GOLDIN GLOBAL FELLOWS

2023 Goldin Global Fellows Evaluation

Yusuph Masanja
Co-Facilitator, Global Alumni Network
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"I recently started working with a nonprofit as a programs manager. I'm designing a program to train community leaders on advocacy, and civic engagement. I'm applying what I learned in one of the chapters that talked about asking engaging questions and how important it is to bring people who are most affected to the table to discuss the solutions. The GATHER platform has become a go-to place. From time to time, I revisit to read through to get a clearer picture and idea for my work. I'm already applying what I learned in my everyday engagement."

~Godson Nwanko, 2023 Global Fellow, Nigeria

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"I have always thought what is needed is the development of people who are interested not in being leaders as much as in developing leadership in others."

~Ella Baker

01 Purpose

This evaluation report details feedback from 20 participants of the 2023 Goldin Global Fellows program, which took place from June to November 2023. The report further analyzes common themes from the feedback and offers recommendations for future cohorts.

The report focuses on the following key aspects of the program:

- **CURRICULUM:** Assessing topics, skills, and content that was most relevant to the Fellows.
- **ACTIVITIES:** Determining what events and workshops were most beneficial to the Fellows.
- **PROJECTS:** Uncovering the impact of the Community Visioning Summits during which Fellows put tools and principles into action.
- **GATHER:** Evaluating the effectiveness of the GATHER platform and pedagogy in supporting the learning experience of the Fellows.
- **POST-PROGRAM ENGAGEMENT:** Understanding aspirations of the Fellows after completing the program and as part of the Global Alumni network.
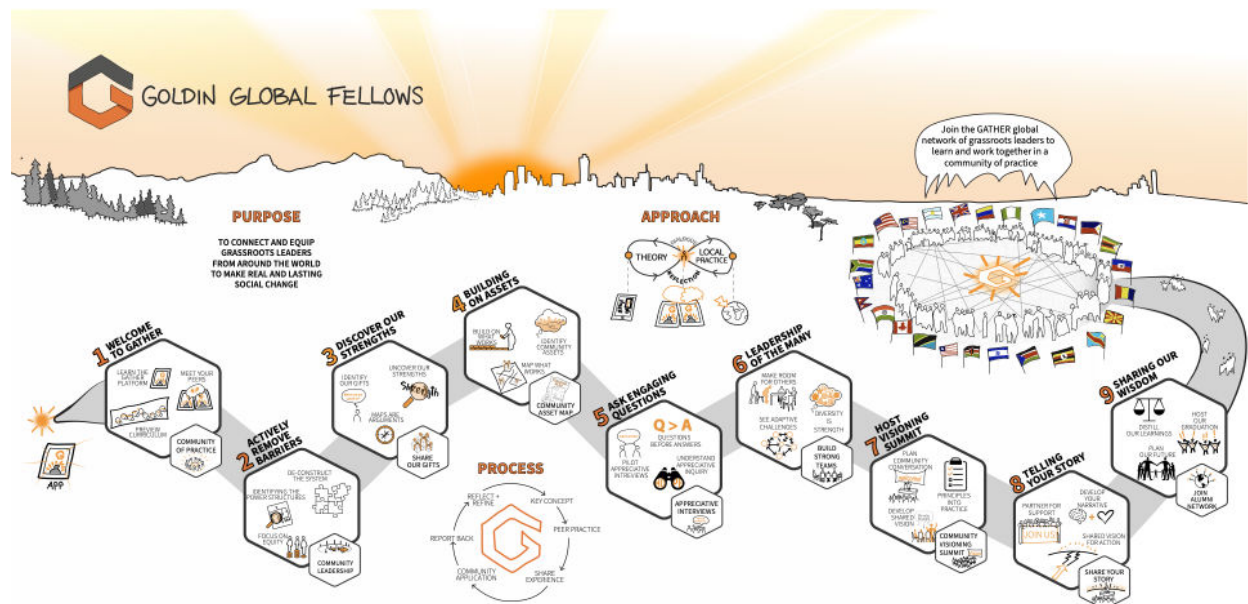
02 Methods

This report is based on (1) biweekly anonymous feedback linked to each chapter of the GATHER curriculum, (2) a collective Critical Moments Reflection workshop held towards the end of the program, and (3) the post-graduation online survey completed by all Fellows. While the Critical Moments Reflection workshop was open-ended in nature, the surveys included both multiple choice, rating scales, and prompts for open-ended written reflections.

03 Goldin Global Fellows

The Goldin Global Fellows is one of the Goldin Institute's signature initiatives and is designed to inspire, equip, and connect grassroots leaders working to engage their communities and solve local problems with local solutions. This year, the program convened 20 grassroots leaders from 19 countries, including Albania, Bangladesh, Burundi, Cameroon, Ethiopia, Haiti, India, Kosovo, Malawi, Mali, Nepal, Nigeria, Philippines, Senegal, South Africa, Sri Lanka, Tanzania, the United States, and Zimbabwe.

The program's community-driven approach focuses on bringing often-neglected perspectives and voices to the table for a more inclusive and creative exchange of aspirations, ideas, and strategies. By bringing together grassroots leaders from around the world, the Goldin Institute provides fertile ground for innovative multisector relationships and solutions that can adapt to unique local contexts — while drawing upon the wisdom and experience of peer leaders globally.

The GATHER learning journey followed by the 2023 Goldin Global Fellows.

Since 2002, the Goldin Institute has worked with grassroots leaders in over 60 countries to help advance community-driven social change. Following their graduation in November, the 2023 Global Fellows joined a growing Global Alumni Network with 212 grassroots leaders in 53 countries.

The Alumni Network is a global forum for Alumni to exchange, support each other, collaborate, and continue learning by expanding the GATHER curriculum.

The 2023 Goldin Global Fellows came from 19 countries.

04 Key Findings

> *"This was truly a great experience for me, and apart from learning and networking I'm just glad that the material was grounded in realism and allowed us to be as creative and flexible with it as possible. The moderation of the roundtables was also top-tier, incorporating all participants."*
>
> ~Kudakwashe Mushonga, 2023 Global Fellow, Zimbabwe

04.1 Curriculum and Learning Experience

Both the GATHER curriculum and its associated platform (software) were engaging for the Fellows. The average engagement and utility was rated the highest throughout the course, except in the platform navigation for the first two chapters. This is very common and expected given participants are still familiarizing themselves with the platform at that stage.

Overall, the Fellows reported having had a meaningful experience throughout the program, with 80% rating their experience as "excellent" and 20% as "good."

Key goals of the GATHER program include uncovering new ways to see our communities, adapting new approaches to engage the community, and building lasting collaborative partnerships. We are pleased to report that 2023 Fellows reported significant learning and practical achievement towards these goals as illustrated in the survey responses below:

04.1.1 Please rate your overall learning experience as a result of the GATHER curriculum, including both online and in-person workshops.

QUESTION	Percent Positive	Strongly Agree	Agree	Disagree	Strongly Disagree
Developed closer relationships with other like-minded organizations.	100%	75%	25%	0	0
Learned new approaches to leadership and felt supported on how to apply them.	100%	80%	20%	0	0
Feel more confident to tell the full story of my community.	100%	85%	15%	0	0
Learned approaches to establishing trust in the community.	100%	65%	35%	0	0
Learned to develop projects that build on our local assets.	95%	70%	25%	5%	0
Practiced online and offline tools for community engagement facilitation.	100%	50%	50%	0	0
Feel part of the global network for mutual support, ongoing learning, and collaboration.	100%	85%	15%	0	0
Feel empowered and committed to promoting community-driven social change in my country.	95%	75%	20%	5%	0

04.1.2 Please rate the following: As a result of the GATHER platform and the Goldin Global Fellows program, I...

QUESTION	Percent Positives	Strongly Agree	Agree	Disagree	Strongly Disagree
Understand the concept of Asset-Based Community Development (ABCD).	95%	70%	25%	5%	0
Understand the difference between a deficit- and an asset-based mindset.	100%	55%	45%	0	0
I learned more about some of my personal gifts and strengths as a leader.	100%	65%	35%	0	0
Understand what an asset map is and feel confident in my ability to create a community asset map.	100%	75%	25%	0	0
Understand the concept of Appreciative Inquiry and feel confident conducting an appreciative inquiry interview.	95%	80%	15%	5%	0
Understand how to use a systems perspective to evaluate community conditions.	100%	55%	45%	0	0
Understand the difference between adaptive challenges and technical challenges.	100%	65%	35%	0	0
Feel confident to work with peers to leverage community assets	100%	75%	25%	0	0
Understand how community leadership is different than management.	100%	60%	40%	0	0
Understand the importance of removing barriers to enable full participation.	100%	85%	15%	0	0
Understand intersectionality and the difference between equity and equality.	100%	80%	20%	0	0
Feel confident planning and conducting a Community Visioning Summit.	100%	80%	20%	0	0
Feel confident to activate neighbors to work together towards shared aspirations.	95%	70%	25%	5%	0

04.2 Practical Application of the GATHER Platform

The GATHER curriculum is designed to facilitate practical transformations on the ground by providing Goldin Global Fellows with tools for advancing community-driven social change. During the program, Fellows began practicing the GATHER approaches by undertaking community walks with neighbors, mapping assets in their communities, conducting appreciative interviews, and hosted a Community Visioning Summit with full representation of their community members. After graduation, Fellows committed to continue applying the GATHER approach in the following ways:

- "Use the GATHER approach in all my projects."
- "Integrate all learned lessons in my works."
- "With future collaborations and in daily tasks as well, to have small goals and build on those every day."
- "I hope to become a more unbiased, effective, and efficient leader and role model for others, making more impact for a more equitable world."
- "I have already started applying the skills I learned from the GATHER curriculum. For example, in the community work I do at my home town, we have adopted the Asset Based Community Development approach in all our interventions."
- "I will apply my learning in my daily life and in my organization."
- "I will use the skills and experience I learned in action-oriented ways for my work with my community in facilitation dialogue, discussion, and workshops, as well as designing and implementing projects."
- "I will share what I learned with my community group and learn together how and when to apply the skills and knowledge I obtained."
- "I will sensibilize and train the community members."
- "I've incorporated most of what I have learned into my programming, and the Community Visioning Summit is something that I will be hosting annually and hope that it grows."
- "I'll apply an approach to utilize my learning such as implementing, communicating, and collaborating. I'll also give the importance of the practice of collecting feedback, doing assessments and evaluations of our work."
- "By conducting more activities related to the Community Visioning Summit."
- "Engaging with my community through knowledge sharing and community dialogue."
- "What I have learned permeates all that I do. It has shifted my perspective."
- "I recently started working with a nonprofit as a programs manager. I'm designing a program to train community leaders on advocacy and civic engagement. I'm applying what I learned in one of the chapters that talked about asking engaging questions and how important it is to bring people who are most affected to the table to discuss the solutions. The GATHETR platform has become a go-to place. From time to time, I revisit to read through to get a clearer picture and idea for my work. I'm already applying what I learned in my everyday engagement."
- "I intend to apply the insights gained from the fellowship to enhance my project work. The program has provided valuable perspectives on strengths, barriers, management skills, community assets, leadership, and more. I plan to leverage this comprehensive knowledge

to enhance the effectiveness of my work. Moreover, I am enthusiastic about sharing the skills and knowledge acquired during the fellowship with the youth in my village, contributing to their development and empowering them for the future."
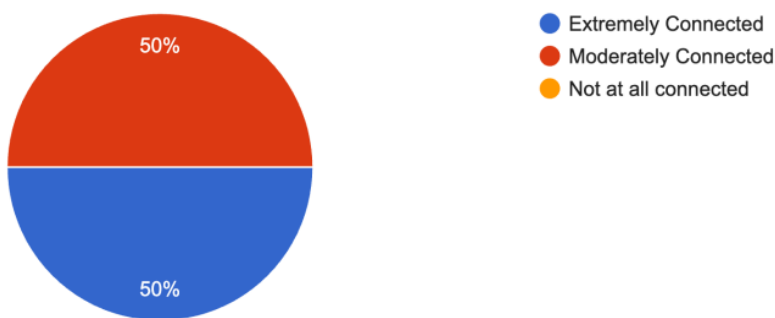
- "I am currently incorporating the lessons learned in the project development and planning phases in my organization. It is important to also note that these lessons go a long way to support my personal and family goals as I incorporate those which work in achieving my life goals."

- "For now, I will continue applying what I learned through our partner community in Palo, Leyte. We will update their community asset map and design a capacity-building and training program for the leaders of the community."

04.3   Partnerships, Professional Network, and Connections

In addition to peer-to-peer learning, another goal of the Goldin Global Fellows program is to provide a safe space for grassroots leaders to cultivate collaborative partnerships and expand their professional network and connections. By completion of the program in November 2023, 100% of the Fellows reported feeling meaningfully connected with each other; they were very likely to stay in touch after the program and expand their network in the communities in which they work.
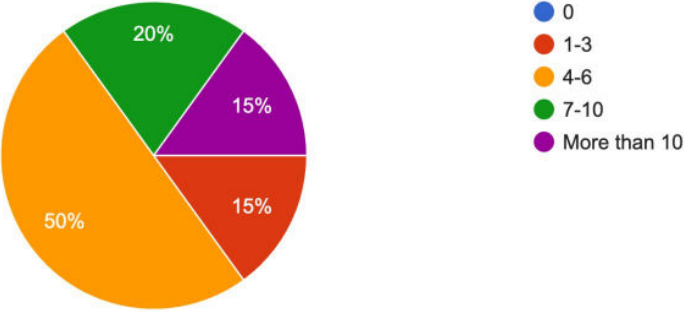
04.3.1   How connected do you feel to the other Global Fellows at the conclusion of the course?

Half of the Fellows felt "extremely connected" to their peers, while the remaining half feel "moderately connected." No one reported feeling a lack of connection.
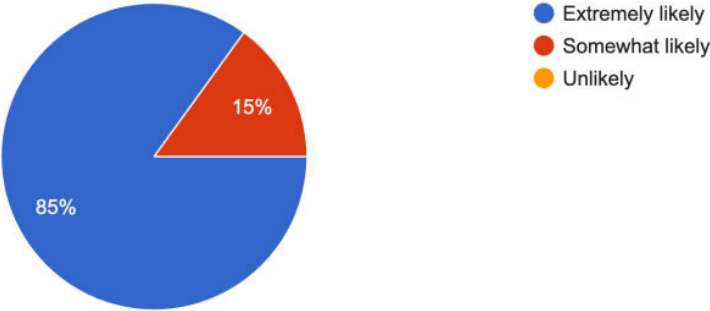
04.3.2   How many of the 2023 Goldin Global Fellows do you feel you got to know well during the course?

More than half of the Fellows built stronger connections with up to six other Fellows, and 85% expressed interest in continuing to stay in touch even after the program.

04.3.3   How likely is it that you will stay in touch with some of the Fellows now that the course is complete?
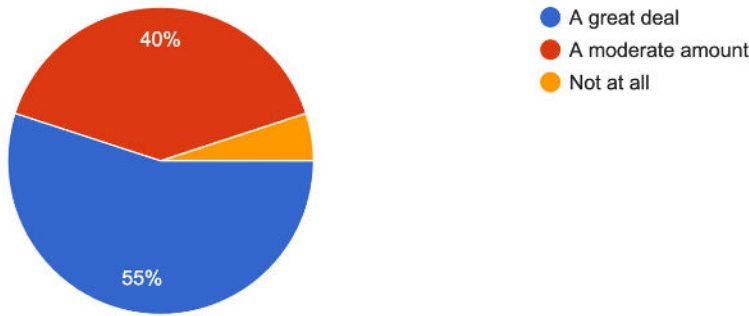

> *"I have a request that we must connect with the Fellows and the Goldin Institute in the future as well. It's not only about the session."*
>
> ~Mohammad Rahaman, 2023 Global Fellow, Nepal

04.3.4 How much did your professional network and connections in the communities you work in grow as a result of your work in the Goldin Global Fellows?
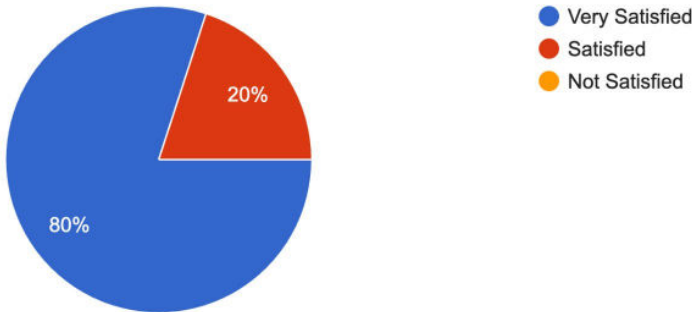
Nearly all Fellows reported a significant increase in their professional networks and connections in the communities they work in as a result of their participation in the GATHER program.

04.4 GATHER Platform Functionality

Fellows reported great satisfaction using GATHER to learn and interact with peers: 80% were "highly satisfied" with the functionality of the platform, and 20% were "moderately satisfied." No Fellows indicated any dissatisfaction with the platform functionality overall. However, the facilitator observed that Fellows needed to familiarize themselves with the platform at the beginning before they were able to navigate it confidently. Fellows received periodic support to learn how to use the platform.

04.4.1 Please rank your overall satisfaction with using the GATHER platform?

04.4.2 Please rate your satisfaction with the functionality of each of the following aspects of the GATHER platform.					
QUESTION	Percent Positives	Very Satisfied	Satisfied	Not Satisfied	Did Not Use
Discussion board.	100%	80%	20%	0	0
Text chat feature.	75%	35%	40%	15%	10%
Video chat.	75%	50%	25%	0	25%
GATHER Navigation, Menu, and Course Map	90%	55%	35%	10%	0
Library.	80%	40%	40%	5%	15%
Toolkit.	80%	50%	30%	5%	15%
Learning journal.	75%	35%	40%	5%	20%
Budget tracker.	65%	25%	40%	5%	30%
Alerts and notifications.	80%	30%	50%	10%	10%

Additionally, Fellows had the following suggestions to help improve the platform:

- "Everything is in English, no other version."
- "I think it would be great if there was an option to be able to stay connected with past and future fellows on the platform."
- "If the upload function could be improved, especially when it comes to videos."
- "The only challenge was a lack of scroll bar."
- "No notifications or alerts actually came in from the platform to my email, for instance if a Fellow sent me a message in the chat feature I wouldn't know if I didn't log into the GATHER platform."

04.5 Course Activities and Assignments

Fellows reported high rates of satisfaction from the workshop activities and assignments. Satisfaction with each element of the program ranged from 90-100% overall.
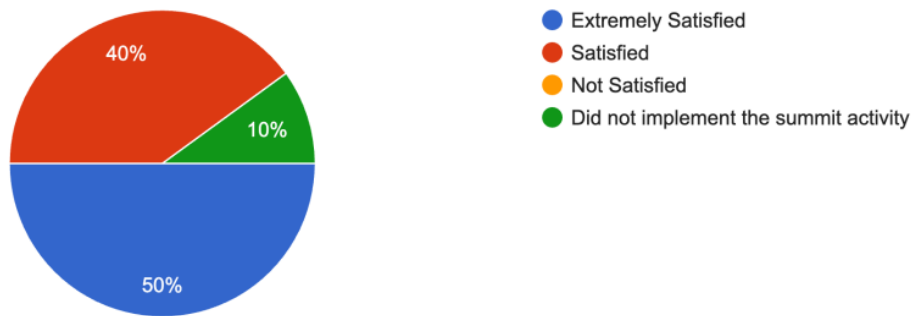
04.5.1 Please rate your satisfaction with the following course activities and assignments.					
ACTIVITIES & ASSIGNMENTS	**Percent Positives**	**Very Satisfied**	**Satisfied**	**Not Satisfied**	**Did Not Participate**
Reading GATHER's online curriculum.	100%	70%	30%	0	0
Participating in online discussion boards.	95%	50%	45%	5%	0
Attending weekly video chat roundtables.	100%	60%	40%	0	0
Making a community asset map.	95%	60%	35%	0	5%
Conducting Appreciative Inquiry interviews.	90%	70%	20%	10%	0
Planning and conducting Community Visioning Summits.	90%	80%	10%	5%	5%
Planning the Global Fellows graduation event.	90%	60%	30%	5%	5%

Fellows had the following comments with regards to activities and assignments:

- "One language."
- "I encourage to go on with GATHER activities."
- "I think it would've been nice to have more time to plan the graduation more in advance, but the event was nice. It would've been nice if everyone had attended, too."
- "It's better if we have graduation in person."
- "Nice and helpful."
- "If there could be a possible look into having the participants gather physically for the event if the funds permit and it could be for a couple of days leading up to the graduation, and they could possibly take a tour of the community and work together in mapping it out as a graduation activity."
- "GATHER activities motivated and encouraged me to work with different people from different societies."
- "Excellent."

04.5.2 How satisfied are you with the Community Vision summits you planned and implemented?
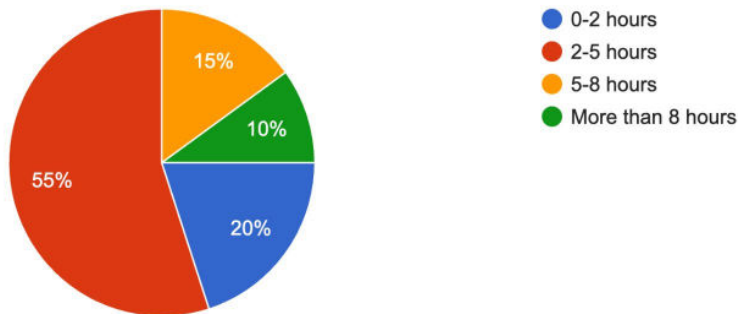
Eighteen of 20 Fellows conducted a Community Visioning Summit. Of those who implemented the activity, all reported they were "satisfied" or "extremely satisfied" with the learning and relationships they were able to build with their community members.

Fellows offered the following feedback:

- "Language diversity.
- "Very inspiring."
- "I wish I would've focused on a Visioning Summit for my organization rather than GATHERCare, as it could have benefitted me and my organization more, but it didn't seem clear at the time that that's what I probably should've been focusing on as there were several different communities that I am/was a part of to choose from."
- "It should be a regular activity."
- "We can do more if we get financial help."
- "If some previous GATHER alumni could share their experience when they planned their Community Visioning Summit and share their experiences."
- "The activity was very helpful to me and my community. We encouraged each other to participate and shared ideas on how we can develop our community."
- "My Visioning Summit was full of engaging conversation. One thing I did was to give everyone the opportunity to pour out their heart while I listen, something I learned from the GATHER platform and during our weekly town halls. I feel there is enough room for improvements because that was the first time I ever held a Visioning Summit."

04.5.3 How many hours per week on average did you spend on GATHER and Goldin Global Fellows work?

Most Fellows (47.8%) spent 2-5 hours per week on the GATHER course. This is exactly the time estimated as necessary to complete course activities and assignments. A few Fellows spent longer hours — some exceeding 8 hours per week. We have learned that Fellows who dive deeper into extra learning materials in the library tend to spend more time on the course than their peers.

In addition to this data, Fellows also shared more comments about sections of the program where they spent more or less time:

- "The Visioning Summit definitely took a lot of time, and trying to get others to help with it."
- "Sometimes further researching into the materials and seeing how I could apply them in my daily work."
- "I was spending more time on course material."
- "Each evening, I read through the discussion board conversations to gain deep insight about the work and experiences of the other fellows, and then I read through the chapters. Every session was important and useful to me, so I spent as much time as possible reading through ang jotting down."

04.6 Continuous Involvement and the Alumni Network

"The Fellows are the fuels in this connection. This network will be our sharing zone where I'll get all the feedback to combat my challenges which support me to reach my future goals."

~Farah Naj Jahan, 2023 Global Fellow, Bangladesh

04.6.1   How interested are you in the following ways of staying involved with your cohort of Goldin Global Fellows, the GATHER team, or the Global Alumni Network?

QUESTION	Percent Positives	Extremely Interested	Somewhat Interested	Not Interested
Periodic GATHER roundtable video meet-ups.	100%	75%	25%	0
Technical support from the Goldin Institute for work in your community.	95%	85%	10%	5%
Collective action with other Global Fellows on shared concerns.	100%	90%	10%	0
Updates from GATHER peers on their work.	100%	90%	10%	0
Access to new curriculum on other topics on the GATHER platform.	100%	85%	15%	0
Information on grants, fundraising, fellowship, and training opportunities.	100%	90%	10%	0
Opportunities to meet and converse with future cohorts of Fellows.	100%	80%	20%	0
Designing and delivering trainings yourself on the GATHER platform.	100%	75%	25%	0
Media and social media outreach and support.	95%	80%	15%	5%

Fellows are generally interested in continuing to stay connected via a community of practice for ongoing support, mutual support, and collaboration as indicated in the survey response above.
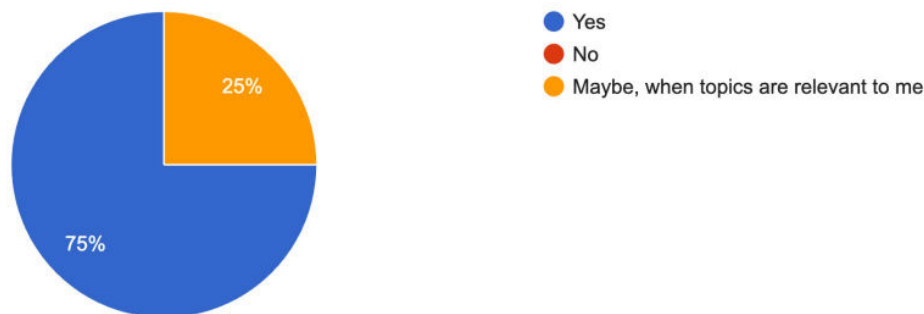
They also highlighted the following activities which they think would be useful:

- "Sharing experiences."
- "A platform to convene all Fellows so we can easily connect, collaborate and share resources and opportunities."
- "If consultation or collaboration opportunities are made available."
- "Training community members on the GATHER platform."
- "I think everything is captured above and I can always reach out when any need for follow-up arises."
- "Community Summit activities."
- "GATHERCare: A Discussion on Mental Health and Self-Care."

Other comments Fellows shared in connection to their experience with GATHER and the Goldin Global Fellows include:

- "Yusuph is a special leader and I hope that he's given enough recognition for all he did and does for everyone. I'm grateful that he pushed to have more Fellows in this cohort. He seems to do an awful lot and I wonder if his resources were spread too thin. I also think there's a need for a GATHERCare or similar support option for fellows as it was apparent that most leaders are spread thin and don't often have emotional support to care for themselves, which ultimately affects their health and ability to impact others more effectively and widely."
- "My experience was valuable and helped me to expand my horizon."
- "I misunderstood some expressions."
- "This was truly a great experience for me and apart from learning and networking, I'm just glad that the material was grounded in realism and allowed us to be as creative and flexible with it as possible. The moderation of the roundtables was also top-tier, incorporating all participants."
- "Through GATHER platform I have learned a lot, like being confident, innovation, and conducting a Vision Summit with my community."
- "I think in one word I can describe my experience as 'transformative.' Beyond this, the Goldin Fellowship is the best virtual fellowship I've ever participated in. In all the ways I can imagine, the fellowship was amazing."
- "This fellowship provided an extensive curriculum created especially to develop and improve community leadership and management skills. The program's emphasis on cooperation, mentoring, and experiential learning gave me priceless chances to improve my communication, decision-making, and strategic thinking abilities."
- "My experience in GATHER has helped me reflect on my current practice as a development worker. Being able to learn and share ideas with my co-Fellows was something that I would definitely cherish. The platform has created a safe space for me to share. Because of GATHER, I saw so much potential on how my current work could create a lasting impact on the communities I worked with and for the future communities that I will be working with."

04.6.2 Do you plan to participate in the events and programs hosted by the Global Alumni Network?

All Fellows expressed interest in continuing to participate in relevant topics/activities that might be hosted by the Global Alumni Network after graduation. They also suggested the following activities topics that would mostly interest them:

- "Connecting on similar topics or things I'm passionate about and also connecting/meeting new Fellows, too."
- "Community Visioning Summit."
- "Possibilities for grants, and cooperation; mental health related topics."
- "The interviews."
- "Community development trendy issues. Donor tracking and application procedure training, research paper collaboration, and sharing of culture."
- "Interfaith and intercultural dialogue, inner peace, meditation, mental peace, and well-being."
- "Environment sustainability."
- "Project planning and management and project fundraising."
- "I'm interested in how to use social media to drive successful campaigns and draw support for my course."
- "Community development."
- "Discussion on the Sustainable Development Goals and its relation to the current work of the Alumni."

When asked how they hope the Global Alumni Network can help them to reach their future goals, Fellows had the following feedback/requests:

- "Help in mobilizing resources especially financial resources."
- "Funding options and connection and resource opportunities."
- "Organizational development, grassroots movement."
- "In my case, it is very important to have those global connections that the Fellowship allowed me to create. The greatest thing about this is that I know I already know these people and I am familiar with the work of their organizations, so even if a connection is not here right now, it can easily be there in the future when the time comes or opportunities arise."

- "By sharing with me the impacts of their work."
- "I would really want to grow from my position to another job or grow my organization to a level where we can properly influence policy at the national, continental, and global levels. I would hope through the Global Alumni Network certain referrals could be made or opportunities presented that I could leverage. I don't want handouts, I want an opportunity to prove myself just like the Goldin Fellowship afforded me."
- "The Fellows are the fuels in this connection. This network will be our sharing zone where I'll get all the feedback to combat my challenges which support me to reach my future goals."
- "By providing enough support and materials so that I can be able to achieve my goals."
- "Through constant engagements, sharing opportunities for professional growth and development, partnerships, and collaborations."
- "I hope that the Global Alumni Network will serve as a valuable resource in reaching my future goals by providing a supportive community of accomplished individuals. The network's diverse expertise and experiences can offer insights, mentorship, and collaboration opportunities. Connecting with fellow Alumni may open doors to new perspectives, potential partnerships, and avenues for professional growth. Ultimately, I look forward to leveraging the network's collective knowledge and support to enhance my journey toward achieving my aspirations."
- "Amplify the impact of my work by sharing across the network."
- "Facilitating periodic open conversations with other GATHER Alumni to facilitate knowledge-sharing and sharing of best practices on the ground and possible collaborations."
- "Maintain the Alumni's access to references which might help in the work of the Alumni."

"I intend to apply the insights gained from the Fellowship to enhance my project work. The program has provided valuable perspectives on strengths, barriers, management skills, community assets, leadership, and more. I plan to leverage this comprehensive knowledge to enhance the effectiveness of my work. Moreover, I am enthusiastic about sharing the skills and knowledge acquired during the Fellowship with the youth in my village, contributing to their development and empowering them for the future."

~Letchumanan Sashikala, 2023 Global Fellow, Sri Lanka