

DEAR IN EUROPE ~ RECOMMENDATIONS FOR FUTURE INTERVENTIONS BY THE EUROPEAN COMMISSION

FINAL REPORT OF THE 'STUDY ON THE EXPERIENCE AND ACTIONS OF THE MAIN EUROPEAN ACTORS ACTIVE IN THE FIELD OF DEVELOPMENT EDUCATION AND AWARENESS RAISING'

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This report is accompanied by two Annexes:

- Annex A: DEAR in Europe ~ Analyses and Consultations;
- Annex B: DEAR in Europe ~ Fieldwork Data.

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Glossary

AIDCO F1	The unit within EuropeAid (now DG DEVCO) responsible for relations with Civil Society and for thematic budget lines NSA-LA
CSO	Civil society organisation
DCI	Development Cooperation Instrument
DEAR	Development Education and Awareness Raising
DEVCO	EC Directorate General Development Cooperation
EC	European Commission
ESD	Education for Sustainable Development
LA	Local (and Regional) Authority
MSH	Multi-Stakeholder
NSA	Non-State Actor

DEAR Study Final Report: Summary

1. This report addresses the overarching need of the Commission in respect of the DEAR Study, namely to provide suggestions that give *“added value to the EC DEAR approach in coherence with the Member States and other major actors interventions.”* The Annexes to this report provide additional and background information, particularly in relation to an analysis of EC supported projects, of major actors in DEAR, of Member State policies, and of approaches to DEAR across the European Unions.
2. The report finds that in order to provide added value as intended by the EC there is a need for the EC to become more proactive in this field, and not only to rely on the provision of grants in pursuit of such an objective.
3. The recommended strategies by which the EC can address this issue are based on a situation analysis and an identification of needs. In summary the conclusion is that, in order to provide improved added value in coherence with Member States and other major actors, the needs of the EC’s programme relate to the following in particular:

Externally, in the relationship between the EC and other DEAR actors:

- a. the need to develop and apply a DEAR policy and strategy which complements the best of existing DEAR theory and practice, conceptualising DEAR as an effort to enhance citizens understanding, skills and critical engagement on issues that affect development;
- b. the need to use available EC DEAR resources effectively, using them to leverage resources from other quarters in order to promote awareness, education and engagement in issues relevant to global development across European society;
- c. the need to develop coordination between the EC’s efforts and those of other DEAR initiatives in the EU, in particular but not only between the EC and EU Member States;
- d. the need to improve and promote learning from approaches and activities relevant to DEAR and apply such learning to initiatives supported by the EC;
- e. the need to go beyond a Eurocentric perspective by relating DEAR initiatives in the European Union to relevant and up-to-date experiences and challenges of ‘development’ in both North and South, to globalisation and in particular to the social dimension of globalisation.

Internally (within the EC) in relation to DEAR:

- f. the need for the EC to be better informed of DEAR activities, projects, programmes, and strategies current amongst Member States and other major NSALA actors in the EU;
- g. the need to establish synergies between the NSALA DEAR programme and DEAR complementary or relevant programmes operated through other sectors in DG DEVCO or through other DGs (for instance DG Education and Culture, DG Climate Action, DG Environment, DG Economic and Financial Affairs);
- h. the need to free up time of current NSALA DEAR programme staff so they develop an appropriate awareness and understanding of European and Member State DEAR initiatives and strategies;
- i. the need to simplify the grant application and administration process and make it more transparent and effective;

- j. the need to draw learning from EC supported DEAR projects and make this learning available to stakeholders.
4. The situation and needs analyses lead to statements that together provide the suggested core policy of the EC's efforts in this field. They build on the EU's regulation which describes the task of DEAR within the framework of the Development Cooperation Instrument. The suggestions provide a strategic and conceptual framework that, if adopted, will enable the EC to offer future interventions, "*in coherence with Member States and other major actors interventions*".¹
 5. The recommended overall objective of the EC's DEAR programme is expressed as:
 - a. *to develop European citizens' awareness and critical understanding of the interdependent world and of their own role, responsibilities and lifestyles in relation to a globalised society; and*
 - b. *to support their active engagement in local and global attempts to eradicate poverty, and promote justice, human rights, and sustainable ways of living.*
 6. This overall objective is then set within a conceptual context that aims to provide clarity on the EC's operation of DEAR. It includes the suggested role for the EC, the principles and qualities of its approach.
 7. Identified needs are then further addressed in the report through different 'intermediate objectives'. Alternative implementation modes are discussed and specific suggestions are made under each strategic objective that aim to set a course of action both in the short term (the period to the end of 2013) and in the long term (the period from 2014 to 2020).
 8. The five intermediate objectives relate to:
 - a. the development of coherence and coordination between various DEAR activities
 - the use of a multi-stakeholder process and structures in this forms a key part of the implementation recommendations;
 - b. improvements in learning and the sharing of learning (within the EC but also more broadly for the DEAR field)
 - the development of, first, national approaches to the promotion of evaluation frameworks, is complemented by European wide information provision and development of learning
 - c. the further inclusion of multiple voices and perspectives from across the world into the operation of DEAR
 - implementation recommendations focus on efforts to support the emergence of a global civil society capable to enhance citizens engagement in North and South;
 - d. the grants process
 - three types of grants are envisaged, relating to international projects, organisational capacity building for DEAR, and primarily national mini-grants;
 - e. the operation of the EC's own staff unit concerned with the support and promotion of DEAR
 - implementation recommendations are focussed on the development of an EC

¹ Sic. DEAR Study Terms of Reference, specific objective 4.

structure and knowledgeable staff capable to give efficient and effective support to the programme.

9. Each intermediate objective is then followed by more specific recommendations relating to what the EC should do. Realising that not everything can happen at once, these operational objectives are divided into those for implementation in the next three years (i.e. by end of 2013), and those which require longer term investments and development (i.e. for the period 2014-2020).
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1. Introduction

THE DEAR STUDY

1. This Final Report of the ‘**Study on the Experience and Actions of the Main European Actors active in the field of Development Education and Awareness Raising**’ forms the conclusion to the DEAR Study which was concerned with:
 - a. during Phase 1: an analysis and database encoding of all DEAR projects contracted by the EC 2005-2009 and development of an Inception Report (February to April 2010);
 - b. during Phase 2: fieldwork involving interviews with DEAR stakeholders from governments and NSA & LAs in the 27 European Union Member States (April to June 2010);
 - c. during Phase 3: analysis of findings; writing and publication of the ‘Work in Progress’ Interim Report and detailed appendices for each EU country including a selection of funded projects; and consultations with DEAR stakeholders (July to mid October 2010).
 2. This Final Report builds on these phases and is the result of work done since mid October 2010. The Report addresses the Terms of Reference of the Study which calls for a final document

“containing a detailed proposal for improving the EC approach of DEAR, with detailed description of the implementation methods to be used by the EC:

 - *what shall the EC do (fund what actions and how)*
 - *objectives of the EC approach in the field of DEAR*
 - *what implementation methods to use*

This document must contain a coherent, sustainable, efficient, effective approach, giving added value to the EC DEAR approach in coherence with the Member States and other major actors interventions, with a description of the implementation methods to be used or, if they are not available, recommendations on what rules have to change how in order to reach these goals.”
 3. Recommendations in this Report draw on verbal and written information obtained during the Study including
 - a. from the European Commission,
 - b. from major local, national and international actors in DEAR in the EU,
 - c. from EC DEAR grant project recipients,
 - d. from participants in the DEAR Conference held in Brussels on 11th and 12th October, and
 - e. from other interested parties including Ministries and governmental agencies of Foreign Affairs/Development Cooperation and Education.The recommendations also draw on the experience of Team members in strategic and operational management, research, academe, project and grant administration, and evaluation.
 4. Comments and suggestions in response to earlier papers and reports, including drafts of this Report were received from managers in AIDCO/DEVCO F1, and from various other respondents (see Annex A.11). Such comments and suggestions – and the debates that
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sometimes accompanied them – have helped the Study team in further developing and clarifying the recommendations.

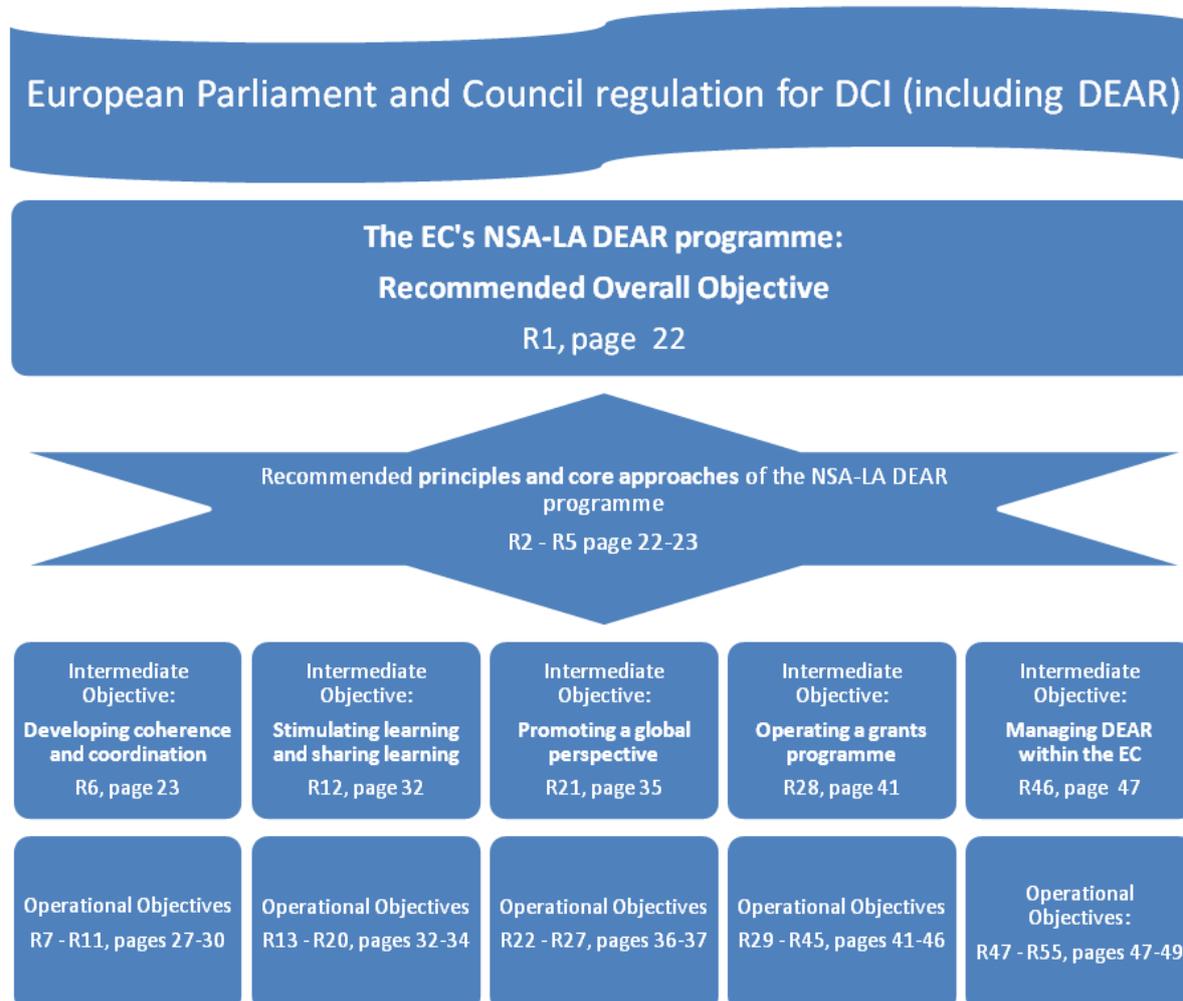
2. The recommendations made in this report are four-fold:
 - a. they recommend an overall or global objective that makes the general EU statement about DEAR more specific and relevant to the purpose of the Study;
 - b. they posit core approaches and a framework for the EC's involvement in DEAR;
 - c. they describe intermediate objectives;
 - d. they offer suggestions on how work towards these intermediate objectives may be carried out in the form of operational objectives:
 - i. to be addressed in the short term (meaning until 2013),
 - ii. to be addressed in the mid- to long term (meaning the period 2014 to 2020).²
3. The intermediate objectives address particular needs which the Report suggests have to be met in order for the EC to meet its stated intention regarding the DEAR programme, namely for the programme to give "*added value to the EC future interventions in coherence with the Member States and other major actors interventions ...*"³ Fieldwork and consultations with stakeholders have clearly identified overwhelming support for this intention from across the range of state and non-state actors in DEAR. The consequences of such a change of approach by the EC, because such is what it is, are discussed in the Report and alternative ways of addressing the needs are identified in each Chapter.
4. The Report is accompanied by two Annexes:
 - a. Annex A contains a revised and edited version of the 'DEAR Study: Work in Progress: Interim Report'. It describes the methodology used for the Study, provides an overview and analysis of EC projects 2005-09, gives information about the main actors and funding sources of DEAR in each of the EU's Member States and across the EU, offers a description and analysis of strategies, perceptions and interpretations of DEAR current amongst DEAR actors, describes key issues in 'good practice and outcome' in EC supported DEAR projects, portrays the main strengths and weaknesses of the EC's current approach to DEAR, and provides a summary of feedback received in response to the publication of the Interim Report, including the proceedings and ideas of the DEAR Study consultation conference on 11th and 12th October 2010.
 - b. Annex B contains an updated version of the Appendices attached to the Interim Report. It describes the key features of DEAR in each of the EU Member States. It also provides a description of major international actors in DEAR active in the European Union. This Annex is based on work done as part of Phase 2 of the assignment. The contents given in the Annex take into account comments and suggestions received from stakeholders on the Appendices of the Interim Report.

² The distinction between overall or global objective, intermediate objective, and operational objective refers to the descriptions of these given in DG External Relations, DG Development and EuropeAid Cooperation Office Joint Evaluation Unit's publication 'Evaluation Methods for the European Union's External Assistance', European Commission, 2006

³ DEAR Study Terms of Reference: p 2, Specific Objective 4

2. Mapping the recommendations in this Report

The following diagram indicates the hierarchical relationship between recommendations made in the Report, including its relationship with the European Parliament and Council regulation regarding Development Cooperation. Recommendations in the Report are numbered R1, R2, R3, etc and are shown against a shaded background. The pages where particular categories of recommendations can be found are shown in the overview below.



3. The EC and DEAR: Situation Analysis

1. Based on the DEAR Study project analysis, fieldwork and consultations: what is the current situation regarding DEAR across Europe, the EC's involvement in DEAR through NSAs and LAs, and what are the needs the EC should meet in order to provide 'added value'?

FINDINGS OF THE DEAR STUDY

2. Supported by a team of approximately ten staff members EuropeAid's 'Non-State Actors and Local Authorities' sector administers a grants programme of approximately €31 million p.a.⁴

⁴ The exact amounts vary somewhat from year to year. For the allocation in 2010 see the Annual Action Plan

Grants are awarded to **selected projects** submitted by qualifying NSAs and LAs following annual Calls for Proposals. Approximately 40 to 50 grants are awarded each year for a period of up to three years. (See Annex A.4 for an overview and analysis of supported projects 2005-09).

3. A wide range of **actors** is involved in DEAR across the 27 EU Member States, including
 - Development NGOs and DEAR focused NGOs, their national platforms and DEAR working groups (in most EU countries national platforms and working groups are the main strategic driving force of DEAR);
 - Ministries of Foreign Affairs (or International Development) and their agencies;
 - Ministries of Education, Curriculum/Teacher Training Agencies, schools;
 - Local and Regional Authorities;
 - Other civil society actors: Youth organisations, Trade Unions, Faith based organisations, Migrant and diaspora community groups, University departments, Environmental NGOs, Human Rights NGOs etc.;
 - Other governmental and inter-governmental actors: for example Ministries of Environment, UNESCO, UNDP;
 - European networks: CONCORD/DARE Forum/DEEEP, GENE, North South Centre, European MSH Steering Group on DE, OECD Development Centre & Development Communication Network, Platforma (Local and Regional Authorities for Development), European Youth Forum, GLEN, TRIALOG;
 - International networks of NGOs;
 - EC: DG EuropeAid and DG Dev (recently amalgamated into DG DEVCO⁵), DG Culture & Education, DG Environment etc.(See Annex A.5 for an overview and analysis of European DEAR actors).
4. The total annual government **funding for DEAR** approximates €220 EU wide. Together with NSALA funding by the EC for DEAR, the sum would be around €250 million, i.e. approximately €0.50 per head of the population of the EU. However, this average hides a tremendous variation between individual countries, from virtually nil (e.g. Bulgaria, Cyprus, Malta, Latvia) to more than €4.50 per capita (Netherlands). (See Annex A.6 for an overview and analysis of available amounts of governmental DEAR funding in the 27 Member States).
5. **Multi-stakeholder co-ordination processes** on DEAR have happened and are happening in a number of EU countries. They mostly involve the Ministries of Foreign Affairs (or Development Cooperation) and of Education and their subordinate agencies, as well as NSAs, academics, and further civil society actors. MSH co-ordination/strategy development processes have given a push to the DEAR sector at national levels in various Member States. They have often resulted in a national strategy for DEAR the focus of which is either on (informal) DEAR activities by MFA & development NGOs or on the formal education sector or both. These national processes of MSH co-ordination and strategy development have often built on experiences from other European countries (e.g. through GENE, DARE Forum). However, in many cases they were not and are not co-ordinated with parallel processes in DEAR allied educations such as ‘Education for Sustainable Development’. (See Annex A.7 for an overview and analysis of national DEAR strategies).

http://ec.europa.eu/europeaid/how/finance/documents/non-state-actors/annexes_aap_2010_en.pdf (accessed 22 November 2010)

⁵ During the writing of the Final Report the EC’s decision to amalgamate DG EuropeAid and DG Development into one Directorate General, that of Development Cooperation (DG DEVCO), was published. The Report generally does not take this new structure into account and makes reference to both EuropeAid/AIDCO and to DG DEV.

6. The DEAR Study Team’s analysis of DEAR projects and initiatives across the EU led to the identification of a number of key elements of **good practice in DEAR**, including:
 - **Project partnerships**: time invested to build the relationship & develop a common vision between partners; projects embedded in already existing networks or building on previous co-operation and experience; multi-actor partnership.
 - **Southern perspectives**: mutual visits, partnerships, twinning; migrant communities and Southern experts involved in key roles; Southern organisations as equal partners with similar activities.
 - Methodologies based on a recognised and shared set of **values** including: empathy and a sense of common humanity, respect for diversity and cultural differences, sense of identity and self-esteem, commitment to social justice and equity, belief that people can make a difference, appreciation of participation and autonomy of the dialogue partners.
 - **Framework enabling sustainable impact**: long term engagement on an issue/with an audience; mechanisms of organisational learning and sharing learning; targeted dissemination of (quality) outputs.
 - **Campaigning/Advocacy**: projects embedded in long term advocacy processes; coherent strategy for concrete change at structural/institutional level.
 - **Global Learning** focusing on Formal Education: work on structural changes within the systems of formal education (e.g. in initial teacher education and training); NGOs seeking collaboration with national education authorities and institutions; participatory, transformative pedagogic concepts.

(See Annex A.8 for an overview and analysis of good practices in DEAR).

 7. The analysis of various **definitions, understandings and concepts of DEAR** – also referred to as Global Education, Global Development Education, Global Learning, Education for Sustainable Development and Global Citizenship Education – revealed the following common key features of quality DEAR approaches:
 - DEAR provides differentiated knowledge and critical **understanding** of global interdependence, global and local development and environmental challenges, power relations, and issues of identity/diversity.
 - DEAR aims to **empower people** to participate in public affairs, to strengthen civil society and foster a living democracy. It enhances citizens’ active involvement and engagement for social change within their local communities and native societies; it promotes a sense of global citizenship and of co-responsibility at the global level of world society.
 - DEAR is based on **values** of justice, equality, inclusion, human rights, solidarity, and respect for others and for the environment.
 - **The ‘Global Learning’ approach** aims at enhancing the competences of the learner. It uses learner-centred, participatory and facilitative, dialogue-oriented and experiential methodologies which involve a multiplicity of perspectives and empower the learner to evaluate and reflect his/her place, role and responsibility in his/her community and in the dynamic and changing globalised world; to change perspectives and critically scrutinise his/her own attitudes, stereotypes and points of view, to value benefits of co-operative action; to form and express an own opinion, to make autonomous and responsible choices, to participate in decision-making processes; to learn how to learn.
 - **The ‘Campaigning/Advocacy’ approach** aims at concrete changes in individual behaviour or institutional/corporate policies. It uses results-oriented strategies. It facilitates and supports informed citizen engagement and advocacy for more just and sustainable policies, political/economic structures and individual practices.
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- A key challenge for DEAR: to **overcome its Eurocentric perspective**. Many DEAR initiatives, including this Study, are led by European actors, using European concepts and experts, involving Southern perspectives in a marginal if not tokenistic way. ‘The South’ often is the object and Europe the subject of DEAR. Moving beyond such Euro-centrism would require conceptualising and implementing ‘citizenship empowerment for change’ programmes as global efforts with full, equal involvement of actors, concepts and expertise from across the globe.

(See Annex A.9 for an overview and analysis of existing concepts and understandings of DEAR in the EU).

SWOT OF THE CURRENT EC SUPPORT FOR DEAR

8. Based on the findings from this Study the major **strengths of the EC in its support** for DEAR through NSAs and LAs are:
 - a. the **European partnerships** and perspectives promoted through the programme, involving civil society across the EU;
 - b. the promotion of **partnerships** between NSA-LA actors in the EU and actors from the **South**;
 - c. the availability of funds to civil society organisations which **adds to or takes the place of national funding** opportunities (particularly in countries where national funding for DEAR in general or for certain types of initiatives is not available);
 - d. the **thematic openness** of the Calls which enables a broad range of development issues to be addressed; and
 - e. the three years **grant duration**, which enable the development of longer term relationships with audiences and partners.
9. On the other hand **shortcomings of the EC’s approach** in support of DEAR include the following in particular:
 - a. the **absence of clearly stated strategic objectives** and related policy statements for DEAR, which hampers or inadequately encourages:
 - i. assessments of progress and learning,
 - ii. integration of DEAR in the EC’s development efforts, and
 - iii. the promotion of DEAR as a valuable mechanism for the positive and active engagement of Europeans with issues of global concern and their national and local relevance;
 - b. the **absence of coordination**:
 - i. between the EC’s efforts in DEAR and those of EU Member States,
 - ii. between EuropeAid’s efforts and DEAR relevant initiatives of other DGs within the EC, and
 - iii. between the EC’s DEAR efforts and those of other DEAR initiatives in the Europe,leading to duplication of efforts and a lack of synergy between efforts of different actors;
 - c. the **absence of learning** from assessments of EC supported DEAR projects and, partly as a result of this, the absence of learning from projects and sharing of lessons learnt as well as materials produced amongst stakeholders, leading to a sense of duplication of efforts and a sense of lack of progress in DEAR;
 - d. **grant allocation conditions** and a process that is perceived as insufficiently transparent, unpredictable, arbitrary, drawn out over time, and appearing to favour big

- CSOs over smaller organisations, leading to a perceived concentration of EC funds in the hands of relatively well-established organisations;
- e. a **relationship** between EC NSA-LA DEAR **programme staff and grant recipients** which is based on administrative tasks, hampering understanding amongst EC staff of DEAR approaches, intentions, outcomes, opportunities and pitfalls in EU Member States and across the Union;
 - f. **grant finances** which, since 2005, have shown limited growth but which have been spread over a wider range of actors (LAs as well as NSAs, with an increasing number of Member States), leading to diffuse and probably less impact of the budget.
10. Various **opportunities** exist for the EC to develop its role within DEAR and create added value to initiatives of Member States and key actors. Such opportunities include in particular:
- a. the EC's standing and status amongst actors and its, by most stakeholders, ascribed **potential role as facilitator and strategic promoter for DEAR**, especially in respect of:
 - i. coordination of DEAR policies of different actors;
 - ii. networking amongst DEAR actors;
 - iii. learning and the sharing of learning in order to improve the quality of DEAR;
 - iv. capacity building for DEAR within EU Member States and across the Union;
 - b. the, by major actors and other stakeholders perceived **relevance of DEAR to EC engagement** in this area:
 - i. DEAR builds on and reinforces the EU's values, such as those of justice, human rights, tolerance, inclusion, and solidarity;
 - ii. DEAR addresses the challenges of an increasingly interdependent world and can provide European citizens with understandings, skills and other competences that are relevant to lead fulfilling lives in a globalised society;
 - iii. DEAR increases the legitimacy of the EU, through its promotion of responsible citizenship and its contribution to the creation of a democratic European civil society;
 - c. the existence of a wealth of **experience in DEAR**, including at policy and national networking levels, both in various individual Member States and at international levels, for example through a number of networking initiatives (including in particular CONCORD's Development Awareness raising and Education Forum, the GENE network);
 - d. the interest amongst European DEAR actors in developing **closer relationships with** DEAR relevant organisations, communities and countries in **the South and globally**, in order to improve the relevance and global connectedness of European DEAR work.
11. However, as is clear from the Study and responses by various actors and other stakeholders in DEAR, there are also a number of significant **threats** to increasing the success of the role of the EC in the promotion of DEAR, including:
- a. **Social and economic situations in the EU and its Member States** may lead to an inward looking approach to policies, undermining openness to those from outside their own country or from outside the EU and a reduction in willingness to assess the relevance and responsibilities inherent in the EU's global connections;
 - b. Combined with this, **populist movements** mobilising attitudes of intolerance and exclusion may jeopardise efforts in DEAR which are promoting the vision of an open, inclusive and democratic European society;
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- c. The existence of **policies that are actually or potentially counter-productive** to development, for instance in the fields of international trade and investment, agriculture, and migration, making DEAR efforts less effective;
 - d. A focus in the EC's DEAR initiatives on aid rather than on development or more specifically a focus on the **promotion of aid policies** rather than on enhancing critical citizen engagement with global issues that are relevant to development. This may lead to (1) incoherence with Member States DEAR initiatives, (2) reduced sustained engagement of the public with efforts to overcome global poverty;
 - e. A narrow interpretation of awareness raising of and education for development, aligning it as an added aspect of **development cooperation, rather than as a core challenge** to be met by a wide range of sectors in society;
 - f. The existence of **EC support for DEAR may be used as an excuse** by some EU Member States not to develop their own policies and support for this area of work.
12. In responses to the drafting of our Final Report we heard from some that a number of the issues highlighted in such a SWOT might not be appropriate since they give a political perspective which should not be affecting DEAR as organised by the EU (for instance the reference to the potential consequences of the existence of some populist movements mentioned in 12.b). However, we heard from other respondents that such social-political situations are precisely the challenges that DEAR has to face up to if it wants to develop a meaningful relationship about development and development cooperation with the European public.

IMPROVING ADDED VALUE: NEEDS TO BE ADDRESSED

13. The Terms of Reference for the Study expressed the intention of the EC to play a more coherent role vis-a-vis Member States' and other actors' interventions in DEAR. Implied within this intention, and made explicit to us during briefings, was the sense that the EC was often duplicating efforts already supported by others, and therefore not playing as effective a role as it could or would want to play. Responses from major actors in the EU agreed with such a perspective and opinion.
14. In summary, in order to provide improved added value in coherence with Member States and other major actors, the needs of the EC's programme appear to relate to the following in particular:
- Externally, in the relationship between the EC and other DEAR actors:
- a. the need to develop and apply a DEAR policy and strategy which complements the best of existing DEAR theory and practice, conceptualising DEAR as an effort to enhance citizens understanding, skills and critical engagement on issues that affect development;
 - b. the need to use available EC DEAR resources effectively, using them to leverage resources from other quarters in order to promote awareness, education and engagement in issues relevant to global development across European society;
 - c. the need to develop coordination between the EC's efforts and those of other DEAR initiatives in the EU, in particular but not only between the EC and EU Member States;
 - d. the need to improve and promote learning from approaches and activities relevant to DEAR and apply such learning to initiatives supported by the EC;
 - e. the need to go beyond a Eurocentric perspective by relating DEAR initiatives in the European Union to relevant and up-to-date experiences and challenges of
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‘development’ in both North and South, to globalisation and in particular to the social dimension of globalisation.

Internally (within the EC) in relation to DEAR:

- f. the need for the EC to be better informed of DEAR activities, projects, programmes, and strategies current amongst Member States and other major NSA-LA actors in the EU;
- g. the need to establish synergies between the NSA-LA DEAR programme and DEAR relevant programmes operated through other sectors in DG DEVCO or through other DGs (for instance DG Education and Culture, DG Climate Action, DG Environment, DG Economic and Financial Affairs);
- h. the need to free up time of current NSA-LA DEAR programme staff so they develop an appropriate awareness and understanding of European and Member State DEAR initiatives and strategies;
- i. the need to simplify the grant application and administration process and make it more transparent and efficient;
- j. the need to draw learning from EC supported DEAR projects and make this learning available to stakeholders and apply this learning to future actions.

15. It is these needs that are addressed through the recommended overall, intermediate and operational objectives that follow in the remainder of this Report.

4. The EC and DEAR: a specific purpose within a broader perspective

1. ‘Development’ is a broad term that has acquired many different interpretations. For some it equates to economic growth, for others it means access to clean water or to a community taking charge of its own needs. For some its focus is on poverty, for others the focus is on systematic political, economic, or social (including gender) relationships of power that affect or are affected by change. The meaning and the approach given to ‘development’ by various people, organisations and states are often contentious and contradictory.

THE OVERALL AIM/VISION – ALTERNATIVE OPTIONS

2. Similarly, awareness of and education for development have acquired different interpretations. Leaving aside differences of interpretations across the globe, within the EU there are two major alternatives in describing the overall aim of DEAR:
 - a. For some DEAR is a means of informing the public or sections of the public about overseas development efforts by the European Union and its Member States with the purpose of increasing public support for official policies.
 - b. For others DEAR focuses on critical engagement of European citizens with a broader concept of ‘development’, including not only overseas aid but also the relationship between their own local society and global events and processes.
3. The first alternative (a) has often been a major reason for development policy makers to become supportive of DEAR. However, through experience gained from engagement over the decades, many governments have come to adopt a different perspective and it has become common place among the majority of European DEAR actors that alternative (b) rather than

(a) is the *raison d'être* for DEAR. This is exemplified in Annex A.9 where the most common interpretations of DEAR across the EU relate to (b). In identifying key aspects of good and effective practice the Study's Interim Report concluded that a focus on alternative (b) would be more effective for the EC if it wants to *give added value to DEAR efforts of Member States and other major actors*. From this perspective, the promotion of aid and development co-operation policies *per se* is seen as a responsibility of governmental Public Relations departments, and not as a key task or component of DEAR programmes.

4. DEAR in the European Union is mainly concerned not with development co-operation abroad but with those global development problems *that are influenced by the behaviour of Europeans and by wider policies of the EU and its Member States*. Addressing the changes that are needed within Europe and within global relationships is the specific contribution DEAR makes to global development – and through that, most DEAR actors would argue, to engagement with development cooperation. DEAR aims at enhancing active and sustained engagement of citizens not only in overseas aid but also in the relationship between the local society and global events and processes. This public engagement may at times support, at times criticise official policies – but it aims, at all times, to contribute to poverty eradication, global justice and sustainability. (Inter alia, this appears to relate well to the issues highlighted as of relevance to the EU citizens in the recent Commission Green Paper on “Increasing the impact of EU development policy.”⁶)
5. This is why the European Development Education Consensus (2007) rules out the above mentioned alternative (a) as a rationale for DEAR.⁷ Given these considerations, the DEAR Study team recommends to the EC to explicitly adopt alternative (b) as its rationale and purpose of supporting DEAR.

THE EC'S MISSION/ROLE IN DEAR – ALTERNATIVE OPTIONS

6. The EC cannot and is not required to do everything that can be done in support of DEAR. The EC is one actor amongst a community of many national, international and increasingly global actors who take DEAR initiatives, develop policies and strategies, fund, conceptualise, reflect on, implement and evaluate DEAR programmes and initiatives.
 - What should be the EC's particular role and mission in providing added value to the DEAR kaleidoscope in the EU?
 - What can the EC do in order to give such added value?
 - What can the EC do that other actors cannot do with the same effectiveness, efficiency, impact and sustainability?
 - What level of financial and other resources can the EC apply to increase the effective growth in DEAR?
7. The EC may act (a) as a European DEAR policy leader, (b) as an implementer of DEAR activities, running its own DEAR projects or (c) as a facilitator and supporter of DEAR in Europe.

⁶ See

http://ec.europa.eu/development/icenter/repository/GREEN_PAPER_COM_2010_629_POLITIQUE_DEVELOPEMENT_EN.pdf Accessed 17 November 2010

⁷ “For the avoidance of doubt, Development Education and Awareness Raising are not concerned with activities that promote or encourage public support for development efforts *per se* or for specific organisations or institutions. They are not concerned with charity, organisational publicity or public relations exercises” (European DE Consensus, paragraph 23).

8. Option (a) has the advantage that EC-led and mainstreamed policies might lead to a high level of coherence of policies across the EU. However, such a top down approach would contradict the principle of subsidiarity and the diversity that is current and that is valued in DEAR within a European society exhibiting very different realities in different countries and regions. It would also probably step outside the remit which the EC has in its relations with Member States regarding this area of work.
9. Option (b) would have the advantage that the EC could directly control what happens with the budget it invests and directly shape its own DEAR activities as it deems them to be best. However, the EC (a) has no remit – and is unlikely to obtain one – to run its own programmes (unlike a number of Member States who do run their ‘in-house’ DEAR programmes), (b) the EC has no experience in directly implementing DEAR activities, nor does it have the personnel to do so, nor does its budget for DEAR allow it to make significant impact through such an approach. In addition, NSA and LA are closer to the citizens and are better placed to deliver DEAR activities particularly since existing networks and actors are already in place and involved in this work. A practical role for the EC would therefore more likely focus on support for the work of these actors and networks.
10. In option (c), the EC has its own DEAR policy and strategy, playing a central role in promoting coherence of policies and approaches between different stakeholders by facilitating dialogue among DEAR policy makers and practitioners. Chapter 3 already identified that the absence of such coherence is a key shortcoming in the current situation of DEAR in the EU. Being a supranational institution which is in permanent contact with all Member States and with accountability to the European citizens, the EC is particularly well-placed to give added value to DEAR in a co-ordinating and facilitating role. The DEAR Study team recommends the EC to adopt this option (c) for defining its own role in support of DEAR.

THE CONCEPT OF DEAR

11. As was made clear above, DEAR is not done for its own sake. The contribution of DEAR to development and to the eradication of global poverty is for many stakeholders (including the EC) its main *raison d’être*. Its relationship and contribution to such development, according to respondents to the Study, is well expressed in the ‘Development Education Consensus’ document where attention is drawn to:
 - a. the statement that “*Poverty eradication and the need for sustainable development are of vital concern in the early part of the 21st Century*”,
 - b. the role and commitment of the EU in addressing these concerns, and
 - c. the successful –albeit insufficient – contributions which DEAR has made to raising understanding amongst (sectors of) the public and to engaging them with these issues.⁸
12. This relates well to the European Parliament’s and Council’s regulation⁹ which establishes the EC’s Development Cooperation Instrument, including its NSA-LA DEAR programme.

⁸ ‘The European Consensus on Development: the contribution of Development Education & Awareness Raising’, EU Development Education Multi-Stakeholder Group, 2007. The document can be accessed at: http://ec.europa.eu/europeaid/infopoint/publications/development/36b_en.htm . Accessed 17 November 2010

⁹ Regulation (EC) No 1905/2006 of the European Parliament and of the Council of 18 December 2006 establishing a financing instrument for development cooperation”, article 14; see: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2006:378:0041:0071:EN:PDF> Accessed 17 November 2010

This regulation suggests that in terms of content the focus of the programme is on issues of:

- a. ‘development’;
- b. development policy;
- c. relations between ‘developed’ and ‘developing’ countries;
- d. issues and difficulties of developing countries and their peoples;
- e. globalisation and in particular the ‘social dimension’ of globalisation.¹⁰

The regulation indicates that in terms of outcomes, supported activities should lead to:

- f. raised public awareness of development;
- g. public engagement through ‘education for development’;
- h. ‘anchoring’ development policy (presumably meaning that the principle of development cooperation policy is, in outline if not in detail, supported by broad sectors of European societies);
- i. mobilising public support for poverty alleviation/eradication;
- j. increased public support for ‘fairer’ (economic, political, social, cultural etc) relations between North and South;
- k. public awareness, understanding and response to “the social dimension of globalisation”.

13. The regulation mentions in very broad terms *what* the EC should be doing and achieving in respect of awareness raising and education for development. However, the regulation gives no or little guidance on *how* this should be achieved, let alone that it contains guidance on how it should ensure complementarity and added value in respect of Member State and other actors’ efforts.

14. The theory and practice of DEAR across the European Union, as carried out by other actors, however do give suggestions on what a *practical* conceptualisation of DEAR might look like: a conceptualisation that can be of support in developing a more effective and complementary EC DEAR programme.¹¹ Most of the DEAR interpretations common in the European Union place the aspects raised by the EU regulation in the context of a conceptual approach that not only gives attention to the content and behavioural issues of the regulation (e.g. to do with knowledge, understanding, support), but also to relevant competences (including skills and attitudes). In addition they often give explicit attention to the processes of engaging (sectors of) the public.

15. The general characteristics that are suggested by common DEAR practices applied in the EU suggest that DEAR meets, and indeed deepens attention to, the aspects of the EU regulation by explicitly considering:

- a. issues of development that are placed within a context of global interdependencies;
- b. the promotion of understanding of the changing situation in the world and of the EU’s, Member States’, and the EU’s public connections with the wider world, in particular but not only with the South;

¹⁰ “Globalization is a term that is used in many ways, but the principal underlying idea is the progressive integration of economies and societies. It is driven by new technologies, new economic relationships and the national and international policies of a wide range of actors, including governments, international organizations, business, labour and civil society. The social dimension of globalization refers to the impact of globalization on the life and work of people, on their families and their societies.” World Commission on the Social Dimension of Globalization, <http://www.ilo.org/public/english/wcsdg/globali/index.htm> Accessed 17 November 2010

¹¹ See Annex A.9 for an overview.

- c. the promotion of skills that enable critical reflections on global interdependencies and processes of change, including through investigation of different perspectives on ‘development’ and related issues of global concern;
 - d. the encouragement to assess attitudes and behaviours, including personal ones, that affect global developments;
 - e. the active engagement of citizens within their local surroundings (often described conceptually as ‘global citizenship’).
16. The great majority of participants to the DEAR conference in October 2010 also expressed such a sense of DEAR. In discussions it became clear that there was broad support for the EC working through DEAR towards a vision of a European society and informed European public that is critically aware of, knowledgeable about and responsive to issues of global interdependence; that expresses meaningful actions in solidarity with those who are oppressed or poor, and through actions that support global and local change in support of sustainable development, human rights, social justice, and the eradication of poverty: the latter being precisely those issues which the EU’s development cooperation policies wish to address.
17. What is clear from the various descriptions and perceptions of DEAR is that such public awareness raising and education for development is explicitly *not* concerned with an uncritical provision of information or promotion of development aid per se, of EU or Member States aid policies, of a particular development project, programme, approach, or of a perceived solution to a development problem.
18. Instead the overwhelming perspective on DEAR suggests that the focus of European DEAR initiatives must be on changes that are needed *in Europe* for achieving development objectives: European public and corporate policies and European citizen’s behaviour are the main concerns of DEAR. For example, as it does across the development policy arena (reiterated in the recent Green Paper¹²), this includes also in DEAR particular attention to Policy Coherence for Development. Other policy areas (trade, agriculture, investment, migration etc.) have to be publicly addressed and critically assessed with regard to their development impact if DEAR is to make an effective contribution to eradication of global poverty and to sustainable development.
19. It is within such a field and such a conceptualisation of DEAR that the EC’s NSA-LA DEAR programme plays a role. If the EC wants to develop that role “*in coherence with the Member States and other major actors interventions*” then it makes sense to take note of the main conceptualisation used by States and major actors.¹³ Application of such a conceptualisation can then help in sharpening the specific contribution which the EC can make to the promotion and success of DEAR.
20. Given such considerations, what specifically should then be the role and purpose of the EC? This report proposes five ‘core recommendations’ that build on the European Parliament and Council’s regulation by giving it a strategic direction and focus that (a) complements those of the major actors in DEAR (including various Member States and major NSA-LA actors), and (b) relates to what field- and other work during the Study has found to be considered as

¹² See for example para 2.6 of the Green Paper

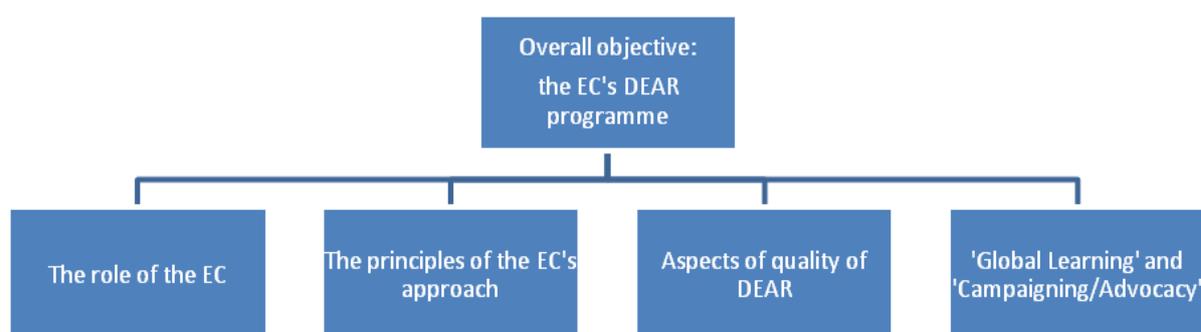
http://ec.europa.eu/development/icenter/repository/GREEN_PAPER_COM_2010_629_POLITIQUE_DEVELOPEMENT_EN.pdf Accessed 17 November 2010

¹³ DEAR Study terms of reference

‘good practice’ in DEAR. These core recommendations describe:

- a. the proposed overall objective of the EC’s work in DEAR;
- b. the proposed role of the EC in meeting this overall objective;
- c. the proposed principles which the EC applies in implementing this role;
- d. the proposed description of what conceptually is meant by DEAR within the EC;
- e. the proposed major applications of these concepts supported by the EC.

CORE RECOMMENDATIONS



R1. The EC’s overall objective in public awareness raising and education for development:

In order to contribute to European Union, Member State and civil society efforts for global, national and local developments that eradicate the causes of poverty, advance human rights and social justice, and promote sustainable development, the EC’s Development Education and Awareness Raising efforts aim:

- (a) to develop European citizens’ awareness and critical understanding of the interdependent world and of their own role, responsibilities and lifestyles in relation to a globalised society; and*
- (b) to support their active engagement in local and global attempts to eradicate poverty, and promote justice, human rights, and sustainable ways of living.*

R2. The role of the EC in supporting DEAR

By adding its efforts to those of others, the EC wants to increase the effectiveness and impact of DEAR within the European Union. It fulfils this role by supporting and facilitating:

- a. mechanisms of co-ordination of DEAR policies and approaches between stakeholders;*
- b. dialogue among DEAR policy makers and practitioners;*
- c. learning and quality improvement in the area of DEAR*
- d. capacity building in the field of DEAR;*
- e. European and global partnerships for DEAR.*

R3. The principles of the approach employed by the EC:

The EC principally works towards its DEAR overall objective by encouraging and supporting initiatives that:

- a. add value to Member State, civil society and other European Union initiatives in support of DEAR;*

- b. *unlock potential from within different sectors in society (organisations whose main focus may not necessarily be on international development or DEAR) to address the challenges in their own settings;*
- c. *are based on partnerships between people and organisations/Local Authorities across the European Union, and between the EU and countries and civil society in the South;*
- d. *enable learning from experience in order to improve the quality of supported programmes and projects.*

R4. Aspects of quality of the EC's DEAR programme:

The initiatives supported by the EC, including through grant funding, in their various ways enable partners and grant recipients, and through them members of the public, to:

- a. *place issues of development within a context of global interdependencies and change;*
- b. *facilitate partners and participants in activities to explore and develop understandings of the EU's, Member States', and the EU's public connections with the wider world, in particular but not only with the South;*
- c. *become aware of and respond to priorities of the EU's development cooperation programme, such as the need for Policy Coherence for Development;*
- d. *enable explorations of the relevance of a global development context to local, national and European issues of change;*
- e. *promote skills of critical reflections on global development and interdependencies, including through investigation of different perspectives on 'development' and related issues of global concern;*
- f. *encourage reflections on attitudes, value systems and behaviours, including personal ones, that affect global developments;*
- g. *provide opportunities for active engagement of citizens within their local surroundings in a sense of global citizenship and the perspective to advance the eradication of the causes of poverty, global social justice, the application of human rights, and the promotion of sustainable development.*
- h. *address issues of Policy Coherence for Development, i.e. critically take up EU and Member States policies in the areas of trade, agriculture, migration, investment etc. which may contradict or undermine sustainable development.*

R5. "Global Learning" and "Campaigning/Advocacy"

Such work in DEAR supported by the EC generally follows one of the two major conceptual sub-approaches which are not prioritised one over the other but which should be clearly distinguished:

- a. *The "Global Learning" approach, which aims at enhancing the competences of the (groups of) learner(s) in addressing issues of global development. It uses learner-centred, participatory, dialogue-oriented and experiential methodologies to develop such competences. Projects working with institutions of the Formal Education Sector (initial and continuing professional development teacher centres, curriculum development authorities, parent associations, etc.) need to be consulted with the responsible educational authorities.*
- b. *The "Campaigning/Advocacy" approach, which aims at concrete changes in behaviour at individual and collective levels, or in institutional/corporate policies. It uses results-oriented strategies. It facilitates and supports informed citizen engagement and advocacy for more just and sustainable policies, political/economic structures and individual practices.*

21. Taken together such statements build on the European Parliament's and Council's regulation by, on the one hand, placing it within a broader framework of DEAR practice within the European Union, and on the other hand, making it clear that the EC's role is specific, but enacted within that broad field of DEAR. A field that is not and cannot be managed by the EC, since it relies significantly on the intentions and practices of Member States and civil society organisations. However, based on identified strengths and opportunities in particular, the EC can play a forward looking and developmental role, relating and adding to what other actors undertake, by supporting and aiming to increase their impact.
22. This Chapter has presented a summary analysis, alternatives, arguments and recommendations with regard to the overall aim, the role of the EC and key conceptual and strategic considerations for the EC's DEAR approach. The following chapters will spell out in more detail aspects of analysis, alternatives, arguments and recommendations with regard to four identified areas of engagement of the EC in DEAR:
23. Each of the following Chapters highlights:
 - a. the need that is being addressed (see Chapter 3);
 - b. considerations the EC should take into account in addressing this need;
 - c. the suggested strategic objective to be pursued;
 - d. suggested implementation objectives to be pursued in the short term (i.e. to 2014);
 - e. suggested implementation objectives to be pursued in the medium to long term (i.e. to 2020).

5. Adding value: working towards coherence and co-ordination of DEAR efforts

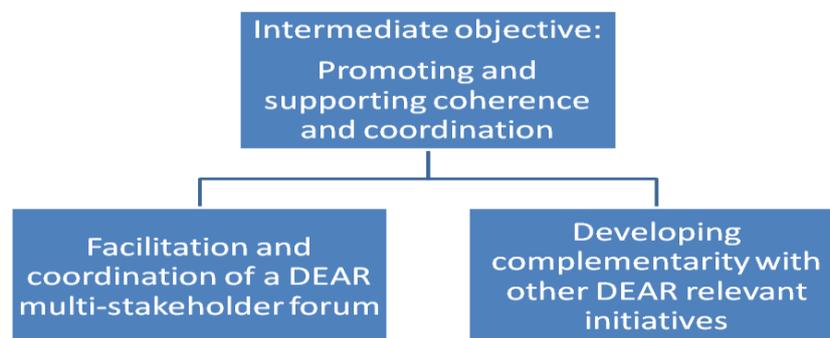
INTRODUCTION

1. This section contributes to addressing five of the identified needs in particular:
 - a. the need to develop and apply a DEAR policy and strategy which complements the best of existing DEAR theory and practice, conceptualising DEAR as an effort to enhance citizens understanding, skills and critical engagement on issues that affect development;
 - b. the need to use available EC DEAR resources effectively, using them to leverage resources from other quarters in order to promote awareness, education and engagement in issues relevant to 'development' across European society;
 - c. the need to develop coordination between the EC's efforts and those of other DEAR initiatives in the EU, in particular but not only between the EC and EU Member States;
 - d. the need to establish synergies between EuropeAid's NSA-LA DEAR programme and DEAR complementary or relevant programmes operated through other sectors in DG DEVCO or through other DGs (for instance DG Education and Culture, DG Climate Action, DG Environment, DG Development, DG Economic and Financial Affairs);
 - e. the need for the EC to be better informed of DEAR activities, projects, programmes, and strategies current amongst Member States and other major NSALA actors in the EU.
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CONSIDERATIONS

2. The EC is looking for a DEAR strategy which ensures that EC involvement in DEAR is coherent with relevant policies and strategies of Member States and other major stakeholders. Coherence is crucial if the EC's efforts in DEAR are to be effective, efficient, sustainable and giving added value to what other actors are doing. Making the EC's DEAR strategy coherent has two dimensions:
 - a. Cross-sectoral coherence: how to ensure that the EC's efforts in DEAR meaningfully complement DEAR initiatives of Member States and other major actors?
 - b. Inter-sectoral coherence: how to ensure that the EC's efforts in DEAR are using synergies with rather than duplicating or even contradicting efforts in other related (neighbouring) policy areas and programmes besides DEAR?

STRATEGY RELATING TO THE PROMOTION OF COHERENCE AND COORDINATION



R6. The proposed intermediate objective of the EC's DEAR programme is:

to increase the effectiveness, efficiency, impact and sustainability of European DEAR efforts (a) by promoting and supporting coherence between and coordination of DEAR relevant policies, strategies and approaches as applied by major European DEAR actors, and (b) by encouraging and supporting co-ordination with initiatives in other sectors which are closely related to DEAR.

ALTERNATIVE APPROACHES TOWARDS CROSS-SECTORAL COHERENCE

3. In order to achieve an EC DEAR strategy which is coherent with what is happening in the 27 Member States (governmental DEAR policies and funding practices, NSA and LA strategies, programmes and initiatives etc.) this Study included an analysis of the landscape of DEAR actors and their priorities and practices across the EU (see Annexes A and B for details). Coherence of the EC DEAR approach with the national and local actors' policies could be achieved:
 - a. by the EC developing country-specific DEAR strategies which take into account the evidence gathered about national actors and their priorities;
 - b. by developing procedures which ensure that any EC support for DEAR is systematically made complementary to and giving added value to efforts at national and local levels.
4. Option (a) seems inappropriate: Designing national DEAR strategies happens and should happen between governmental and non-governmental actors at national level; the EC should

not duplicate this work by elaborating its own 27 DEAR country strategies. Furthermore, the country specific DEAR information gathered in the course of this Study will be outdated soon which means that DEAR country strategies of the EC would require new DEAR studies on an annual or bi-annual basis. A further drawback of this approach would be that 27 different strategies are unlikely to contribute, in themselves, to coherence and complementarity, let alone coordination of efforts at an EU level, thereby losing a key asset of the EC's involvement in this work. Option (b) therefore – developing procedures that ensure coherence – appears much more practical, relevant and effective.

5. What directions should the EC follow in order to achieve greater (procedural) coherence with DEAR efforts within the Member States?
 - i. Conceptual level: coherence of the EC's understanding and concept of DEAR with the principal DEAR concepts of Member States, civil society and other major actors;
 - ii. Strategy level: coherence of the EC's DEAR strategy with the strategies and priorities of Member States, civil society and other major actors;
 - iii. Project level: coherence of the EC's support for DEAR projects with national policies and strategies within the countries where projects take place.

 6. Level i: Conceptual level. All major DEAR actors have outlined in policy or strategy documents their understanding of DEAR: the overall aims, the fundamental principles, quality standards and core approaches that DEAR initiatives should build on. The EC so far has not elaborated and published its own concept and understanding of DEAR. Building on the analysis of the major definitions, understandings and interpretations of DEAR across Europe (Annex A.9), Chapter 4 above provided a suggested EC conceptual framework for DEAR. Adopting and publishing this conceptual framework will provide the EC's DEAR programme with conceptual foundations that are coherent with the DEAR concepts used by most of the Member States and other major actors, including the main pan-European networks. It will furthermore enable the EC to effectively participate in debates and discussions about the aims, principles, approaches and growth in DEAR – which is a crucial requirement for any policy coherence dialogue with other actors.

 7. Level ii. Strategy level. In order to have coherent DEAR strategies, a permanent co-ordination process between all major DEAR stakeholders, including donors, implementers, experts and practitioners is necessary. Alternative approaches towards reaching greater co-ordination include the following:
 - (a) Donor co-ordination between EC and Member States in the DCI committee
Advantages: EC and Member States, the main funders of DEAR, could meet and co-ordinate their donor policies. Regular meetings of the DCI take place anyway and could be used. A DCI sub-committee for DEAR could be established. The EC would have control of the process.
Disadvantages: Members of the DCI committee are currently not all familiar with DEAR – the setting up of a functioning and competent DEAR sub-committee and effective co-ordination of DEAR relevant donor policies may not be possible. The perspectives of other important stakeholders (civil society, LAs, international networks, Southern partners) would be missing in the co-ordination process.
 - (b) Informal 'big donors' meeting of EuropeAid and the heads of the units responsible for DEAR within those Member States where governmental spending on DEAR per head of the population is over a particular threshold.
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Advantages: Those donors accounting for the largest amount of DEAR funding (and activities) could, if not necessarily coordinate, at least bring coherence to their varying policies.

Disadvantages: This might be seen as duplication with GENE. It might be seen as an exclusive club. Establishing which donor is “big” and which one is not would be somewhat artificial. In addition, the selection criterion of ‘donors’ may skew the attention of the meeting to funding policies and related issues, risking absence of information about implementation possibilities and other issues of DEAR practice.

(c) Multi-Stakeholder co-ordination of DEAR policies, strategies and priorities between EC, Member States, NSAs, LRAs, European Parliament, European networks (GENE, CONCORD/DARE Forum etc.), and representatives from the South.

Advantages: It would be an inclusive process, bringing all those together who have real stakes in DEAR, i.e. those who contribute policies or financial resources as well as those who implement at strategic and operational levels. As Annex A.5 and A.7 show, MSH co-ordination has proved to be an effective instrument at national level in various Member States. The model, if applied at an EU level, could build on and give greater direction to existing initiatives of European MSH co-ordination.

Disadvantages: The EC would not have a leading role, if it is a real MSH process. In certain situations an internal policy co-ordination of donors only, without interference of interested parties (such as representatives of recipients), might be required.

8. The DEAR Study team recommends the EC to endorse option (c) Multi-Stakeholder (MSH) co-ordination because of the following reasons:
 - a. Applying a MSH approach to co-ordinating DEAR policies and strategies in which the EC acts as an enabler of processes driven by others (Member States, civil society) corresponds with the recommended role/mission of the EC in DEAR to be *a pro-active supporter and facilitator*.
 - b. In many EU Member States successful MSH processes on DEAR have taken place or are taking place. They have contributed significantly to an increase in the reach, quality and effectiveness of DEAR activities in the countries concerned, and have led to adoption of national strategies.
 - c. Developing European DEAR policies and strategies in a MSH forum ensures that those who really have stakes in DEAR sit around the table: those who fund DEAR, those who have experience in implementing, those who have the theoretical and practical expertise.
 - d. MSH co-ordination is inclusive and transparent and avoids suspicion or resistance by individual actors who would not be invited to donor co-ordination meetings (options a, b).
 - e. The adoption of a multi-stakeholder dialogue and co-ordination approach by the EC was explicitly welcomed, appreciated and encouraged by the overwhelming majority of DEAR stakeholders during the DEAR Study process (Launch seminar, Field phase, DEAR Conference) – positive expectations are high for the EC to continue in this direction.
 - f. The already existing European Development Education MSH group may be used as a starting point for a formally established MSH co-ordination process.
 - g. The use of a MSH process and format meets the need to develop the EC’s *“future interventions in coherence with the Member States and other major actors”*.¹⁴

¹⁴ DEAR Study terms of reference specific objective 4

9. Level iii. Project level. In order to achieve coherence of EC support for DEAR at project level with national strategies within the countries concerned, the financing instruments should be developed further (see details in Chapter 8 below):
 - a. The already existing project grant scheme should be continued because it is complementary with national DEAR programmes through its inherent European and global dimension. *The international character of EC-supported DEAR projects is an explicitly acknowledged added value of the EC's DEAR approach and should be maintained.* The project grant scheme should, however, be developed further in order to assure even better coherence with national efforts.
 - b. Additionally, a new mini grants scheme should be introduced. It should be administered at national/regional level and be designed by the administering/re-granting agencies to take forward elements of the national DEAR strategies and to involve national stakeholders in the decision making on applications for mini grants.

ADDITIONAL CONSIDERATIONS ON INTER-SECTORAL COHERENCE

10. An effective and efficient DEAR approach with sustainable impact requires not only greater coherence with initiatives of other actors *within the DEAR sector*, but also greater efforts to co-ordinate with actors and initiatives that are not concerned with DEAR in a narrow sense but nevertheless, through their work in *closely related areas*, are important for DEAR. If sustained support for 'development' and active engagement with globalisation is aimed for, coherence will be needed not only across the DEAR sector, but coherence will also require an inter-sectoral dimension.
 - a. **DEAR and Education for Sustainable Development (ESD).** The concept of DEAR is closely related and in fact to a great extent overlaps with ESD. Too often, under the two labels "Development Education" (sometimes also referred to as 'Global Education', 'Global Citizenship Education') and 'ESD', various actors are doing very similar things, working towards parallel goals, and developing closely related concepts, projects and support mechanisms – without communicating enough with each other. An effective DEAR approach requires co-ordination and coherence with the neighbouring and overlapping efforts in ESD.
 - b. **DG DEVCO and other DGs.** Within the EC, different DGs, departments, units and sectors are responsible for or involved in areas such as DEAR, Environmental Education, Education for Sustainable Development, Human Rights Education, Intercultural Education, Peace Education, Citizenship Education etc. Although these different 'educations' all contribute to empowering and mobilising the European public around issues of global interdependence, sustainability, social justice and human rights, the co-ordination between existing efforts is weak (e.g. the programmes NSA-LA in development, Youth in Action, Europe for Citizens, LIFE +, Fundamental Rights and Citizenship). The EC's engagement in DEAR should be more co-ordinated with initiatives in these 'neighbouring' educational areas in order to identify overlaps, use synergies, avoid duplication of efforts and thus increase efficiency and enhance the impact of the limited DEAR funds by using other initiatives in formal and non-formal education as 'vehicles' for DEAR.
 - c. **Policy Coherence for Development.** DEAR is a communicative and educative engagement with European citizens in order to mobilise their action for the eradication of global poverty based on the European values of solidarity, equity and

social justice. The ‘Lisbon Treaty’ and other EU statements and directives have provided a stimulus to the development of policy coherence across the different fields of operation of the EU.¹⁵ There is an acknowledgement too in those statements that there is a need for a political will to overcome existing conflicts between EU and developing countries’ interests and that “aid alone is not sufficient” in reaching development objectives. There is a real debate to be had – and indeed already going on –, with conflicting views expressed on the direction of the future EC’s support for and role in development cooperation and in its own economic, social and political development. Such issues of fundamental concern are obviously of key concern too to attempts to raise the European public’s awareness of and education for development.

RECOMMENDATIONS FOR IMPLEMENTATION

Operational objectives for the short-term (i.e. to end of 2013):

11. In order to strive for coherence with the DEAR policies and strategies of others, the EC needs an encompassing DEAR strategy in the first place. DEAR policy and strategic implementation decisions need to be tied into the top level decision making bodies within the EC. The basis for this is provided by the recommendations made in the previous Chapter.

R7. Through its policy making units within DG DEVCO and through the DCI NSA-LA Management Committee, the Commission should develop and endorse a strategic DEAR policy statement based on the Core Recommendations and intermediate objectives suggested in this report.

R8. To promote coherence and coordination of DEAR policies and strategies between the EC, the Member States, civil society and other major actors at European Union level, a Multi-Stakeholder Group should be set-up and serviced by the European Commission. The existence of the current EU Multi-Stakeholder Steering Group on Development Education may provide a starting point for this.

a. The MSH group (the ‘MSH Forum’) and process should aim to:

- *develop coherence and complementarity between European and national levels;*
- *exchange experiences, plans and strategies relevant to DEAR at a European level;*
- *improve information sharing and common learning opportunities;*
- *develop coordinated cross-sectoral European approaches in DEAR;*
- *provide feedback on and be a sounding board for the EC’s own strategies and plans in support of DEAR, e.g. the EC’s Annual Action Programme in DEAR; (For the avoidance of doubt: the MSH Forum is seen as a co-ordination platform and is not to be mistaken with a decision-making body for the EC’s or any other organisation’s or network’s policies.)*

b. The composition of the MSH Forum should include members with experiences of different stakeholder interests in DEAR, including from main DEAR actors:

¹⁵ See for instance: http://ec.europa.eu/development/icenter/repository/COM_2009_458_part1_en.pdf Accessed 17th November 2010

- *Member States (Ministries and agencies in development, education and environment, and Local/Regional Authorities);*
 - *International NGO and other civil society networks involved in awareness raising and education from the spheres of development, education, environment, citizenship and youth;*
 - *DG DEVCO, DG Relex, DG Education and Culture and DG Environment;*
 - *European Parliament;*
 - *DEAR experts and organisations from the South, represented e.g. through the regional/continental CSO networks in the South (globally represented in, for example, networks such as the Open Forum);*
 - *International networks which contribute to European co-ordination of DEAR among peers such as OECD-Development Centre, North South Centre, GENE, CONCORD/DARE Forum.*
- c. *Serviced by the EC, the MSH Forum meets several times per year to enact its role in promoting and developing coherence and coordination of plans. Within the framework suggested by these recommendations, the MSH Forum would agree its own terms of reference, modus operandi and action plans.*
- d. *Planning for MSH Forum meetings takes place through a ‘Steering Board’ consisting of representatives of the four key stakeholder groups in DEAR:*
- *the European Commission (represented through the relevant sector/unit in DG DEVCO);*
 - *the Member States (for example represented through GENE¹⁶);*
 - *civil society (for instance represented through the DARE Forum of CONCORD);*
 - *the European Parliament (for instance through representation of its Development Committee).*
- e. *Membership of the MSH Forum should be decided by invitation from the Steering Board to ensure (i) that the range of stakeholders listed above are represented on the MSH Forum, and (ii) that special interest groups, political or otherwise, don’t use the MSH Forum to meet their own specific interests or objectives.*
- f. *An annual ‘Plenary’ of the MSH Forum (e.g. through a DEAR Conference) should be open to a broader range of current and potential DEAR stakeholders.*
- g. *A Donors Forum, consisting of EC representation, DEAR funding Member States, and other major donors (e.g. certain Local/Regional Authorities, the Council of Europe, other major international donors of DEAR), will be established as a permanent sub-group of the MSH Forum. With access only to DEAR donors, as invited by the EC, its role will be to exchange information and experiences regarding the funding of DEAR, and to develop synergies between donor policies. Meetings of the Donors Forum could take place for example once a year directly before a meeting of the full MSH Forum, or prior to the start of a new funding cycle.*

¹⁶ GENE involves representatives of national Ministries responsible for Development *and* for Education in (currently) 15 Member States. It includes all those Member States that have an active interest in supporting quality improvements and the provision of support for DEAR in the Europe.

12. In order to use such a process effectively for strategic co-ordination (aiming to achieve greater coherence) it is necessary for the Commission to develop closer relationships with the other DEAR stakeholders, to develop a greater familiarity with and expertise in DEAR and to become a competent player in shaping co-ordinated policies and strategies in DEAR. This will require it to make staff time and resources available for MSH co-ordination and facilitation activities within the EC, and to develop its own capacity to support the development of its own and of others' DEAR expertise. (Also see Chapter 9 in this Report.)

R9. The EC to take a proactive role in the MSH process, namely:

- a. to facilitate and service the operation of the MSH Forum, its Steering Board and Donor Forum;*
- b. to co-lead, with other members of the MSH Steering Board, the European MSH process;*
- c. to participate actively in the European DEAR discourse, providing inputs in debates and developments, for example through the provision of information, through attendance at key DEAR relevant events (organised by other stakeholders such as Member States, civil society, the North South Centre) at European as well as Member State level, and through the promotion and co-organisation of DEAR related events.*

13. The process and structure recommended above will also have consequences for the implementation of other intermediate and operational objectives recommended in this Report. Details of those are given in the following Chapters. For example:

- a. In order to improve coherence at project level between EC support for DEAR and national requirements, the existing European DEAR project grants scheme should be continued and further developed (see Chapter 8 for specific recommendations) for instance through:
 - requiring and/or prioritising, in grant funded projects, project partnerships including several European NSA-LA and at least one full project partner from the South;
 - applying, as a foundation of the NSA-LA DEAR grants scheme, the conceptual framework for DEAR as outlined in Chapter 4 (aims, principles and quality standards of DEAR) which builds on current trends in DEAR conceptual thinking within the Member States;
 - requiring grant applicants and recipients who work on Development Education in the Formal Education Sector to show evidence of the co-ordination of their initiatives with educational authorities at national or regional level.
 - revision of the grants assessment and selection procedure involving for instance project proposal assessors to be more carefully selected (with regard to their DEAR and country specific expertise) and briefed (with regard to national DEAR strategies and priorities), and EC staff to be more intensively involved in the selection procedure based on increased familiarity with the DEAR situation within the 27 Member States.
- b. In addition to the European DEAR project grant scheme, a new mini grants scheme should be introduced in order to support small scale DEAR initiatives at local/national level. The scheme should be organised through re-granting (cascading)

and possibilities for administration at national levels should be explored. The national re-granting schemes should be designed by the administrating/re-granting agencies to match the EC's DEAR strategies and national DEAR strategies, involving national stakeholders in the decision making on applications for mini grants (see Chapter 8).

- c. Issues of Policy Coherence for Development (PCD) should be one of the explicit priorities of the EC's DEAR programme and explicitly support DEAR initiatives in critical public awareness and advocacy work for greater coherence between development and other EU and Member States policies (recommendations on the strengthening of the DEAR programme's relationship with EU development priorities, such as Policy Coherence for Development are made in Chapter 8).

Recommended operational objectives for the longer term (i.e. to 2020): coherence within the Commission and with Education for Sustainable Development initiatives

R10. DG DEVCO should raise awareness of and explore opportunities for collaboration with DEAR in units/departments in other Directorate Generals of the Commission, in particular those involved in Environmental Education, Education for Sustainable Development, Human Rights Education, Intercultural Education, Peace Education, Citizenship Education, including through programmes such as Youth in Action, Europe for Citizens, LIFE +, Fundamental Rights and Citizenship. The objectives are:

- a. *for DG DEVCO to become and remain aware of DEAR relevant initiatives and programmes in other DGs;*
- b. *to make use of opportunities that ensure programmes are complementary;*
- c. *to develop and implement where possible efforts that are of mutual benefit, for instance through joint policies and support strategies and programmes.*

R11. In order to achieve greater coherence between initiatives in DEAR and in Education for Sustainable Development it is recommended to DEVCO:

- a. *To develop familiarity and ongoing links with the European ESD community (including those initiated through UN/UNESCO/UNEP, Ministries of Environment and of Education, DG Culture and Education, DG Environment and environmental and NGOs).*
- b. *To explore options of closer strategic and practical collaboration and coordination between DEAR and ESD initiatives in the European Union.*
- c. *To enable sharing of learning from strategic and practical approaches between the European DEAR and ESD communities.*

6. Adding value: learning and sharing learning

INTRODUCTION

1. This section contributes to addressing two of the identified needs in particular, namely:

- a. the need to improve and promote learning from approaches and activities relevant to DEAR and apply such learning to initiatives supported by the EC;
- b. the need to draw learning from EC supported DEAR projects and make this learning available to stakeholders.

CONSIDERATIONS

Organisational learning

2. What are the learning and feed-back processes that need to be developed and used as part of the EC's DEAR approach? While DEAR is primarily concerned with political learning for (socio-economic) change, learning issues should cover too the 'organisational nature' of promoting and supporting DEAR. They are concerned with the sharing of knowledge among the various DEAR actors: participants, practitioners, CSOs, LAs, educational organisations, media, supporting networks and institutions, sponsors.
3. Every year, EC-supported DEAR projects produce a wealth of approaches, methods and materials. At a European level currently little systematic information, let alone evidence, exists about the quality of such work. This absence hinders the development of learning and the development of the DEAR sector as a whole. Systematic collation, analysis and sharing of experiences and results needs to become a central feature of EC DEAR supported approaches and activities.

DEAR related polls

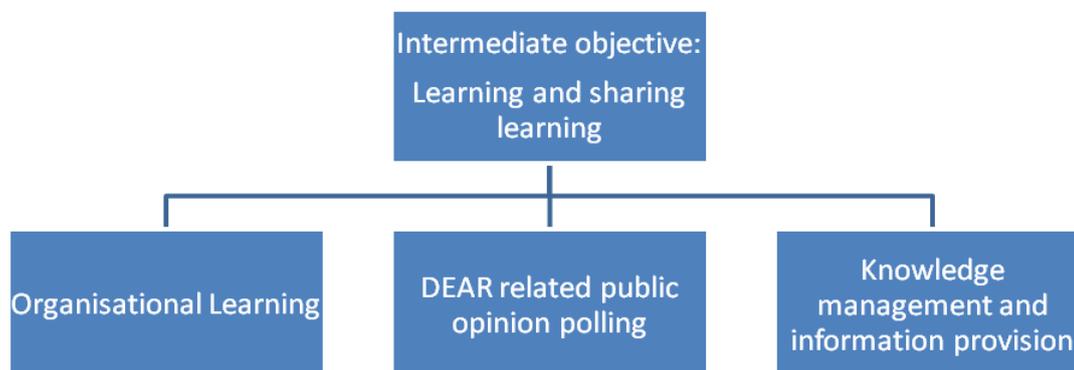
4. What are the global development frames and facts to be selected and monitored based on the principle that they have the power to change people's minds concerning international solidarity and social justice issues? Current (international aid/solidarity) Eurobarometer and national poll results can lead to relevant decision making about DEAR requirements although available polls are usually formulated separately from the DEAR practice and are of limited help in addressing its key issues or the proposed vision of DEAR. In general, existing polls try to measure public support for development aid. Part of the DEAR work relates to development aid and cooperation but its practical focus is broader than that. Adequate tools for measurement and indicators of success in DEAR (at societal level) therefore need to be developed. This will require collaboration among a variety of DEAR and non-DEAR actors.
5. What also needs to be taken into account in polling is that the primary audience or target group of specific DEAR projects is usually not the 'general' public. Although the general public is mentioned as a 'target audience' in about half of the EC supported projects, it is clear from project descriptions that this is usually seen as a spin-off audience. The primary audience tends to be much more specific, e.g. work with decision makers, NGOs, teachers/schools/pupils, journalists/media, young people/youth workers, etc. (See Annex A.4) There is therefore value in not only looking at polling of the general public regarding DEAR, but also at polls amongst specific sectors of the public. Some national networks, for instance the DEA in the United Kingdom, are already building up experience in the use of segmented public polling.

Knowledge management and sharing DEAR information

6. What are the most effective ways to produce, retrieve and make DEAR information available? Although project grant recipients are obliged to complete regular, as well as end of project reports that evaluate progress, today little feedback is given by the EC on this. Information gathered through these processes is also not made available to a wider public, limiting opportunities to learn from practical and operational experiences.
7. The EC needs a publicly accessible project database, with information about project

objectives, targets, themes, methods, results, materials, and evaluations.

STRATEGY RELATING TO LEARNING AND SHARING LEARNING



R12. The proposed intermediate objective of the EC's DEAR programme is:

to gather, analyse and make publicly available learning from processes, outcomes and impact of EC supported DEAR projects, programmes and initiatives ensuring that such learning is embedded in future EC initiatives and support

RECOMMENDATIONS FOR IMPLEMENTATION

Operational objectives (to e.o. 2013): Organisational learning

R13. DG DEVCO should take the initiative in organising regular European wide 'DEAR Sharing and Learning Fora' which aim to exchange ideas and experiences relevant to the development of systematic assessments of DEAR approaches, activities and resources;

Participants:

- a. EC DEAR staff,
- b. DEAR practitioners (e.g. representatives of EC-funded projects, including from Southern project partners),
- c. DEAR national and international network members,
- d. policy makers
- e. academics

Operation:

- f. The operation of the fora could entail (i) face to face seminar-workshops and/or (ii) online exchanges of ideas and discussions. (Face-to-face events could, for example, be combined with the recommendation for an annual DEAR conference mentioned above.)

R14. DG DEVCO should encourage and support the collation, analysis and learning from DEAR project evaluations and DEAR strategies in Member States and across the EU by allocating the systematic collection and analysis of relevant information to one (if done across the EU) or more (if done on a national basis) appropriate organisations, institutions or research centres;

- R15. *DG DEVCO should produce and present at the annual European Development Days, a report focussed on*
- a. *what has been learned from EC supported projects in the past year (based on project reports and evaluations, and on ad-hoc studies),*
 - b. *what has been learned from the national evaluations, and on*
 - c. *what impact the DEAR programmes or projects have had in terms of changing perceptions, levels of understanding and other aspects relating to the purpose of DEAR.*
- R16. *The EC should, in collaboration with DEAR experienced research centres and international networks:*
- a. *develop quality indicators based on recommendations R4 and R5 defining process and impact indicators;*
 - b. *consider introducing a 'project evaluation award scheme' for EC supported projects that highlights quality in ex ante, midterm and ex post evaluations of project or programme processes, results or impact;*
 - c. *provide on-line information about evaluations and impact assessments of all EC supported projects and programmes;*
 - d. *develop an annual collation and analysis of results and evaluations of EC supported projects and programmes.*

Operational objectives for implementation by end of 2013: DEAR related public polls

- R17. *To develop the quality of DEAR polling and information about public opinion in DEAR relevant segments of the European public, the EC should, either through its own offices or through invitation to a (consortium of) national or international network(s):*
- a. *gather information about existing (national) DEAR related polls,*
 - b. *disseminate compiled information on-line,*
 - c. *stimulate the development of debates, ideas, skills, and tools relevant to the assessment of DEAR's impact on (segments of) society.*

Specific long term recommendations (2014-2020): DEAR related public polls

- R18. *Based on experiences gained from analysing national polls (as per previous recommendation) the EC in collaboration with the MSH Forum should initiate and support the formulation of DEAR specific EU wide polls (possibly through the offices of Eurobarometer).*

Operational objectives (to 2013): Knowledge management and sharing DEAR information

- R19. *The EC should develop an adequate on-line DEAR resources database according to the needs of DEAR practitioners and key public stakeholders. This might include for example:*
- a. *An overview of all DEAR projects financed (what happens in these projects, individually and aggregate, what target groups are reached, themes covered, methods used, countries and organisations involved, budgets spent; what are the evaluation results and lessons learnt).*
 - b. *An overview of major outputs produced through EC supported DEAR projects*

(such as websites, DVDs, didactic materials, pictures, exhibitions, study and evaluation reports etc.)

- c. The criteria used in assessing grant applications.*
- d. Guidance to grant receiving organisations to enable them to update relevant information about their projects on-line.*
- e. EC project evaluation reports.*
- f. Publicising new initiatives and ideas that are being developed in Member States countries. These initiatives have a potential interest for partnership development and innovation (and should be visible by external links to the website.)*
- g. Regularly updated information about DEAR initiatives, actors and approaches existing across the EU and within the 27 Member States.*

R20. To ensure that information such as that contained in Annex B, concerning Member State strategies, actors and approaches, is annually updated and made publicly available (e.g. through a website).

7. Adding value: global perspectives and approaches in development and DEAR

INTRODUCTION

1. This section contributes to addressing the following need in particular:
 - a. the need to go beyond a Eurocentric perspective by relating DEAR initiatives in the European Union to relevant and up-to-date experiences and challenges of ‘development’ in both North and South, to globalisation and in particular to the social dimension of globalisation.

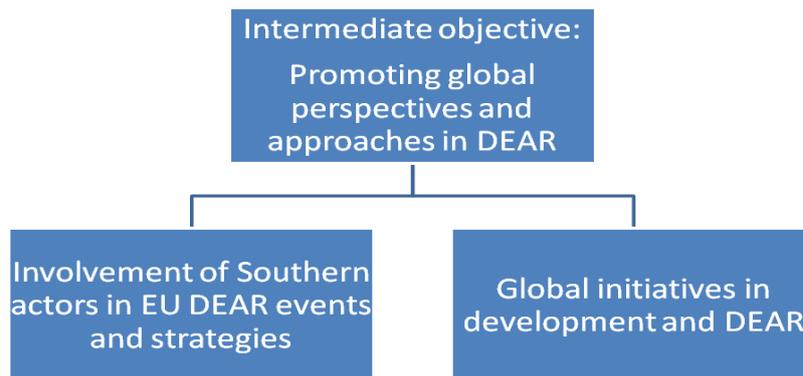
CONSIDERATIONS

2. Development efforts in the South and DEAR in Europe cannot be separated from each other. DEAR in this respect directly builds on the European Parliament and Council’s regulation statements regarding attention to globalisation and in particular the social dimension of globalisation (see Chapter 4 above). DEAR is thus an explicitly global endeavour. It needs to be based on authentic, valid, current, up-to-date experiences of actors from around the globe. To make this meaningful DEAR requires intensive global partnership of new quality.
3. As this Study has shown, there are manifold ways in which quality DEAR projects involve voices, perspectives and experiences of Southern partners and countries (see Annex A.8 and A.9 for details). Good practices include:
 - Integrating a dimension of direct contacts between European and Southern actors into DEAR projects through mutual visits, partnership building and twinning projects. The need to invest resources into such activities which require a lot of time, attention, careful reflection and money for expensive journeys must be acknowledged.
 - Involving (a) European migrant communities and (b) experts from the South into DEAR projects. These actors should be involved in key roles which enable them to take a real influence on shaping the project.
 - Encouraging Southern organisations to participate fully as equal partners in DEAR

projects with equivalent activities in European and Southern countries.

4. However, although DEAR initiatives of high quality already do put North-South relationships, Southern realities, global connections and multi-perspectivism into the centre, much of the current DEAR policy and practice is still almost exclusively led by European actors, using European concepts, building on European experts and so on. Moving from such Euro-centrism and from a relatively tokenistic approach to North-South exchange to multilayered global perspectives will be a key challenge for DEAR in the coming decade. Roles, concepts, perspectives and approaches from varied actors from across the globe will need to be involved and the artificial distinction between North and South, European subjects and Southern objects of DEAR needs to be overcome if DEAR is to go beyond a Eurocentric perspective which is still too often characterising it.

STRATEGY RELATING TO GLOBAL PERSPECTIVES AND APPROACHES IN DEAR



R21. The proposed intermediate objective is for the EC:

to promote the development of truly global perspectives in DEAR, including through support for the development of a global civil society as a vehicle for change, by promoting the inclusion, in programmes, projects and other initiatives, of a wide range of experiences from and partnerships between CSOs and LAs from different continents.

Alternative approaches towards meeting the strategic objective

5. Alternative approaches towards a truly global perspective for DEAR include the following:
 - (a) to enhance efforts to involve Southern actors more than occasionally in DEAR projects which however remain carried out mainly by Europeans for Europeans, addressing issues of development elsewhere;
 - (b) to systematically conceptualise DEAR as a global effort by actors from North and South (and East and West), addressing issues of global and local concern in North and South (and East and West).
6. It is very recommendable to intensify the involvement of Southern actors into European DEAR initiatives as described in option (a) and the good practices in “integrating Southern perspectives” as described in point 3 above and in more detail in Annex A.9 should be supported.

7. Strategically, the Study team however, recommends to envisage option (b), moving from a predominantly Eurocentric to a more inter-continental perspective for informing DEAR. In today's globalised world a distinction between a "developed", wealthy North and a "to be developed" poor South makes little sense anymore. As the European Parliament and Council's regulation indicate globalisation is a key factor to be considered in DEAR since 'development' happens at different paces in different segments of one and the same global society. Poverty and wealth both exist in Europe as well as in other parts of the world. Economic growth – and problems related to economic growth – occur in parts of Asia, America, Africa, Europe and Australia. In all countries of the globe the rapid social transformations represent big challenges, particularly for vulnerable parts of the population. In such a world 'development' as well as 'development education and awareness raising' need to be radically re-thought and re-conceptualised if they are to maintain a significance. The old North-South paradigm is no longer helpful as a long term strategy.

RECOMMENDATIONS FOR IMPLEMENTATION

Operational objectives (to e.o. 2013): Involvement of Southern actors

- R22. *To integrate a dimension of direct contacts between European and Southern actors within DEAR projects through mutual visits, partnership building and twinning projects should be encouraged, supported and facilitated. The need to invest resources into such activities which require a lot of time, attention, careful reflection and money for expensive journeys must be acknowledged.*
- R23. *To set priorities in Calls for DEAR Proposals for projects that include, in their planning and implementation, involvement of people and organisations from communities in the South and/or from migrant communities in the EU to the same intensity as that required from project partners inside the EU.*
- R24. *To include in the recommended MSH Forum and Learning and Sharing Learning processes opportunities for European and Southern civil society organisations and LAs to exchange experiences and ideas, develop common visions, and to initiate partnerships.¹⁷*
- R25. *To enable NSAs and LAs from candidate countries to the EU to access and be part of knowledge transfer and capacity building in DEAR, by allowing them to be eligible as partners in projects.*

Specific long term recommendations (2014-2020): Global initiatives in development and DEAR

- R26. *To enable Southern actors to play a full role in EC DEAR supported projects, as recipients of grant funding elements as project partners, and potentially as lead agencies, within a DEAR project. All technical procedures should be adjusted in a way so that full participation of Southern organisations is made easy.*

¹⁷ Various opportunities for tracing and inviting relevant organisations exist, for example, through DEAR project partners in the South and through the growing range and work of international and global networks such as 'Open Forum' (<http://www.cso-effectiveness.org/-about,001-.html>)

R27. In addition to and as part of the development of a more globalised development cooperation programme with direct access by Southern NGOs to EU held development cooperation funds, the EC should:

- a. support the emergence of a global civil society as a driver and supporter of change by initiating and/or supporting intensified dialogue between development actors and DEAR actors on a new “post North-South” paradigm for working towards the abolition of the causes of poverty and for justice and sustainability in a globalised world*
- b. consider the abolition, in its own thematic and geographic development support programmes, of the distinction between programmes addressing development challenges in the South and those addressing DEAR in Europe.*

8. A starting point for the implementation of this recommendation could be the current discussions about the new financial perspective 2014-2020. As part of this the EC could discuss with relevant stakeholders (from inside and outside the EU) whether and how it can design support programmes that do not artificially separate ‘development work in the South’ from ‘development awareness raising and education work in Europe’. Instead possibilities should be explored which combine DEAR in Europe and civil society empowerment in the South. Such ‘global civil society’ programmes should support civil society actors from inside and outside the EU to work inside and outside the EU towards global justice and sustainable development.

8. Adding value: conditions and administration of grants

INTRODUCTION

1. This section contributes to addressing three of the identified needs in particular, namely:
 - a. the need to simplify the grant application and administration process and make it more transparent and effective;
 - b. the need to use available EC DEAR resources effectively, using them to leverage resources from other quarters in order to promote awareness, education and engagement in issues relevant to global development across European society;
 - c. the need to improve and promote learning from approaches and activities relevant to DEAR and apply such learning to initiatives supported by the EC.

CONSIDERATIONS

Funding arrangements

2. There is a wide consensus that DEAR funding would be more effective if the EC would diversify ways and means of channelling funding into DE sectors within countries. For a funding process to be effective it needs to closely engage with, and be relevant for the situation of applicants and their partners.
3. The diversification of the funding should enable it to fill several gaps in the landscape of European DEAR, most importantly:

- a. to cover different needs and levels of understanding of DEAR projects in the 27 Member States;
- b. allow the establishment of stable partnerships between the North and South;
- c. assure the same chances for bigger and smaller size NGOs to get funding, based on the quality of the proposed activities;
- d. institute cross-sector linkages between governmental, municipal, private and civil society sectors.

The types of grants

4. Generally NSA-LA representatives interviewed by the Study team were supportive of the relative openness of the Calls for Proposals in terms of themes. From an EC point of view however the relationship between the themes of particular Calls and the priorities of the EC's development cooperation programme are sometimes felt to be rather tentative. Given that the overall development priorities of the EC are set through a framework involving Member States, European Parliament and Council, it seems appropriate that the Calls for Proposals relate to such priorities.
 5. Significant interest was expressed by respondents in the possibility of (re-)establishing a mini grants scheme in order to support in particular smaller organisations in their growth of (usually) locally accessible DEAR. The grant scheme as currently operated by the EC is biased towards larger organisations who have the resources and who can take the risk in (significant) investment in developing a project application. This bias works against the capacity building and involvement of smaller, usually locally operating organisations.
 6. We have heard proposals to allocate of the EC's DEAR grants via 'country envelopes', i.e. allocating the total grants budget to individual Member States. The argument being that this could ensure complementarity of the EC with strategies employed by Member States. Against this we have also heard, and agree, that such a set-up is unlikely to enable the EC to add value (except in monetary terms) to what each Member State is doing in this field (indeed some Member States are doing very little). On the other hand allocating funds to particular countries could potentially be used to support the (further) development of national strategies, which, as we have argued before, need to involve not only state actors but also and significantly non-state actors since they are the main *implementing* force of DEAR.
 7. Suggestions were also made about allocating the grants fund to one or a few particular sectors, such as for instance, youth, formal education, the media. As our Annexes show, prioritising at an EU level one sector over another would not promote complementarity with national opportunities. The exception to this might be the formal education sector which appears to be a key audience or partner in DEAR across the EU. However, as we have heard from state and non-state respondents alike, each country will have at least one additional audience which actors in DEAR see as a vital public sector to target in the promotion of DEAR. Sectoral specialisation would then depend on national circumstances.
 8. Although the length of time available for a grant (up to three years) is generally appreciated and seen as practical by grant recipients, it is felt by many that effects will often be known only after the three year period has been completed. To assess such effects funds cannot be reserved from the EC grant. This hampers a proper impact assessment – and therefore appropriate learning.
 9. In conclusion a continued focus, through major grants, on a broad range of development
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issues (along the lines as currently implemented but with a stronger tie-in to the EU's development priorities) should, it is argued, remain at the core of the EC's support for DEAR. However, in order to improve effectiveness grants that support the development of capacity (through strategy and skills development at national levels) and that support particular in-country priorities (through nationally allocated 'mini'-grants) should be added to the current grants programme.

Grants administration

10. It has been suggested that current EuropeAid project managers (who keep track of NSA-LA grants) could take responsibility for keeping up to date with developments in 'their' countries: staying in touch with national (DEAR) platforms and relevant ministries, and updating information about 'their' countries on a central and publicly accessible information point. Such arrangements could significantly assist in developing and maintaining informed coherence between the EC and other major DEAR actors. Yet, given current workloads, administrative arrangements and staffing complements such a suggestion seems only feasible in the long term.
 11. However, there are opportunities to significantly simplify the grants administration process in the short term, creating time that could be devoted to other strategic areas of work. Currently much of the projects administration relies on often very detailed information about objectives, activities, timetables and specialised budget lines that need to be submitted through application forms, interim, final and evaluation reports. Much of the information provided by applicants and grant recipients is out-of-date as soon as it is written. As circumstances change, requests to allow changes to earlier agreed plans take up additional time of project staff at the EC. In ensuring accountability and probity in the use of grant funds by recipients much of the submitted information appears to be superfluous.
 12. On top of that information about applications and grants is dispersed across different sources of information, including paper based sources and at least two types of (non-communicating) computer based project databases. Not much of the available information and information that is being checked is used in assessing how and why projects achieve or don't achieve their planned outcomes. It seems from this that significant efficiencies can be achieved in the grants administration process.
 13. The outsourcing of grant application assessments is a significant bone of contention to grant applicants: feedback from them on inconsistencies in the use of grant assessment criteria abound. Part of this is to do with assessment criteria that are open to different interpretations.
 14. Another reason may be the use of outsourced assessors who, so we gather, are not always familiar with DEAR, or with the situation regarding DEAR in EU Member States. We have heard that the current Framework contract arrangements do not encourage the appointment of the best assessors from across the European Union, but rather put them in competition against each other. To overcome such competition between well qualified assessors it might be worth exploring amendments to the current Framework Contract arrangements so that bidders do not have to name all proposed assessors in their bid but only the lead ones. A detailed plan and budget of how the bidding agency plans to deliver, together with CVs of lead consultants to implement the assessment process, should enable the EC to appoint one of the bidders. Such an amendment might then make it possible for the successful agency to recruit from across the range of potential assessors. This should enable an increase in the
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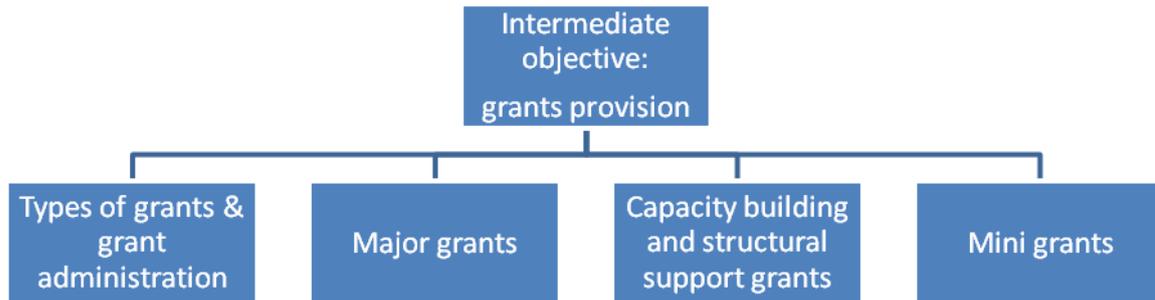
quality of assessors working on grant applications as a result.

Partnerships through grants

15. Presently, the Guidelines for grant applicants in the annual call for proposals from NSAs and LAs enables support and funding for partnership building between new partners and sectors. However what that means in practice is not always clear to applicants, particularly not to those who do not have the means, experience or history to co-operate on a sustained and regular basis with other organisations.
16. The recent Development Green paper gives much attention to the use and further development of ‘partnerships’ as a means in the development process. From a DEAR perspective possibly three different types of partnerships might be particularly relevant to pursue through the EC’s NSA-LA grants programmes. Such a typology would add value to what is so far a rather unspecific meaning of the concept, and focus attention on the main purpose of the collaboration. Clarifying these types in grant application guidelines could be a help to organisations – and Local Authorities – wishing to apply to EC support.
17. Such different types of partnership would have one of three main purposes:
 - a. *Partnerships for practice*: to develop, disseminate and enable learning from quality DEAR focussed on a particular segment of the EU’s public or on a particular group of collaborators, e.g. educators, teachers, young people, the media. Partnerships of this kind may involve, for instance, joint work on a curriculum development project, extended in-service training courses for teachers, or collaboration with journalists.
 - b. *Partnerships for organisational capacity-building*: strategic partnerships to support and enable learning from the growth and development of well managed organisations, networks or coalitions. Partnerships of this kind may involve, for example, cross-country collaboration in peer learning activities that develop skills and strategies relevant to the pursuit of complementarity and coordination (relevant to proposed EC intermediate objective A), learning and sharing learning in order to improve practice (relevant to EC intermediate objective B), and/or global perspectives (relevant to EC intermediate objective C)
 - c. *Partnerships for policy change*: strategic multi-stakeholder partnerships working towards common policy change objectives relevant to development education, and influencing the policies and strategies affecting public knowledge of and engagement with, for example, achievement of the MDGs or other EU development cooperation priorities, and critical aspects of the broader international development agenda.¹⁸

¹⁸ This typology of partnerships is inspired by Oxfam GB’s development education and youth partnership policy (2008).

STRATEGY RELATING TO GRANTS



R28. *The proposed intermediate objective of the EC's DEAR programme is to:*

Operate a grants programme accessible to NSAs and LAs in the European Union and to their partners in countries outside the EU in support of the aim, core approaches, and conceptual framework of DEAR. The grants programme will involve three types of grants:

- a. *a major project grant scheme (similar to the current one)*
- b. *a re-granting scheme providing mini-grants to smaller DEAR initiatives*
- c. *a capacity building and structural support grants scheme for specific initiatives*

RECOMMENDATIONS FOR IMPLEMENTATION

General recommendations

- R29. *The EC should diversify its funding for DEAR projects and introduce 3 lots:*
- a. *a DEAR major project grants scheme, building on the current one with a few significant modifications (allocating ca. 50% of the available funds);*
 - b. *a grant scheme for capacity building and structural support (allocating ca. 20% of the available funds);*
 - c. *a national/multi-country mini-grants scheme, based on a re-granting/cascading procedure (allocating ca. 30% of the available funds).*

Reorganisation of project administration (by 2013)

- R30. *The application and administration procedure for DEAR project grants should be simplified and made more transparent:*
- a. *the EC should aim to reduce the time input currently required for the administration of the grants programme by its own staff by at least one-third;*
 - b. *application and reporting processes, and their assessment and administration by the EC, should be focussed on:*
 - i. *the relevance of proposals and actions to the objectives of the grants programme and to the focus of the relevant Call for Proposals;*
 - ii. *financial accountability regarding the proposed and actual use of funds against headline rather than detailed budget lines;*
 - iii. *results and impact of proposed and actual actions;*
 - iv. *learning from project processes and outcomes.*
 - c. *The two step application procedure for the project grants should be kept.*
 - d. *The phase for consideration of concept notes should be shortened and the*

cycle from initial call for proposals to issuing of contracts should be reduced to ideally 6 months and 9 months maximum.

- e. The application documentation should be simple, short, and avoid jargon:
 - i. Application documentation and progress and end of project reports should be filed on-line rather than be paper based;
 - ii. Inclusion of a simplified log-frame with the concept note should be considered;
 - iii. In the second part of the application process, the removal of sections B, C (detailed information on the applicant and partners) should be considered if it is available in PADOR in the same detail;
 - iv. The complexity of the application documents should be reduced. Sections which, according to EC staff, project proposal assessors and applicants give little added value should be removed.
- f. Before proposed changes to the application and reporting processes and documentations are implemented they should be consulted on through a consultation process open to all stakeholders – with current grant recipients in particular invited to comment.
- g. In the case where a project proposal has been accepted, but where delays in the assessment process endanger the implementation of the proposed activities, the EC and the applicant should be able to renegotiate the activities and/or introduce changes in the budget.

R31. The EC should provide information to prospective and actual applicants on the project selection procedure and results: including

- a. information on how the selection process is organised;
- b. the criteria for selection;
- c. detailed individual feedback on each application automatically delivered to the applicant;
- d. a statement on the aggregated selection result (what kind of projects – by theme, audience, approach, country - were prioritised.)

Major grants – for implementation in the short-term (to e.o. 2013)

R32. The existing 'project grant' grant scheme should be maintained, with the following significant modifications:

- a. The grant scheme and Call for proposals should be placed within the DEAR conceptual framework (aim of DEAR, principles and approaches as outlined in Chapter 4 above)
- b. The max. project period should be increased to 4 years out of which
 - i. up to 6 months (and up to 5% of the overall budget) may be used for an 'inception phase' for partnership building (planning and exchange meetings), an initial visit of the implementing organisations to Brussels for a meeting with the DEAR unit in DEVCO, fact finding and analysis
 - ii. up to 3 years may be used for project implementation;
 - iii. up to 6 months may be used (and a minimum 5, maximum 7% of the overall project budget have to be used) for evaluation after the end of the project implementation.

R33. According to the rules in the Call for Proposal, the obligatory conditions and requirements for eligible DEAR projects would include the following:

- a. Projects need to apply the conceptual DEAR framework and make clear the process they intent to use in applying the recommended core approaches of DEAR;
- b. Projects need to be based on cross-country European partnerships. They have to involve partners from different EU countries;
- c. Projects need to relate and respond to one or more of the EU's development priorities;
- d. Projects need to involve at least one Southern organisation as equal project partner with full co-responsibility for designing, planning, implementing and evaluating the project;
- e. Project proposals have to make clear, through their objectives, whether they follow a Campaigning/Advocacy approach or a Global Learning approach as their main process for implementation.
- f. Grant recipients who work on Development Education/Global Learning in the Formal Education Sector should be required to show evidence of the co-ordination of their initiatives with educational authorities or initiatives at national level;
- g. Project proposals have to give evidence of achieving plausible and lasting impact (i.e. policy and/or competence change affected either on political/economic structures or on the learners involved);
- h. Project proposals have to include an identification of how ideas and learning from the project and its activities will be promoted nationally and across the EU both during the project and after its completion;

R34. The Call for Proposal and the criteria for the assessment of project proposals should prioritise

- a. projects that involve old Member States and new Member States;
- b. project partnerships involving actors from outside the development community, such as institutes of education, trade unions, Local Authorities, etc.;
- c. projects involving the immigrant diaspora communities in Europe;
- d. projects which critically address issues of Policy Coherence for Development.

R35. To apply a time limit to the current favourable conditions for NSA-LA from New EU Member States (lower co-financing, extra-budget set aside) for each country (e.g. four to eight years). These favourable conditions should be extended to Old Member States with (a) insufficient national resources available for DEAR or (b) lack of national DEAR support structures. Favourable conditions should be revised again in a 4 years interval (next in 2014).

Capacity building and structural support grants - for implementation in the short-term

R36. A new grants scheme should to be introduced enabling support for the development of national and international networks in support of DEAR. The scheme is open to national and international NSA and LA networks. Proposals under this scheme would be considered where they focus on:

- a. *the development of coherence in DEAR strategies at a national or EU wide level;*
- b. *sharing learning from experiences in DEAR in order to improve practice of network members;*
- c. *organisational development of networks in support of DEAR, enabling them to be better focussed on achieving results in support of the EC's DEAR intentions.*

The maximum size and length of the grant scheme would be same as that for major project grants.

R37. As part of the capacity building and structural support grants scheme smaller grants of up to €10,000, available over a period of six months, will be available to enable the development of new partnerships and in response to the emergence of locally important issues. These grants aim to enable NSA-LAs to explore and develop partnerships in DEAR either in support of long term mutual capacity building or in support of exploring future project collaboration by means of short term research including through study visits.

- a. *Applicants for this type of grant would have to submit a needs assessment and outline feasibility study in support of their application.*
- b. *The results of the partnership development attempts (whether successful or unsuccessful in leading to further collaboration) would need to be shared with the public through the DEAR 'online tool'.*
- c. *Such partnership development grants should be available through the whole year (not only through an annual Call for Proposal) and be accessible within a few weeks from application to agreement of the proposal.*

Mini-grants: for implementation from 2014

R38. The EC should introduce a mini-grants scheme to support relatively small scale projects that are

- a. *innovative in their approach, or*
- b. *that are organised by local NGOs, or*
- c. *that address particular national priorities and requirements, or*
- d. *that enable the development of new (cross-European) partnerships.*

Through setting limited goals, and simplified administrative processes, smaller NGOs are encouraged to pursue the EC's aim, approaches and framework regarding DEAR within their national contexts. The mini-grants scheme is thus a contribution to (a) coherence between European and national/local approaches in DEAR and (b) to capacity building for national/local DEAR actors.

R39. Mini grants should be made available through a re-granting/cascading procedure, for example through a block grant awarded to national organisations in each of the 27 Member States (or in a consortium of bordering states) following nationally/regionally organised invitations for one off short term grants.

R40. Based on consultations with the European MSH group, the EC should decide on an adequate geographic breakdown of regions for the national/regional administration of the mini-grants scheme. Regions should have comparable size and a certain extent of inner coherence in order to allow (1) for regional projects and (2)

*a regional administration of the grant scheme.*¹⁹

- R41. *In principle, for each country or consortium of bordering countries an amount will be allocated proportional to the population of the country/ies. However, it is recommended that the EC should consult the European MSH group on the question whether the funds available for particular countries should be increased (and therefore funds for other countries relatively reduced) where there are particular needs to develop the DEAR sector (due to e.g. lack of national resources and support structures).*
- R42. *Through a specific Call for Proposals, the EC should select one administrating agency (e.g. a NSA) in each mini-grants country or cluster of countries to administer the grant programme for a period of 3 to 5 years. In proposing particular criteria for agreement by the EC, the administrating agencies should submit:*
- a. The specific criteria for the national/regional mini-grants scheme they propose, taking into account national needs and priorities;*
 - b. How these priorities were developed in conjunction with national state and non-state DEAR stakeholders;*
 - c. A procedure of involving these stakeholders in the decision-making on awarding mini-grants and in the monitoring and evaluation of the grants scheme;*
 - d. How the national/regional mini-grant scheme contributes to capacity building for national/local NSA in DEAR;*
 - e. How the EC-financed mini-grants scheme gives specific added value to existing support for DEAR at national level;*
 - f. How the results and outcomes of supported projects (individually or aggregate) would be shared with the public and with the European DEAR sector (e.g. through the DEAR 'online tool').*
- R43. *Mini grants are awarded for projects with a total budget of up to €25,000 to be applied to interventions lasting a maximum of 18 months.*
- R44. *Application documents for mini grants should be elaborated by the national/regional administrating agencies. They should be simple (i.e. comprising only a concept note and a budget) and available in local languages and address the following criteria:*
- a. Projects would not need to meet the requirement for European or North-South partnerships but would still be required to provide a European and global perspective.*
 - b. Projects need to apply the conceptual DEAR framework and make clear the process they intent to use in applying the recommended core approaches of DEAR;*
 - c. Project proposals have to make clear, through their objectives, whether they follow a Campaigning/Advocacy approach or a Global Learning approach.*
 - d. Grant recipients who work on Development Education/Global Learning in the Formal Education Sector should be required to show evidence of the co-*

¹⁹ A starting point for the discussion on appropriate multi-country regions could be the following:

UK, Ireland; Spain, Portugal; France, potentially combined with Belgium, Netherlands, Luxemburg; Germany, potentially combined with Poland; Denmark, Sweden, Finland, potentially combined with Estonia, Latvia, Lithuania; Czech Republic, Slovakia, Hungary, Austria, Slovenia; Romania, Bulgaria, Greece, Cyprus; Italy, Malta.

- ordination of their initiatives with educational authorities at national level;*
- e. Projects should be encouraged to involve the immigrant diaspora communities in their countries;*
- f. Projects should be encouraged to critically address issues of Policy Coherence for Development.*

R45. The national administering agency would make recommendations to the EC regarding proposed mini-grants from the country/ies, and submit end of project reports to the EC on each grant. Recommendations and reports would focus on a description and assessment of:

- a. the relevance of proposals and actions in each mini-grant to the objectives of the grants programme and to the focus of the relevant national situation;*
- b. financial accountability regarding the proposed and actual use of funds against headline rather than detailed budget lines;*
- c. results and impact of proposed and actual actions;*
- d. learning from project processes and outcomes.*

9. Adding value: DEAR management within the EC

INTRODUCTION

1. This section contributes to addressing the following need in particular:
 - a. the need to use available EC DEAR resources effectively;
 - b. the need to free up time of AIDCO F1 staff so they develop an appropriate awareness and understanding of European and Member State DEAR initiatives and strategies.

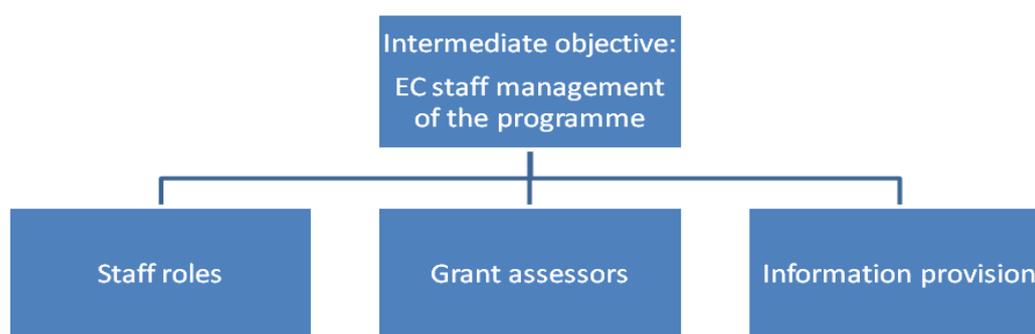
CONSIDERATIONS

Management arrangements

2. If the role of EuropeAid changes as a consequence of the adoption of a new approach:
 - a. to what degree will the existing, centralised operational structure of the EC be kept?
 - b. in what measure will the centre of DEAR grant coordination, project management, and expertise remain in Brussels?
 - c. and in what measure is decentralisation possible and advisable?
3. The need for a better informed staff employed at the EC with more time available to maintain contacts with DEAR actors is paramount. Without it the EC will remain divorced from an understanding of and engagement with the DEAR sector in the EU. Contacts within the EC unit responsible for NSALA DEAR activities need to be established and maintained with for instance:
 - a. Member State governments, not only in MFAs (which could be done through the DCI) but also with MOEs and other ministries relevant to the promotion of DEAR (such as those of environment);
 - b. DGs within the Commission that have an impact on areas neighbouring DEAR such as DG Education and Culture, DG Environment;
 - c. European networks relevant to DEAR, such as GENE, North-South Centre, CONCORD's DARE forum, Trialog, Plataforma, ITUC;

- d. national networks engaged in the promotion of DEAR in the 27 Member States.
4. Keeping up to date with such contacts, let alone helping them to formulate coherent, coordinated approaches to DEAR, takes significant time. It is our understanding that staffing levels within the EC for support to DEAR are unlikely to increase significantly (at least not until 2014). This means that other alternatives will need to be found if the EC wishes to add informed value to what these different actors contribute to DEAR. As mentioned previously some of these alternatives should be found in, for example, a significantly simplified grant application and reporting process.

EC DEAR MANAGEMENT RECOMMENDATIONS



R46. *The proposed intermediate objective of the EC's DEAR programme is:*

through the work of EC staff to provide an informed, efficient and effective service responsible for achieving the EC's DEAR objectives, focussed on the strategic management and support of the programme.

RECOMMENDATIONS FOR IMPLEMENTATION

Short term implementation recommendations (to e.o. 2013) regarding staff roles

R47. *The unit responsible for DEAR within DEVCO should identify and allocate staff roles and responsibilities to support core aspects of work as identified in the recommendations, including those relating to:*

- a. *the European Multi-Stakeholder process*
- b. *the Learning and Sharing Learning process*
- c. *the provision of Information*
- d. *the management of project grants.*

R48. *To increase and maintain the awareness of EC desk staff of DEAR intentions, priorities and challenges, including through*

- a. *regular training events (and indications into DEAR for new staff), raising staff's familiarity with DEAR actors, structures and challenges across the EU and in individual countries;*
- b. *personal familiarisation with the key stakeholders in DEAR in the countries for which EC staff manage grant projects;*
- c. *opportunities should be explored for reducing what appears to be a high turnover of staff in the current EC NSALA DEAR sector.*

R49. For EC DEAR staff to carry out national visits during the launch of a new Call for Proposals, to explain the rationale behind the Call and the administrative procedures to be pursued. To avoid supplying information in one country that may not be available in another a standardised presentation should be developed.

Short term implementation recommendations (to e.o. 2013) regarding grant proposal assessors

R50. The work of the project proposal evaluators (for all three proposed lots: major grants, capacity building grants, regional administration of mini-grants) should be revised:

- a. The EC should appoint grant application evaluators who, although independent from a country's or the EU's DEAR activities, are familiar with the priorities and challenges of DEAR, including in individual Member States. These requirements should be emphasised in the Terms of Reference for the agencies proposing application evaluators.
- b. Project proposal evaluators should be briefed by EC staff on DEAR specific issues, priorities of the Call and on national DEAR strategies and priorities.
- c. In order to continuously improve the selection process, the performance of application evaluators should be evaluated, and the evaluators should have opportunity to give feedback on the selection procedure and on potential for possible improvements.
- d. During their work of assessing project proposals, evaluators should be encouraged to investigate about project/country or DEAR specific background, if this is needed in order to base the assessment on solid intelligence. Enough time should be made available for the assessment of each project proposal.

R51. The decision on project proposals should not be taken by the external assessors alone. The EC staff should take a more active role in taking the final decisions. If the EC staff is qualified to do so, this would increase rather than decrease the legitimacy and recognition of the selection decisions taken. In order to be able to fulfil this role, the EC staff must be familiar DEAR specific situation within the 27 Member States. This more encompassing role of the DEAR unit's staff requires

- a. additional staff in the unit;
- b. releasing staff resources by simplified application and administration procedures;
- c. a reduction of staff turnover in the unit and/or the assignment of tasks which require the accumulation of a deep familiarity with DEAR and the situation in the Member States to those staff members who stay in the unit for more than three years.

Short term implementation recommendations (to e.o. 2013) regarding information provision

R52. The EC should create an DEAR online database including information on

- a. all projects,
- b. their assessment (why they were approved),
- c. updates on project activities,
- d. evaluation reports

e. public resources and materials produced and published through each grant funded project.

R53. Editing and updating of the online tool should be assigned to either a qualified member of the EC staff or through sub-contracting an appropriate agency.

R54. Based on its quality assurance process the EC's DEAR responsible unit should provide regularly updated on-line information:

a. about DEAR formal (including on-line) education projects and programmes;

b. about relevant researches, evaluations and reports; and

c. about guidance to grant receiving organisations to enable them to update relevant information about their projects on-line.

Short term implementation: first tasks

5. Obviously, reorganisation of the EC's DEAR programme in line with the recommendations in this report cannot and will not happen overnight. It will require significant management of change, not only in the development of new structures, but also importantly in ways of working: approaches to and processes of work being done. Beyond familiarisation with the ideas contained in this Report and its Annexes probably the first task in ensuring success in the development of "*added value to the EC future interventions in coherence with the Member States and other major actors interventions*" is that:

R55. The EC should assess the organisational changes that are required as a consequence of implementing the recommendations in this Report and as part of that:

a. identify relevant tasks and develop a timetable for implementation of the recommendations and for those tasks;

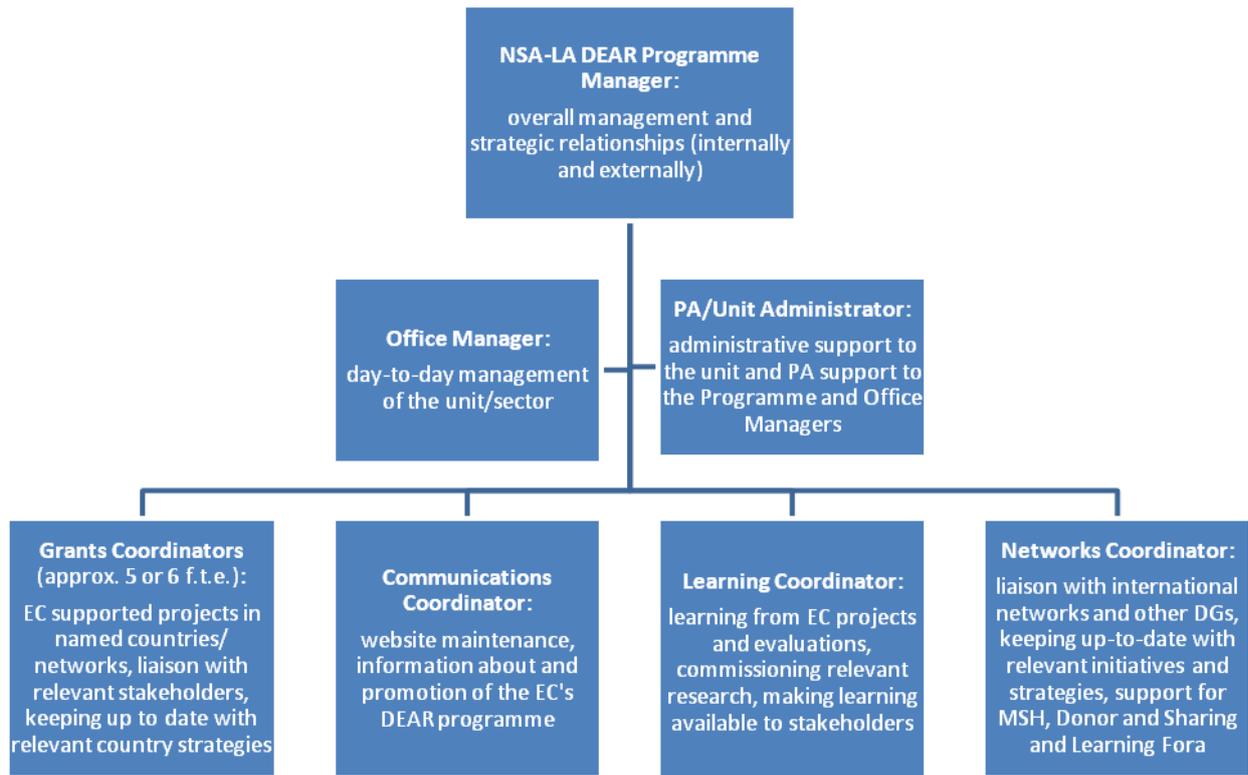
b. assess the skills that will be required by management and staff in the implementation of the tasks and where necessary address skills development needs;

c. develop progress and quality assurance indicators for the implementation process;

d. assign identified tasks.

A POSSIBLE ORGANISATION STRUCTURE?

A possible model for an EC DEAR staff structure is shown below. This is not offered as a recommendation, but as an input into discussions to develop a unit that is able to meet the objectives recommended in this Report.



24th November 2010