

Workbook for the Guidebook SustainabALE

Support for implementing the
Whole Institution Approach



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Using this workbook

This workbook is designed to help you implement a Whole Institution Approach (WIA) in order to incorporate Education for Sustainable Development (ESD) holistically in your organisation. The workbook has been developed as a supplement to the “SustainabALE Guidebook” and offers helpful templates for the following steps:

- I. Analyse existing ESD activities.
- II. Develop targets within the framework of a WIA.
- III. Develop implementation strategies to reach targets.
- IV. Evaluation aids.

These templates provide practical support for the implementation of each of the five phases of the **Whole Institution Approach** described in the SustainabALE Guidebook. However, other tools besides those presented here can also be used.

The cogwheel images indicate the use of the materials for the respective process phase described in the Guidebook. You will find a total of nine tasks in this workbook which are explained in detail. There are accompanying templates for each task that you can print out or recreate yourself on a flipchart.

We hope that this workbook will provide you with valuable support for the practical implementation of the WIA, and that you will continue to strengthen Education for Sustainable Development in the future as an interdisciplinary topic in your organisation.



Task 1

Our commitment to the WIA

OBJECTIVE

Obtaining commitment from management

PREREQUISITE

Familiarisation with the content of ESD

TASK

Prepare a meeting with your management or board to convince them of the necessity and positive benefits of a Whole Institution Approach at your organisation. Consider suitable arguments (e.g. also in dialogue with colleagues) and prepare a presentation if necessary.



Our commitment

ARGUMENTS FOR A WIA	MY ARGUMENTS
Political necessity (contribution to Agenda 2030)	
Business/ economic benefit	
Enrichment of existing processes (e.g. QM)	
Credibility	
Attractiveness as employer	
Funding	
	?

Tip

This digital **decision tree** provides you with more helpful tips to convince members of management and colleagues of the benefits of the process.

Task 2

Coordinate the core team

OBJECTIVE

Coordinating the core team

PREREQUISITE

Formation of a core team for the WIA

TASK

Once you have formed a core team together with your management (see also **Phase 2 in the Guide-book**), it is time to coordinate the team. During your first meeting, it is a good idea to explore the team's motivation and vision for the upcoming process. Use the following template for this process, or use the questions as inspiration for your own MiroBoard or flipchart. The aim is not to develop a complete picture or goal. Rather, the focus is on coming together as a team and gathering a rough collection of ideas enabling you to move forward.

- 1 What is our motivation for incorporating the Whole Institution Approach in our organisation?
- 2 Where is sustainability already implemented or considered in our organisation?
- 3 What initial ideas do we have for implementing the WIA and reinforcing the topic of sustainability?
- 4 What concerns do we have regarding the implementation of a WIA?
- 5 How do we create acceptance and commitment of all employees for the process?
- 6 What do we need for the upcoming process, and how can we strengthen ourselves as a team?



Questions concerning the process

1

What is our motivation for incorporating the Whole Institution Approach in our organisation?

2

Where is sustainability already implemented or considered in our organisation?

3

What initial ideas do we have for implementing the WIA and reinforcing the topic of sustainability?

4

What concerns do we have regarding the implementation of a WIA?

5

How do we create acceptance and commitment of all employees for the process?

6

What do we need for the upcoming process, and how can we strengthen ourselves as a team?

Task 3 Our contribution to the SDGs

OBJECTIVE

Analysing the current state of ESD activities (Part 1)

PREREQUISITE

Familiarisation with the content of ESD and the Whole Institution Approach

TASK

Collect activities/measures on how your organisation is already contributing to achieving the 17 Sustainable Development Goals of the United Nations (SDGs). Think about contributions that go beyond your educational programme and affect different areas of your organisation.



How we are already working towards the SDGs...

Task 4

The WIA at our organisation

OBJECTIVE

Analysing the current state of ESD activities (Part 2)

PREREQUISITE

Knowledge of the four priority areas of a WIA

TASK

In the next step, assign your results to each of the four priority areas of the Whole Institution Approach. If necessary, add further activities that contribute to the SDGs within the four priority areas. We recommend informing all colleagues in the team about the four priority areas before taking this step, either by giving your colleagues the chapter "Priority areas" in the handout for self-study, or by preparing a short presentation yourself.



EDUCATIONAL PROGRAMME



TEACHING AND WORK ENVIRONMENT



MANAGEMENT



NETWORKS





Task 5 Collect objectives

OBJECTIVE

Developing objectives/brainstorming

PREREQUISITE

Knowledge of the four priority areas of a WIA. The current state of SDG activities has been analysed.

TASK

Using the 4-field matrix (priority areas), collect possible goals for the future strengthening/implementation of ESD in your organisation. The goals can be additions or reinforcements of existing activities (see analysis of current state), or completely new activities. For further support, we recommend taking a look at the “**Reflection catalogue priority areas**”. The four priority areas should help you to structure the process of developing ideas; objectives often touch on several fields of action. Then locate the objective in the priority area in which you primarily see it. Finally, explain and discuss potential objectives and clarify questions together.



EDUCATIONAL
PROGRAMME



TEACHING AND
WORK ENVIRONMENT



MANAGEMENT



NETWORKS



Task 6 Prioritise goals

OBJECTIVE

Developing and prioritising objectives

PREREQUISITE

A brainstorming session on possible objectives of a WIA has taken place.

TASK

All workshop participants receive 3 votes and can thus choose the objectives they would like to prioritise when implementing the WIA. Small dot stickers are often useful for the voting process

After a discussion, the group then agrees on 2–3 goals that they would like to tackle in the first implementation phase of the WIA.

The scoring is not the only decisive factor here; other reasons should also be taken into account, such as:

- Distribution across different areas (resources)
- Synergies with other upcoming processes
- Known obstacles

The other goals are not discarded, but are stored in a topic memory and can be reactivated in later phases. Keep the poster for this purpose.



Task 7 Specify objectives

OBJECTIVE

Developing objectives - specifying goals

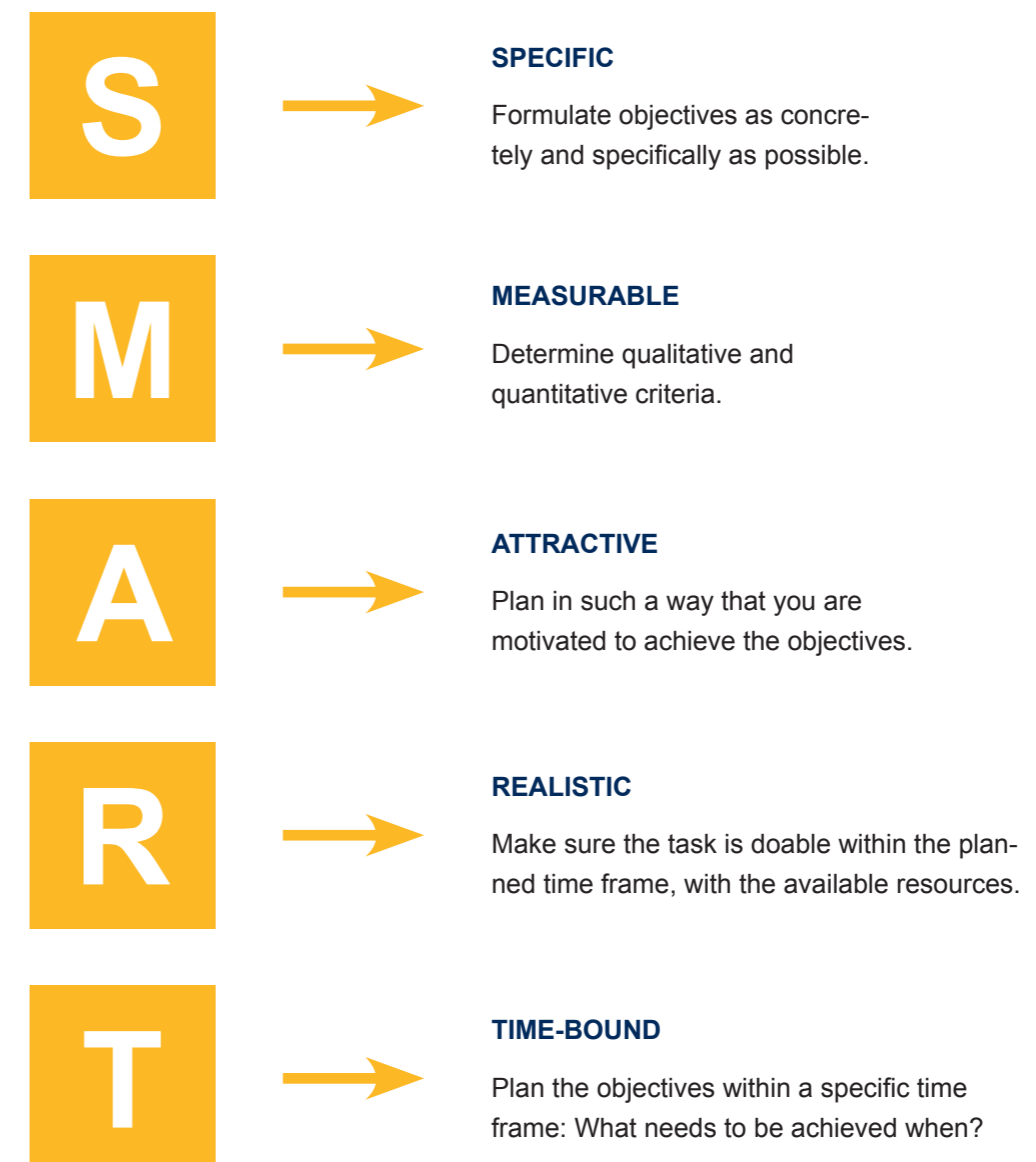
PREREQUISITE

At least 1 objective was prioritised in the previous step.

TASK

In order to achieve a goal and draw up a work plan, it is worth spending some time in advance on defining the objective as precisely as possible. The more precisely the goal is defined, the easier it is to develop implementation steps and a time frame.

SMART criteria are useful for this purpose:





Task 8

Develop a work plan. Option 1: Work plan/canvas

OBJECTIVE

Structuring the work processes

PREREQUISITE

At least 1 objective was prioritised in the previous step.

APPLICATION

The project/canvas presented here is intended to help you structure the process for implementing the objectives and to consider possible interim goals, allies or risks right from the start. Create a separate work plan for each goal. This work plan can be continually adapted over the course of implementation, and also helps you to evaluate the process along the way and at the end.

EXPLANATION

Objective: Enter the prioritised objective of your WIA here.

Purpose: What is to be achieved with the objective (higher priority/systemic aspect)?

Responsible persons: Who is in charge of implementation. Who has what responsibilities?

Budget: How much money is available? Where will the funding come from?

Milestones: What are the intermediate objectives?

Risks: What risks or challenges do we see?

Cooperation partners: Are there any potential partners?

Environment/opportunities: Are there processes that favour implementation, e.g. synergies?

Timetable: Develop an initial time frame, e.g. with the help of milestones.

Work plan/canvas

OBJECTIVE:

PURPOSE:

RESPONSIBLE INDIVIDUALS:

MILESTONES:

RISKS:

PARTNERS:

BUDGET:

ENVIRONMENT/
OPPORTUNITIES

TIMETABLE:



Task 8

Develop a work plan.

Option 2: Work plan/time flow

OBJECTIVE

Structuring the work processes

PREREQUISITE

At least 1 goal was prioritised in the previous step.

APPLICATION

The timetable presented here is intended to help you to better structure the process of implementing the objectives and to focus on interim goals, favourable factors or risks right from the start. Create a separate work plan for each goal. This work plan can be continually adapted during implementation and also helps you to evaluate the process along the way and at the end.

EXPLANATION

Milestone: Identify important interim objectives/steps for achieving the goal. Define specific work packages (what), responsibilities (who) and dates (deadlines/period) for each milestone.

Challenges: Are there any challenges or risks to achieving the goal? Develop possible strategies for dealing with them, e.g. in the form of milestones.

Opportunities/partners: What factors favour the achievement of the goal? Are there synergies, partners or other opportunities?



Work plan/time flow

MILESTONE:

What:
Who:
When:

OBJECTIVE:

OPPORTUNITIES/PARTNERS:

MILESTONE:

What:
Who:
When:

MILESTONE:

What:
Who:
When:

CHALLENGES:

MILESTONE:

What:
Who:
When:

MILESTONE:

What:
Who:
When:

TODAY

Write down important milestones in chronological order in each box.

Task 9 Evaluate and reorganise

OBJECTIVE

Evaluating processes

PREREQUISITE

At least 1 objective has been completed.

APPLICATION

Some time has now passed, and the implementation of the objectives is underway or has already been completed. It is worth regularly examining the processes and readjusting them if necessary. In order to update the work plan, you can evaluate at regular intervals. Processes can be systematically evaluated using the Lessons Learned method.

TASK

Think about what you want to evaluate in advance. Do you want to take a closer look at a specific process, an individual event or specific goals?



- 1 First, collect information as a team on a specific topic/goal/process which everyone felt went particularly well, or poorly.
- 2 Pool the collected feedback together and identify categories.
- 3 All participants then use 3 votes each to rate which topics they would like to consider in more detail as lessons learned. Each category (positive and negative) must receive at least one vote per person.
- 4 The two most frequently voted topics (one positive and one negative) are selected and analysed according to the following questions:
 - What were the reasons for the success/flop?
 - What fundamental recommendations/lessons for the future can we draw from this experience?
 - What concrete measures can we derive from this learning experience (SMART)?

Collect ideas together and write them down.

Once you have reached your goal, celebrate with your team! 

Next, take a look at your list of open topics. Add new topics if necessary or revise the prioritisation. Then develop a work plan for the new goal.

Evaluation and re-direction

1. Gather
2. Pool
3. Prioritise

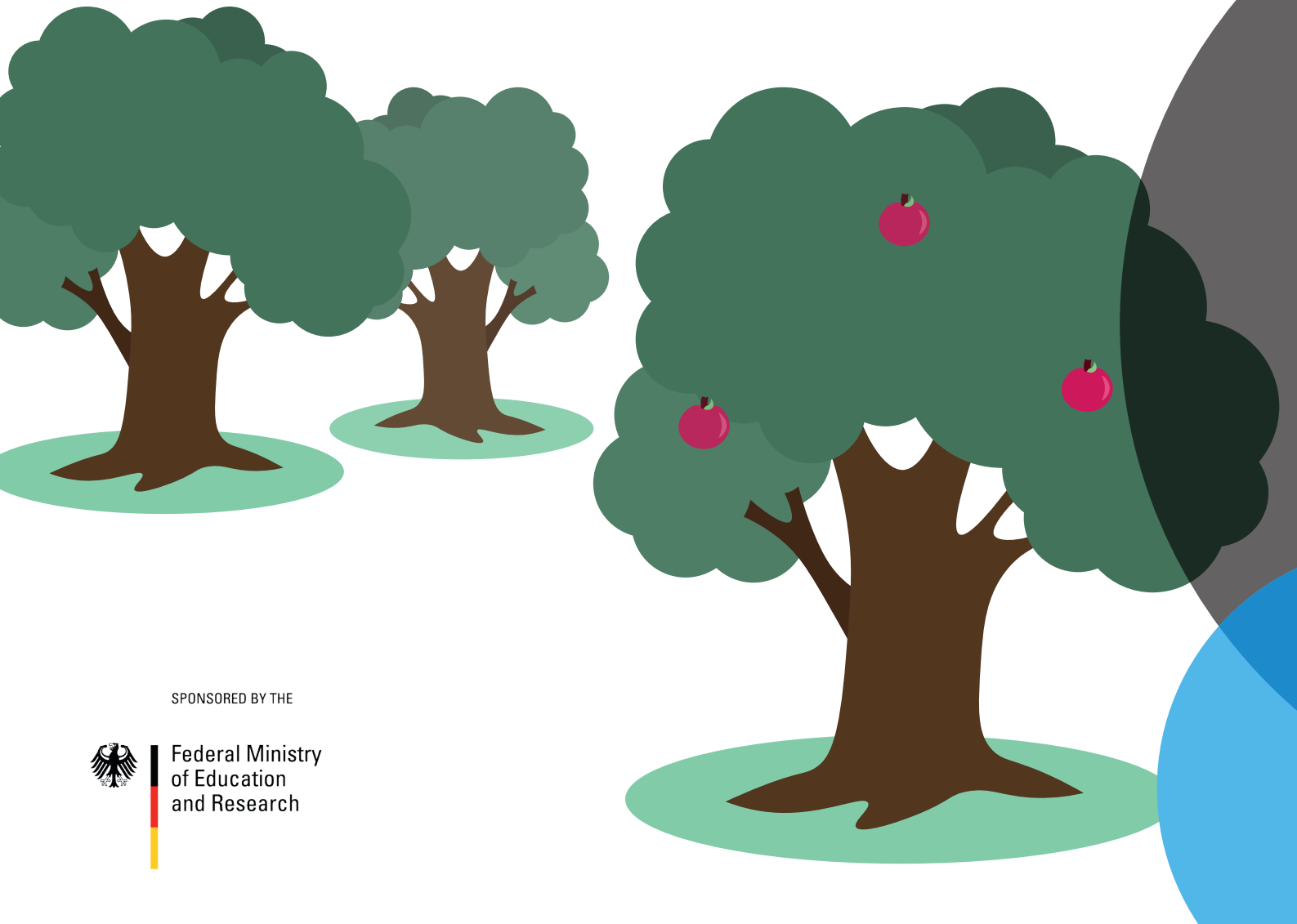
POSITIVE EXPERIENCES	NEGATIVE EXPERIENCES

Lessons learned

	Positive/negative example
Topic	
What were the reasons for the success/flop?	
What fundamental recommendations/lessons for the future can we draw from this experience?	
What concrete measures can we derive from this learning experience (SMART)?	



ESD Alliances



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