life competence through the practice of SALT

…and this is our dream for the Constellation in 2050
We will live in a world where communities take action based on their strengths to realise their dream. They inspire others when they connect to learn and to share and for mutual support.

…and this is the role of Constellation Support Teams
Constellation Support Teams develop and nurture the capacity to facilitate community discussion, reflection, learning and action. We accompany communities on their journey to their dream. We connect local responses around the world.

….our dream for the Global Support Team is:
We see ourselves working together in a house, a house that provides us with an open, safe, secure and welcoming environment. Within this house the members of the GST are juggling the balls of Care, Share, Learn and Transfer across the globe to connect communities and individuals who wish to work towards the dream of the Constellation. Through this work, we become a voice for Local Response around the world.

The Constellation’s Global Support Team looks back with satisfaction on 2017. A year where 60 Constellation members met for a Global Learning Festival, where we launched the Online SALT programme, we have been filming three episodes for As You Open Your Eyes, a series of documentaries about Local Responses. Reconnections happened in various forms and shapes. We also made great progress towards shaping an innovative shared governance model, that reflects the evolution of the Constellation in collective ownership of the common dream and the capacity to support the development of Local Responses worldwide.
To build further on what we started in 2017, we will focus this year on 5 practices that support this transition in a variety of ways. A team of GSTers and volunteer Constellation members will ensure adequate implementation of the activities under each practice. Each practice has one designated SPR (special point of reference) who will make sure we are moving forward as a team in the various tasks under the practice.
**Priority Practices**

1. We are a SALTy GST, owning our budget and work plan
2. We support communities to tell and to share their story
3. We transfer SALT, the process and tools
4. As an organisation we move further towards Shared Governance
5. We are a voice for local responses and influence the influencers

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**GST Activities in 2018**

1. **We are a SALTy GST, owning our budget and work plan**

   **SPR:** Dolores Rey Novoa,
   **In the team:** Marlou, Autry, Laurie

   In the GST, we **all** take on responsibility to implement the co-created **work plan**. We contribute our skills and experience in a way that serves the Constellation as well as our own desire for personal growth. We are willing to grow our skills and explore new experiences. We **all** take responsibility that GST has the **budget available** that we need to implement our work plan and build our reserve. This means that we all give our best effort to raise funds through various sources of income.

   We **all** take care that the available budget is **used** in a **responsible** way.

   Specific activities by the team include:
   - **Regular triad conversations on ‘me and GST’ (1.1)** where team members discuss and encourage individual growth.
   - **Create a culture of appreciation that goes beyond ‘what works well’ (1.2).** The team will set up a process to deal with possible tensions in GST and the wider Constellation. We will document progress to deepen our understanding and practice of SALT. This documentation may help us transfer this knowledge and culture to other teams also.
   - **Develop/maintain Working Agreements, Ways of Working, Virtual office for GST, Monday meetings, measure our progress at the occasion of our quarterly meetings (1.3; 1.4; 1.5).**
   - **To maintain our financial position (1.6; 1.7),** tasks include preparation of:
     - Monthly cash-flow overview
     - Quarterly Reports for VAT
     - Payments coherent with GST budget and partnership agreements
     - Budgets for partnerships
     - Annual Financial Report
     - Training in new accounting software
     - Identification and training of a (volunteer) assistant to help take care of our accounts
     - Check and reflections on business plan for sustainability of our organisation.
     - Identify (new) bank/negotiate rates with current bank.
We will take conscious moments to review our financial position and the efficacy of our business model. Our target is to build sufficient reserve to become a sustainable organisation. To build this reserve we will continue the strategy of diversified sources of income from sales of our services to partners, the online SALT programme, income from book sales. With the support of a volunteer we will also discuss and implement a fundraising strategy to support elements of global or local support that are not currently covered.

Learn and Adapt (1.8) is inherent in GST’s Way of Working also when it comes to our own action. After Experience Reflection (AER) related to implementation of the work plan contributes to this learning. SPRs for the various practices will ensure AERs on progress of implementation of the work plan.

The GST will come together face to face three times in 2018. All of the meetings will be built around the theme of shared governance. The first face to face meeting will happen in Chiang Mai (February) jointly with a start-up meeting of the transition team to ensure alignment of GST’s efforts and those of the transition team. A second meeting will probably happen in Europe in summer, jointly with the new voting member body. The third meeting is linked to the first meeting of the new joint GST/board/chair body - possibly at the occasion of the Global Learning Festival 2018.

2. We support communities to tell and to share their story

SPR: Marlou de Rouw
In the team: Rituu, Phil, Célicia, Autry, Maluku Competence, Karin Bleiweiss, Laurie

After a fruitful first year of collaboration with David & Jessica (Visual Development) on the ‘As You Open Your Eyes’ project (see GLF Uganda short movie as an example), we still have 3 episodes to film in 2018 (2.1)

- Environmentally-friendly actions in Maluku, Indonesia: February
- Self-integration of refugees in Europe (the Netherlands): April and May
- Communities Acting Together to Counter HIV/AIDS in Botswana: June/July 2018

From early 2018 the episodes filmed in 2017 (Poste Lafayette, Mauritius, Les Amitoyens, France and Older Persons in Uganda) will become available. The documentaries will provide all of us in the Constellation with all kinds of opportunities to give a voice to community strengths and to discuss the potential of local responses.

Together with enthusiastic Constellation members we will develop and implement a detailed distribution plan (2.2) bearing in mind that communities themselves must be able to make best use of the episodes. We want to ensure maximum impact, with a strategy whereby the screening is coupled to conversations, fundraising and partner conversations that lead to more understanding of the power of local responses, ideas to act locally and support to communities and local support teams.
We will complement the documentary with detailed briefs that describe the process behind the story shown in each episode and show data that document the change also.

To sustain the momentum that the filming has created in 2017 follow-up (2.3) is needed with the places where filming has already happened: Mauritius (Poste Lafayette), Uganda older persons, HENU) and France (Les Amitoyens in Ferney Voltaire). Activities will include preview of the episode with the filmed communities, encourage them to think through further distribution, virtual connections between the filmed communities, but also continued facilitation of the local response by local facilitators.

We will actively fundraise to cover costs for the work of the Visual Development Team who, besides the final production of the 6 episodes this year, will support our branding, fundraising, promotion and share efforts by producing products with the materials gathered during the filming of the episodes, such as a video on ‘Who are We‘ as Constellation, videoclips, lay-out /illustration of brochures etc (2.5).

The fee for 12 months support by Visual Development is 60’000 Euro (12x5’000) and we will need to cover travel, accommodation and visa for filming of 3 episodes from fundraised money as well.

Moreover, in 2018 we plan to challenge and evolve the concept and process of ‘knowledge asset’ building by deepening storytelling/sense-making process upstream (2.4). We will explore integrating in our process documentation BY communities of their own collective journey (The Global Learning Festival 2018 is an opportunity for that and so are the 3 new episodes of As You Open Your Eyes).

3. We transfer SALT, the process and tools

SPR: Luc Barrière-Constantin
In the team: Autry, Laurie, Phil, Loli, Anu, Antonio Robledo, Jaime Saborio, Marie-Annick Herve.

One big item on the 2017 work plan has been the launch of our Online SALT Programme. The programme is now ready to support and equip new facilitators and local support teams in their efforts in stimulating and connecting local responses. Through After Experience Reflections we have been gathering more experience and learning in facilitating triads of prospective SALT facilitators. We have modified the content of module 2 and 6 and we are also planning to adapt the program according to the development of new steps (practices vs dream-building). The triad members support each other in conscious learning from action, guided by an experienced coach. After a year of progressive launch, and with positive feedback from 2017 participants, we now wish to go to scale in 2018. In order for that to happen, we will:

- Think through and implement a serious marketing strategy for the programme (3.1) that will help us to reach those who could benefit most from this training option.
The strategy would use a ‘Robin Hood’ principle whereby participants ‘who can afford’ such as from companies and big organisations pay a higher fee that will allow others to participate as well.

- Develop relevant marketing materials for the above, including interviews with former participants
- Lead an online campaign (3.2)
- Further strengthen the content of the modules
- Grow the pool of entrusted online facilitators, through transfer by those with experience (3.3).

Another ongoing item is to develop and manage partnerships (3.4), which we will continue to pursue. We will work towards these partnerships being beacons for local responses and spreading SALT further.

Tasks under this activity include mobilise and support or mentor members and teams who develop proposals for their own context or for the wider Constellation, keep Constellations track record up to date, develop coaching agreements, support coaching teams as they implement partnerships, stimulate and support the sharing of lessons, ensure data collection and dissemination, prepare default reports, thematic filing and documentation.

Handbook (3.5): Over the last couple of years efforts were made to collect different facilitation tools and make them available to Constellation members on the website (password: ConstellationRepresentatives2016). This year we wish to share those as widely and accessible as possible within our network, and also go one step further in bringing together the up to date experiences of practitioners the world over by creating a comprehensive and harmonized facilitator’s manual/handbook.

In a same effort the team will collect experiences from local support teams and coaching teams in facilitating face to face learning events (3.6). The work will entail systematic and rigorous collection, analysis and dissemination of these experiences and learnings so that Constellation members and support teams can adapt their practices and events according to these learnings.

Lastly, the team will facilitate the emergence of a Thematic Support Team around “mainstreaming SALT/CLCP in Research, Monitoring & Evaluation” (3.7). We will link with relevant and interested like-minded people to examine the use or the interest to instil SALT/CLCP in various institutions (including Academia) that are willing to use participatory approaches for research and M&E. It is also to ensure that our partnerships are structured with appropriate M&E framework so that we can extract “hard data” that complement story-telling. The purpose of the Thematic Support Team will be to review and promote these elements in the various utilizations of SALT/CLCP. And also how we can further promote the use of the approach in Research geared to communities along with other approaches and with various topics.

4. As an organisation we move further towards Shared Governance

SPR: Alessandra Satta
In the team: Marlou, Phil, Célicia, Transition Team

Updating Constellation’s governance has been a lengthy process, but has seen some enriching collaborations and learning experiences in 2017, culminating with the very fruitful **October 21st 2017 face-to-face meeting in Uganda** which has opened new doors for shared ownership and accountability of the Constellation governance. (See notes [here](#), [here](#) and [here](#).) The following are some of the steps we think are necessary to ensure that this constructive energy does not go to waste:

- **Consolidate a ‘transition team’ (4.1)** made up of representatives of each organ/circle in the Constellation - that will take collective ownership and responsibility for transforming the Constellation governance into something closer to the dream that emerged from the Entebbe meeting, namely the evolution of the Constellation in collective ownership of the common dream and the capacity to support the development of Local Responses worldwide.
- **We will Accompany the Transition Team** in their work, which should lead to:
  - A **new charter** that legally supports the needed changes in our governance. This charter needs approval by current voting members.
  - **New voting member elections**, that will give space to Constellation members linked to the various circles in the Constellation who are willing to contribute to its governance.
  - **Bylaws** set up by and for each ‘organ’ that will allow each circle to function in their own designed way.
  - The creation of a ‘new entity’, merged between the Board, chair and the GST that will take responsibility for implementation towards the Constellation dream from 2018 forward.
- **Look back on practices that emerged from Entebbe and collectively decide on way forward** for this year, and next.
- **Animate the virtual collaboration of the transition team:** eg. Skype/Zoom meeting once a month to check on progress. Stimulate communication back to and from each person’s circle/organ. Coordinate work of different organs.
- **Prepare and co-facilitate face to face meetings combined with the face to face GST meetings**, one of the transition team (February), then one of the new voting members assembly and finally of the new ‘board-chair-GST’ organ.

**Membership Drive (4.2) -** An activity related to shared governance which has begun during 2017, and which led to a list of about 140 official members from over 30 different countries – and counting! The process has led the GST to have many conversations with members, some of whom are very active in SALT/CLCP, others who are more “sympathisers” and resonate with our vision and values. This drive needs to be fed and reinforced as we wish the list to grow to be fully representative of the many more people and organisations out there who practice SALT and are willing to share their experience.

We will develop a **more captivating call** for people to sign up as members. We will also involve the existing members and the local support teams in this membership drive. GST’ers will continue to have one on one conversations with members who so wish to find
out how the talents, skills and ambitions of the person can be put at work towards the Constellation dream, with small doable actions appropriate for the person’s context.

In the context of Shared Governance we will also discuss with voting members the idea of introducing a **compulsory membership fee.**

The Term **Constellation Coach** is protected. We want to ensure quality of our services to partners by having a pool of coaches in place who are up to date with the approach and developments in the Constellation. With them we want to discover an appropriate way for the certification of coaches. This conversation will include whether Constellation Coach remains an appropriate term to protect and what it possibly covers (4.3).

A lot of effort was put this year in listening to “**local support teams**” (4.4): through conversations with different representatives and through the Let’s Reconnect engagement with old and new friends. What came out is that there are many individuals who long to feel connected to a group, but very few actual teams are in place. Quite naturally some members of the GST are being called upon to support individuals who support or wish to create local support teams (Maluku, Niger, Nepal, Liberia etc.). We see 2018 as an opportunity to:

- **Identify the main focal points of existing teams/groups** and build a more firm relationship with them (to be able to connect others to them etc.)
- **Clarify what a support team can look like**, its institutional remits and relationship to the Constellation
- **Engage further with members on what kind of “mentorship” could be most beneficial** to help them create and sustain the support group that they need in their own context - and start/continue prototyping this mentorship
- **Face to face support** where possible related to filming and distribution of As You Open Your Eyes episodes, documentation, CLCP facilitation, partnership, community led documentation
- **Explore time bound financial support** to enable teams to develop their own portfolio of activities and collaborate in finding finances for such support.
- **Explore with existing local support teams the conditions and responsibilities to become registered members of the Constellation as entities.**

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**5. We are a voice for local responses and influence the influencers**

**SPR:** Marie Lamboray  
**In the team:** Rituu, Célicia, Jean-Louis, Phil, Luc, Marlou

The Constellation has a few platforms through which we share about local responses. Some (such as the **As you Open Your Eyes** and the **What makes us human website**) are new to 2017, but most have been used for several years now (e.g. our interactive platform **Ning**, the monthly **newsletters** and the annual report, as well as our **Facebook page** and several Facebook groups). The **Constellation website** has undergone many transformations since
2016, and our CLCP WhatsApp group is being used more and more for sharing between Constellation friends.
In 2018 we will continue making best use of those platforms and we will put them in service of communities sharing their story (5.1). We will make sure our content is current and attractive and that it reflects the geographical and thematic variety of application of SALT/CLCP.
We want to ensure maximum visibility of the Constellation in the online realm of community-based development (5.2; 5.3; 5.4).
Together with Visual Development we will be working on the overall visual identity of the website and the Constellation. With the side-products coming from the filming we will reinforce our share tools and enhance our branding (5.5).

2017 saw an effort to be more present at conferences (Berlin Change Days, Geneva 3ID, ARHMIO in Milan) and to publish more articles (abstract accepted for South Asia Evaluation conference in Bhutan, presentation on Hepatitis and SALT in Brazil). This year we will be more systematic and rigorous in keeping an eye on the opportunities and in supporting friends to write abstracts, as well as involve more members in these tasks. We will welcome a group of volunteers who make a list of conferences in the year where the SALT voice can sound (5.6).
We will also shine a light on stories of community strength through the Alma Ata celebrations in September 2018 (5.7), where the Constellation has been asked to write about communities that are taking care of their own health as one chapter in a book that is being written for the occasion.
An intensive book tour on What Makes Us Human and SALT campaign happened in 2017, carried by Jean-Louis Lamoray through his ‘Let’s Reconnect‘ travels to many parts of the world, supported by people in many places. In 2017 Jean-Louis met coaches, facilitators and communities in four continents. He gave classroom talks, conferences, co-facilitated SALT CLCP workshops and paid SALT visits. We reached at the minimum 1660 people face to face, while 5830 people visited (11 000 viewed) the What Makes Us Human (WMUH) website where the interviews on SALT with a diversity of people are a highlight.
The purpose of Let’s Reconnect was to learn collectively about SALT and to rekindle relationships within and outside local support teams. The campaign calls for specific steps to maintain and nurture those relationships while deepening the understanding of SALT. This will be the main thrust of the 2018 Let’s reconnect team.
One last leg of the Let’s Reconnect (5.8) will happen in February 2018 in Thailand and Indonesia. Other travels for book presentations will only happen on paid invitation.
Our online book promotion efforts delivered honorable internet traffic, but meager internet sales. We see potential to improve the online sales strategy in the coming year!

During the Global Learning Festival in Uganda this year, 60 people had the chance to meet and engage in a dialogue on SALT and CLCP. We especially considered the inherent strengths of older persons in our communities and how these can be enhanced to create a healthy, vibrant and all-inclusive world. We learned from the older persons of Uganda how seemingly vulnerable groups can create sustainable local responses and we thought through how we can adapt this learning in our own context. See a short video of the lessons we have
taken home, offered to us by Visual Development. And here the full knowledge asset in English and French.

In 2018, another Global Learning Festival will definitely happen. likely in the third quarter. Here are some of our current thoughts:

- Entrust the organisation of the GLF 2018 to one or more local support teams (5.9).
- Where? Asia friends are looking at possibilities.
- A group of people is interested in making SALTy monitoring and evaluation a theme this year!

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**Constellation - Global Support Team Budget 2018 in words**

**GST OWNS ITS BUDGET** - We all take responsibility that GST has the budget available that we need to implement our work plan and build our reserve. This means that we all give our best effort to raise funds through various sources of income. We all take care that the available budget is used in a responsible way.

**Principles for 2018 budget:**
- Establishing the sources of income should never be an activity on its own. The activity and the source will also help us reach the Constellation dream - so that it’s beneficial in two ways
- We build our budget for 2018 based on guaranteed income for the year (signed partnerships on 30 December 2017, committed donations/sponsors on 30 December 2017, reserve 2016) and pessimistic forecasts based on experience from income 2017 with regard to member contributions, book sales and online programme participation. In line with our business model we seek to have diversified sources of income for the budget.
- Non guaranteed income (on 30 December 2017) that we will earn throughout the year 2018 will build our reserve that is available for GST core funding in 2020.

**COSTS in 2018: 217,555 Euro**

- GST fee (165 Euro/day) for in total 947 days of paid GST work (156 255 euro)
- A flexible amount of 4000 Euro to provide flexibility for any working task that comes up during the year
- GST travel (three GST face to face meetings/year at same costs as in 2017, total 15’500 Euro.
- A flexible amount of 4000 Euro for ad hoc travels to work on specific tasks, such as support to local teams on demand.
- Travel for shared governance meetings 10’000 Euro.
- Travel for a last leg of the Let’s Reconnect Tour 1500 Euro.
- Preparation Global Learning Festival 2000 Euro.
- Fee Expert Comptable, training and software for new accounting system, Bank Fee 14’400 Euro.
- Insurance and Belgium governance (i.e. register new board, new charter) 1900 Euro
- Communication platforms (*weebly, ning, zoom + fundraising platforms*) 1500 Euro
- Printing and other communication costs (*beacon and fundraising activities*) 2500 Euro.
- Beacons: accompaniment of filming. Travel and Accommodation (Maluku, Botswana, The Netherlands) 4000 Euro.

**SOURCES OF INCOME in 2018: 209'602 Euro**
(For information: the 2017 financial report will be ready later in the year, the cashflow tracking document for 2017 is available [here](#), valid until 30 November 2017).
- In 2016 GST has built a reserve of 37'230 Euro which will be used as core funding for our 2018 work plan (The reserve built in 2017 will become available for GST funding 2019, the reserve built in 2018 will become available for GST core funding in 2020 etc.)
- Overhead from Partnerships (*20% on coaching fee*). We have committed overhead of 8'872 Euro, from partnerships signed by end December 2017.
- Donation from Friends for Local Responses, committed at same level as 2017, i.e. 156'000 Euro.
- Other donors, sponsors (including CSR)
- Membership Contributions, committed at 1’200 Euros
- CrowdFund activities (*90% for SALT process, 10% GST*), pessimistic forecast 600 Euro
- Overhead from Online SALT Program Triads (*For individuals overhead 180 Euro per triad; for organisations overhead 360 Euro per triad*). In the 2018 budget we conservatively foresee same income as 2017, i.e. 300 Euro
- Royalties *What Makes us Human* and overhead from book sales. In the 2018 budget we conservatively foresee same income as 2017 minus the most successful month, i.e. 5400 Euro.

With the confirmed income plus pessimistic forecast of income for 2018 we will have a deficit of around 8'000 Euro to cover the activities we want to undertake. We will therefore be very conservative with allocation of the flexible amounts for travel and GST days until we have a better view of our financial flexibility.