



***GLOBAL CAMPUS ALUMNI (GCA) AND E.MA LUMNI  
ASSOCIATION***

FINAL ACTIVITY REPORT

1 AUGUST 2016 – 31 JULY 2017

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## A. Executive Summary

### Global Campus Alumni

The reporting period has been marked by a significant development of the GCA network through common projects and activities, as well as by important institutional advancements such as the **election of a new Board in November 2016** and the **incorporation of the newly established DE.MA Alumni association**. The former stands out as the GCA Board now is composed of three alumni (from APMA, HRDA and E.MAAlumni), thus increasing institutional balance and ideally resulting in less dependence of the GCA from E.MAAlumni.

Terms and responsibilities of the GCA have been formalised in a **Letter of Agreement between GCA/E.MAAlumni and EIUC** that was signed in September 2016. Financial and human resources management of the organisation represent the greatest part of the costs incurred, which again means less funds available for projects and in-person meetings.

There have been some **relevant changes in human resources** during the reporting period. Despite the first three months without Secretary General, key common projects such as the mentoring programme were launched and successfully developed, however day to day tasks were slowed down due to lack of full-time capacity. In November 2016, **the GCA hired two Secretaries General** who are based in Brussels and work part-time, sharing tasks and responsibilities.

The outcome of the **GCA common projects** launched up to date has been very positive and in line with the Annual Plan goals and targets. The calls for applications launched, both for the GCA Mentoring Programme and the FRAME conference, were extremely successful, having received significant numbers of applicants from the different regional associations. This success shows the potential of the GCA as a useful platform for career development and alumni connections all around the world. The creation of a new interactive space called the "Alumni Initiative Hub", together with the promotion of the "GCA Human Rights Professional Database", have significantly contributed to increase visibility among the alumni community and to show the usefulness of the network.

But most importantly, the reporting period has also been marked by the first in person meeting the GCA representatives, paired with the participation of the GCA in the AHRI conference in Leuven, in late April. The participation of a GCA panel in the AHRI conference contributed to promote the network towards a wider and external audience, while the GCA in person meeting was crucial for fostering personal bonds among the GCA reps, the board and the Secretaries General, thus strengthening the network beyond the virtual connections.

### E.MAAlumni Association

The Association has continued to play a **leading role within GCA**, in terms of resource and project management, and institutional representation, but has also started to delegate and allocate more tasks to GCA board members and representatives, and to other regional Associations. This is notably illustrated through the creation of GCA taskforces which are now handling and managing formerly E.MAAlumni-led projects (such as mentoring or ambassadors and hubs) It represents an enlargement of responsibilities in many projects and a transition from E.MAAlumni being the driving force of many initiatives to the GCA being

this very driving force.

**Career support to Alumni & E.MA students** have been carried out very successfully this year, with high involvement of E.MA Alumni in the Mentoring Programme, as well as the organisation of the Career Day in Venice, gathering 4 E.MA alumni (including a board member) and the 2 Secretaries General (SGs), who received highly positive feedback.

Direct **contributions to EIUC's activity by Alumni** were shown in a successful Human Rights Defenders Cluster covered by 3 Alumni in November and led by a Board Member as Cluster Responsible. The welcoming of E.MA students in their 2<sup>nd</sup> semester destination is developing and ongoing.

Communications and outreach efforts are continuing, with efforts on social media, development of new spaces on the common website, and using tools such as Mailchimp for the distribution of the E.MA Alumni Newsletter. The website and a regular use of various social media (Twitter, Facebook, LinkedIn) have been an important vector of **constant promotion of E.MA and EIUC activities** and courses.

But the highlight of the reporting period, concerning the E.MA Alumni Association, has been the organisation of a celebratory event for the upcoming **20 years E.MA Anniversary**, which has allowed the Association to reach out and mobilise E.MA Alumni from all 20 generations, through the mapping of alumni from all generations, the creation of a collaborative publication (20 Years Yearbook), and the invitation of Alumni to contribute to all the events held during the Anniversary. Moreover, the Anniversary has considerably boosted active membership (with 107 paying active members now).

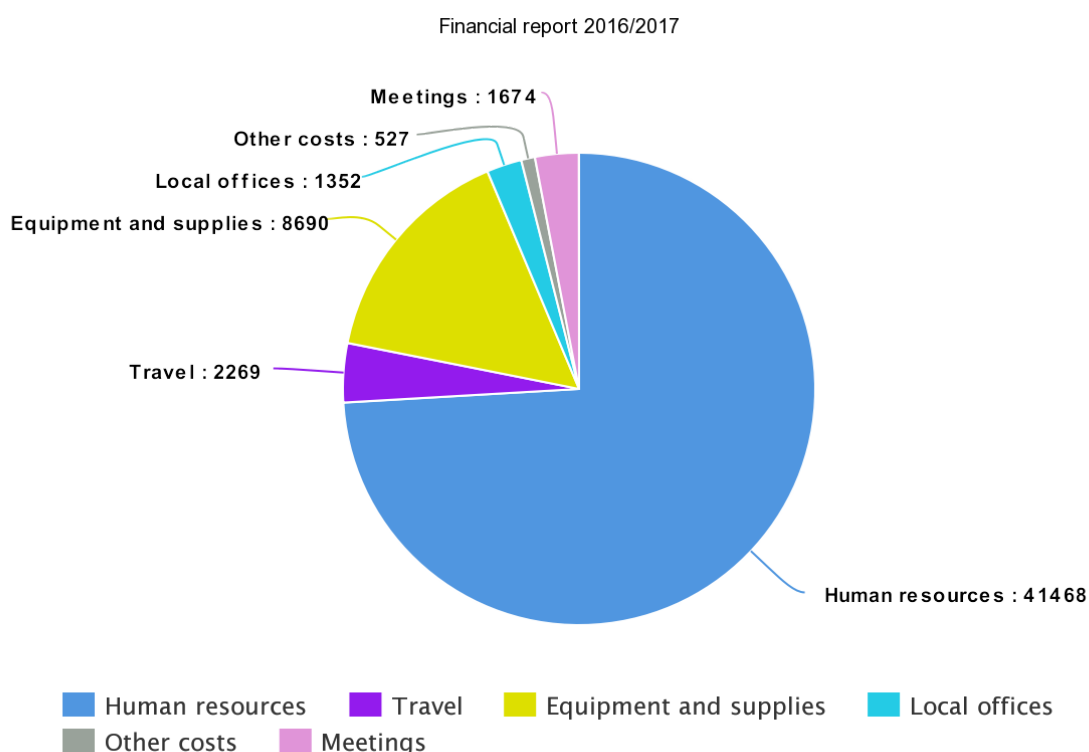
**Human resources** capacity has remained generally steady with the new Secretaries Generals dedicating 50% of their time to E.MA Alumni and 50% to the GCA.

The greatest challenge for the E.MA Alumni Association remains that, given its leading position within the GCA, the workload for E.MA Alumni board members continues to be proportionally higher than for GCA board members. This is a situation that will be incrementally solved through the creation of GCA taskforces formed by both E.MA Alumni board members and GCA representatives that will share workload related to common projects.

## B. Estimated Co-Financing and in-kind contribution

The GCA Network and the E.MAlumni Association received a total of **54,000€** from EIUC for the year 2016-17 to carry out their activities. The financial report annexed specifies expenditures over the full 12 month period (final reporting period).

The distribution of funds across all budget areas is illustrated in the chart below:



meta-chart.com

Just like last year, the vast majority of the budget is allocated to **human resources expenses (€41.468,80)**, comprising the salaries of the two Secretaries General, who started working for the Association in November, correlating taxes (ONSS), the salary of the Web Developer, management fees for the payroll provider (Boutique de Gestion), and remuneration of consultants that have been hired for ad hoc tasks, such as database development.

The second largest part of the budget is dedicated to **equipment and supplies (€8.690,73)**, which concerns mainly material for the office (laptop for SGs, keyboards, annual and monthly fees for softwares such as Zoho CRM), and also material for the E.MAnniversary (printing of E.MA Yearbook publication, promotional material, etc.).

The third largest part of the budget accounted for **travel and meetings (€2.269,57 and €1.674,96 respectively)**. Travel budget has mainly been devoted to the trip to Lido the SGs did for the Career day, as well as travel expenses from Brussels to Leuven for the AHRI conference the GCA reps meeting in late April.

The fourth largest part of the budget has been dedicated to registered **office costs (€1.352,69)**, which the GCA has with Mundo B in Brussels and the recently registered E.MAlumni Association in Belgium has also started paying at the same place. In addition, one year office rent at ULB was paid for the SGs to have a working space.

Finally, **other costs (€527,14)**, mostly entail bank fees for both the E.MAlumni and the GCA bank accounts, as well as the fee for the registration of the E.MAlumni Association in Belgium.

The work of both associations is to a great extent enabled through volunteers and pro-bono professionals. Please find below an estimation of the overall pro-bono work.

## Estimated Alumni volunteer hours & in-kind contributions

The E.MAlumni Association is run by a team of 9 Board members who all dedicate their time, skills and experience to the association. Each board member has specifically allocated tasks and projects, with some being shared between board members.

The GCA is run by the board of the GCA, as well as representatives from each GCA member association. There are 2 representatives per each of the 7 member associations, and 3 Board members.

The E.MAlumni Board remained a driving force behind the GCA during the entire financial year 2016-17. For example, the Mentoring Programme is run by E.MAlumni, who also continue to develop and implement the common Ambassador-Buddy-Hub Strategy and Communications strategy. Since the successful GCA Representatives meeting during the FRAME/AHRI conference in Leuven in April 2017, a handover process from E.MAlumni to GCA is in progress. Projects like the Mentoring and the Ambassador Programme have been lifted to the global level and Representatives from each of the seven GCA member associations are increasingly taking initiative. Details of the de-tangling of GCA and E.MAlumni are being developed on an ongoing basis, and will be finalised in the next budgetary cycle. Increased in-kind contributions from the GCA Representatives are to be expected as a result.

The President of the E.MAlumni Board remains active in coordinating activities and Board members' cooperation across both Boards, provides day-to-day guidance & HR management to the SGs and oversees development of EIUC relations. Despite not having a formalised position within the GCA Board, the E.MAlumni President actively develops the work of the GCA and E.MAlumni associations with equal regard. Similarly as with regular activities, the function of the E.MAlumni President has also seen a slight de-tangling of GCA and E.MAlumni responsibilities. The GCA Board has been increasingly active over the second half of the financial year, and will continue to build GCA relations with EIUC in order to strengthen the GCA's own identity outside the E.MAlumni.

	Hours	Unit	Total hs per year	€/hour	Total
<b>1 iPhone 4S donated by Tessa Schrempf to E.MAlumni</b>					<b>€ 75</b>
<b>GCA Board work Aug to Jan (3 Board Members)</b>	2	week	156	€15.00	<b>€ 2,340</b>
<b>GCA Board work Feb to July (3 Board Members)</b>	3	week	234	€15.00	<b>€ 3,510</b>
<b>E.MAlumni Board work Aug to Jan (9 Board members)</b>	2	week	468	€15.00	<b>€ 7,020</b>
<b>E.MAlumni Board work Feb to July (9 Board members)</b>	3	week	702	€15.00	<b>€ 10,530</b>
<b>Additional time spent - Board Members</b>					
<b>by</b>					
E.MAlumni President (Aug to Jan)	15	week	390		
E.MAlumni President (Feb to Jul)	15	week	390		
E.MAlumni Vice President (Aug to Jan)	2	week	52		
E.MAlumni Vice President (Feb to	3	week	78		

Jul) E.MAlumni+GCA BM (Aug to Jan) E.MAlumni+GCA BM (July)	3 2	week week	78 8		
GCA BM (5d Sarajevo, 1 d Brussels)	60	total	60	€15.00	€ 15,840
<b>Additional time spent - Special Projects</b>					
Activism Prize	15	total	15		
Mentoring	30	total	30		
Communication	2	week	104		
Career Services general	1	week	52		
<b>FRAME/AHRI/Reps Mtg</b> <i>(calculated at 3 GCA BMs at 5 days each, E.MAlumni President at 3 days, E.MAlumni VP 1 day; 10 hours per day)</i>	190	total	190	€15.00	€ 5,865
<b>E.MAnniversary Event</b> <i>(4 E.MAlumni BMs at 4 extra hours per week from May to July)</i>	208	total	208	€15.00	€ 3,120
<b>GCA Representative work (14 GCA reps)</b>	3	month	504	€15.00	€ 7,560
<b>HRD Cluster module</b>					
Preparation	13				
+	+				
Teaching (4 alumni, excluding travel)	35				
+	+				
Essay marking	6	project	54	€15.00	€ 810
<b>Orientation Days</b>					
Preparation and session (2 alumni)	17.5	person	35	€15.00	€ 525
<b>Career Day</b>					
Preparation (BM1) (BM2)	3	week (4m)	48		
+	5	project	5		
+					
Prep sessions (4 alumni)	2	person	8		
+					
Teaching and student networking (4 alumni, excluding travel)	10	person	40	€15.00	€ 1,515
				<b>Total</b>	<b>€ 58,710</b>

## C. Projects and activities

### 1. Career Projects

#### 1.1 GCA Mentoring Programme

##### Overview:

Experienced Alumni and external professionals advise and support other members on a one-to-one basis in order to fulfil their career projects and ambitions.

##### Activity Plan: D.SO1 - Give guidance to junior Alumni at the start of their career

*1. Successfully carry out the mentoring programme 2016/17 and ensure follow up.*

##### Expected Result:

An increasing number of E.MA and GC graduates are matched with experienced mentors who advise on how to develop professional skills & start or further develop a fulfilling career path in human rights.

##### Status of the 2016-2017 edition:

The fourth edition of the Global Campus Alumni Mentoring Programme (2016-17) started running in October 2016, a month previous to its launching, and officially ended up in June 2017. Following the rationale of previous editions, the purpose of the Programme is to connect alumni one-on-one for support, advice and the exchange of fresh ideas. Since 2012, over 170 people have participated and benefited from the experience, as mentors and mentees. For the first time the Mentoring Programme opened up to the wider network of regional masters, resulting in an enriching experience for both mentors and mentees. Co-operation with the Regional Master's was established for the purpose of exchanging alumni contacts lists and gathering support for further spreading out the call among possible mentors.

##### Call for Applications

The Call for Applications was officially launched on the 1st of November and was open until the 20<sup>th</sup> and extended over one week for mentor applications. By means of the Zoho.com platform, the Call was sent to over 2600 alumni from the different regional masters. Contacts were facilitated thanks to cooperation with the regional master's programmes. For the purpose of raising awareness of the call, a set of different documents was produced, which included:

- A three pages brochure
- A poster
- A FaQs document

Further to the mailing lists, the Call for applications was promoted through the GCA website and Facebook page.

The application for both mentees and mentors consisted on a three-step process:

1. Filling out an online questionnaire
2. Sending out their curriculum vitae
3. Completing or updating their profile on the Global Campus Alumni website.



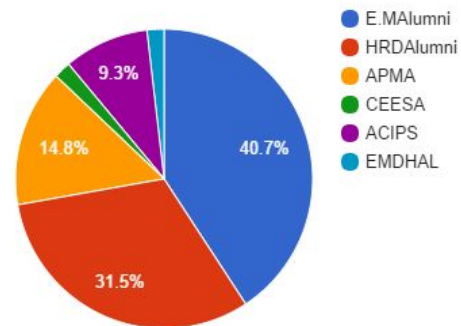
## Indicators re applicants

### **Number of mentee applicants:**

#### **55 alumni applied as mentees, of which:**

22 are E.MAlumni  
17 are HRDAumni  
8 are APMA  
5 are ACIPS (ERMA)  
1 is EMDHAL  
1 is CESAA

Percentage of mentees per regional association

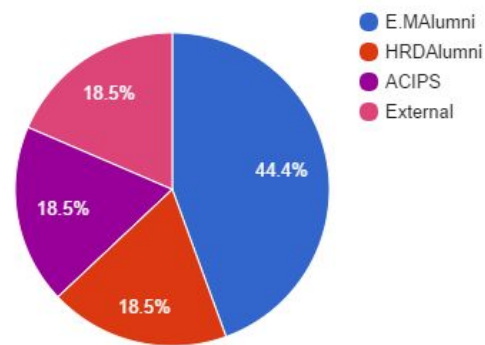


### **Number of mentor applicants:**

#### **31 people applied as mentors, of which:**

12 are E.MAlumni  
5 are HRDAumni  
7 are ACIPS (ERMA)  
0 APMA  
0 EMDHAL  
0 CESAA  
5 are not GCA alumni

Percentage of mentors per regional association



Mentors could select from a wide range of options in which area or topic they could provide expertise, in addition to other general career and coaching skills such as drafting job applications or advice regarding work/life balance. In terms of the expertise they could provide and areas of interest expressed by mentee applicants, NGO career, fieldwork and Academia are well covered. Nonetheless, a lack of enough expert in UN careers can be observed, which was in turn one of the fields more demanded by mentees.

## Matching

The screening of applications took place throughout December. Due to the imbalance between the number of mentee applicants (55) and mentors available (31), it was agreed to carry out two rounds of matching. . The Mentoring Team reached out to all the mentors to ask whether they would be available for mentoring more than one mentee and some positive answers were received. In addition to the applications received, the Mentoring Team contacted possible mentors who would be especially suitable for certain mentees.

Some of the criteria applied for matching the couples included the geographical location of the applicants, shared interests/expertise, common languages, seniority (in general, mentors younger than the mentees could feel uncomfortable despite the horizontality of the mentoring relationship) and availability.

The matching took place in 2 rounds: on the first one 31 couples were matched, where 5 mentors mentored two mentees, and one mentor mentored three mentees. During the

second round four more couples were matched.

The matches were communicated at the end of December 2016 and first week of January 2017 respectively. Couples were introduced to each other in emails addressed to both mentors and mentees and were provided with a template of a mentoring agreement and the Mentoring Guide, together with further general information about the Programme. Emails were also sent to applicant mentees that had not been matched due to lack of a suitable mentor or weakness of the application (in some cases the lack of specific information regarding the type of mentoring needed jeopardised the matching), encouraging them to apply again in future editions of the Programme.

The Mentoring Team noticed that many of the applicants had not complied with all the application criteria (online form, CV and CGA online profile). In several cases the CVs of the applicants were missing, and had not created a profile on the GCA website. The Mentoring Team reached out to the Programme participants to ask them to provide with the missing documents.

As for the Mentoring Agreement, not all couples chose to sign out and send it to the Mentoring Team. By mid-term, the following Mentoring Agreements had been provided by the couples:

	<b>Mentor</b>	<b>Mentee</b>
1	Jasmina Golubovska	Vito Todeschini
2	Simona Spassova	Rebecca Walter
3	Florence Nyakaisiki	Polycarp Ngufor Forkum
4	Nenad Markovikj	Michael Addaney
5	Lucius Batty Njiti	Michael Nyarko
6	Mersiha Behlulovic	Kristian Xavier Carrera Kurjenoja
7	Zoi Aliozi	Gergana Tzvetkova
8	Gergana Tzvetkova	Federica Sustersic
9	Julien Attuil	Philipp Hamedl
10	Jennifer Birch	Jennifer Meißner
11	Lydia Malmedie	Helena Aigner
12	Amalie Bang	Emilie Schapira
13	Katrin Fischer	Costanza Pusateri
14	Barbara Nazareth Oliveira	Grazia Giovanna Redolfi
15	Barbara Nazareth Oliveira	Gamuchirayi Mandangu- Bakasa

### Mid-term follow-up

Due to the high number of couples and the limited time available by Mentoring Team members, follow up was limited to one round of contacts with the matched couples in early April.

- Three months after officially communicating the results of the matching, 15 out of 31 couples had sent their Mentoring Agreements. One couple announced that mentor and mentee had agreed to proceed with their contacts informally and would not complete an agreement. In addition 4 couples informed that they were waiting on their partner to sign on the agreement. One mentee communicated she no longer wished to proceed with the Mentoring Programme.
- 21 couples did not react to the follow-up nor contact the Mentoring Team to provide feedback about the state of their mentoring experience.
- Within this group, 8 couples had not provided their Mentoring Agreement and did not, in general, react to any of the emails from the Mentoring Team.

At this stage, some couples reported back with the results of their engagement:

- 2 couples informed that they had had at least one meeting.
- 4 couples declared maintaining constant contact rather than *ad hoc* meetings or calls;
- 5 couples informed that they had not yet been able to hold meetings or talks due to lack of time/general time constraints;
- 1 couple informed that both mentor and mentee were unsure about the role they had to adopt, although these had not prevented them from celebrating several meetings.

### Evaluation

#### **I. Mentees**

Out of 33 participating mentees, only 11 filled out the final evaluation form. 8 of these were new to the Programme, while 4 of the respondents had participated in previous editions.

**Overall, 11 mentees rated the Mentoring Programme at an average score of 3.2/5.** One mentee indicated that although the current experience had not been fully satisfying, his/her participation in a previous edition had been very positive.

The mentees expressed different expectations, which are reflected in the following comments and matched with the categories that were used as indicators to later match mentors and mentees (NGO work, fundraising, job applications...). Some of the feedback received included:

- *I had expected to have guidance in how I can advance myself professionally and academically from someone with more experience in the field of academia and development;*
- *To find a support in deciding which career path to take, where to focus;*

The results of the survey showed that the Mentoring met **the expectations of the mentees** only in over 35% of the cases. Over 60% expressed that the Mentoring had partially or had not met their expectations.

In one case, a mentee expressed that, although well matched in terms of profile, the mentor

did not take into account his/her objectives. With regard to their role within the Mentoring Programme, all mentees indicated that it was clear.

All mentees rated the **Mentoring Guide** at a minimum score of 3/5 points. Regarding the **support offered or expected by the Mentoring Team** throughout the Programme, seven mentees expressed that no further support was needed. Two answered that they were uncertain, one did not answer to the question and another one expressed dissatisfaction with the fact that the assigned mentor had decided to end up the mentoring. Furthermore, over 50% of the mentees rated the communications with the Mentoring Team at a score of more than 4/5.

Mentees rated their **overall communications with their assigned mentor** at an average score of 3.3, where their preferred means of communications included the email, Skype and Whatsapp.

9 out of 12 respondents to the survey **signed an agreement** with their respective mentor, and in 8 cases the couples engaged in a **dialogue regarding their expectations and desired outcome** prior to the signing on.

With regard to the **matching and suitability of the mentor**, the evaluation shed the following results:

- 6 mentees indicated that their assigned mentor had been a good match. Among other aspects, mentees highlighted the convenience of geographical proximity, relevant expertise in field of common interests and practical advice offered.
- One mentee was not happy with the mentor assigned, as mentee and mentor lacked shared career interests.
- Three mentees indicated that their assigned mentor partly met their expectations.

In addition, mentees were asked to **evaluate the extent to which their Mentor helped them boost their career/achieve their goals**. While it was helpful or very helpful for three mentees, 4 mentees felt that the mentoring had been partly useful and 5 indicated that it had not helped them achieve their goals. In the last case, one of the couples did not engage in any mentoring as the mentor decided to withdraw his/her participation from the programme.

The **most positive outcome** for mentees was:

- My mentor helped me to refine my academic and professional goals.
- To get an outside critique on my applications.
- Finding someone who is able to give me a lot of advice.
- A clearer idea on which career path to take.
- Meeting interesting people.
- Exchanging experience.
- I got a new perspective on a number of career questions I had always had
- Meeting people with different experiences is great on its own. But the matching was not very useful in terms of my specific objectives.
- Learning about other careers in the field.

The evaluation asked the mentees for their **feedback regarding room for improvement** of the Mentoring Programme. The following suggestions were expressed:

- Three mentees commented on the importance of a good match and suggested paying more attention to the match.
- One mentee suggested extending the official duration of the Programme to one year.
- Two mentees pointed at the commitment showed by mentors to allocate sufficient time to their mentees, indicating lack of engagement from their respective mentors.
- Last, one mentor suggested raising the criteria for mentor selection.

Last, mentees had the opportunity to **provide open comments**. Some of the most relevant included the following suggestions and views:

- *The mentoring programme could also include general graduate activities such as career planning and personal development.*
- *I want to thank the GCA Team for the opportunity to participate in this year's programme and I look forward to also participating in the future. Please let me know how best I can support the programme in future.*
- *Continue the good job. Considering it is one of the first matching attempts, you should not be discouraged by my comments. I see great potential in the program.*
- *Thanks for supporting me and for organising everything.*
- *Thank you for organising this helpful initiative.*
- *Keep up the good work!*

## II. Mentors

**8 mentors participated in the evaluation** of the 2016-17 Mentoring Programme. 6 of them had **already participated** in previous editions, while 2 were new to this scheme. In addition, the **majority of the participants mentored one mentee**, where only two mentors mentored more than one mentee.

Mentors rated the Mentoring Programme at an average score of 3.5/5. Five mentors indicated that the programme had met their expectations, while 2 felt that their expectations had been partly met and one mentor didn't see his/her expectations fulfilled.

The majority of the survey-takers felt that **their role within the Programme scheme** was clear and only two mentors answered negatively to this question. In addition, all mentors indicated rated the Mentoring guide at 3 or more points.

**Communications with the Mentoring Team** scored highly and five mentors indicated that no further support was needed. Two mentors expressed that more guidance on the expectations and/or exchange of previous mentoring experiences was needed, together with a better role description. Last, one mentor felt that his/her mentee had not been properly introduced to what the role of a mentor was.

With regard to the **contact with their mentees**, mentors reported different degrees of satisfaction, where the most **preferred means of communications** was the email and Whatsapp.

The majority of mentors (6/8) signed a **Mentoring Agreement** with their mentee(s) and held initial talks regarding roles and expectations prior to signing on.

Mentors reported back with regard to **the matching**, outlining whether they thought their assigned mentee(s) had been matched in a suitable manner according to their expertise and

areas of work. In their answers, five mentors indicated that their mentee(s) had been a good match. One mentor was not sure about it and yet another one was uncertain due to their brief engagement. Last, one mentor indicated that the interests of the mentee were too narrowly focused and he/she could not meet the career expertise wanted by the mentee. With regard to the frequency or number of meetings held (including email exchanges, phone calls, or any ad hoc interaction with the purpose of mentoring), each couple had come to different terms, and resulted in the following outcome which is reproduced below:

- One mentor didn't hold any exchange with his/her mentee.
- One mentor met with his/her mentee once.
- 4 mentors met their matches in two occasions and exchanged emails.
- One mentor celebrate 4-5 meetings.
- One mentor met with his/her mentee on 6 occasions.

**Positive outcomes** indicated by mentors included:

- I learn a lot that that knowledge has no end that the mentor can learn from the mentee too i.e. an exchange programme
- Supporting with CVs, cover letters
- Helping out the mentee
- Getting to know the mentee, have the possibility to exchange experiences, ideas, impressions and create a new friendship
- Helping a mentee improve his application file.
- Networking, sharing knowledge.

One of the mentors expressed that "there was no outcome at all".

The evaluation asked the mentors for their **feedback regarding room for improvement** of the Mentoring Programme. The following suggestions were made:

- Three mentors believed the Mentoring Agreement was bureaucratic and unnecessary.
- Promote the roles within the programme and obligations.
- Better aligning of mentees to experience not just geographical location
- I believe [the Mentoring Programme] could be improved with materials, suggestions and other positive experiences
- Inform the mentor about the mentee's expectations in advance
- More online resources, more initiatives, better role descriptions.
- Provide the option to the Mentor and Mentee to be able to choose a Mentee/Mentor from a pool of candidates.

### Summary and conclusions

The fourth edition of the Mentoring Programme faced some challenges in terms of capacity and follow-up. The programme was open for up to 2600 alumni from 5 regional masters, and a high number of applications was received.

One of the main challenges consisted of making "good" matches that would suit the profile and expectations of the mentees and mentors, given that, as in previous editions, there was a "shortage" of mentors. In this line, the priority of the Mentoring Team was to match as many mentees as possible, which might have been in detriment of the quality of the matches made. In addition, the Mentoring Team had to make extra efforts in following-up with participants for these to provide the necessary documents (mainly the Mentoring Agreement and a CV) within the established deadlines: out of 51 mentees, only 23 provided the

Mentoring Team with their CVs, which was crucial for being able to match them with a suitable mentor. In the case of the latter, 23 CVs were received. The comments made in the evaluations regarding the need to better share information about the respective matches with each other, show the need for further follow-up/commitment by the participants.

Follow-up at mid-term showed that 60% (21/35) of the couples never got back in touch with the Mentoring Team at any point after their participation to the Programme was confirmed and no information is available about whether they engaged in any kind of mentoring. Commitment by participants, both regarding communications with the Mentoring Team and their respective mentoring couples has remained a challenge. The fact that only 12 mentees and 8 mentors undertook the evaluation goes to reinforce this idea. As a matter of fact, some of the suggestions made by the evaluation survey-takers include making a better assessment of participants' availability to commit to the Programme.

Despite the low levels of participation, overall feedback from participants was positive, in terms of outcome, matching and communications. The level of satisfaction seems to be slightly higher among mentors than mentees, which could be due to expectations regarding the programme (mentors in general expect to be able to contribute to coaching peers/younger generations while mentees have a wider range of expectations, from improving their job-search skills to boosting their career). The signature of the Mentoring Agreement seems to be a hassle for some mentors, who expressed the convenience of excluding it from the framework of the Programme. In addition, it was suggested that the matching be featured as a pool of mentors/mentees, where participants would contact each other rather than being assigned by the Mentoring Team. This suggestion is endorsed by the Mentoring Team, which would stand by, conducting follow-up and assisting participants on a rather *ad hoc* basis.

## 1.2 E.MA Career Day 2017

### Overview:

The Project aims at providing current E.MA students (this year, some DE.MA students also joined) with guidance on potential career opportunities in the field of human rights and democracy and enables alumni to share their experience, as well as to give them a first overview of how the Alumni association can help them in their career path.

**Activity Plan: D.SO1 - Give guidance to junior Alumni at the start of their career**  
*2. Participate in the Career Day 2017 in Venice and promote Career days in the rest of GCA associations*

### Expected Result:

E.MA students are informed on the different human rights career options, and are better prepared to start their job search after their studies.

### Status: completed

The 2017 Career Day took place on 27 January, on the last day of the E.MA semester on Lido.

### Results:

Four E.MA alumni (among them, one E.MA alumni board member) were selected following a call for facilitators:

- Matthew Willner-Reid (EU career options)

- Zoi Aliozi (NGOs, Academia)
- Raphael Fisera (EEAS, European Parliament)
- Charlotte Campo (E.MA Alumni board member; session on the UN System & UN Volunteering)

The GCA/E.MA Alumni Secretaries General (Moana Genevey and Sara Pastor) also traveled to Venice to help with the smooth organisation of the sessions and to present the GCA/E.MA Alumni associations to the students.

The programme of the day included the following sessions:

- *The United Nations system & UN Volunteering – Turn your inspiration into action!*
- *The European Union – Unveiling the Eurobubble*
- *CV Clinic – The Dos and Dont's*
- *Non Profit Organisations – At home or in the field*
- *Academia – Getting around your thesis, is there a life after your Phd?*
- *Other human rights career options: consultancies, project management, independent expert rosters*
- *E.MA Internships and Fellowships – Unique opportunities for EMA graduates (by E.MA staff)*
- *The Global Campus and the GCA - Strengthening bonds among human rights professionals*
- *Q&A session on the GCA/E.MA Alumni: How can the Alumni network help you in your career path?*

#### Remarks and feedback received to date:

The feedback received during the networking event after the Career Day was extremely positive, and the students expressed their wish that it had taken place earlier in the semester, and with more time for practical/interactive sessions. In 2015, the Career Day had been extended to 2 days, which would be advisable for future editions.

Since the Career Day is set just after the E.MA trip and a few days before the Second Semester starts, not all students were present at the Career Day. Many having already left for the second semester destination and many were tired and thus less engaged in the workshop due to having just come back from the Kosovo trip. This might be a consideration for the future with regards to the timing of the Career Day.

An **online evaluation form** was sent to E.MA staff for distribution among students. So far, **19 answers** have been received:

- 42% of respondents said the Career Day fully met their expectations, and 52% said it partially met their expectations;
- 60% found it very useful for their career, and 37% somehow useful;
- 90% of respondents found that the selection of career options was appropriate;
- 63,2% learnt about new tips for making their CV more attractive, although a majority of respondents express they would have liked more time for one-to-one discussion with the facilitators;
- 93% found the presentation and Q&A session on the Global Campus Alumni very useful.



### 1.3 Job and Internship digest

#### Overview:

All Alumni registered on the website have access to three boards: the job board (for job offers), the internship board (for internship offers) and the education board (for fellowships, conferences and call for papers). They can access the boards at anytime, in order to go through the available offers but also to add offers themselves if they want to share interesting opportunities with their Alumni community. The offers posted are compiled into a digest, sent every week to all Alumni registered on the website. The digest also provides information on membership options (including active membership), and regularly reminds subscribers to update their profile on the website.

#### Activity Plan: D.S02 - Provide online tools to foster knowledge and exchange

*4. Harmonise the GCA Digest, ensure regular input of jobs/internship postings on the website*

#### Expected Result:

Fostering the career development of Alumni by giving them access to professional offers that are not necessarily made public, and deepening a sense of solidarity and positive exchange among Alumni.

**Status:** ongoing

#### Indicators

Number of job offers posted in 12 months: **154**

Number of internship offers posted in 12 months: **33**

Number of education offers posted in 12 months: **112**

#### Summary

There is a group of Alumni who regularly share offers on the boards, and we are regularly inciting Alumni to post opportunities. In particular, every time Alumni contact us to ask us to share an offer with other graduates, we invite them to post themselves the opportunity on the boards. The Secretary Generals are also aiming at posting offers on a daily basis.

Finally, noting that offers of unpaid internships are posted on the website by users, the GCA board and the E.MAAlumni board decided to put a disclaimer on the internship board, stating that the Associations take a stand against unpaid internships and that the publication of unpaid offers on the internship board does not imply our endorsement.

### Internship Board

The GCA does not support unpaid internship offers, as we believe they do not represent fair and equal opportunities for all our graduates. Unpaid offers can still be posted on this board, but they do not reflect the network's view on an open and inclusive labour market.

## 2. Support to & promotion of E.MA / EIUC

### 2.1 Alumni/Experts database (Human Rights Professionals Database)

#### Overview:

There are two parallel goals regarding the development of a GCA database:

- **Website database for use by alumni registered:** to develop a virtual professional network, in the form of a consolidated database of all GCA Alumni with details of their education, employment and other personal and professional details that are relevant for professional connections. This database should serve primarily as a tool for Alumni to learn about other Alumni's professional profiles and connect for professional purposes. Ultimately, special access would be granted to certain external partners (EIUC, EU and other international bodies) for potential recruitment purposes. The development of this website database depends on alumni's willingness to sign up for the website and maintain their profile updated. Its development, hence, is linked to increased promotion of the website and encouragement of sign ups and profile updates.
- **Internal database for reporting to EIUC:** since we cannot only rely on alumni's willingness to sign up to the website, in order to have consistent data about alumni and draw statistical information about the alumni community, we are developing an internal database through the software Zoho CRM. This consists in gathering lists of all GC graduates and manually updating information of alumni who do not have an updated website profile. For this purpose, a database consultant was hired.

#### Activity Plan:

**B.SO1 - Build an effective strategy for data collection of E.MA alumni and expand it to all GCA associations**

**&**

**D.SO4 - Develop a human rights practitioners' community for professional exchange**

*1. Further build database of alumni to increase quantitative data available, and develop systems for inputting for analysis and expert identification (this depends on GCA associations to share data)*

*2. Put in place strategies to encourage alumni to: a) set up a profile on the GCA website; b) keep the profile updated; and c) engage with the community through participation in fora.*

#### **Expected Result:**

To have an increased number of alumni registered on the website and keeping their profiles updated.

To negotiate incentives with EIUC so that Alumni are encouraged to create and update their profiles on the website.

To further develop a GCA internal database in Zoho that will be used for reporting on statistical data about GCA alumni.

#### **Status: ongoing**

#### Indicators

- Increased number of alumni registered on the website

Currently **1,252** alumni are registered on the website.  
Since August 1 2016, **186** new members registered.

- Increased number of alumni registered on the website per association:

- Total number per association

apma	65
cesaa	17
dema	5
emalumni	1029
emdhal	26
erma	15
hrdalumni	58
(none)	9
total	1224

- Total by association registered since 1 August 2016

apma	8
cesaa	15
dema	5
emalumni	76
emdhal	12
erma	12
hrdalumni	56
(none)	3
total	187

- Increased number of profile updates by Alumni:  
*Number of members who updated their profile since August 2016: **525***  
*Number of members who updated their profile since the a new pop up reminder system was put in place on 06.07.2017): **95***
- Increased incentives for alumni to sign up for the website and update their profile:  
*Talks with EIUC initiated by GCA Secretaries General in their meetings with GC staff in Lido, formal agreement of incentives (in the form of EIUC having committed to consulting the expert database) confirmed by EIUC's Secretary General.*  
*Creation of the [GCA Alumni Initiative Hub](#), which allows alumni to promote their projects and initiatives.*  
*Promotion of the [GCA Human Rights Professional Database](#) as a tool for professional and social networking.*
- Development of systems for quantitative/qualitative data analysis in the internal database:  
*Agreement with EIUC for grant contract amendments for allocating budget for quantitative database consultant.*  
*A consultant was hired for 300 hours work in internal database development. See annexed Final Report for Zoho Database consultancy.*

## Summary

### **1. Website database for use by alumni registered:**

Encouragement of profile updates and registration has already been increased by requesting all Alumni who want to participate in GCA activities (i.e. mentoring) and calls for applications (i.e. call for career facilitators, call for panelists for the FRAME conference in April) to create a profile on the website or to update it. Likewise, the creation of the [GCA Alumni Initiative Hub](#), which allows alumni to promote their projects and initiatives, and the promotion of the [GCA Human Rights Professional Database](#) as a tool for professional and social networking, has proven to boost the number of sign ups to the website.

Development and implementation of an automated reminder system via the job digest prompting people to review their details and info (especially current employment and geographical location as well as professional level) once the information is 6 months old resulted in 155 updates since having been put in place. This reminder system was further reinforced as of 7.7.2017, by introducing another pop up reminder system that prompts members of the website to complete their profile every time they login. In one month, this system has already proven to be very efficient, with 95 profile updates to date.

A database strategy was drafted and discussed with the Global Campus Project Manager (Valentina Abita), and explicit incentives for alumni to have an updated profile were negotiated. Having obtained the confirmation by the EIUC Secretary General, the GCA can now communicate that EIUC, and potentially the EU institutions, will look at the alumni website database for recruitment purposes.

### **2. Development of internal database for reporting to EIUC:**

A database consultant was hired from May to the end of the reporting period, for 300 hours of work in Zoho database development. The consultancy started by the E.MAlumni database, since it is the only one for which we already had accurate lists of alumni which the consultant could use as a basis. Development of data for the rest of associations will need to be discussed with each of the associations, since each of the regional alumni communities will need a different data collection strategy. A database taskforce is being created at GCA level to further coordinate efforts for database development with data from all the associations in the coming year.

The database consultant focused on completing professional information of 19 cohorts of E.MA, from 1998 to 2016. The outcome of this consultancy was the completion of the E.MAlumni internal database, for which different sources were consulted: EIUC lists of graduates, data available in GCA sources, and LinkedIn as a secondary source for getting professional information on alumni.

The consultant focused on the following type of data:

- First priority data: full name, nationality, location, gender, current employment, job title, academic background, expertise/sector and years of experience.
- Second priority data: academic title (level of education), languages, and past employment.

From an initial database which only contained 5 to 10% of information for the first 8 years,

and only approximately 30% for the following 10 years, the consultancy has contributed to increase the data available on all E.MA years as follows:

- For the AYs 1998-2003, it has been noted that out of 467 contacts, 32% by the termination of the consultancy approximately 49% have a complete or almost complete profile, 10% have a partial profile (orange) and 41% have an incomplete profile (red).
- For AYs 2004-2009, it has been noted that out of 517 contacts, 62% have a complete/almost complete profile, 6% have a partial profile and 32% have an incomplete profile.
- For AYs 2010-2016, it has been noted that out of 615 contacts, 77% have a complete/almost complete profile, 3% have a partial profile and 20% have an incomplete profile.

## 2.2 Human Rights Defender Cluster

### Overview:

The cluster aims to contribute from a practice oriented perspective to the academic programme of the E.MA. Many alumni have worked as human rights defenders or with organisations and institutions that work to promote and protect the work of defenders and the space within which they operate. The cluster looks at the legal and policy frameworks, studies a number of in-depth case studies and includes a practical exercise.

### Activity Plan: D.SO3 - Promote the participation of GCA Alumni in EIUC-led activities

*1. Further develop Alumni's participation as teachers in the Human Rights Defender and other modules*

### Expected Result:

E.MAAlumni/GCA increasingly contribute to EIUC's activities bringing diverse and practice oriented perspectives.

**Status:** completed

### Summary

The HRD Cluster took place in November 2016. An E.MAAlumni Board member (Kersty McCourt) with over 15 years professional experience took on the role as cluster lead and brought together a team of 2 E.MAAlumni (Martin Roch and Katrin Fischer) and 1 De.MA (Amr Ismael) who have worked with human rights defenders across different regions. Together they identified current threats to HRDs, covered the international and regional frameworks designed to protect civic space and individual human rights defenders and analysed the drivers behind the rapidly shrinking space for civil society. Two in-depth case studies on Egypt and Laos drew on the in-country experience of the alumni and the final day involved a simulation of a human rights dialogue engaging students in groups playing the role of the EU, the government and civil society.

### Results and feedback:

The HRD cluster was successful and we received positive feedback from the students in particular in relation to the practical dimension of the cluster. Students remarked that through the cluster they were able to relate, prior more theoretical parts of the course, to current challenges on the ground. This was the second time that a Board member was the Cluster Responsible and lecturers were also made responsible for the marking of the

students' essays, hence considerably contributing to the E.MA programme. This also allowed for coherence throughout the week of lectures - as opposed to a more disjointed approach in previous years where alumni came for one day and there was no overall coordination / thread to the week.

With a growing pool of alumni with extensive experience on a whole range of topics from transitional justice to gender and development it might be considered to expand our contribution to other topics on the curriculum.

### **2.3 Global Campus Alumni Ambassadors and Buddy (former E.MArrivals) and Hub Network**

#### **Overview:**

Alumni in cities around the world can volunteer to become Ambassadors where they live, in order to coordinate their Alumni ' Hubs'. Hubs serve as geographical, virtual, logistical and personal meeting points for our graduates and a platform for discussions and implementation of activities linked with human rights and activism. Hubs are autonomous and free and each one of them functions according to the Ambassador's and members' own initiatives (in terms of means of communication and activities organised, for example). The GCA and E.MA Alumni Boards also encourage established Ambassadors to welcome Masterini when they arrive in their second semester universities (Buddy initiative).

**Activity Plan: B.SO2 - Get more alumni actively engaged with the GCA/E.MA Alumni and ensure continuity of membership**

*4. Further institutionalise the Ambassador - Hub - Buddy strategies to help strengthen local bonds*

#### **Expected Result:**

Increased networking and professional support among graduates, as well as strengthened relationships and interactions among Alumni from various graduation years, generations and regional member Associations.

**Status:** ongoing

#### Indicators

Number of Ambassadors: **81**

Number of Hubs: **63**

#### Summary

The initiative of Hubs and Ambassadors is an ongoing project, constantly monitored, fostered and strengthened by the board and the Secretaries General. Currently, we are contacting all Ambassadors registered on the website to update our mapping of Hubs around the world. We are also actively working on improving the webpage dedicated to Hubs and Ambassadors, to make it more interactive and more user-friendly. The Buddy initiative was initiated in January by reaching out to Masterini, and is currently ongoing across the Hubs.

## 2.4 Promotion of EIUC, Global Campus programmes and other activities

### Overview:

Post regularly on E.MAAlumni website and through social media and our newsletter: calls for applications to the E.MA Programme, call for papers for FRAME, calls for EIUC's MOOC, EIUC-sponsored activities and courses, Summer schools and the GC Visual contest.

**Activity Plan:** C.SO2 - Improve outreach and communication

### Expected Result:

Greater visibility of EIUC's activities for Alumni, achieved through stronger coordination and communication between EIUC and E.MAAlumni Association.

**Status:** Ongoing

### Indicators

Number of Facebook posts on EIUC and Global Campus: **12**

## 2.5 E.MA Graduation Ceremony

### Overview:

Participation of the President of E.MAAlumni at the E.MA Graduation Ceremony in September 2016 in Venice, in order to present the E.MAAlumni Association to new graduates and inaugurated students and award the E.MAActivism Prize (see below).

**Activity Plan:** D.SO3 - Promote the participation of GCA Alumni in EIUC-led activities

### Expected results:

- Speech by E.MAAlumni President to the graduates and new students
- New graduates welcomed in the E.MAAlumni Association and info provided on active membership
- Distribution of GCA canvas bags amongst new graduates to promote GCA
- Award E.MAActivism Prize (see below)
- Active participation at Global Campus Council meeting and presentation of results and plans ahead

### Status:

Completed in September 2016

## 2.6 E.MA Activism Prize

### Overview:

The prize is awarded during the graduation ceremony to one or more E.MA students who are being identified as outstanding activists by their classmates; typically for having created and led important projects or initiatives during their E.MA academic year. The E.MAActivism prize aims at awarding engagement and creativity, other than just academic achievement.

**Activity Plan: E.S01 - Promote and support Alumni's activism/projects/awareness-raising campaigns**

*3. Select and award the E.MActivism Prize with particular attention to the quality/merits of the project/initiative*

**Expected result:**

Fostering a sense of initiative and encouraging activism among the Alumni community and the E.MA students.

**Status:** Award Sept 2016 completed, development for 2017 completed, nomination process closed and voting process opened to students of the year 2016/2017.

**Indicators**

Creation of a new evaluation system for E.MActivism prize: **completed**

**Summary**

Prior to graduation, the E.MA Alumni Association had issued a call for nominations, asking students to put their peers forward, motivating why they were deserving of the prize. This year, 40 students participated. 9 people were nominated. Joana Fillipa Da Silva Mouta received 21 votes (52.50%) and won the prize. She was among the main organisers of the Human Rights Film Festival. Moreover, she was keen on getting students involved within and outside the E.MA programme, fostering participation and integration. Peter Kobak was second, with 19 votes. He was considered the "official" photographer in several occasions and he also organised movie nights and other academic activities. Finally, Laura Maria Calderon Cuevas was third, with 16 votes. Along with Ioana Delapeta, she organised the initiative "Music for Human Rights" in Venice, a concert with 10 bands (some locals from Venice and other from Europe and the USA) designed to collect money to set up a cultural center for refugee children. Laura kept the project running also during the second semester, when she went to Greece and organized a second concert there with the philharmonic orchestra of Thessaloniki, some refugee musicians and the young orchestra of the local concert hall.

The setup and process of the E.MActivism Prize has changed slightly for September 2017, however the system of peer nomination and subsequent election by peers has been maintained. Students are considered to be best placed to evaluate their classmates' activities. Improvements have taken place as in previous years, the sentiment has been that the award is potentially centering too much around the personality of the nominees, rather than focusing on the projects developed by students. The prize is aimed to be one highlighting extra-curricular commitment by developing and leading human rights activities, campaigns or projects. The call for applications in 2017 was very clear in communicating this objective. It remains to be seen whether clearer communication works to ensure the Awarding is based on merit not popularity. The project will also allow us to further map student initiatives and projects, and hopefully induce new graduates to apply for their initiatives to be added to the recently created Initiatives Hub platform.

This year, 5 projects have been nominated by students:

- The E.MA Gender campaign #InMyCountry
- The cultural festival
- The partnership with Emergency
- The "Si a la Paz" campaign



- The homeless project

Students are now voting through the GCA website to elect the best initiative.

### 3. Institutional development and visibility

#### 3.1 Institutional development of the GCA: GCA reps in person meeting & decisions

##### Overview:

In April 2017, with the support of EIUC, representatives from each of the 7 GCA members associations were able to meet in person in Leuven alongside the FRAME and AHRI Conferences.

##### Activity Plan: A - GOAL: Strengthen the GCA and regional associations

##### Expected result:

Strengthening of communication and bonds among the GCA representatives, the Board, and the Secretaries General in order to benefit the membership and increase visibility of the GCA and member associations.

##### Summary:

This meeting was an opportunity to share experiences of each of the associations – which vary considerably from the 20-year span of [E.MA](#) to the recent creation of the [DE.MA/Arab](#) Masters programme. We focused a significant proportion of our time on ways to integrate ongoing activities across all the associations and planned activities for the coming months. We also had a skype call with EIUC which was a useful opportunity to touch base and to receive updates on activities with the Global Campus.

##### Results so far:

A number of key follow up points emerged:

- **Connections with the Global Campus** We see the GCA and individual associations as intricately connected with the Global Campus. We would like to find ways to promote more collaboration through initiatives such as the Global Classroom, Promotional Conference, teaching programmes etc. This is happening to a greater or lesser extent in different regions and so we would like to draw on existing lessons and promote across all regions. We sent follow up mails to all of the regional directors and seek the support of EIUC and the Global Campus in promoting these connections and encouraging programmes to collaborate and share information (including lists of recent graduates).
- **Representation** We really welcomed the idea for a representative of the GCA to have a seat on the Global Campus Board. We look forward to further discussions on this and are open to explore ways to make it happen.
- **Creation of Taskforces** Specific taskforces have been created for the following activities: Communications, Mentoring Programme, Database Development, Ambassadors and the GCA Global Campaign. Members of the GCA Board and GCA reps have been allocated to taskforces and will report to the Board as necessary. We expect that these will be developed further in future and expanded (or disbanded) as necessary in order to be adaptable to the needs of our members and funders.
- **Database** We are continuously working to improve our database and increase active

use amongst members. We also need to show that it is being used, for example, to seek experts for Global Campus projects and would be keen to work more closely with Global Campus colleagues to make sure this happens in a systematic way.

- **Communications** We have made some changes website to make it easier to sign up and create a profile. We also launched a GCA [Facebook](#) and Twitter account @GlobCampAlum – that will be used for promotional posts.

**Status:** Ongoing

### 3. 2. Institutional development of GCA associations

#### **Overview:**

The GCA network is composed of 7 associations at different stages of institutional development. Efforts to support democratic governance and legal establishment are ongoing in all members Associations.

**Activity Plan: A - GOAL: Strengthen the GCA and regional associations**

#### **Expected result:**

Support each Association in advancing on the path of democracy, good governance, high members' engagement/participation, institutionalisation, transparency and sustainability.

#### **Summary:**

Overall, involvement of the GCA member associations in GCA matters and projects has been further increased, and efforts to support each organisation are ongoing.

- **DE.MA Alumni:** The Association has been established (de facto, not legally established) with the support of the GCA. The incorporation of the DE.MA Alumni association was voted and decided during the last GCA General Assembly (27 November 2016). The Association is in discussion with colleagues at the Global Campus to decide on how the Association will incorporate the alumni of the new Arab Master programme.
- **ERMA Alumni Network (EAN):** The Association is well supported by its host universities and has good contact with its alumni members. The Association is supported by an Academic Tutor employed by the host universities.
- **EMDHAL:** EMDHAL is still a de facto association, since the process under Argentinian law is complex and makes registration very slow. During the past year, EMDHAL has been further developed by its Alumni and a decision has been made to try and register the Association in Colombia rather than Argentina as the process is more straightforward.
- **APMAA:** The Association is formalised and is currently trying to establish itself as an INGO. The process in Thailand is complex and the Association is now looking at registering in Nepal which may be possible and less costly than registration in Thailand. The Association has changed its name recently to avoid conflict with the change of name of the Masters programme from MHRD to APMA. The host universities has pledged a small amount of financial support to assist the Association

with its activities in 2017/18.

- **CESAA:** CESAA is looking to increase its engagement with the programme in Yerevan to increase visibility of the programme itself and its alumni. They are looking to commence pro-bono consultations drawing upon the expertise of alumni who hold good positions in CSOs and other organisations, particularly in the media. The Association is informal and unregistered.
- **HRDA:** The HRDA is not registered as an independent entity but is located within the programme hosted at the University of Pretoria. The University provides the salaried support of an Alumni Coordinator for 20 hours per week and the current HRDA Alumni Coordinator sits on the Board of the GCA.
- **EMA:** EMA has just registered as an ASBL in Brussels. The salaried Secretary General position that is shared with the GCA assists with the day to day management of the organisation under the direction of the elected Board.

**Status:** Ongoing

### 3.3 AHRI Conference

#### Overview:

One of the coordinators of the FRAME project (large-scale, collaborative research project focused on the contribution of the EU's internal and external policies to the promotion of human rights worldwide) contacted the GCA and encouraged us to participate at the final FRAME conference (in collaboration with AHRI, the Association of Human Rights Institutes) by submitting a panel submission. The conference was entitled "The Promotion and Enforcement of Human Rights by International and Regional Organizations" and took place on the 27th and 28th of April 2017, in Leuven (Belgium). Our participation at the conference took form of a panel of GCA Alumni presenting their work and experience on the field of international justice. The FRAME/AHRI conference also represented the opportunity to organise an in-person meeting of the 14 GCA Representatives, traveled to Belgium for participating in the conference, leading a side roundtable on human rights challenges in the world during the conference and further discussing the perspectives for development of the GCA .

#### Activity Plan:

##### **E.SO3 - Increase GCA's internal and external recognition as an agent for human rights promotion**

*1. Organise a GCA Human Rights event on a current topic, inviting experts within and from outside the network (e.g. during the FRAME conference)*

**&**

##### **A.SO2 - Improve coordination and cohesion of GCA activities**

*1. Ensure regular interaction among GCA representatives*

#### Expected result:

Successfully displaying the richness, expertise and diversity of the GCA Alumni community to external actors and experts in the human rights field. Positioning the GCA as an international agent of change on human rights issues and opening the path for future collaborations on events. Strengthening and embodying the bonds among the GCA

Representatives.

**Status:** Completed on 27 and 28 of April

#### Indicators

Number of participants to side Human Rights roundtable: **75**

#### Summary

The panel “Between Law and Justice: A Critical Perspective on the Role of Courts in Realising Rights”, gathering 5 GCA Alumni (from E.MA Alumni, ERMA and HRDA) was presented on the 27th of April. It was a practice-oriented panel with professionals working for various organisations (such as the Commissioner for Human Rights, the UNDP, and the African Court on Human and People’s Rights) who drew on their practical experience to take part in an interactive discussion on access to justice. On the 28th of April, we organised a roundtable with Manfred Nowak, George Ulrich, professors from the Global Campus and the European External Action Service. We focused on how our 3000 strong community can respond to today’s human rights challenges - drawing on insights from each of the GC regions. There was great attendance and a lot of participation during the event, and it allowed us to reaffirm the crucial role of GCA as agent of change in the human rights field, as well as to strengthen the bonds between EIUC and the GCA.

### **3.4 E.MAnniversary**

#### **Overview:**

As 2017 will mark the 20th Anniversary of the E.MA program, the E.MA Alumni Association is organising a celebratory event gathering Alumni from all 20 generations. The event, taking place on the 2017 graduation week-end (23-24 September) will be focused on both reflecting on the evolution of the human rights landscape in the world over the past 20 years, but also on changes in the human rights professional field. It aims to be interactive and dynamic, highlighting important Alumni initiatives, as well as putting forwards various Alumni-led artistic performances and projects. The E.MA Alumni Association will also issue a publication, a 20 Years Yearbook, gathering testimonies from 20 generations of Alumni, that will be disseminated during the event.

#### **Activity Plan: C.SO3 - Use the 20th year E.MA Anniversary as an opportunity for increased recognition among Alumni**

- 1. Prepare a concept note for an Anniversary event in Venice in September 2017*
- 2. Build a strong outreach strategy through preparations for the Anniversary*
- 3. Encourage active membership through preparations for the Anniversary*

#### **Expected result:**

Mapping Alumni and projects from all years, and reaching out to all generations. Increasing recognition and support among the E.MA Alumni community. Improving visibility of the E.MA Alumni Association towards E.MA graduates and students, and displaying the potential of the network.

#### **Status:**

#### Indicators

Concept note on Anniversary event: **1st draft issued**

Mapping exercise of E.MA Alumni from all generations: **35 Year Ambassadors identified**

(between 1 and 4 per year)

### Summary

The E.MAlumni board and Secretaries General are liaising with EIUC for logistics (budget, venue, accommodation for the E.MAlumni board). We set-up an E.MAnniversary steering group within the board, with focal points for publication, event organisation, mapping, communication and logistics, and the steering group meets on a bi-monthly basis. We already disseminated a Save the Date, by e-mail and through social media, with a sign-up form to evaluate how many Alumni are planning to come. We also created a Facebook event to allow broader dissemination. Finally, we have already identified 35 Year Ambassadors, who will collect testimonies for the publication, mobilise Alumni from their year to come to the event, and identify relevant projects and initiatives to put forwards during the Anniversary. We are also intending to expand the role of Year Ambassador to projects other than the E.MAnniversary, as they constitute valuable contact persons for the Association.

## 3.5 GCA Website interactive spaces

### **Overview:**

The GCA website is a space for fostering exchange, common identity, and dissemination of GCA projects and activities. It also serves as a tool for Alumni to connect among them and use it as a space for interaction.

Moreover, the website provides the 6 GCA Associations with web presence, and has a unifying effect for the network, which allows at the same time to expand and improve the current Alumni database.

### Activity Plan: D.S02 - Provide online tools to foster knowledge and exchange

### **Expected results:**

Increased website spaces where alumni can interact and connect, as well as increased dissemination of common projects among the 6 GCA participating associations.

Creation of a space for sharing initiatives and projects of alumni, so to show the proactiveness and the potential of our alumni community.

Promotion of the GCA Human Rights Professional Database.

### **Status:**

### Indicators

- New interactive spaces created in the website:  
*Creation of a new space for the promotion of Alumni initiatives, the GCA Alumni Initiative Hub. Renaming the Alumni Directory under "GCA Human Rights Professionals Database", promoting it through social media and emails, further communicating the benefits of being part of it.*
- Increased dissemination of common GCA projects:  
*Some of the project pages, which were only active on the E.MAlumni side before, are now encompassing the whole GCA (i.e. GCA Ambassadors, Mentoring Programme)*

### **Summary:**

The GCA website is in ongoing development and improvement.

A number of important changes is in process, namely related to the access to the [GCA Human Rights Professionals Database](#) (website database), the dynamisation of the Ambassadors' space, and the further promotion of a new space for Alumni initiatives.

Regarding access to the [GCA Human Rights Professionals Database](#), the website is currently undergoing a re-structuration with a view to allow external partners such as EIUC or the European Commission to enter the alumni database and search professional profiles, preferably anonymised.

Regarding the dynamisation of the [Ambassadors' space](#), a new GCA taskforce is being created so to effectively expand the ambassadors' structure outside Europe, where it has been mostly developed by E.MAlumni Association. The goal as of now will be to have an outreach strategy per region, so to promote the creation of GCA Ambassador hubs in all the regions where GCA alumni are based.

The [Alumni Initiative Hub](#) is addressed in the next point of this report.

### 3.6. GCA Alumni Initiative Hub

#### Overview:

In April 2017, we launched a GCA project called [Alumni Initiatives Hub](#) (AIH). The AIH is an online platform through which alumni-led initiatives are profiled on the GCA website – thereby giving them greater visibility and celebrating the valuable contributions being made by alumni of the Global Campus across the world.

#### Expected results:

The GCA Alumni Initiative Hub intends to provide a space for alumni to promote and advertise their initiatives, but also to allow other fellow alumni to connect with the organisers and show their support, thus fostering solidarity and exchange of good practices. The goal for 2017 is to gather at least 2 initiatives per regional association.

#### Status:

The initiative has received wide support from the different regions and GCA representatives have been encouraged to disseminate the new space within their network.

The space was initially launched through Mailchimp with a call for initiatives, and is regularly promoted through social media (through the GCA Facebook page) and through the E.MAlumni newsletter.

Dissemination within the different regional networks greatly depends on the commitment of all the GCA associations to spread the calls for initiatives within their respective alumni.

#### Indicators

As at the beginning of August 2017, there were 9 initiatives hosted on our website.

These initiatives are from 4 associations namely: EMAlumni, HRDA Alumni, CESAA and ERMA and the thematic focus of their work cuts across the right to education, rights of minority groups, access to justice, gender rights, equal opportunities and digital advocacy.

#### Results so far:

This new space has received very positive reactions from the alumni community. Results so

far show that the project has a great potential for internal and external promotion of the GCA among the alumni community and the wider public.

Alumni have been encouraged to collaborate with one another through their initiatives and we are positive that the synergies, which will evolve as a result of the AIH, will be impactful.

In the coming year, we hope to expand the current number of initiatives and ensure that all the regions are well represented.

### 3.7 E.MAlumni Monthly Newsletters

#### Overview:

The monthly newsletters, disseminated for now to all E.MAlumni, aims at expanding the information sharing and visibility of activities and projects, improving members' involvement and increasing the website's visibility (with the increased use of hyperlinks). They also are effective promotional channels for EIUC projects and activities (seminars, MOOC...), as well as a platform for Alumni's testimonies and life stories (with a portrait section, and pictures from Hubs gatherings).

#### Activity Plan: C.SO2 - Improve outreach and communication

*1. Review and implement communications strategy for GCA and E.MAlumni*

#### Results Expected :

Improving information sharing within the Alumni community and fostering a sense of belonging among graduates.

#### Status: Ongoing

#### Indicators

Number of Newsletters disseminated: **5**

#### Summary

As there was no Secretaries General between August and November and as they have had since then a great amount of work to deliver, it has been challenging to maintain a regular calendar for newsletters. It has been a shared task between the Secretaries General and members of the E.MAlumni board. The format is now shorter, more visual and impactful.

### 3.8 E.MAlumni Active Membership Strategy

#### Overview:

All E.MA graduates can become active members of the E.MAlumni Association by paying an annual contribution of 20 euros. Active membership gives access to a number of additional alumni benefits, such as access to Hein Online or participation in key projects and calls for proposals.

Active membership contributions allow the association to have an alternative source of funding, thus contributing to its financial sustainability.

#### Activity Plan: B.SO2 - Get more alumni actively engaged with the GCA/E.MAlumni and ensure continuity of membership

1. Effectively communicate the benefits of being an active member of E.MAlumni
2. Start using automatic renewal system for E.MAlumni active membership

### Expected Results:

Increased number of regularly paying active members to 100.  
Set up an automatic system for active membership registration on the website.  
Set up an automatic membership annual payment on the website.

**Status:** ongoing

### Indicators

- Number of active members: 103 paying members as of 28 July 2017
- Automatic system for active membership registration: talks initiated with webmaster.
- Social media and email campaign for active membership renewal: implemented
- 2017 Active membership campaign: ongoing & combined with E.MAnniversary promotion

### Summary

During the reporting period, the number of active members has successfully increased from around 50 to 103 active members. The social media and email campaigns targeting the 2016 graduates and the campaign to renew active membership for 2017 were equally successful. The campaign this year has been mainly done in combination with E.MAnniversary promotion.

One remaining challenge is the incentive for active members to also pay their membership contribution in following years. This challenge will be addressed by the implementation of automatic payment systems and the improved communication about active membership benefits.

## 3.9 Social media dissemination

### Overview:

During the GCA Reps meeting in Leuven, it was decided that a GCA Facebook page would be created, as well as a Youtube channel. They were both created in May 2017. Our social media tools serve different objectives. The Facebook pages (GCA and E.MAlumni), the GCA Youtube channel and the Twitter page (GCA, which replaced the E.MAlumni page) have an external purpose, they are used for institutional communication targeted at both Alumni and non-Alumni followers. On these pages, topics shared can be more broad and general (on the human rights job market for instance or human rights in general). The E.MAlumni Facebook group and the LinkedIn group have an internal purpose, they are only aimed at Alumni. Members of the group can have access to information exclusively aimed at the Alumni community (such as the mentoring programme).

### Activity Plan: C.SO2 - Improve outreach and communication

3. Build a common GCA social media strategy (facebook, twitter, use of youtube, etc)

### Expected results:

Improving information sharing within the Alumni community and fostering a sense of belonging among graduates.

**Status:** Ongoing



### Indicators

Number of followers on the E.MAlumni Facebook page: **885**

Number of followers on the GCA Facebook page: **160**

Number of members of the E.MAlumni Facebook group: **437**

Number of members of the LinkedIn group: **363**

Number of followers on GCA Twitter: **85**

### Summary

The E.MAlumni Facebook page will be increasingly used, notably to share portraits of graduates. A systematic control of new E.MAlumni group members on Facebook and LinkedIn is implemented, to make sure all members are Alumni. For the GCA social media tools, a taskforce has been created with GCA Reps from various Alumni Association, and is in charge of piloting the social media strategy.

## **3.10 E.MAlumni Registration in Belgium**

### Overview:

It was decided that the E.MAlumni Association would be moved from Italy to Belgium. To this end, the E.MAlumni Association had to be registered as a non-profit legal entity (ASBL) under Belgian Law.

### Expected results:

The registration of the E.MAlumni Association as an 'ASBL' in Belgium.

### Status:

The registration was done. The statutes were published in the 'Moniteur belge' on 18/07/2017. The business number awarded to the E.MAlumni Association is 0678.584.383.

## **D. Annexes**

Annex I - Financial report for the period 1st August 2015 to 31st July 2017, with invoices and bank statements

Annex II - Database development consultancy final report with results by Magdalena López Gorritxo

*Finalised on 28 August 2017*