

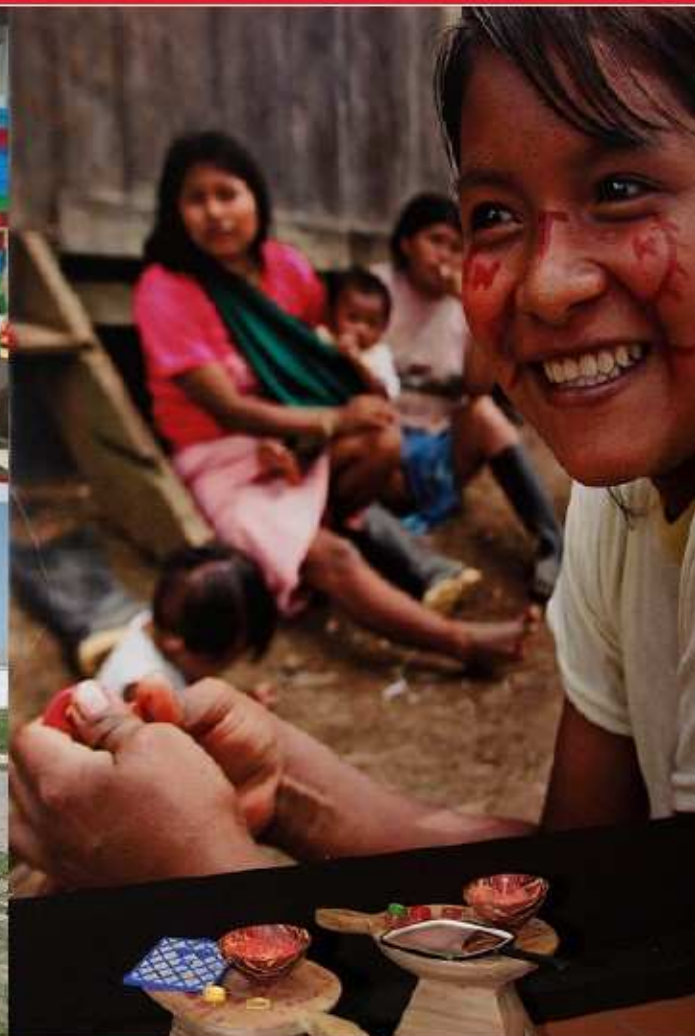


## EVALUATION OF NGOs INFORMATION AND DEVELOPMENT EDUCATION PROJECTS

VALORISATION OF THE PRODUCTS OF THE AMAZON FOREST: THE EXPERIENCE OF THE LOCAL POPULATIONS IN ECUADOR AND BRAZIL.

AFGHANISTAN. THE ROLE OF CIVIL SOCIETY IN PEACE AND RECONSTRUCTION. INTERNATIONAL CONFERENCE.

REGIONAL NETWORKS OF SOLIDARITY AND INTERNATIONAL COOPERATION FOR THE MILLIENIUM GOALS. ITALY (LOMBARDY), FRANCE (RHONE-ALPES), GERMANY (BADEN-WURTTENBERG), SPAIN (CATALUNYA). THE ROLE OF NON-STATE AND NON-INSTITUTIONAL ACTORS.



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# 1. Foreward

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Seniores Italia Onlus has been tasked with the ex-post evaluation of three Information and Development Education projects, implemented by three groups of Italian NGOs (non-governmental organizations). Each project is lead by a leading organization, respectively:

*“Regional networks of solidarity and international cooperation for the Millennium Development Goals. Italy (Lombardy), France (Rhone-Alpes), Germany (Baden-Wurtemberg), Spain (Catalunya). The role of non-state and non-institutional actors.”*

The initiative was presented by the NGO COSV in Temporary Association of Scope (TAS) with the NGOs AiBi and CeLIM-Milano, and co-funded by the DG Development Cooperation of the Italian Ministry of Foreign Affairs with a 268,537 Euro contribution toward the initiative’s total cost of 383,625 Euros.

*“Afghanistan. The role of civil society in peace and reconstruction. International conference.”*

The international conference, promoted by the NGO INTERSOS in Temporary Association of Scope (TAS) with the NGOs CISP, COOPI, COSV, CUAMM, GVC, and ICU, and co-funded by the DG Development Cooperation of the Italian Ministry of Foreign Affairs with a 363,546 Euro contribution toward the initiative’s total cost of 534,006 Euros.

*“Valorisation of the products of the Amazon Forest: the experience of the local populations in Ecuador and Brazil”.*

The TAS includes the VIS, the leading organisation, and the NGO ADP and co-funded by the DG Development Cooperation of the Italian Ministry of Foreign Affairs with a 242,866 Euro contribution toward the initiative’s total cost of 346,951 Euros.

The mission’s Terms of Reference (TOR) (see appendix 1) required the expression of the initiatives’ outcomes according to the Organization for Economic cooperation and Development-Development Assistance Committee’s (OECD-DAC)evaluative criteria: relevance, effectiveness, efficiency, impact, and sustainability.

The requested outputs are:

- a final report in English and Italian, complete with results and recommendations
- six page summary of the evaluation report

The recommended methodology, beyond the analysis of the resource documents, suggested interviews with government counterparts, with partners and beneficiaries, and with the projects’ staff.

## 2. Methodology

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Based on the Terms of Reference (TOR) and considering the specific traits of the NGOs conducting the projects, the target of the evaluation (the development and education and awareness initiatives), as well as the type of evaluation (ex-post), Seniores applied a methodological model (presented in appendix 2) based on the a posteriori reconstruction of the project rationale, utilizing the Logical Framework (LF) and the information collected during meetings with the projects implementers.

The evaluation was formulated based on the reflections of those involved. Participants were asked to critically reflect upon their experiences, identifying strengths and weaknesses and potential for future improvement.

We also included two additional criteria to those required: the coherence and correspondence to the indications of the Conference of Istanbul regarding the effectiveness of projects implemented by the civil society.

Moreover, addressing the specific concerns that emerged in the course of the preliminary meeting with the DG Development Cooperation, we paid particular attention to the aspects of the effectiveness of Development Education as a tool within the Italian Development Cooperation Policy by briefly examining from available documentation the evolution of the opinions of the implementing organizations, of the evaluation team's experience, of the beneficiaries.

Finally, it is necessary to consider two aspects that have objectively conditioned the ability of the projects to be evaluated. The first is typical of the ex-post evaluations of initiatives operating in the social sphere, in which the projects' effects are often intangible (consisting of information, education, the creation of networks, the acquisition of awareness of rights, etc.). In certain cases this intangibility of results has rendered especially difficult the search for evidence to support both the opinions expressed by the evaluators and also statements made in the documentation.

The second is the type and quality of the documentation required by the DG Development Cooperation from the evaluators. While this documentation facilitates the availability of a significant quantity of data about the process thanks to monitoring reports, the data is weak in terms of qualitative insights and the reporting of the degree of attainment of objectives.

Additionally, as much as it could appear a secondary issue, it is necessary to take into account the period of the year that is particularly unfavorable for reports from some key actors of the initiatives, in particular the summer period for schools (complicated by exams, vacations, etc.).

Nevertheless, it is the opinion of the evaluating team that, despite the complexity, the ability of the initiatives to be evaluated is acceptable and that the evidence offers a picture that is sufficiently representative of the judgments made.

For the project implemented VIS it was also taken into account the specific pedagogical matters in the relationship with the schools (the availability of structured material,

technical assistance and methodological models). A questionnaire was prepared and sent to survey the opinions of the teaching staff (see appendix A of project VIS).

Three meetings have been held with representatives from the implementing organizations:

- COSV: Milan, 20 June 2012
- Participants: Alessandro Boscaro, Cinzia Giudici, Emanuele Pinardi, Daniela Tommasi
  
- VIS: Rome, 28 June 2012
- Participants: Luca Cristaldi, Olga Jazzarelli, Riccardo Tatasciore
  
- INTERSOS: Rome, 2 July 2012
- Participants: Paola Florà, Nino Sergi, Emanuele Giordana, Olga Jazzarelli, Riccardo Tatasciore

### **Reference Documentation:**

- Italian Law 26 February 1987, N.49 (Legge 26 Febbraio 1987, N.49)
- (Regolamento di attuazione D.P.R. 12 Aprile 1988, N.177)
- Delibera del Directional Committee n 199 del 1988
- Circolare n. 4824, 7/12/1999
- Circolare n. 1875, 22/12/2000
- Circolare del 2002
- Circolare 337/VII/040749, 11/12/2003
- Guidelines regarding communication and visibility, 10/11/2005
- OdS n. 07 del 19/12/2007
- Resolution n. 64 del 14/6/2007
- OdS 12/12/2007
- Guidelines and directions for planning, triennium 2009-2011
- Guidelines and directions for planning, triennium 2010-2012
- Documentation specific to each project

## 3. Overview of the Results

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### 3.1. Strong Points

#### Important project objectives relating to the issues

The main issues confronted by the various projects were analyzed employing the solid knowledge and experience in both the project locations and Italy, especially the expertise of the three leading organizations. This has also permitted local participation in the identification and elaboration of the initiatives, which assured high correspondence to local needs.

It must be emphasized that the three initiatives should be considered complex programmes because of their large number of components and events, and the initiatives' focus on complicated themes, such as the construction of international networks, the strengthening of the role of civil society in unstable situations and crises, and the dialogue between national and international institutions about the political themes of social cohesion (in particular, in projects COSV and INTERSOS).

For example, the Italian Ministry of Foreign Affairs provided support to the initiative INTERSOS regarding Afghanistan by activating its own institutional and diplomatic channels in Italy and abroad through the involvement of the Italian Embassy in Kabul.

Similarly, the project VIS has treated with comparable complexity the difficult and urgent topic of the compatibility of social values and economic development in one of the planet's most susceptible areas in this regard: the Amazon.

The project COSV handled the matter of constructing and stabilizing the regional networks of civil society entities, in the sphere of European diplomacy and the relations with for-profit entities.

One important aspect to which we must call attention is the analysis of the needs and features of the Italian actors, both organized and independent, as the principle beneficiaries of this component of Official Development Assistance (ODA). In many cases these needs and features are highlighted (for example, the need for coordination of systems and relations between civil society organizations and institutions, as well as the deficiency of information about public opinion of specific aspects of the theme of development, such as environmental themes and the relationships between processes of social cohesion, pacification, and the strengthening of civil society). In other cases, however, they are much less emphasized.

#### Overall objectives and results achieved

The evaluation of the level of effectiveness, because of the limits of the formulation of objectives and indicators and the absence of verification of the level of benefit achieved, required the utilization of proxy indicators and data (above all, quantitative data from monitoring).

Based on the available data, it can be said that the specific objectives and results that were proposed, even if often defined in very general terms and with terminology not always unambiguous (for example, in the differentiation between “information” and “development education”), have been achieved for the three projects, with a good degree of overall effectiveness.

This estimate found better evaluations of activities that are “informative” (dedicated to the spreading of information through diverse media) than for those of an “educative” nature directed toward the schools, about which there is a deficit of information about results achieved.

In particular, the Conference on Afghanistan has clearly recorded evidence of the strengthening of Afghan civil society, and the construction of international relations between Italian and Afghan civil societies, supported by an international effort (particularly European); the system of regional networks of Lombardy was extended, originally for the benefit of a project and support of other regions; and the improved information and awareness about the environmental issues of the Amazon and the proper uses of its resources.

The results in the forms of methodologies and materials produced for distribution to the public and the schools are just as important as the research of situations of civil societies. As the evaluation team observed from the examples examined, these products are of good quality in terms of clarity and communicative structure.

### **Management efficiency compared to task complexity**

The management efficiency of this type of initiative is rather difficult to evaluate. For example, the assessment of the relationship between the assigned personnel and the number of activities presents at least three orders of difficulty. The first is the merging of paid and voluntary activity, not always reported by the monitoring reports, but without which the initiative could not possess the necessary flexibility to handle the numerous tasks that are often unforeseen. Furthermore, the intelligent adaptability, according to social priorities, is one of the parts of the NGOs’ responsibility. The second is the notable fluidity of the organization of the events that, for precisely the complexity previously described, does not always permit the definition of fixed positions, causing multipurpose functions.

The third is the absence of a standard of reference. This difficulty becomes more apparent in the examination of the roles of partners that only in some cases were well defined, at least in the project’s document. In other cases there are not sufficient details for such an assessment due to a lack of information on the subject in the documentation.

In general, the employment of personnel, examining the number of activities performed, appears appropriate, save for reported cases in the descriptive functions, in which it seems excessive (INTERSOS and COSV). All of the initiatives were realized within their predicted timeframes, with the modalities and the resources planned, and with only modest deviations from the projections that were nonetheless justified by objective causes.

The project forecasts were generally accurate, and only in a couple of situations (COSV and INTERSOS) were some activities not achieved, in one case for reasons of political



opportunity, and in the other for the difficulties connected to insufficient available funding, situations that were perhaps predictable at least as risk factors in the predictions.

### **Impact and sustainability in the scope of the project forecast**

In the cases that it was possible to organize sufficiently solid data and evidence, we can also discuss important impacts, such as the initiatives' contributions in determining significant and stable changes, for example, in the accomplishment of constructing new relational structures (COSV), constructing successful partnership processes in the civil society in a state of conflict (INTERSOS), and in launching new educational directives (VIS).

However, especially on the side of information activities, it is not easy to gather evidence of these changes, as only the location and means of production and dissemination of the information has been significantly and systematically influenced. This is the case, for example, of the involvement of the associations of Afghan journalists in the successful establishment of partnership processes in civil society, of the strong print campaigns conducted in Italy about the other themes of the project, and of the notable production of materials distributed and available to public and scholastic institutions.

For this reason the schools should be the epicenter of the introduced changes, which should be more continuous and widespread. In effect, from the evidence we see a strong involvement of the schools as centers of information distribution. Not as clear, however, are the conditions that permit scholastic institutions to be institutionally and structurally tasked with educational development of the themes concerned.

Perhaps lacking, as we will see, is a certain attention to the specific and actual characteristics of the scholastic institution and of the changes that it is undergoing. We register a similar difficulty in the analysis of the project's impacts in the consideration of the possible synergies that the project's activities can establish in Italy with other initiatives of the Ministry of Foreign Affairs (for example with the activity of Communication), and with other public administrations, national and local, regarding the themes of development and of the battle against poverty, due to the lack of clarity in the placement of the Information and Development Education initiatives in the planning of Italian ODA.

### **Coherence**

In terms of coherence, the initiatives answer to the foremost priority indicated in resolution 64 of 2007, of having a close tie to the experiences in developing countries.

All of the projects assumed as part of their reference background the priority of the policies of the Italian Development Cooperation, indicated by the guidelines for 2009-2011 and 2010-2012 (though these indications are notably generic<sup>1</sup>). They also assumed as part of their reference background the priorities of local partners, inserting them in the national

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<sup>1</sup> Development education and awareness raising activities: "The projects of "development education and awareness raising" will continue to be conducted primarily in Italy, addressing public opinion or specialized audiences, also as a forum for reflection to define better the lines of intervention in the interested sectors of the projects promoted by NGOs, to train the operators and offer opportunity for recruitment and employment of volunteers. Such projects will not pass in value 1.8-10% of the projects promoted by NGOs.

plans, projects and processes (also created by local Civil Society Organizations), planned or underway.

In particular, we place the protection of biodiversity by VIS in line with the themes of “climate change, the uses of clean and appropriate technology, and the conservation of forest resources.” The project INTERSOS aligns well with the Italian effort “in the aid of peace, of the stabilization and the total restoration of conditions suitable to development, also with the employment of the derivative resources, for activities of cooperation, from ad hoc legislative measures for interested nations.”

The project COSV corresponds to the Italian interest of “utilize the experiences, the knowledge, and the integral networks already established by the NGOs, increasingly favoring them in the inclusion in programmes and in the projects realized and financed by the United Nations system and by the European Commission, with the objective of constantly increasing the practicality in Italian NGO networks and their qualitative level, to always be better equipped in international competition.”

### **The Istanbul Principles**

The projects, even with various modalities, conform to the diverse aspects of the 8 principles of the Conference of Istanbul<sup>2</sup>. In particular, all of the initiatives appear to correspond to principles 6, 7, and 8.

The sixth principle concerns the importance of establishing “agreements of partnership” that indicate the responsibility, the contributions and the decision processes to be established via dialogue and collaboration. The civil society must collaborate and create synergies with national and international interests, sharing monitoring, evaluation, information, and processes of reciprocal learning.

As we have seen in regard to relevance to the Principles, the construction of partnerships, both national and international, are at the center of all of the evaluated projects.

The seventh principle is relative to the sharing of knowledge by means of reciprocal learning and the exchange based on participation. Also, it proposes the preservation of the local, indigenous knowledge (“ancestral wisdom”) that is at the base of various approaches to development and to management of natural resources. Here, the work of the VIS project is just as relevant to these concepts, as is the INTERSOS project’s work in interwoven relationships between the various cultural expressions in Afghan society.

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<sup>2</sup> In September 2010, at the Open Forum’s Global Assembly in Istanbul, following a consultation process that involved millions of civil society organizations (CSOs), the eight principles for making the cooperation by CSOs in development more effective, valid in both peaceful situations and conflict, were approved.

The Istanbul Principles:

1. Respect and promote human rights and social justice.
2. Embody gender equality and equity while promoting women and girls’ rights.
3. Focus on people’s empowerment, democratic ownership and participation.
4. Promote environmental sustainability.
5. Practice transparency and accountability.
6. Pursue equitable partnerships and solidarity.
7. Create and share knowledge and commit to mutual learning.
8. Commit to realizing positive sustainable change.

The eighth principle, which deals with the collaboration and political dialogue between the Civil Society Organizations and the institutional stakeholders of development, as well as the involvement of the private sector in development programmes, is directly related to the work of COSV in its promotion of public-private relations to develop the sustainability of processes and the participation of national and international institutions.

## 3.2. Weak points

### Limits in the formulation of the Logical Framework and planning weaknesses

The LF, upon which the Terms of Reference (TOR) asked an explicit judgment, are significantly different from the models of the Ministry of Foreign Affairs and to those commonly used by international agencies (such as the European Union). Their utilization in the reconstruction of a project's rationale and in the use of the indicators (for which we have made use of documentation and meetings) has been partial. The points of greatest weakness were: i) an excessive number of objectives (a cause of dispersion in the conception and in the management of the projects; in some cases the project presents a high number of activities that can hardly give rise to a critical mass and can have significant impacts)<sup>3</sup>; ii) formulations are often redundant and generic, lacking quantification even of a descriptive nature; iii) the use of constant values instead of scalable variables as indicators; and iv) erroneous or insufficient formulation of external conditions, and an inability to measure the level of risk of the initiative.

Probably, the LF was considered to be a summarizing table of the projects, elaborated ex-post to comply with a formal obligation instead of being a planning instrument, a relatively common practice. Among the causes (confirmed by interviews): a) the obsolescence of the instrument that after half a century hardly manages to include in its linear logic of cause and effect the richness of the relationships that characterize complex programmes, especially in the social sphere; b) an insufficient technical knowledge about the utility, which becomes a problem in project conception (it should facilitate the distinction between objectives and results, defining pertinent and realistic indicators and external conditions that are useful for reflecting upon the programme's influence on context); c) some ambiguities present in the models suggested in the resolution n. 64 of 14.6.2007<sup>3</sup>, to which the NGOs have obviously referred to.

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<sup>3</sup> The resolution 64 of 14.6.2007 "Information and Development Education projects promoted by NGOs – Procedure of presentation and management" reports a model for the LF and indications for its formulation. This model presents some aspects in contrast to the guidelines of the DG Development Cooperation and the European models from which the Italian law of 1995 draws its inspiration:

- a) pertinence of the indicators: the proposed (simulated) project of the resolution defines the specific objective as "promotion of knowledge," thus a clearly educative area of intervention. The relative indicator is "75,000 students and 1,000 professors reached by the initiatives and by the informative materials produced in the scope of the project." Such attainment should be measured not just with participation, but using common methods of verification of learning, adapted to the situation (questionnaires, structured tests and sample surveys, etc.). The number of students reached by the formative initiative does not automatically measure their degree of "knowledge," but only the degree of fruition of a service (regarding a typical indicator of efficiency). Obviously it is much easier to contact people than to know what is in their heads.

In addition to the specific limits recalled in the LF, we observe some gaps concerning important aspects of the technical quality of planning, among them:

- i. analyses of the problems mostly based on experiences in the developing countries, whereas experiences of Italian recipients, to which Information and Development Education activates greatly refers, are often missing. This is true mostly for the relationships with schools;
- ii. even if the initiatives are very recent, from the analyses of the project documents it is obvious that the projections of sustainability (mostly economic) are sometimes fairly vague, though this is one of the priorities called upon by resolution n. 64. However, social, cultural, and institutional factors that can give continuity to the initiatives seem well described.

### **Insufficient information about quality, degree of attainment of objectives**

Resolution n. 64 (appendix IV A1) asks for a binding statement under supervision, both civil and penal, that “the activities have been realized and the specific objectives of the unique report presented to the DG Development Cooperation have been reached.”

The data upon which this declaration should be based are those reported in the section “State of advancement” of the resolution cited (pg. 19), that details well, in the example provided, the information about the results and the activities carried out, with a structuring that is clearly quantitative.

However, no instructions are supplied concerning the modality and the instruments with which this information should be gathered (left to the NGO to decide). It is also difficult to understand from this data the real change produced by the project in the behaviors and knowledge of the beneficiaries, their degree of “awareness” and information, the degree of motivation and participation of beneficiaries and partners, and the formulation of indicators and predictions of impact and sustainability.

Regarding the importance of quality, we cite the unequivocal instructions present in the guidelines and instructions for planning by the Italian Development Cooperation and Development in the triennium 2009-2011 or 2010-2012: *“In any case, it will be fundamental to know how to construct a communication and effectiveness framework reflecting the complex reality and the results of the efforts of the Italian Cooperation: the recipients of the information and their intermediaries will be more sensitive to ‘what progress was achieved’ than to any technical, operative, or financial modality.*

### **Excessively brief project realization periods**

The annual duration of the initiatives (often commenced late with respect to the submissions, which frequently reduces the period of action) can seem incompatible with the realization of the initiatives in terms of quality and significant impact, especially when

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- b) the use of constants as indicators of specific objectives. To be able to accomplish its task, an indicator must be a scalable variable, not a fixed constant. To accomplish the understanding of the obtained results 75,000 students and 1,000 professors reached by the initiatives and in the battle against desertification in the developing nations by informative materials created within the scope of the project. Universities of Rome, Milan, and Naples II target (7500 students and 1000 professors) should be a part of the formulation of the specific objective that as such would be quantifiable and measurable. We note that the result indicators should be reported as scalable variables.

they entail relationships with institutions, the construction of intercultural relationships, and operate in settings where changes are traditionally slower, such as in schools.

## **Uncertainty in the distinction between Information and Development Education**

From the examination of the general documentation, that of the projects, and that of the meetings, at last two limits emerged that characterize the use of the implementing tool of Information and Development Education with the consequence of reduced efficiency and effectiveness in the application of tools and working methods.

The first limit is an insufficient distinction between the specifically informative sphere (unidirectional communication with or without little interaction) and the educative sphere, which instead allows the adoption of finalized, intentional and structured processes of learning (in the full sense of the word)<sup>4</sup>.

Evidently, it concerns contiguous concepts both related to the area of “educative communication”. However, their distinction is helpful to better identify tools and methodologies.

Some evidence which motivates this consideration is: the lack of precision in the terminology used (introduce, make aware, inform, make known, etc.); the lack of rigor in the definition of relationships with the schools, which are often generally meant to be audiences instead of formative agencies, only involved with the intention of “educating”; and the absence in all of the projects of actions aimed at evaluating the effects of the conducted education activities. In fact, it seems that the goal of “widespread dissemination” was favored to the detriment of the clarity of communication and the educational objectives.

The second limit is a underestimation of the evolution that the culture and technology of communication have undergone with the introduction of new languages and formative modalities (interactivity, one of the dominant factors in modern communication, social networks, the Professional Communities of Practice for operators and teachers, online education, etc.). Almost none of these modalities appear in the projects as key vehicles of information or management tools for information, communication, or education.

Thanks to these resources, youth - including those that live in developing countries, are creating a new generational culture made up of codes, languages, behaviors, and values. The Law 49 of 1987 for Information and Development Education projects perhaps seems to be obsolete in this regard.

## **Information and Development Education as a tool in the Italian Development Cooperation**

Concerning the evaluation of coherence and of the possible synergies and impacts with the other instruments of cooperation policies, it is necessary to define the position of the

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<sup>4</sup> Resolution n. 64, the law for development cooperation, is explicit in this regard:

- The Information projects (Info) are preferentially oriented toward generating information, usable to a significant number of people, on the themes of development.
- The Development Education projects (EaS, Educazione allo Sviluppo) are preferentially oriented toward educating, spreading awareness, and educating beneficiaries on the themes of development.

Information and Development Education instrument in respect to the overall development cooperation policies. From available documentation (we restate this condition), the informative elements are insufficient to conduct a similar analysis.

In the sphere of the criteria of formal acceptability and of the agreed priorities of Resolution 64 (among which the connection with the developing nations and the correspondence with the Millennium Development Goals), every implementing organization autonomously defines the system of objectives, strategies, institutional relationships, executive modalities, etc.

Some instructions previous to 2007 indicated thematic area priorities (it is not clear if they still exist), inviting a better connection with the other entities, institutional and not, and giving suggestions about the methods and modalities of implementation.

Yet, today an analysis of only the impacts concerning the conducted activities of each project is possible.

Two observations about this:

- a) The criteria of the connection with the developing nations, called upon by the resolution n. 64, certainly contribute to determining the richness of content and strong connections in the context of Italy. If for the informative initiatives the connection to an experience in the field does not constitute an obstacle (instead is an advantage), often the case when we turn to the general public, it can reveal a problem, as in the case of the relationship with the schools, where the didactic themes are decided using precise planning based on the curricular and social characteristics of the students and the autonomous decisions about formative courses (scholastic autonomy). The risk is that the projects are received by the schools as only one of many cultural events, conferences, exhibitions, etc., and therefore there is no assumption of continuity.
- b) Regarding the respect for the autonomy of the NGOs, we believe that the Ministry of Foreign Affairs must establish connections at least with the other components of the ODA realized in Italy. Regarding the strong call in the recent triennium guidelines and instructions for planning by the Italian Communication Cooperation, we do not foresee interaction with the Information and Development Education initiatives (handled in a separate authority).

The themes focused upon by communicative activity do not seem different from those normally addressed by the scope of Information and Development Education:

*“The points upon which communicative activity should be focused range from the reduction of poverty at the level of action in Africa to sustainable development benefiting developing nations. All of the areas (and the consequential declination) can be reduced and synthesized into three directives:*

- a) Prevention of economic inequality;*
- b) Prevention of conflicts;*
- c) Global redistribution of resources.”*

### **3.3. Suggestions**

#### **a) Reflection on the planning tools**

It would be appropriate for the DG Development Cooperation to reflect upon the instruments used for planning, particularly the “Logical Framework Approach,” to achieve a clarification of the correct utilization of the instruments and the procedures for planning, and in particular of the LF, in its use for planning and evaluation (calling attention to the fact that the LF is not a findings table, but is the result of a complex planning process). In particular, it is important to distinguish the objectives of knowledge and “awareness raising” from the results, intended as services provided and well produced. As a consequence, we believe that the example of the LF referred to in resolution n. 64 should be more precisely defined. In any case, we would like to point out that its limits in the correct utilization of technical instruments and in the formulation of objectives should be detected in the ex ante evaluation stage of the initiatives for timely correction.

#### **b) More meaningful data for the purposes of evaluation**

We suggest that some project implementers carry out a final self-evaluation that justifies and supports the statements of having performed the activities and having achieved objectives. At the same time, the burden of writing monitoring reports could be diminished if such reports consisted of simple forms that concentrate upon a few, but meaningful achieved results.

#### **c) Reflection on the new meanings of modern communication**

c1) Redefine with better clarity the scopes of the Information and Development Education components based on methodologies, the duties, the resources, and the time periods. “Information” is a process of transmission/reception of information (data, news, concepts, etc.) that does not necessarily indicate an interaction (for example, the means of mass communication).

“Education” (the term here is used in its general meaning), on the other hand, is a structured process, aimed at the achievement of predefined goals (learning objectives) by means of strategies and methods centered on the characteristics of the users.

c2) Reflect on the meaning itself of “development education” (Educazione allo Sviluppo). In its original meaning, this should have stimulated the learning about the disparities between the global North and the global South, analyzing their causes and suggesting possible solutions, even based on the experience of the Italian Development Cooperation.

However, in last few years the concept has expanded, and now, instead of discussing Information and Development Education, perhaps we should be discussing ‘Globalisation and Education’, or better yet an Education for Global Citizenship, which includes the knowledge and skills we believe are indispensable in confronting the globalisation of the economy, politics, culture, and information. For example, the acceleration of immigration in Italy and Europe and the school enrollment of students coming from other countries and cultures require a rereading of the North-South strategies in terms of culture, partnerships, and reciprocity - new instruments for intercultural relations, opportunity, inclusion, etc.

The NGOs are already aware of the changes in progress in the models and the communicative techniques, and are trying to equip themselves to deal with them, but with a conceptual apparatus and instrumentation that is not always adequate, and which could be enhanced through reflections presented by the institutions.

#### **d) More attention to the characteristics of the beneficiaries**

First and foremost, the question concerns the relation to the schools: it needs updating due to numerous changes that are in progress in educational methodologies and organization. The real issue is not the quantity of material already available everywhere within the network, but the form of communication and interaction with which knowledge is constructed, deconstructed, and assimilated. Today, what is the relationship between the actors implementing Development Education projects and the schools? Which requirements must have a formative activity in order to offer a quality service? Using which modalities do we match the priorities from didactic planning from a school, which follows the needs and characteristics of learning of a specific scholastic population, with “external” cultural contributions?

In particular, between information and education there is a sphere (or perhaps more than one) that we could define as “educational communication,” that we would place in addition to the simple production of materials and suggestions to the schools, that is capable of interacting with the didactics of the classroom and educational planning (for example, the scholastic programme, educational extracurricular activities, the projects of the Institute, etc.). Similar attention should be paid to the languages, to the means, and to the forms of communication when the information is directed at specific social groups.

#### **e) Increase in the duration of the Development Education initiatives**

The duration of the initiatives, specifically those of Development Education, should be lengthened to two or three years, specifically because of the great complexity that the formative process (linked to both the schools and the ad hoc structure) in any case entails.

This increase would permit:

- a) negotiating with the schools the addition of the themes to the scholastic programmemes or extracurricular activities so that the additions can be coordinated and integrated in the normal educational paths;
- b) performing an activity for updating scholastic personnel (teachers most of all);
- c) combining efforts to define innovative tools and methodologies;
- d) involving families and social organizations of the region in the scholastic context and environment.



# PROJECT EVALUATIONS

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# Valorisation of the products of the Amazon Forest: the local populations' experiences in Ecuador and Brazil

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## 1. Overview

The project was conducted by a Temporary Association of Scope (TAS) that includes the VIS, leading organisation, and the NGO ADP. The project was carried out in collaboration with by the Foundation Chankuap, which works in the defense of the population of Morana Santiago in Ecuador, and collaborates with the Center for International Development Cooperation at the University of Ferrara.

The initiative addresses both the biodiversity of the Amazon and the promotion of indigenous development in the local populations, with particular attention to indigenous minorities excluded from economic and social growth.

The most pressing problems for these populations include the exploitation and the intensive use of natural and territorial resources, the concession of royalties to foreign companies authorized to unrestricted deforestation, the extraction of petroleum and minerals, and the industrial management of agricultural resources that impoverishes the territory and jeopardizes the area's ecological balance.

The project's strategy was based on spreading information about the problems in the context of the Amazon among the general public and the youth through cognitive and sensory means, and suggesting possible solutions, such as Free Trade supply chain.

Another strategic point was that the project was complimentary to the projects already underway in the geographic area of interest, managed by the implementing NGOs.

The project's activity revolved around the organization of an exhibit structured by sensory themes into rooms that reproduce the experience of living in the Amazon Forest.

**The general objective** of the initiative was to increase attention of Italian public opinion about the valorisation of the products and resources originating in the Amazon Forest of Ecuador and Brazil.

**The specific objectives** were:

- To introduce, beginning with the experience of the VIS project in Ecuador and Brazil, the importance of biodiversity as a factor of human development, allowing Italian citizens to live and experience the Amazon Forest through the exhibition's sensory stimuli, which reproduce the odors and colors of the forest, as well as the lifestyle and vision of the populations that live in it.

- To make the audience, in particular the students of the four cities (Rome, Palermo, Bologna, Padua) where the exhibit will be hosted, aware of the importance of the valorisation of the products of the Amazon.

The expected results and the relevant activities are:

**Result 1:** The audience experienced a sensory journey through the locations of the Amazon Forest by means of the exhibit.

The correlative activities are: activity 1.1 production of a video with the images and sounds of the forest; activity 1.2 set up 6 rooms organized by sensory theme that reproduce the life of the forest.

**Result 2:** Awareness raised about the theme of valorisation of forest resources. The correlative activities are: activity 2.1 organization and set-up of the exhibition's course in the 4 cities; activity 2.2 organization of news conferences (one for each city); activity 2.3 organization and execution of training seminars about various themes (one per city); activity 2.4 production of the navigational guide; activity 2.5 production and introduction of the exhibition's photography book (the catalogue); activity 2.6 production of an informative brochure, posters, and fliers; activity 2.7 creation of a web session about the exhibition; activity 2.8 communication about the initiatives via the radio, newspapers, periodicals, national and local TV, and specialized magazines on the web.

**Result 3:** A process of continued elaboration triggered on the themes presented in the exhibition by the teachers of involved classes using suggested materials and activities. The activities related to result 3 are: activity 3.1 send invitation letters from VIS/MIUR (the Italian Ministry of Instruction and of Research) to the schools of the four cities; activity 3.2 organization of learning laboratories for the students about two different types of supply chains and about the impact on the population and the territory of the Amazon; activity 3.3 preparation and circulation of a didactic notebook plus a DVD for the subsequent enrichment activities to be conducted in class.

**The beneficiaries:**

The direct beneficiaries of the initiative are the nearly 8,000 citizens of the four cities, 100 classes of the first and second grades of secondary school in each of the four cities (for an approximate total of 2,000 youths), at least 100 teachers, as well as 2,000 people that will read the exhibition's catalogue. The indirect beneficiaries are the approximately estimated 100,000 internet users that will have access to the site, and 10,000 people that will read the initiative's materials.

**Methodology and mode of operation:**

The management structure of the project was formed as a committee, consisting of the project manager, the local manager, and the production manager. The committee meets four times in the duration of the project, once for each of the four scheduled stages. The direction of the project and its general coordination and the activities of the press agency and the secretary are all the responsibility of the VIS.

The total cost of the initiative was 346,951 Euros, of which 242,866 Euros were contributed by DG Development Cooperation, 18,215 Euros came as cash contributions by NGO; 60,5000 Euros as in-kind contributions by NGO; and 25,370 Euros from other contributions.

## **2. EvaluationResults**

### **2.1. Methodology**

The evaluation was conducted via the examination of documents, meeting with the managers of the NGO VIS, the leading organizations of the initiative, and the administration of a questionnaire to the educators of the schools that participated in the initiative.

The rate of return on the questionnaire was 16% (16 returned for every 100 sent). The expanded responses are reported in the appendix that follows.

#### **Reference documentation**

- Project documents
- Final report
- Final report of the Padua stage “the sense of biodiversity”
- Final report of the Bologna stage
- Final report of the Catania stage
- Final report of the activities conducted in Rome (coop. Myosotis)

### **2.2.Application of the evaluative criteria**

#### **Relevance**

The theme is well presented and described in terms of its strategic characteristics. In particular, the initiative is based on the long-term experience of VIS in Ecuador, financed in part by the Italian cooperation and by private donors, and oriented toward the development and commercialisation of local products through the alternative commercial avenue of Free Trade.

The issue of lacking of information in Italy about the social and economic marginalisation of indigenous populations of Amazonian Brazil and Ecuador is well addressed through the diffusion of information and the development of free trade commerce. This has allowed the initiative to be identified through a strong and well-informed participation by local and Italian partners.

Less clear is the involvement of the schools in the stages of identifying and planning the initiative that, in most cases, was proposed as an already structured event.

The Logical Framework is complete with all of the constituent elements and provides, as a whole, a complete description of the initiative.

The specific objective, however, hardly appears clear in the dual formulation of “Information/Development Education” and is not quantifiable. The relative indicator is formulated as a constant (not a variable), which generally refers to the efficiency of the process instead of the expected benefit (for example, the number of participants).

The external conditions (the fourth column) are formulated as a negative (they should, instead, indicate the external aspects that are necessary and positive and that permit the accomplishment of the individual steps in the course of the project).

## Effectiveness

The application of the criteria for effectiveness is not easy because, as already mentioned, the definition of the objectives and the indicators was ambiguous.

Furthermore, it does not appear that any systemic survey of the results from the Information/Development Education activities was conducted among the schools. For these activities there is a lack of measurable evidence, in a form as objective as possible, to evaluate the benefit achieved by the project.

From the only indicator reported in the Logical Framework, we deduce that 15,000 people have been “informed and apprised” of the themes of the exhibit, based on their participation in the activities of the project.

Moreover, the data from monitoring, both quantitative and qualitative, as regards to the participation of the audience and to the activities undertaken in the four cities, is abundant and describes well the interest generated by the initiative.

Nevertheless, following a meeting with the NGO the intentions of the project were clarified and could justify the adoption of two distinct, specific objectives:

- An objective of information targeted at the general public and the same scholastic audience (students and teachers).
- A cognitive and educational objective, mostly targeted at integrating the educational activity in the schools.

We can eliminate the objectives’ and the indicators’ lack of clarity, on the basis of(indirect) proxy indicators, essentially examining the quality of the service offered and deducing from the indicators the possible effects.

In regards to the effectiveness achieved by the specifically informative component, many elements substantiate an unquestionably positive judgment of effectiveness. Among these elements are the exhibit’s strategy based on two components (emotional and cognitive), the quality of the material products, some of which were well structured as standalone tools that facilitate learning within the literature, the liberal use of informational tools and networks (for example the news of the exhibition appeared in the major local and national newspapers in the regions involved), the presence of specialist operators as guides for small groups of visitors, and the local management of the exhibit entrusted to individuals established in those roles.

The educational component is much more difficult to assess, due to an absence of information about the management of the themes of the initiative within the scholastic activity and about the activity’s eventual outcomes as gleaned through the application of the appropriate procedures for testing learning.

Clearly this has been influenced by the already mentioned lack of involvement by the schools in the planning stage of the project.

On the basis of a convention stipulated with the VIS 5 years ago, the Italian Ministry of Instruction and of Research has sent an invitation to the schools to participate in the initiative. In reality, however, the project did not entail that the implementers would carry out formative activities. Rather, the implementation of such activities was planned to be carried out by the schools, as explicitly called for in Result 3: *“Triggering a process of continued elaboration on the themes presented in the exhibit by the teachers ... using suggested materials and activities.”*

Addressing this, the project has provided the schools with materials and suggested methodologies to expand on the project’s themes within the regular classroom. This action demonstrates the sensitivity of the VIS towards the roles and needs of schools.

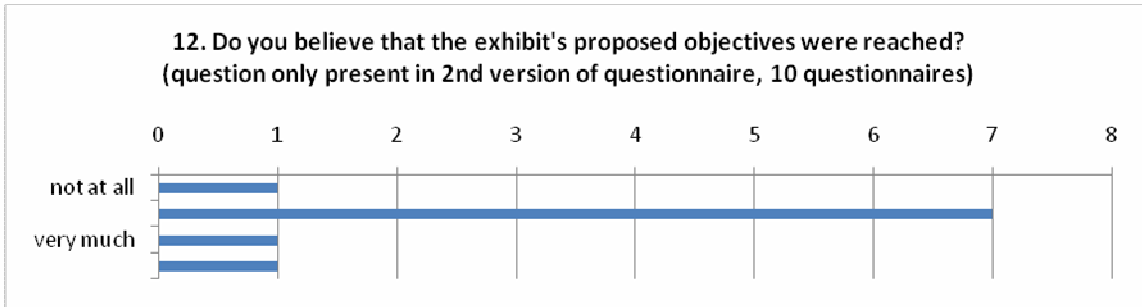
Still, the schools must be placed in the conditions of “triggering a process of continued elaboration on the themes presented,” not simply by reception of materials and attendance of events, but also by the assumption of proactive roles through frequent and sustained activity and involvement at all levels of the schools’ didactic-institutional structures.

The particularly interesting experience in Padua must be highlighted. There, the group of project operators carried out educational activities with groups of visitors utilizing the materials from the guide produced for the schools. From the examples reported we see that each of the activities was structured as a small lesson unit complete with objectives, materials, and didactic methodologies.

From the questionnaire sent to approximately 100 schools, with a return rate of 16% (see appendix A), we observe an insufficient collaboration with teachers, even though in two cases the initiative was added to the scholastic programme, a particularly important observation to keep in mind for the continuation of the project.

| <b>3. In what ways were schools and school principals involved?</b>              |   |
|--|---|
| I am the only teacher at the school that has joined this project                 | 5 |
| colleagues from the same class level occasionally collaborate with me            | 5 |
| there has been an effective collaboration with the well involved school teachers | 5 |
| I have been involved by other colleagues   | 0 |
| the project was integrated into the scholastic programme                         | 2 |
| other (please specify)   | 2 |

According to the questionnaire, the majority of the teachers found the experience, in which students actively participated, to be positive, and generally state that the didactic objectives were adequately achieved.



The themes addresses are of high formative value, some of which directly relate to educational disciplines (such as geography), while other themes are more general, such as ethical and methodological themes:

- expansion on the history, geography, and culture of the geographic areas of interest
- presentation of the problems of the global South (wars, human rights violations, etc.)
- open attitude toward “the new and the different,” and increased interest in knowing and appreciating the unique characteristics of each person and traditional culture
- breaking of stereotypes
- awareness of global interdependence

However, there is no information available about the specific activities focused on the exhibition’s themes (research, papers, group work, etc.) that were conducted in classes. As such, none of the project’s implementers have conducted an ex-post evaluation of the activities in the schools.

The relationship with the schools was, for the most part, probably intended as a service, without preemptively ensuring or agreeing to effective capacities or desires on the part of the schools or their structured engagement in the project.

It is the opinion of the evaluating team that this deficiency is also due to a lack of clarity from the donor, which did not request this type of agreement in the ex-ante evaluation stage.

Regarding training, project operators, that performed in the capacities of organizers and facilitators, received instruction.

### Efficiency

The project was realized within the expected timeframe, with an extension of 6 months due not to the NGO’s project management, but to the delayed response from one of the venue partners (the Pigorini National Museum in Rome).

|                               |                                     |
|-------------------------------|-------------------------------------|
| 6 November – 26 December 2010 | Civic Museum of Zoology, Rome       |
| 14 January – 27 February 2011 | Ex Fornace Carotta, Padua           |
| 15 March – 1 May 2011         | Sala Museale del Baraccano, Bologna |
| 13 May – 25 June 2011         | Le Ciminiere, Catania               |

The advertisement of the project was an informative campaign utilizing the radio, periodicals, national and local TV, and a presence on web sites.

In addition to the efforts, an impressive amount of material was distributed among the public and among schools, including leaflets, posters, fliers, press releases, etc. In particular, 2,500 comics about biodiversity and 5,000 DVDs of the exhibit's images were prepared for the schools. In the course of the meeting with the NGO we acquired copies of the published articles and material products, including the guestbook with guest comments. From the documentation we can compare the number of beneficiaries in the project's four cities (Rome, Catania, Bologna, and Padua) o the number predicted in project's documents, seeing that the targeted number of individuals was reached.

| <b>Beneficiaries</b>   | <b>Sources of verification</b>       |
|--|--------------------------------------|
| 8,000 citizens   | Exhibition registers                 |
| 100 classes, totaling 2,000 youths from I and II grades of secondary schools | Scholastic registers                 |
| 100 teachers   | Scholastic agreements                |
| 2,000 individuals  | Distribution of exhibition catalogue |
| 100,000 internet users <sup>5</sup>  | VIS website                          |
| 10,000 individuals   | Distribution offliers                |

It is not possible, however, to relate to any standard the relationship between personnel, activity, and results.

From the experience of the evaluators and comparison to similar experience, we can state that the resources, examined for each of the four city seats of the project, were appropriate for the activities and for the results both in numbers and in professional profiles.

The partners that have realized the initiative possessed competencies and territorial specialization that have permitted the efficient and effective circulation of the exhibit in the four cities, promoting it from a cultural and communicational point of view.

The division of tasks among the partners was respected and resulted in efficiency in the project, especially in the local management of the exhibit.

## **Impact**

The point of greatest interest concerning the medium- and long-term effects of the project is the steady influence of the themes of biodiversity and the valorisation of local products and culture on the planning scholastic curriculum and on the media.

There is no certain information about this, as the project did not anticipate a system for detecting the effects of the project's activity in the medium-term.

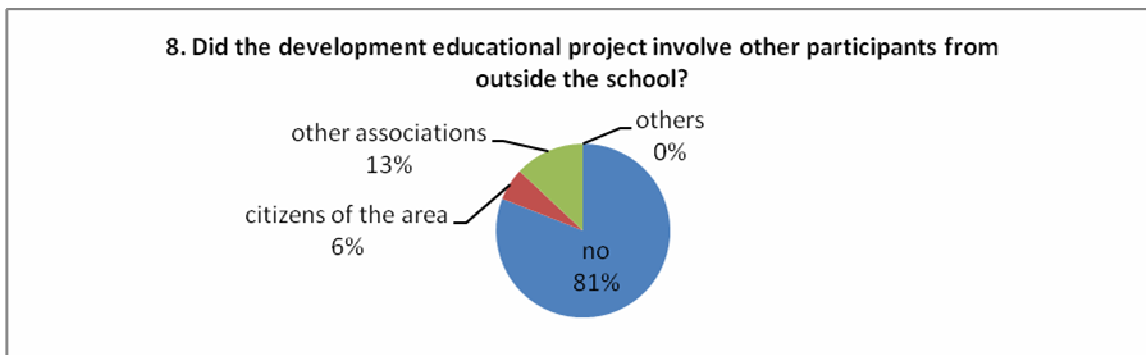
Even so, relying on available information, it does not seem that sufficient attention was given to the dynamic and complex environments of the schools, a conclusion supported by

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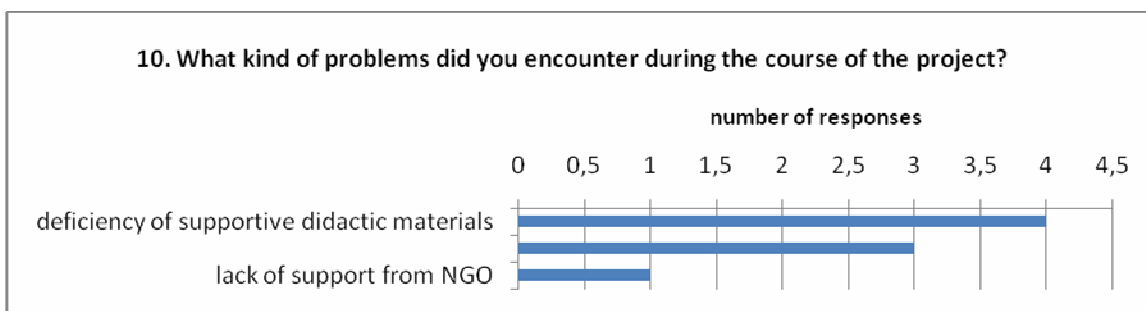
<sup>5</sup>The very high number of users refers to of the VIS website, which prominently features the project's activities.



some of the responses to the questionnaire. In particular, the initiatives were always limited to the individual classrooms, without involving parents or other outside individuals.



The activity was conducted, in most cases, by very motivated teachers, often isolated from the rest of the school's teaching body. Only in two cases was the theme added to the scholastic programme. Though this may seem a modest number, it is still of very high value in terms of impact and sustainability of the project.



The scholastic system is a rigidly structured environment with both a professional and a relational history that has undergone, as have the situations of the members of schools' communities, a great number of significant and varied changes in the last few years. In particular, schools increasingly have missions that are more general than the traditional versions of the past, and teach an increasingly wider range of subjects (including human rights, the environment, etc.).

On the one hand, these changes render the schools more disposed to innovation, while on the other hand the introduction of these new subjects and themes requires a long and patient negotiation and agreement between the operators, beyond formal invitations, in order to construct the programme's interests and define the operative modes based on concrete resources and the availability of individual schools.

Only in this manner is it possible to pass from the attendance of individual classes at an exhibition, a relatively simple task and one within typical professional duties, to a more complex and structured undertaking that would entail the adaptation of curriculums (and their tools).

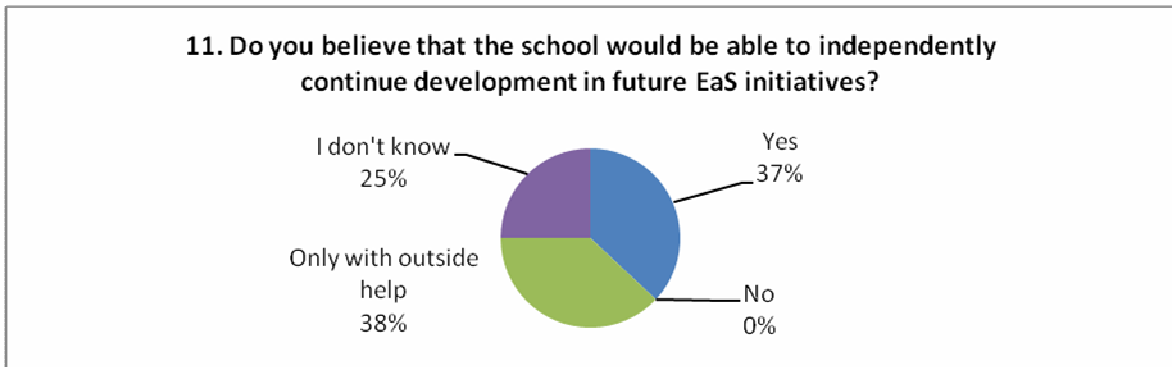
In order to be relatively stable, every change, including the obvious interests of the operators, requires its own formulation, obtained through a preliminary negotiation that would conclude, for example, with the addition of the theme discussed to the school's scholastic programme.

More difficult to address is the measurement of the medium- and long-term effects of the programme on other project actors, both direct and indirect.

Among these actors, journalists have proved to be especially important to the project. Their effort and interests provided key support through numerous articles on the subject of the project.

### Sustainability

Half of those interviewed stated that their school would be able to conduct future Information and Development Education initiatives if given the proper tools.



Important for the programme's sustainability are the considerations for the necessity of constructing the conditions for the stable addition of the project themes to curricular (or extracurricular) activities in the scholastic programmes.

The exhibit is still active and functioning, and has been opened in Milan with the financial backing of Foundation Cariplo. Other initiatives are in the process of negotiation with other institutions.

However, managing the exhibit (transportation, installation, and assistance) carries a cost that might not be easy for public and private venues to meet, and there still is no evidence that ticket sales (as hypothesized in the project's document) would be an effective solution to cover these costs.

The analysis of the project's sustainability probably could have been carried out with more attention to the component of cost.

**Appendix A:** the elaboration of the questionnaire sent to schools.

**Elaboration of the questionnaire sent to schools (project VIS).**

**SCHOOL QUESTIONNAIRE**

**Analysis of the responses**

CITY

|         |      |
|---------|------|
| Rome    | 56%  |
| Padua   | 25%  |
| Bologna | 19%  |
|         | 100% |

SUBJECT

|                              |      |
|------------------------------|------|
| Mathematics and Sciences     | 63%  |
| Biology                      | 6%   |
| Arts, History, and Geography | 19%  |
| School principal             | 6%   |
| Unknown                      | 6%   |
|                              | 100% |

SCHOOL LEVEL

|            |      |
|------------|------|
| Elementary | 19%  |
| Middle     | 56%  |
| Superior   | 25%  |
|            | 100% |

**NOTE:** In Rome the majority of schools were elementary, while in Padua and Bologna there were few elementary schools in the project, and those that participated did not respond to the questionnaire. From Bologna only middle schools responded, and mainly superior schools responded from Padua.

**1. Why did you decide to join a Development Education project, and in particular the exhibition “The sense of Biodiversity – A Journey through the Amazon Forest?”**

|  |      |
|--|------|
| It was a new educational opportunity   | 33%  |
| I was familiar with the NGO  | 11%  |
| It was suggested to me by a colleague/school principal/others...                             | 0%   |
| There are students from other countries and I believe that this aids intercultural education | 22%  |
| Other (please specify)   | 33%  |
|  | 100% |

**2. Which formative education objectives (cognitive, relational, etc.) and what knowledge /competencies/skills were achieved?**

|   |      |
|---|------|
| enrichment of history, geography, and cultures of the geographical areas of interest  | 23%  |
| presentation of the existing problems in the southern hemisphere (wars, human rights violations, etc.)  | 27%  |
| open attitude towards 'the new and the diverse' and increased interest in the knowledge and appreciation of the individuals' unique characteristics and traditional culture | 25%  |
| breaking of stereotypes   | 7%   |
| awareness of global interdependence   | 16%  |
| other (please specify)  | 2%   |
|   | 100% |

**3. In what ways were schools and school teachers involved?**

|   |      |
|---|------|
| I am the only teacher at the school that has joined this project              | 26%  |
| colleagues from the same class level occasionally collaborate with me         | 26%  |
| there has been effective collaboration with the well-involved school teachers | 26%  |
| I have been involved by other colleagues                                      | 0%   |
| the project was integrated into the scholastic programmes                     | 11%  |
| other (please specify)  | 11%  |
|   | 100% |

**4. What kind of collaboration has there been with the NGO VIS?**

|  |      |
|--|------|
| the NGO presented the project to the students  | 21%  |
| the NGO presented the project to the parents   | 0%   |
| the NGO presented the project to the school teachers   | 11%  |
| the NGO volunteers proposed activities to the students (laboratory activities, recreational activities, photography and documentary presentations, etc.) | 29%  |
| the NGO provided didactic materials (books, didactic kits, audiovisual materials, etc.)  | 21%  |
| other (please specify)   | 18%  |
|  | 100% |

**5. Do you feel that the materials and the suggested methodologies provided by VIS are suitable for effective educational activities?**

|             |     |
|-------------|-----|
| not at all  | 0%  |
| very little | 0%  |
| enough      | 80% |
| very much   | 20% |

|                        |      |
|------------------------|------|
| other (please specify) | 0%   |
|                        | 100% |

**6. After the exhibition, was the work continued/carried on throughout the scholastic year?**

|                        |      |
|------------------------|------|
| Yes                    | 44%  |
| No                     | 38%  |
| other (please specify) | 19%  |
|                        | 100% |

Which forms of project materials were used (didactic notebooks, comics, DVD)?

1. enrichment activities and group work were utilized by the LIM
2. the students wrote articles to present to the newspaper La Repubblica using project materials
3. research in the school library, presentations of documentaries, role plays, simulations, manual activities
4. we did not receive project materials

**7. Were parents involved?**

|  |      |
|--|------|
| no   | 67%  |
| they were informed of the initiative by the teachers | 17%  |
| they met with the NGO                                | 0%   |
| they actively participated in fundraising            | 0%   |
| they were involved by their children                 | 11%  |
| other (please specify)                               | 6%   |
|  | 100% |

**8. Did the project involve other participants from outside the school?**

|                      |      |
|----------------------|------|
| no                   | 81%  |
| citizens of the area | 6%   |
| other associations   | 13%  |
| others               | 0%   |
|                      | 100% |

**9. What were the students' attitudes toward the project?**

|   |    |
|---|----|
| they demonstrated no interest whatsoever                | 0% |
| they were generally inattentive and had little interest | 6% |

|  |      |
|--|------|
| they participated actively in the project's scheduled activities   | 61%  |
| they asked many question about the situation of the sbeneficiaries | 22%  |
| they were highly involved in the meeting with the NGO              | 11%  |
| other (please specify)   | 0%   |
|  | 100% |

**10. What kind of problems did you encounter during the course of the project?**

|   |      |
|---|------|
| deficiency of supportive didactic materials     | 50%  |
| parents hesitancy or indifference               | 0%   |
| lack of colleague availability or collaboration | 38%  |
| lack of support from NGO                        | 13%  |
| difficulty with class involvement               | 0%   |
| other (please specify)                          | 0%   |
|   | 100% |

**11. Do you believe that the school would be able to independently continue development in future Development Education initiatives?**

|                        |      |
|------------------------|------|
| Yes                    | 37%  |
| No                     | 0%   |
| Only with outside help | 38%  |
| I don't know           | 25%  |
|                        | 100% |

**12. Which operative phases of the project have been achieved with students?**

|  |      |
|--|------|
| presentation of the project                      | 38%  |
| laboratories                                     | 23%  |
| group work                                       | 31%  |
| criteria established for checking and evaluation | 8%   |
| other (please specify)                           | 0%   |
|  | 100% |

**13. Do you believe that the proposed objectives of the exhibit have been reached?**

|             |     |
|-------------|-----|
| not at all  | 0%  |
| very little | 10% |
| enough      | 70% |
| very much   | 10% |

|                        |      |
|------------------------|------|
| other (please specify) | 10%  |
|                        | 100% |

**14. What suggestions would you give to improve this type of experience?**

|  |     |
|--|-----|
| receive support for the didactic material                        | 21% |
| participation in classroom associations with qualified operators | 50% |
| the possibility to systematically compare with other colleagues  | 14% |
| more collaboration with colleagues in classes                    | 11% |
| change the scolastic regulations                                 | 4%  |
| other (please specify)   | 0%  |

**15. On a scale from 1 to 10, how would you rate your experience?**

Average rating: 7.94

# AFGHANISTAN. The role of civil society in peace and reconstruction. International conference.

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## 1. Overview of the initiative

The project was born of a public call, launched by Italian associations and NGOs, to draw attention back to the necessity for development policies that move beyond the horizons of military engagement and increase the role of the United Nations, in particular involving Afghan civil society in the choosing of internal government.

The call has drawn attention back to other social, political and institutional subjects that have led to the construction of a pole of interest in Italy regarding Afghanistan, called the Afghan Network.

The solid links between some Afghan people and the Afghan context, where they are committed to cooperation activities, have permitted the involvement of Afghan NGO groups and associations, direct beneficiaries of the project.

### Overall objective

The initiative proposes to contribute to improving the peace and stabilisation process through involvement, contribution and discussion between the representatives of local civil society, neighbouring countries and the international community.

### Specific objectives

- To study, delve into and spread the reality and the potential of Afghan civil society in the peace and development process in the country throughout Italy, at both an academic and a political level.
- To facilitate discussion and elaboration between expressions of both Italian and Afghan civil society aimed at strengthening identification and the beginning of possible political and organizational forms, with the aim of reinforcing and inserting the majority of Afghan organisations into the course of peace and stabilisation in the country.



- To demonstrate and make known, both in Italy and internationally, the weight and the role of Afghan civil society and of neighbouring countries in putting a peace process into action in the area. To such a purpose, an international conference on Afghan civil society and that of its neighbouring countries will be organized in Rome.

The project strategy, articulated on the three axes described by the specific objectives, with initiatives developed in Italy and Afghanistan, tends towards promoting the direct involvement of Afghan civil society.

**in Italy – involving associations, media, universities and unions also across the Afghan network** and urging institutions to sustain the role of Afghan civil society in the country's peace and reconstruction process, as well as the organisation of a conference on regional peace in civil society.

**in Afghanistan** moving toward individualisation and promoting the meeting of different parts of Afghan civil society to commit to the future of Afghanistan and of the beneficiaries of peace building, creating a connection between them to overcome divisions and conflict deriving from the social and ethnic composition of the country.

**Result 1:** Knowledge of Afghan organisations and associations from both the centre and the periphery acquired.

**Activities related to result 1:**

- Research to be put into action with collaboration between the University of Milan and a university research centre in Kabul, then put into practice by a freelance journalist with the support of the Afghan network and local associations;

**Result 2:** Representatives of both the Italian and the Afghan OSC brought together in order to identify and open reinforcement and coordination initiatives in the local reality.

**Activities related to result 2:**

- Establishment of two working groups, one in Italy and one in Afghanistan;
- Organisation of a pre-conference in Kabul for a discussion between Italian and Afghan civil society;
- Organisation of a support structure.

**Result 3:** International Conference on Afghan Civil Society organised in Rome, with the participation of representatives of neighbouring countries and weight of the Afghan OSC to improve discussion and peace enhanced.

### **Activities related to result 3:**

- International conference in Rome to increase the international resonance of the role of Afghan civil society in the peace process of the area.

### **Beneficiaries**

*Direct beneficiaries* are about a hundred organisations and members of Afghan civil society, at a national as well as a provincial level.

*Indirect beneficiaries* are those who will be brought together by the informative material and the production of the project, in print, whether through the media in Afghanistan or in Italy.

### **Methodology and operating procedure**

The structure driving the project is formed by:

- A pilot group for the structuring of the program, composed of eight Italian and Afghan people;
- An organising committee composed of 6 people among the members of Afgana.org and the 2007 Link NGOs;

The direction of the project and its coordination falls under the responsibility of INTERSOS, with a coordinator general with experience in the running of similar initiatives.

The project lasted 10 months, proposed in 2008, returned in 2009, to be implemented in 2010.

|                                    |             |
|------------------------------------|-------------|
| Total Budget:                      | €534,006.00 |
| NGO Budget:                        | €81,560.00  |
| Other Budgets:                     | €78,900.00  |
| DG Development Cooperation Budget: | €373,546.00 |

## **2. Results of assessment activities**

The Terms of Reference of the assessment activities, found in the appendices, other than general criteria, for this specific project, recall into specific consideration:

- The initiative looks at delving into and spreading the reality and the potential of Afghan civil society in the peace and development process in the country throughout Italy, at both an academic and a political level;
- The organisation of discussion and elaboration between different groups from Italian and Afghan civil society, with a goal of involving the latter in the peace and stabilisation process of the country through its own organisations;
- The demonstration, oriented towards recognition on both an Italian and an international level, of the weight and role of Afghan civil society and of neighbouring countries in the realisation of the area's peace process.

### **2.1. The applied methodology**

The techniques used were the analysis of documents and interviews of a group of promoters and those responsible for the project.

#### **Documentation consulted**

- Project documents from the 28 September 2009 approved after appearing technically favourable to the Technical Unit (Unità Tecnica Centrale) on 28 October 2009 with Resolution no. 49 of the Directional Committee on 15 March 2010
- Project in TAS with CISP, COOPI, COSV, CUAMM, GVC, ICU;
- Documentation relative to the preparation phase;
- The final report

The project documents present some limits owing to their proposition in 2008 and their beginning in 2010, after the resolution of the Directional Committee. Some activities were therefore developed before the effective data of the initiative, in particular: in Italy the work of building awareness and involvement in the government and in parliamentary groups; in Afghanistan the organisation of a peace Conference for the civil society of Kabul in January 2008 and two missions to verify the connection between Afghan operative organisations in 2009. The preparatory work however, could only benefit from the effective implementation of the initiative.

The final report was presented on the 28 November 2011, with a statement of the objectives achieved and a call for the allocation of funds, citing the probable continuation

of a process of reinforcement of Afghan civil society, through a new initiative already in place under the approval of the Directional Committee.

Meeting began with the NGO as the leading organisation, followed by Emanuele Giordana, representative of the Afghan Network, one of the main promoters of the initiative. The meeting has formed useful elements for the understanding and integration of information and documents, especially in the historical reconstruction of the events, in the understanding of the relational processes and intercultural initiatives involved. It has therefore permitted the analysis of the efficiency and the impact, namely the extent to which they have produced significant and stable changes in awareness of the recipients of the action, in the specific case of the Afghan civil society in general.

## **2.2. Application of evaluation criteria**

### **Relevance**

The context was well presented as a justification of the requested intervention. The knowledge of the reality of the association in Afghanistan, on the part of INTERSOS, GVC, Afghans located on the ground, has allowed to give voice to NGOs as well as other associations that are only known locally but are already committed to social issues, in the spread of human rights, in the promotion of women's rights, in the solving of conflict and in political discussions to give them the best weight and visibility and insert themselves into a network.

Such realities could help to contribute, to interject with the institutions, to outline the politics of reconstruction and peace building in the country, especially in sight of the goals of intervention of ISAF (International Security Assistance Force) forces and the removal of NATO (North Atlantic Trade Organisation) troops in 2014.

This emphasizes that the enlargement of the concept of civil society, traditionally limited to Development NGOs, including the professional, art and trade associations, universities, unions etc, is one of the biggest successes of the initiative, which has an extensive audience of government speakers and enhances negotiation power into increments of the same civil society.

Therefore it was a good contribution to the strength of the forces involved in the peace process.

The Logical Framework was not formed entirely according to the criteria laid out in the Italian and European manual of reference. In particular we point out:

- A certain confusion in the project rationale owing to the partial overlapping between results and specific objectives which end up indistinguishable.
- The adoption of three specific objectives does not seem justifiable, the initiative could be represented by the principle of intending to strengthen Afghan civil society, eventually leaving two components in Italy and in Afghanistan;
- Scarce quantification of the objectives.

It is important to underline, however, that these limits do not invalidate the understanding of the intentions and methodology of the project, which appears to be clear from the reading of the documents, supplemented by meeting with interesting subjects. The indications of evaluation reported in the Logical Framework, although each time generic, were used in the evaluation through appropriate additions.

## **Efficacy**

From data in the documents and evidence collected one can affirm that the project has brought together, for the most part, the objectives foreseen in creating a decisive contribution to the growth of Afghan civil society, efficiently integrating into a process of cultural growth already underway, linked also to the increase in the level of teaching methods for the young population.

The evidence was in a number of organisations and their representatives. The level of maturation attached is demonstrated also by how representatives were selected at the Rome Conference arising from the work of the participants of the pre-conference in Kabul which they have called a Coordination Committee for the representatives of civil society composed of 24 members and 14 associations.

Although two representatives of civil society were designated as speakers in the role of supporter/opponent, there was also a consultative presence in the commissions (for example, another two delegates were invited to the discussion on the printing laws).

It should be underlined how the quality of Italian intervention in Afghanistan has been recognised by representatives of the UNAMA (United Nations Assistance Mission in Afghanistan). The feeling of authority and international recognition has also been reinforced through a live connection (a little less than two hours) with the RSSG in Kabul and through the meeting (about an hour and a half) of the Afghan delegations with the Napolitano President, in the presence of the Italian Director General for Development Cooperation.

The interest of the Ministry of Foreign Affairs is explained in the form of financial sustainability, like the contribution to the publication of research and other recent allocations for works in the territory, clearly linked with foreign policy.

- A.** Among the results collected, **the research on Afghan civil society** today constitutes one of the rare descriptive documents of this situation, known by many qualified speakers, including UNDESA (United Nations Department of Economic and Social Affairs).

The research, which would have to be developed in collaboration with University of Milan and a university research centre in Kabul in four months, for logistic and cost reasons was conducted by a researcher and a freelance journalist, experts in their field, through careful and systematic work on the ground, using interviews, roughly 100 associations interviewed over three different periods (July/August 2010, November/December 2010, March 2011). The research reflected the work of the author Giuliano Battiston, “Afghan Civil Society: potential and limits. An examination.”, printed in the November 2011 edition of *Civil Society and Democracy in the Middle-East and Asia*, by Elisa Giunchi, lecturer in History and politics of Islamic countries at University of Milan. Giunchi’s volume was made possible by the contributions from DG Development Cooperation, Afgana.org, INTERSOS and University of Milan . There were 500 copies distributed between Italian Ministry of Foreign Affairs , Universities, executive authorities and individual readers.

200 copies were also printed of the overview of the conference in Rome and Kabul, in English and Italian, of which 100 were sent to Afghanistan.

The seminar presenting the research and the outcomes took place in Milan on 21 February 2011, with the presentation of research. The idea to begin collaboration between University of Milan and a university research centre in Kabul remained in the intentions of the implementing organisations.

#### **B. The pre-conference in Kabul**

“Reinforcing the role of civil society organisation in decision-making processes” took place on the 30 and 31 March 2011 at the Hotel Setara of Sharenaw, with the participation of 150 delegates (15 of whom were international). 60 associations from 34 regions took part and representatives of UNAMA and various European embassies, including Italy, were present.

The final statement, signed by 150 delegates (appendix A), expressed the need for a sustained period of technical and financial support by the government, donors and the international community towards civil society associations. These would take over the task of overseeing institutional activities in the building of a good government, that is transparent and socially just and ask for participation in decision-making processes. The

media is asked to respect the social and cultural values of the country and reinforce the relationship with the CSO (Civil Society Organisations).

During the meeting the 150 delegates chose a representative identified in a directive committee composed of 24 people and 14 organisations. To organise the pre-conference the Kabul working group composed of two coordinators and a part-time secretariat of two people, inaugurated in the expressly created logistic structure, worked in a particular way. The working group met 17 times between 13 November 2010 and 16 May 2011.

The event represented an important stage which allowed a discussion between the different minds and components of Afghan civil society, which suffer from ethnic division, about methodology, and the objectives of the peace process and the successive conference in Rome.

**C. the international conference on Afghan civil society with the participation of representatives from neighbouring countries** “to promote discussion and peace in Afghanistan: reinforcing Afghan civil society”. It was developed in Rome, near the headquarters of INTERSOS and CNEL (Consiglio Nazionale dell’Economia e del Lavoro) from the 23<sup>rd</sup> to the 25<sup>th</sup> of May with the participation of around 150 people, including many representatives of Political institutions and Italian and international diplomats.

The closing document of the conference (Appendix B) went back over the points presented at the pre-conference in Kabul, and recalled the support of the international community in view of the withdrawal of ISAF (International Security Assistance Force) forces from Afghanistan in 2014.

For security reasons, and to draw attention to the country rather than the area, the invitation to the 5 neighbouring countries to take part was postponed. There was no specific request for this change.

The final outcome of the conference could only repeat and amplify the positives already expressed by the pre-conference in Kabul. The reinforcement of Afghan civil society, the objective of the project, was demonstrated by the level and modality of participation, that was not only ‘formal’ but shared among all subjects who clearly expressed their commitment to continue their involvement in the project.

The initiative is more about raising awareness than educating on development issues; it was not therefore, extended to schools, although some groups of students were present at the intervention of afgana.org in some communities (Trentino, Perugia, Naples...) with the presentation of the country and reference to the project. To this type of activity intended to

raise awareness about Afghanistan and its problems of armed intervention, peace and reconstruction, afgana.org<sup>6</sup> is particularly committed as well as its founding promoter, Emanuele Giordana.

No self-evaluation activities were conducted in the initiative.

## **Efficiency**

The project was conducted in the planned time, with an extension of three months (with no added costs), requested by the Afghan OSC to reasonably distance the pre-conference in Kabul and the main event in Rome; the change was communicated on time to the DG Development Education

The direct beneficiaries in Afghanistan, shown by indicators, were the 150 associations present at the pre-conference, while the number of indirect beneficiaries attained by the associations through print and other media is not quantifiable.

It is also difficult to numerically quantify what was achieved by the Italian activities (Seminar, conference, publications), although news and events related to the country in question appeared in numerous press releases, newspapers and various magazines. However the extended Italian partnership, composed of many subjects (CISP, COO, PI, COSV, CUAMM, GVC, ICU) must have guaranteed a widespread diffusion of information towards their respective communication networks. Each TAS NGO has widespread the Afghan initiative, through their own information channels, contributing to the stimulation of interest and knowledge of the problem of reconstruction and peace building in Afghanistan with the contribution of civil society.

No standard of reference exists around the personal/activity/results relation, seeming unbalanced towards the position of a very high number of components of the pilot groups and organising committee. The consideration comes overall from the scarcity of information around the function and tasks assigned to the directorial organisations and the members of the partnership.

On confirming the interest in the subject it was, an encounter between the population and five Afghan delegates has been promoted in some municipalities , under the guidance of Afghan NGOs.

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<sup>6</sup> The NGO INTERSOS presented on 28 October 2011: the statement on the achievement of the objectives, the Audit certificate, the financial report requesting the allocation of funds.



The contributors in terms of financial resources or those of another nature include voluntary participation in activities (seminars, conferences, publications), the free use of meeting places, the creation of a website.

## **Impact**

A series of interesting events happened during the implementation phase, they are in part certainly ascribable to “net effects” of the project, that is, to a major representative-ness and weight exercised by Afghan civil society, although they cannot be considered as concrete evidence of processes that are indeed affected by broader factors, linked with the peace process in Afghanistan, and with regional stabilisation.

On 5<sup>th</sup> December 2011 an international conference on Afghanistan, hosted by Germany and under the presidency of Afghanistan, took place in Bonn; it was a follow-up to a conference held in Bonn 10 years earlier. At the Conference were 85 states, 15 international organisations and the UN, and it was concentrated on the passing of responsibility to the Afghan government, considering the civil aspect of the transition period as a priority.

Representatives from the civil society were invited to testify to their growing role in this recruitment on the Afghan issue.

On a non-governmental level, such a conference was preceded by an international seminar for the NGOs that operate in Afghanistan, promoted by ENNA, the European Coordinator, those who had participated as members of the Afghan Network and from whom recommendations had come for the Bonn Conference.

Two representatives of the Afghan civil society and Emanuele Giordana from afgana.org were also invited to a conference in Tokyo on 8<sup>th</sup> July 2012, ten years after the previous (which took place in Japan in January 2002), to follow up on the results of the Bonn conference and define the support of the international community for the Afghan government and the volume of aid to allocate to construction of a stable and economically sustainable country. At the conference the two representatives of civil society directed the discussion.

In **Kabul**, although the Afghan government continue to prefer NGOs in the role of spokesperson/opposition, and see the other expressions of civil society in the capacity of subsidiary lending of service, it is however running with the idea that civil society is not restricted only to the NGOs. Their political weight has risen and is becoming recognised on the level of civil society (2 delegates were invited to the discussion on print laws).

In **Rome**, on the 26<sup>th</sup> January 2012, the Afghan president Hamid Karzai and the Presidente del Consiglio (the president of the council of ministers) Mario Monti signed a bilateral agreement for a long period that points to reinforcing political discussion, security and cooperation within the police force, but also economic collaboration and the fight against drug trafficking. The conferences in Kabul and Rome were mentioned on this occasion and reference was made to the House of Civil Society in Kabul, the object of another initiative.

The design of laws for the ratification and execution of the agreement on the partnership and long-term cooperation between the Italian Republic and the Islamic Republic of Afghanistan was presented to the House of Representatives on 11<sup>th</sup> May 2012. These positive signals could indicate in the short term the beginning of a process, for the continuation of which, there can be no evidence.

In Italy the Afghan associations meet up about once a month in places that have been set aside for the occasion. Information on the events relative to Afghanistan can be found on the afgana website.

## **Sustainability**

At the first meeting in Afghanistan after the project conclusion there were 19 representatives of Afghan civil society present as proof of the stability of links that were built within the project. The Italian government made other commitments in favour of the country with clear intentions to continue in the work of support; in a time of economic crisis, the resolution had seen the reallocation of funds instead of new availability.<sup>7</sup>

Nevertheless, on 12<sup>th</sup> December 2011, the Directional Committee of DG Development Cooperation approved a new Information/Development Education project “Activities for training and sustaining Afghan civil society in the process of national reconstruction and reconciliation and for the realisation of a House of Civil Society in Kabul, as a cultural centre for the development of relations between Italy and Afghanistan.” Executor Organisation: ARCS (leading organisation) in TAS with NEXUS, AIOSA and OXFAM Italy for a total amount of €300,000.00 in only one year, 2011. Within this project, on the

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<sup>7</sup> A push towards the continuation of the process can come from the approval of DG Development Cooperation of a new Information/Development Education project, approved on 12<sup>th</sup> December 2011 by the Directional Committee “Activities for training and sustaining Afghan civil society in the process of national reconstruction and reconciliation and for the realisation of a House of Civil Society in Kabul, as a cultural centre for the development of relations between Italy and Afghanistan.”. Executor Organisation: ARCS (leading organisation), in ATS with NEXUS, AIOSA and OXFAM Italy. Total import of the contribution: €300,000.00 in only one year, 2011.

The project does not foresee aid workers. The total financial import of €300,000.00 weighs down the budget line 2181. AID 009752/ARCS/AFG

10-12 November 2012 ten Afghan delegates visited Italy, attesting to the democratic choices of the associations.

Today the logistical structure in Kabul has been eliminated and the Committee of coordination meets periodically in various places, from time to time as advocates or as friends. Afgana financially sustains the cost of the secretariat and reimburses small expenses.

## **Appendices**

**Appendix A:** Final document from the pre-conference in Kabul

**Appendix B:** Statement from the Afghan Civil Society at the Rome Conference

**Kabul Pre-Conference**  
**30-31 March 2011**  
**FINAL DOCUMENT**

**The final document of the Conference, which is titled “reinforcing the role of the civil society organisations in decision making processes”, was approved by the 150 delegates from 34 provinces. There were six key points, read in Dari and Pashtu.**

1. The need to consolidate the ways of coordinating prosperity through the OSC, making it firm and final, and involving all the provinces.
2. The need for the improvement of the skills and professionalism of the OSC and of the government’s decision making processes, considering the participation of the OSC as a positive and indispensable contribution to such processes.
3. The request that the government guarantee due transparency and accountability and does not reduce the relationship with the OSC to pure symbolic formality but to make them systematic and extensive throughout the province.
4. Such relationships must follow democratic rules of involvement, publishing very clear exclusion criteria.
5. The media must develop an independent information function, not subordinate to political posterity, taking into account the major social problems and human needs and reinforcing unity and national values.
6. The international community and the donors consider the OSC in their capacity and need for autonomy; the need for external, financial, political and technical sustainability is great, but the need for independence in a relationship which is a partnership between partners is also great. Not in a protective way, but a development way.

**Statement of Afghan Civil Society International Conference**

**Rome, Italy 23 - 25**

**May 2011**

We, the Steering Committee of Afghan Civil Society representing civil society organizations have gathered in Rome to discuss the role of civil society in peace, reconstruction and development process in Afghanistan. This conference which is the follow up of a two-day conference hosted by the steering committee of civil society in Kabul, Afghanistan on 30 and 31 March 2011 where the civil society discussed on strengthening its capacity to work together and to be more unified to influence national and international decision making processes related to Afghanistan.

Today as result of two-day international conference, preceded by a day of study and exchange of experiences with Italian and European civil society organizations, we are delivering our unified point of view to voice our people's recommendations to the international community related to peace and development process to ensure sustainable development of Afghanistan.

Since the establishment of Interim Administration of Afghanistan till now, we have re-established and strengthened state and democratic institutions, civil society, media, private sector ensuring human and women's rights in all our policies and strategies.

We believe that we would have not had the above achievements without presence, support and cooperation of our international partners however we have yet to end the culture of impunity, combat corruption, promote good governance, rule of law, human rights and transparency and accountability.

We therefore came up to with the following recommendations and suggestions;

1. We call on the Afghan government and its international partners to be more transparent about the political reconciliation process and to regularly communicate and share with the Afghan people all developments regarding reconciliation with the Taliban and other armed groups. The peace process must not happen behind closed doors. We also urge the Afghan government and its international partner to ensure that all segments of Afghan society (women, minorities, the business community etc.) are fully represented both in the High Peace Council and in all peace negotiation forums.
2. We understand that the presence of international forces in Afghanistan is very costly for the international community and, at some stage, has to eventually come to an end. However, security sector reform cannot succeed in an environment of weak and failing government institutions. A realistic transitional strategy is required so that the ANSF are fully trained and able to carry out their duties effectively. The transition process must be matched by improvements in governance as the two go hand in hand.

3. As we move towards channeling more resources through the government system, the proposals and demands of Afghan civil society on good governance, transparency and accountability in the management of public affairs must be taken into account.
4. Afghan civil society has been very active and committed and ready to take on more responsibilities. We want the international community's civil society to continue supporting us in voicing our concerns and recommendations, as well as influencing Afghan government and international community's decisions.
5. We have been hearing from different sources about Bonn II, however both the government and international community has yet to consult with Afghan civil society. We demand active, extensive and meaningful participation of Afghan civil society in Afghanistan Conference in Bonn so that our concerns are fully reflected in all peace negotiating forums.
6. We recognize and appreciate support of international community towards rebuilding of Afghanistan which is so far treated as a project. We ask the civil society of international community to advocate to its policy makers to revisit their modalities of funding in channeling resources to Afghanistan and have Afghans take the lead and ownership of this process.
7. We believe that at the institutional level, as in many other countries, civil society should have a clear recognition and be involved in the preparation of proposals for the future of the country. We recommend the creation of an Economic and Social Committee which sees the social partners, including civil society organizations, constitutionally recognized as subjects of political and social debate allowing them to address proposals to other state institutions.

We thank the network of Italian civil society organizations "Afgana" for having established a fraternal relationship with us and sincere cooperation, for having hosted the International Conference of the Afghan Civil Society in Rome 23 to 25 May 2011 and the commitment to build in Afghanistan the "House of Civil Society. We also would like to thank Intersos and Link 2007 for having prepared and organized the Conference and have ensured that with dedication and professionalism necessary to its success. Furthermore we thank the Coordination of European NGOs "Enna", Italian Ministry of Foreign Affairs and the DGCS for having supported and contributed financially, along with Afgana and Intersos, the realization of the Conference, we thank the Special Representative of the Secretary General of the United Nations in Kabul for sharing from the outset the importance of the Conference, we thank the European External Action Service for its continued participation in the Conference demonstrating care and sharing. Special appreciation from the National Council for Economy and Labour, CNEL, which has provided its prestigious venue and gave us suggestions on political debate between social parties. We thank the media that provided wide coverage of this international event, broadening and strengthening our voice.

A special thanks to the Ambassador of the Islamic Republic of Afghanistan, which represents our country in Italy and brought this greeting at the conference's opening, along with HRM Princess of India of Afghanistan. Final gratitude, to the President of the Italian Republic, Honorable Giorgio Napolitano, who has received us at the Quirinale, giving us a

sign of personal attention, sensitivity and affection and encouragement to continue on our way to express unity and defend, with ever greater force instances, expectations and aspirations of the Afghan population.

# Regional networks of solidarity and international cooperation for the Millennium Development Goals. Italy (Lombardy), France (Rhone-Alpes), Germany (Baden-Wurttemberg), Spain (Catalunya). The role of non-state and non-institutional actors.

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**Millennium Goal 8: To develop a global partnership for development.**

## **1. Overview of the initiative**

The project was brought into being by a TAS through the COSV as leading organisation, AiBi and CeLIM-Milano.

It availed of the collaboration of associations committed to development cooperation, such as Resacop from Rhone-Alpes/F, Deab from Baden-Wurttemberg/D, Fcongnd from Catalunya/E, as representatives of European NGOs, known as Concord. They have also participated in some institutional entities in the same region.

The initiative is about strengthening regional coordination between NGOs already historically associated with the acronym CoLomba and their belonging to Coordinamento Nazionale-Link 2007, and to the association 4 Motori d'Europa (existing since 1988), through the amplification and projection of the Network's activities towards other European Regions, chosen on the basis of twinning and forming collaboration already delineated to a general level but not in the non-profit sector.

The realisation of the project is projected for the opening of the Milan EXPO 2015, a demonstration strategically adopted by COSV, as an occasion for creating new synergy, collaboration and a re-qualification of NGOs for future international cooperation and



sustainable development projects also bringing together the non-profit organisations, in coherency with the original mission of the project.

For the promotion of this initiative, for strategic consistency, positive experience found with another Development Education project co-funded by the DG Development Cooperation in 2006 and 2007 was taken into account. This project developed an informative campaign targeting the academic world, aiming to raise awareness about cooperation and international solidarity (dedicated to the Millennium Development Goals) and underlining how the synergy between European countries is a factor in the efficacy and quality in the fight against poverty.<sup>8</sup>

Furthermore, from 2008 the relationship between profit and non-profit organisations – public and private- became a **strategic sector of research and comparison** for the development of new trends and practices for international cooperation for the NGO COSV.

Such a trend has allowed the creation of a conference on the specific theme of “Sustainable profit for all” within the project “regional networks” to successfully broaden the comparison between profit and non-profit institutions.

**The Overall Objectives:** Improve the interrelation and interaction between NGOs and local institutions. Enhance efficacy, the gateway to cooperation events. Promote a greater awareness of public opinion (school, university, mass-media) of the good practice of the NGOs in International Cooperation. Encourage a bigger and more efficient coordination and partnership between the non-regional and interregional state actors.

The specific objective: Inform and train social operators – private and institutional- (school, university, associations, unions) on the potential of intra and interregional cooperation, evaluating the experiences and results already found by 4 Motori d’Europa, as innovative resources that will help attain the Millennium Development Goals, and in particular 1.8: To develop a global partnership for development.

**Result 1:** strengthen the training of social and school operators (all of the training-education cycle), unions and private firms on the 8<sup>th</sup> Millennium Objective “Build a global partnership for development.”

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<sup>8</sup> To such a purpose it should be highlighted that a fundamental commitment of the European Union and its member states is the fight against poverty and social exclusion (artt.136 e 137 via treaty CE): Amsterdam 1977...Lisbon 2000, and also the resolution of the European Parliament 15/11/2007 on the inventory of social reality that is underlined as “the reinforcement of social cohesion and the eradication of poverty and social exclusion must become a political priority for the EU (together with the parliament and the commission)\* making 2010 the European year for the fight against poverty and social exclusion”

\*decision n.1098/2008 CE – in the EU 78 million people, of whom 19 million are children, are living in risk of poverty.

**Related activities:** organising and coordinating of secretariats, working group for the driving of the varied activities, creation of a website, participation in public events:

1 – The Milan exhibition

2-The exhibition on sustainable development and contextual realisation from the conference on networks of solidarity

3 – The general state of EXPO 2015 with the presentation of documents of suggestions and considerations of the non-governmental world which merits the theme of the EXPO “Nourishing the planet’s energy for life”

4- Annual seminar for NGOs and the associations of Lombardy

5 – The training course on human resources management

6 – International seminar for non-profits, civil society, local governments and private sector.

**Result 2:** inform and raise awareness of public opinion and mass-media on the good practices of international cooperation and solidarity.

**Related activities:**

1 – a website

2- Secretariat and editorial coordination

3 – Radio campaign on 3 local stations and 14 networks

4- Printing office

5 – Photo exhibition in Milan on decentralised cooperation and on the good practice of the NGOs with regard to partnership

6 – International convention at the seat of the Lombardy region

7 – Development Education seminar in Milan, organised by the school group of the Lombardy NGO, also open to the public – non-academic- on the theme “teaching the Millennium Development Goals”.

**Result 3:** Information and awareness of the academic world (students and teachers) of SMO or SMS, on themes such as “the potential” of regional, decentralised cooperation in relation to the Millennium objectives.

**Related activities:**

1 – Educational route for numerous schools, on the subject of “building a global partnership for development”

- 2- Photo exhibition on the good practice of the NGOs with regard to partnership
- 3 – Development Education Seminar for teachers/students/the general public on the topic “teaching the Millennium Development Goals”.

**Result 4:**

- 1 – Raising the level of quality of awareness and reinforcement projects about regional coordination
- 2 – Awareness of networks and partnerships
- 3 – Awareness of informative instruments.

**Related activities**, realised and programmed during the creation of the project, are:

- a. Constitution-installation of the Global Citizenship Education platform between the associated NGOs and the community of Milan which had already programmed it for 2012, a week-event in October, with the name ‘Seeds’, on the themes of EXPO 2015 and the Millennium Development Goals.
- b. Programming of seminars for schools in Milan and the surrounding area, to take place annually in May.
- c. Participation in the profit-non-profit table at EXPO 2015(Confindustria Lombardia, Asso Lombarda, Sodalitas e Federchimica);
- d. Set-up of CUCS (University coordination for cooperation and development) between 19 universities and 2 technical colleges (Turin and Milan)
- e. Creation in Milan of a Provincial Fund for international cooperation, with 30 municipalities in the province of Milan as members
- f. Programming the participation of CoLomba at the Table for International Cooperation promoted by the Ministry of Foreign Affairs – Minister Andrea Ricardi – on the 1-2 October 2012 in Milan.

**Result 5:** Promotion of discussion with public and private institutions.

**Related Activities:**

- a. “Do the right thing 2012 edition” – Exhibition on Sustainable development. Realisation inside of )conference on networks of solidarity, a2)a seminar – “Doing a fair EXPO” - on the specifics of biological agriculture and the commitment of all the participants to sustain the realisation of the future EXPO 2015 (participation of the Spanish representatives)
- b. Participation in the Italian-Latinoamerican International conference (participation of the Spanish representatives)
- c. A (public and private) seminar on sustainable profit for all

- d. International conference – 4 Motori d’Europa “from gift to co-development: the challenge for international cooperation in the Regions”. CoLomba presents the relation between the results obtained in the last few years on the subject with cooperation with the developing countries
- e. Participation in the Euro-Mediterranean Forum in Rodi, on behalf of 4 Motori Europei to represent the real interests of local public institutions, and those of the 4 Motori Europei, for the opening of a discussion on the topic of international development.

## **The Beneficiaries**

### *The Direct Beneficiaries*

- In the academic world there are 16,000 students (792 classes in 7 municipalities in Lombardy) in 10 schools (with the frequent involvement of 20 teachers)
- In the international seminar (donor institutions... ) 120 people, 80 NGOs, 10 public institutions and 45 civil society representatives.
- In the international conference – 4 Motori d’Europa “From Gift to Co-development: challenges in International cooperation of the regions” 120 people
- In two conferences on “Do the right thing” 2009 and 2010, 500 participants, 3 public institutions, 59 civil society and NGO representatives.
- In the education-training seminar (decentralised cooperation)60 operators of 45 NGOs
- In the training course of the Lombardy NGO (human resources management) 22 beneficiaries
- In the event seminar “Cooperabula” 100 participants

### *The Indirect Beneficiaries*

- 105 associates of CoLomba
- Beneficiaries of 3 local and national radio stations (14 networks) transmitting 700 spots of which 200 were national for 3 months of programming. 250,000 users per day on one single network plus 500,000 per day on the national network.
- From the general assembly of EXPO 2015; 3000 participants
- From the Italian-Latinoamerican International conference: 1000 participants
- From the cultural diplomacy forum at Rodi: 200 participants
- From the seminar “sustainable profit for all: making systems in International Cooperation...discussion between private profit and non-profit...”:120 participants.
- From the Environment Festival (Agricultural cooperation): 200 participants of whom 80 represented the civil society, but another 5000 people took part in the events, shows, and spreading of material
- Via the website: 1000 visitors

## Methodology and operating procedure

The structure of the management of the project is formed of the coordination and organising secretariats for the events as well as working groups for the management of diverse activities which are: long distance adoption, EXPO2015, training, Development Education, food security – environment of biodiversity, public and private/profit-non-profit, roles and synergy in international cooperation. Only one coordinator of COSV is responsible for the project. The coordination meetings also have the function of supervising that they are done monthly throughout the project.

The operators have used methodology of work such as themed groups, the inter-professional reunion, the teaching units of education and training. In an academic context varied instruments are employed: for the teachers there are fact sheets on the Millennium Development Goals, on specific topics (e.g – health), for the students there are interactive fact sheets on specific topics (e.g – water), using by students to gather suggestions and ideas from the public outside of school (family and others).

The project took into particular consideration the diversification of Development Education initiatives available in schools, with respect to those which are more typically information based, rather than participation in events and discussions with public institutions on various levels and radio campaigns.

The working groups have used participatory monitoring, following a workplan agreed upon in order to guarantee shared results, along with the collection of questionnaires.

|                              |            |         |
|------------------------------|------------|---------|
| Total cost                   | €383,627   |         |
| DG Develop. Coop. co-funding | €268,537   | =70%    |
| NGO cash contribution        | €19,181/25 | =5%     |
| NGO in-kind contribution     | €92,906.25 | =24.22% |
| Other contributions          | €3.00      | =0.78%  |

## Evaluation method

The techniques used are the analysis of documentation and interviews with a group of implementing actors and those responsible for the project.

## 2. Results of evaluation activities

## **2.1. the Applied methodology**

Meeting with those responsible for putting the project into practice held in Milan, 20 June 2012 at the headquarters of ONG COSV. The president of the COSV, Cinzia Giudici, and the officers in charge of Development Education, Emanuele Pinardi, area manager, and Alessandro Boscaro were present. During the meeting the quality of available documentation and the evidence resulting from the preliminary application of evaluation criteria were discussed. The reasons for the diminishing participation of 3 European partners were examined.

### **Documentation consulted**

- Programming document for the project of Development Education presented to the DG Development Cooperation by the COSV on 8<sup>th</sup> April 2008.
- Evaluation of the Technical Unit of the DG Development Cooperation no. 162742 from the 8<sup>th</sup> May 2008
- Request to the DG Development Cooperation for an extension on 22<sup>nd</sup> December 2009
- Final report and financial report presented to DG Development Cooperation on 26<sup>th</sup> July 2011
- 4 Motori per l'Europa: overview note on the origins of –objectives- priority strategies for operative intervention
- CUCS - University coordination for the cooperation and development: a list of public and private universities and adhering technical colleges
- Milan Provincial Fund for International Cooperation: Adhering subjects, Object of the Fund, operating procedure, objectives.
- Newsletter sent to 100 NGOs to find out why they joined

## **2.2. Application of the evaluation criteria**

### **Relevance**

The needs and the problems that launched the project came from positive results from the preceding one in 2006/7 referring to the Millennium Development Goals and the 4 Motori d'Europa, the origin of the process for the acquisition of a culture of good practice for international cooperation and solidarity.

The analysis of needs and the identification of beneficiaries is however the result of participation from preceding projects' numerous subjects and participants that were part of the established relationships that the NGOs and the associates of CoLomba have set up in the region and outside of it.

The principal beneficiaries of the action are in the world of academic education, training, university, including parents, the Italian and foreign NGOs, voluntary sector associations, public and private institutions, both profit and non-profit.

To these were added those arising from activities resulting from the participation to the General Assembly for EXPO 2015 and related events.

In effect the documentation provided in the final report, highlight and quantify not only the material produced and the meetings that took place, but also the numerous “internal and external public” (according to the marketing and communication definition), targeted thanks to the participation in EXPO 2015.

The limited economic availability of 3 Motori Europei has effectively shrunk their participation in some planned activities in the initial programme plan, delegating two international initiatives to the COSV.

This change, however, is not included in the final report. Through an interview, the manager of COSV stated the future commitment for education and training for the operators of the European NGOs on the themes of the project.

**The Logical Framework** is full of all the informative elements of the project. However it seems devised mostly as an overview of the initiative ex-post rather than as an instrument of planning and evaluation, with some differences with respect to the Ministry of Foreign Affairs and international handbook.

In particular the specific objective actually includes two goals: a) “to inform and educate operators”... and b) “to evaluate the experiences, the results and the prospective openings from the beginning of the recent collaboration between the institutions, the NGOs and the diverse components of the Civil societies of the 4 Motori d’Europa: Lombardy, Catalunya, Rhone-Alpes and Baden Wurttemberg”.

This is not a formal notation as the second component was carried out only partly because of the absence of 3 of the Quattro Motori (those in Europe) from which one can infer a drop in the level of efficacy in the project with regards to provisions.

The indicators of the specific objective are formed as constants and not as variables in that they include the quantitative target that should have been inserted in the definition of the specific object, quantifying their formulation.

It should be noted, in this regard, that the NGOs have followed the Ministry of Foreign Affairs model (resolution 64 in 2007) which reported identical wording.

The results and related indicators are well formulated and coherent with the specific formulated objective.

The conditions for success of various initiatives are not considered but are given for granted when referencing the number of achievable beneficiary subjects.

## **Efficacy**

The level of achievement as regards the specific objectives must be distinguished from the complex effect that comes from not having put into action one of the components (three of the 4 motori europei).

One can affirm, based on the reported indicators and the level of achievement of results, that certainly the appropriate level of education and training of the operators of private associations and institutions (school, university, associationism) on the potential of intra and inter regional cooperation, has been achieved.

It must also be said that the presence of robust management in the process, built by the COSV and the CoLomba Association, has allowed for enrichment of the offer of education-information, with new activities and initiatives, forgetting, at least in part, the limited presence of three of the Motori Europei.

Comparing performance indicators reported in the Logical Framework with monitoring data and the additions gathered during the meeting with the managers of the project, we can affirm in general, that the five results have been achieved.

This can be inferred especially when considering quantitative data such as :

- The high participation of students in development education initiatives, involving also the non-academic public.<sup>9</sup>
- The significant number of non-profit subjects (also outside the Lombardy region) who have adhered to the working groups for sustainable development.<sup>10 11</sup>

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<sup>9</sup> The 792 classes have been involved over a year and a half of work (2009-2010) in schools in 6 municipalities in Lombardy, among those in Milan. Only the ACEA Association had 52 classes in 9 schools in 6 municipalities in 2009)

<sup>10</sup> Lombardy Region, MAE, Italian Chamber of Deputies, Confindustria Lombardia, UNHCR- UN Agency - Provincia-Comune, Comune di Bergamo, Università Bicocca Milano, Confindustria di Como, Politecnico di Milano, Assolombarda, CoLomba e Link2007 (140 participants)



- The number of operators of NGOs and other associations trained to build a global partnership for development<sup>12</sup>
- The constitution of new organisations annually coordinating activities.

For the spread of communication popular material in diverse colours was employed, composed in many forms (pvc-paper, leaflets, brochures, board games, Cooperabula cards about the Millennium Development Goals– bilingual) and a print office for all the months of putting this into practice (diffusion of local and foreign printing), radio spots on three local stations (14 networks). A simultaneous translation service was available at the international events.

A research survey was conducted by associates of CoLomba on “reasons for joining the CoLomba coordination” (beyond 100) to which more that 50 associates replied and gave the following results:

- Over 29% did so to create networks and create spaces for discussion with other NGOs
- 12% did so for the opportunity of the regional/territorial dimension of the coordination.

In order to improve the opening to new partners, both Italian and foreign, and to become a point of reference for private and public subjects to express their international solidarity, the project has put into place a series of **education** initiatives regarding the themes of development (poverty, networks of solidarity, global partnerships), addressing the academic world and public opinion in general, **training** the operators of the NGOs and the associations of the sector, and carrying out seminars and two conferences.

The most typically **informative** initiatives regard: participation in the General Assembly of EXPO 2015 in Milan “Nourishing the Planet’s energy for life”; participation in various discussions in Italy and abroad, with institutional subjects and profit sector ; participation in International Conferences on subjects pertinent to sustainable development, such as

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Initial preparatory document (CoLomba and Link 2007) for the seminar on 28th October 2009 (Outside projects at the seminar of April 2012 on “Carbon Impact” in collaboration with Federchimica of Milan)

<sup>11</sup> The consulate of Peru and Tunisia, Foundation Cariplo –L’Albero della Vita – Milan Foundation for EXPO, CoLomba, Lombardy Region among which 4 Motori Europei (conference 26<sup>th</sup> October 2009, 113 participants), Community of Corsice (MI)

<sup>12</sup> Ministry of Foreign Affairs, European Commission, Municipality of Milan, Confederation of Italian NGOs in tot. 15, Assolombarda, Cisl Lombardia, Coldiretti, Confartigianato, ConfCooperative, ConfCommercio, Confesercenti, Confindustria, Expo 2015, Milan Exhibition, Fondazione Cariplo, Fondazione Corti , Lega Coop. Lombardia, UnionCamere, UnionCommercianti, UnionConfartigianato, Università Cattolica, Università Statale di Milano (15/09/2009 - Seminario Internazionale), Fondazione EXPO e IRER – Istituto Italiano per la Ricerca.

participating in specific exhibitions dedicated to the theme, and in the Euro-Mediterranean Cultural Diplomacy Forum in Rodi.

However the qualitative data supplies less reliable results over all in relation to the formative results achieved in school activities.

From the meetings it emerged that all the participating students in the initiative were distributed information and open interviews, that the students themselves had also been employed to visit the non-academic public, revealing valuable things about the initiative and suggestions for the future (material available near the headquarters of the COSV).

They used registers to confirm presence at certain education and training activities, seminars, conferences, whilst for other events attendance was estimated according to the invitees and the capacity of the room. Radio listeners were considered indicative of single emitters.

However the results of such important initiatives are not available, in terms of follow up teaching objectives, to improve knowledge/competence/consequent activities to be carried out.

In fact there is scarce evidence that the themes proposed in the project have been covered by the educative component of the teaching activities and consequent procedure of verification.

## **Efficiency**

The project took place over 16 months with an extension of 4 months (authorised by the DG Development Cooperation) beyond the planned 12.

The extension became necessary due to the time of the Ministry of Foreign Affairs – Office VII necessary to start the implementation of the project being incompatible with the start of some initiatives planned in schools.

The places where the activities were carried out in Italy were outside Milan and in the territory of Lombardy, including Turin, Bologna, Rome and European headquarters (Appendix A – Principle activities and where they are put into place).

The division of work and tasks among the partners could be inferred only by the initial programme, as current rules on final reporting do not require specification of the costs incurred by implementing organisations.

The number of human resources employed was higher than planned, often due to activities carried out by volunteer which are not duly stated in the final report.

Due to the lateness of the Ministry of Foreign Affairs' authorisation, the start of the activities coincided with the academic calendar and was deferred. Lombardy Region adopted part of the commitment expenses from the activities that did take place – but were not planned – connected with the 2015 EXPO.

The project was supported by diverse communication and visibility for the single initiative-events, such as the radio campaign, transmitting 700 spots on three local stations (14 networks), a print office, the installation of information stands and leaflets, the diffusion of manifestos, brochures, banners with the CoLomba logo, logo of the Italian Development Cooperation and some of the collaborating subjects, the putting in place of a board game (a colourful board game) called “Cooperabula” – **Millennium Objectives – 8 objectives against poverty**

The flexibility of the project was shown in its capacity to adjust to important changes, such as EXPO 2015 and the “remodelling” of the project without forgetting the general objectives.

## **Impact**

In putting the project into place in schools, a programme on Development Education (Education and Globalisation) was expanded. It set in motion the introduction of an annual course for the last 5 schools in the Province of Milan– outside of school – on the themes of International Cooperation for Development, according to the model acquired from this project, with the potential of financing from the EU for such projects. The evolution-implementation was communicated from the CoLomba coordinating group on Globalisation – Development Education

Effects of the initiative are as follows:

- A University coordination for cooperation and development (21 Universities, both public and private from various Italian regions)
- A Provincial Fund in Milan for cooperation and development (the province of Milan, 27 municipalities, the C.I.C.U and the Lega Autonomie Lombardia)

As multiplier effects and innovative modality of a Development Education project, we must remember that other regions such as Piemonte, Tuscany, Emilia-Romana and Campania followed the “Lombard model”, putting in place a regional coordination

between the NGOs and associations from the cooperation and development sector (in the Lazio region the coordination was started but not followed through.)

Although the impact of the project was not planned and quantified, we highlight an improvement with respect to synergy with the private sector, such as the CARIPLO Foundation, Assolombarda and the private universities.

Finally, considering that this is an ex-post evaluation, as evidenced in April 2012, COSV in collaboration with Federchimica, the municipality of Milan and Link2007, organised an important conference: The Clean Development Mechanism (CDM) on carbon emissions and sustainable development.

It should be noted that some unplanned activities took place following the modification of time and context: Milan –the Italian-Latinoamerican International conference, Milan exhibition “Do the right thing”, Rodi – Euro-Mediterranean cultural diplomacy forum, Milan - The General Assembly for EXPO 2015, Milan – Festival of Environment of the people of EXPO 2015, Milan – Cooperabula – cooperation in game, Sala Mondadori, Pisa – S. Anna High School “Profit-non-Profit.”

## **Sustainability**

From 2008 the relationship between profit and non-profit, between public and private, became a strategic sector for research and discussion of the development of new addresses and new practices for international cooperation for the NGO COSV.

The project “Regional Networks” was inserted into this path thanks to the conference “Sustainable profit for all”, which produced material to successfully deepen and extend discussion between profit and non-profit institutions.

This premise should guarantee the sustainability of undertaken paths: in April 2012, in fact, following these themes, COSV, in collaboration with Federchimica, The municipality of Milan and Link2007, organised an important conference on development and the potential of an alliance between profit and non-profit organisations in the fight against world poverty: The Clean Development Mechanism (CDM) on carbon emissions and sustainable development.

In terms of the continuation of actions, we note the increase in schools in Milan (5 more than the initial stable 10) joining up to similar projects, although they take place outside of school hours, suggesting the possibility of European financing to put such things in place.

## **Coherence**

The objectives and the priorities of the project are coherent with those of Decentralised Cooperation (see the guidelines approved by the Directional Committee on 15<sup>th</sup> September 2012), which concern the partnership and the specifics of the territory, multi-actor and multi-level, democratic ownership (for a sense of belonging in the process of development undertaking assumptions for efficient and sustainable strategies) reciprocal development, subsidiary, mutual responsibility and sustainability.

## **Appendices**

**Appendix A:** principle activities and where they are put into place.

**Appendix B:** list of NGOs who worked in schools in Lombardy.

## **APPENDICES**

### **Appendix A**

Principle activities and where they are put into place.

|   |   |
|---|---|
| 13/14/15 March 2009 Milan   | Sustainable development exhibition – Do the right thing ed. 2009 – Networks of Solidarity Conference  |
| 13/14/15 March 2009 Milan   | Networks of Solidarity Conference – During the the conference initiatives were put in place and Development Education courses in nearby schools in Lombardy.  |
| 16/17 July 2009 Milan   | Verme Theatre – General Assembly of EXPO 2015   |
| 15 September 2009 Milan   | Palazzo della Regione Grattacielo Pirelli – International Seminar “Institutional Donors, NGOs without goals of profit, businesses involved in social responsibility initiatives: possible alliances for more efficacy in International Cooperation” |
| 26 September 2009 Milan   | Environment Festival – various International places and meetings for people of the EXPO – Palazzo Dugnani   |
| 8 October 2009 Milan  | Mondadori per voi - Sala Convegni- Seminar event on Development Education, “COOPERABULA” – cooperation through games  |
| 8 October 2009 Milan  | Palazzo della Regione Grattacielo Pirelli – Training on Decentralised Cooperation   |
| 26 October 2009 Milan   | ISPI / Istituto per gli studi di politica Internazionale – “4 Motori d’Europa – International Conference “From Gift to Co-development: Challenges in international cooperation of the regions”  |
| June/July 2009 Milan  | Training course on “Management of Human Resources” for the NGOs of Lombardy   |
| 29/30 October 2009 Milan  | Aula Magna Scuola Superiore di Sant’Anna - Università di Pisa Convegno “Profit Non-Profit: a new partnership for cooperation for development”   |
| 2/3 December 2009 Milan   | Italian-Latinoamerican International conference   |
| 12/13/14 March 2010 Milan   | Port exhibition – Do the Right Thing – Ed. 2010- conference on Internatoinal cooperation... meetings with schools and various members of the public   |
| Eas activities 2009 – May 2010 – Sustainability 2011-2012, Milan, Cantú, Monza, Sesto San Giovanni, Bergamo and Brescia | Festival of development education “Sustainable Rights” NGOs and development education in Lombardy, to reduce the opening of the school year in their respective schools   |
| 11/12/13/14 May 2010, Rodi (Greece)   | Euro-Mediterranean Cultural Diplomacy Forum   |
| 28 June 2010 Milan  | ISPI – Seminar on “Sustainable profit for all.  |

|                                |   |
|--------------------------------|---|
|                                | Making International Cooperation systems”   |
| June-July 2010 Lombardy-Africa | <p>“Campaign to raise awareness about Africa and Cooperation on the occasion of the first Football World Cup in South Africa”, articulated in Italy and in the African countryside, transmitting debates and seminars “Another World Cup, to South Africa by Matutu”. The mixed group of 4 Lombard volunteers and 4 Kenyan volunteers travelled to 9 African towns in a minibus, from Nairobi to Johannesburg to see the Italian NGO projects.</p> <p>NB: This initiative, which was not planned in the initial project, was inserted for their initial part in the present report without raising costs at the expense of the project.</p> |

## **Allegato B**

List of NGOs who worked in schools in Lombardy:

1. Mani Tese
2. Humana
3. Aspem (Associazione Solidarietà Apesi Emergenti)
4. Oikos
5. Intervita
6. Psicologi per i popoli
7. Fratelli dell' Uomo
8. Acra
9. Celim Milano (Centro Laici Italiani per le Missioni)
10. Celim Bergamo
11. Ciai (Centro Italiano Aiuti all'infanzia)
12. Coe (Council of Europe)
13. Icei (Istituto Cooperazione Economica Internazionale)
14. Acea (Antranik Cultural and Environmental Association)
15. Africa, 70
16. Aibi (Amici dei bambini)
17. ADP (Amici dei Popoli)
18. Albero della vita
19. Cast (Coalition to Ablish Slavery and Trafficking)
20. Cosv (Comitato di Coordinamento delle Organizzazioni per il Servizio Volontario)



## APPENDICES TO THE EVALUATION REPORT

Appendix 1: Terms of Reference for the Ministry of Foreign Affairs

Appendix 2: Applied Methodology

**Appendix 1: Terms of Reference for the Ministry of Foreign Affairs**

**MINISTRY OF FOREIGN AFFAIRS**  
*GENERAL DIRECTION FOR DEVELOPMENT COOPERATION*  
*Office IX*  
*Evaluation Unit*

**TERMS OF REFERENCE**  
**FOR INDEPENDENT EVALUATION**  
**OF INITIATIVES PROMOTED AS INFOEAS EDUCATION FOR**  
**DEVELOPMENT**

*NGO:VIS*  
**“VALORISATION OF THE AMAZON FOREST: THE EXPERIENCE**  
**OF THE LOCAL POPULATION IN ECUADOR AND BRAZIL”**  
**Aid:009199**

*NGO:CO5V*  
**“REGIONAL NETWORKS OF SOLIDARITY AND INTERNATIONAL**  
**COOPERATION FOR THE MILLENNIUM GOALS. ITALY (LOMBARDY),**  
**FRANCE (RHONE-ALPES), GERMANY (BADEN-WURTTENBERG), SPAIN**  
**(CATALUNYA). THE ROLE OF NON-STATE AND NON-INSTITUTIONAL**  
**ACTORS.”**  
**AID:8939**

*NGO:INTERSOS*  
**“AFGHANISTAN. THE ROLE OF CIVIL SOCIETY IN PEACE AND**  
**RECONSTRUCTION. INTERNATIONAL CONFERENCE.”**  
**AID: 9368**

**MINISTRY OF FOREIGN AFFAIRS**

***GENERAL DIRECTION FOR DEVELOPMENT COOPERATION***

**PROJECT TITLE:** “Valorisation of the Amazon Forest: The experience of the local population in Ecuador and Brazil”

**PROJECT PLACES:** Rome, Palermo, Bologna, Padova

**PROJECT LANGUAGE:** Italian, English

**EXECUTIVE AGENCY:** VIS ROMA (International Volunteers for Development)

**DURATION:** 12 months

|                                    |             |
|------------------------------------|-------------|
| TOTAL BUDGET:                      | €346,951.00 |
| NGO BUDGET:                        | €78,715.00  |
| OTHER BUDGET:                      | €25,370.00  |
| DG Development Cooperation BUDGET: | €242,866.00 |

**DONOR:** Italian Government

**MINISTRY OF FOREIGN AFFAIRS**  
***GENERAL DIRECTION FOR DEVELOPMENT COOPERATION***

**PROJECT TITLE:** “Regional networks of solidarity and international cooperation for the Millennium Development Goals. Italy (Lombardy), France (Rhone-Alpes), Germany (Baden-W), Spain (Catalunya). The role of non-state and non-institutional actors.”

**PROJECT PLACES:** Italy

**PROJECT LANGUAGE:** Italian and English

**EXECUTIVE AGENCY:** COSV (Committee for the Coordination of Voluntary Service Organisations)

**DURATION:** 12 months

TOTAL BUDGET: €383,625.00

NGO BUDGET: €112,087.50

DG Development Cooperation BUDGET: €268,537.50

**DONOR:** Italian Government

**MINISTRY OF FOREIGN AFFAIRS**  
***GENERAL DIRECTION FOR DEVELOPMENT COOPERATION***

**PROJECT TITLE:** “Afghanistan. The role of civil society in peace and reconstruction. International conference.”

**PROJECT PLACES:** Italy

**PROJECT LANGUAGE:** Italian and English

**EXECUTIVE AGENCY:** INTERSOS (Organisation for Humanitarian Emergency)

**DURATION:** 10 months

|                                    |             |
|------------------------------------|-------------|
| TOTAL BUDGET:                      | €534,006.00 |
| NGO BUDGET:                        | €81,560.00  |
| OTHER PARTICIPANT BUDGET:          | €78,900.00  |
| DG Development Cooperation BUDGET: | €373,546.00 |

**DONOR:** Italian Government

The Evaluator have to carry out relative to the 3 successful projects on DEVELOPMENT EDUCATION, those which have benefited from DG Development Education contributions.

The projects are as follows:

-“Valorisation of the Amazon Forest: The experience of the local population in Ecuador and Brazil”, proposed by the NGO VIS

- “Regional networks of solidarity and international cooperation for the Millennium Development Goals. Italy (Lombardy), France (Rhone-Alpes), Germany (Baden-W), Spain (Catalunya). The role of non-state and non-intitutional actors.”, proposed by the NGO COSV

-“Afghanistan. The role of civil society in peace and reconstruction. International conference.”, proposed by the NGO INTERSOS

**Objectives of project: “Valorisation of the Amazon Forest: The experience of the local population in Ecuador and Brazil”**

The project was proposed by the NGO VIS of Rome in Temporary Association of Scope with the NGO ADP of Bologna and co-financed by the DG Development Cooperation with a contribution of €242,866.00 out of a complete cost of €346,951.00.

The programme lasted one year and was developed in the cities of Rome, Bologna, Palermo and Padova with the objective of making known, most of all to students, the importance of biodiversity as a factor in human development by living in and experiencing the Amazon Forest, by way of a sensory exhibition/course, which reproduced sounds, smells and situations which characterize these places, therefore increasing the awareness of the importance of the valorisation of products in the forest on the part of the local population in Ecuador and Brazil.

**Objectives of project: “Regional networks of solidarity and international cooperation for the Millennium Development Goals. Italy (Lombardy), France (Rhone-Alpes), Germany (Baden-W), Spain (Catalunya). The role of non-state and non-institutional actors.” – AID 8939**

The project was proposed by the NGO COSV of Milan in Temporary Association of Scope with the NGOs AiBi and CeLIM of Milan and co-financed by the Ministry of Foreign Affairs with a contribution of €268,537.50 out of a complete cost of €383,625.00.

The project was developed in the space of a year, characterized by the general objectives as follows:

- to increase the efficacy and the capacity of cooperation interventions expressed by regional actors
- Make non-profit sector operators aware (schools, universities, mass media) on the potential of inter-regional cooperation
- Promote the professionalisation of the operators
- Spread reproducible examples of good practice
- Promote a deepening of discussions between base associations and institutional spokespeople, on both a state and regional level
- Install stable and permanent channels for collaboration with other European actors to benefit activities in emergent countries
- Express a specific commitment to contrast, on their own territory, whichever form of closure towards cultural pluralism, spreading and advertising the values of cooperation.

The specific objective of the project is however, that of forming a social public and group of operators – Universities, NGOs, Onlus, Unions, teachers and students, on the potential of infra and inter regional cooperation such as new resources for the achievement of the “Millennium Development Goals” and in particular to “build a global partnership”, developing experience, results and prospective openings in the recent collaboration between the “4 Motori d’Europa”: Lombardy, Catalunya, Rhone-Alpes, Baden-Wurttemberg.

**Objectives of project: “Afghanistan. The role of civil society in peace and reconstruction. International conference.” AID 9368**

The project was proposed by the NGO “INTERSOS” of Rome in Temporary Association of Scope with the NGOs ADP “CISP, COOPI, COSV, CUAMM, GVC, ICU” and co-financed by the DGCS of the Italian Ministry of Foreign Affairs with a contribution of €373,546.00 out of a complete cost of €534,006.00.

The project was developed in the space of 10 months, during which the general objective was that of promoting the process of stabilisation and peace building in Afghanistan by the commitment of representatives of local civil society, of neighbouring countries in the region and the international community.

Specifically, the pre-planned objectives:

- To study, delve into and spread the reality and the potential of Afghan civil society in the peace and development process in the country throughout Italy, at both an academic and a political level.
- To organise moments of discussion and elaboration between expressions of both Italian and Afghan civil society aimed at strengthening identification and at the beginning of possible political and organizational forms, with the aim of reinforcing and inserting the majority of Afghan organisations into the course of peace and stabilisation in the country.
- To demonstrate and make known, both in Italy and internationally, the weight and the role of Afghan civil society and of neighbouring countries in putting a peace process into action in the area.

As part of the planned activities, the following were carried out: Research on Afghan Civil Society and a seminar to delve into it with the academic world; two working groups, one in Italy and one in Afghanistan; a pre-conference organised on Afghan civil society, and finally an international conference on Afghan Civil Society organised in Italy, with the participation of representatives from neighbouring countries.

**Goal of the evaluation**

The evaluation must:



- Express an opinion on the relevance of the objectives and their level of achievement
- Express an opinion on the efficiency, efficacy and impact
- Analyse the strategies and the mode of implementation, such as supplying recommendations to be integrated into the project planned to raise awareness in students in the cities of Rome, Palermo, Padova and Bologna, to create infra and inter regional cooperation, to improve international solidarity and, finally, to support the peace and stabilisation process in Afghanistan.

Finally, the evaluation will take into consideration the project of the NGO VIS:

- The initiative looks at awareness raising among citizens and overall among students in Rome, Bologna, Padova and Palero regarding the aforementioned topic.
- The management capacity – in terms of efficiency and efficacy of the VIS and the ADP

For the NGO COSV project:

- The initiative deals with giving a place to an information campaign for public opinion and mass media on the potential of regional cooperation.
- The activity of raising awareness in 5 middle schools in Lombardy
- The activities deals with towards reinforcing coordination at a local level for the development of a new way of cooperating and developing
- The initiatives deals with creating a collaboration on a European level between the four “motori d’europa” regions, including Lombardy, Catalunya, Rhone-Alpes and Baden-Wurttemberg.

For the NGO INTERSOS project:

- the initiative looks at delving into and spreading the reality and the potential of Afghan civil society in the peace and development process in the country throughout Italy, at both an academic and a political level.
- the organisation of moments of discussion and elaboration between expressions of both Italian and Afghan civil society aimed at strengthening identification and at the beginning of possible political and organizational forms, with the aim of reinforcing and inserting the majority of Afghan organisations into the course of peace and stabilisation in the country.
- Finalized demonstrations to make known, both in Italy and internationally, the weight and the role of Afghan civil society and of neighbouring countries in putting a peace process into action in the area.

### **Suggested analytical tables**

The evaluation team could include other aspects in line with the goal of the evaluation.

The key to the criteria of the evaluation are in the following aspects:

- **Relevance:** The evaluator must verify the level to which the projects take account of the context and problems of local development, The evaluation will re-examine whether the objectives of the project are coherent with the needs of the beneficiaries
- **Validity of the Logical Framework to the project:** The evaluation will examine the logic which suggests the elaboration of the Logical Frameworks and the responsiveness to the activity with the results and of these latest with the objectives that the projects intend to reach.
- **Efficiency:** Analysis of the optimisation of the use of resources to obtain the results of the project. In evaluating the efficiency it will be useful to consider i) if the results attained were expected, ii) if the results were attained in the expected time, iii) if the methods used were the most efficient (lowest cost and least time)possible. The evaluation will indicate how the resources and inputs were converted into results.
- **Efficacy:** The evaluation will measure the level and the extent of attainment of the objectives of the project. In evaluating efficacy it will be useful to consider i)in what way the general objective and the specific objectives have been achieved, ii) the analysis of the principle factors that have influenced the attainment of the objectives.

## **Outputs**

The output of the exercise will be:

- One final report in English and Italian with the results and the recommendations to address the cited key criteria of evaluation
- Six pages of a summary of the Project Evaluation Report

## **Methodology**

The Evaluation will be done through analysis of various sources of information, surveys and information from the activities of the project.

Beyond that, interviews with opposing government parties will be used, as well as those with project partners, direct beneficiaries, with the management and with the project staff and the partner agencies.

To this end, the evaluator will undertake a mission in an area near to the aforementioned projects.

## **Management arrangements, work planning and timetable**

|   |   |                         |
|---|---|-------------------------|
| <b>1. Desk Analysys</b>                           | <b>Revision of key project documents</b>  | <b>(5 working days)</b> |
| <b>2.Field visit</b>                              | <b>The evaluation team visit the places of the project, interviewing the interesting parties, the beneficiaries and collecting supplementary information.</b> | <b>(5 working days)</b> |
| <b>3.Evaluation Report</b>                        | <b>Draft Report</b>   | <b>5 working days</b>   |
| <b>4.Comments and feedbacks from stakeholders</b> | <b>The contact outlines the interesting parts for comments and feedback. This is consolidated and sent to the evaluation team.</b>                            | <b>5 working days</b>   |
| <b>5.Workshop</b>                                 | <b>Workshop to present the draft report</b>   | <b>2 working days</b>   |
| <b>6. Final Report</b>                            | <b>The evaluation team puts together the report, incorporating comments.</b>  | <b>4 working days</b>   |

It is understood that the evaluator for the project managed by the NGO VIS in association with ADP conduct consultations and meetings with the representatives of the following institutions:

- VIS Rome
- VIS Ecuador
- ADP Bologna
- Chankuap Foundation
- University centre for international development cooperation, University of Milan

For the project managed by the NGO COSV the consultations will be conducted with:

- Resacoop (Rhone-Alpes)
- Deab (Baden-Wuttemberg)
- Fcong (Catalunya)
- Lombardy Region
- The Baden-Wurttemberg Ministry of Foreign Affairs
- The Decentralised Cooperatin Office of Rhone-Alpes
- The Catalunya Cooperation Agency
- The NGI Association of Lombardy

For the project managed by the NGO INTERSOS with:

- AFGANA.ORG network
- CISP
- COOPI
- COSV
- CUAMM-MEDICI
- GVC
- INTERSOS
- ICU

**Profile of the evaluator**

- Excellent knowledge of the field of evaluation of development cooperation projects
- Masters degree (MSc)
- Experience of interviews, document research and drafting and writing reports
- Excellent analytical capacity and ability to summarise
- Excellent reading and writing abilities
- Excellent command of the English language

## SUGGESTED FORM OF EVALUATION REPORT

|                                      |   |
|--------------------------------------|---|
| Cover                                | Sum up the key points of the project (title, number of projects, donors, start and finish dates, budget, technical area, administration of the DG Development Cooperation, geographic information) and key information about the evaluation (type of evaluation, administration of the DG Development Cooperation, start and finish dates of the evaluation, presentation information of the name/evaluator/ evaluative report) |
| 1. overview                          | Must focus on the key results and recommendations. In preparing the overview you must have a comparison to the evaluation database, available on the DGCS intranet and its public website   |
| 2. brief project and logic framework | -brief outline of the needs which the project aims to satisfy<br>-Analysis of the Logical Framework of the project<br>-State the beginning of the activities and amount of time to the end of the projects.   |
| 3. Objective                         | -type of evaluation<br>-describe the goals of the evaluation  |
| 4. Methodology                       | -describe the methodology used<br>-sources of information, including comments on divergence and information<br>-comments on the limits of the methodology and problems found in bringing together and analysing the data  |
| 5. Revision of implementation        | Revise the principle stages of implementation of the project, detailing the most relevant milestones and challenges   |
| 6. Presentation of results           | Based on the key demands of the evaluator   |
| 7. conclusions                       | Conclude the evaluation based on the results and principle communications   |

|                    |  |
|--------------------|--|
| 8. recommendations | The recommendations must be aimed at improving future projects and the general strategies of the DG Development Cooperation and have to be presented in a clear and concise manner |
| 9. Lessons learnt  | Observations, intuitions and practices taken from the evaluation that are generally interesting in the sphere of the project and could contribute to future financing              |
| 10. appendices     | It must include the Terms of Reference and a list of people contacted for any relevant information.  |

## **Appendix 2: Applied Methodology**

Seniores intends to characterise more specifically the instruments and methods used, in relation to the characteristics of the project (Development Education intervention) and the nature of the organisations which carry them out (NGOs, non profit organisations and public institutions).

From these come two specifics: Participative approach and flexible use of instruments and evaluation methods.

### **Participative approach**

The evaluation will be seen as a participative exercise, in the capacity of individual and institutional competences implicated in the execution of development education projects. The confrontation between the experiences of the evaluator and those of the actors will constantly urge self-reflection and clarification of significant attributes to the developed activities, to the results, to the criticisms and to the strong points of the initiative.

The two moments of restitution of the results planned in the Terms of Reference are understood in the direction of learning organisations and the improvement of future programming.

## **Instruments used**

The indications of the OECD-DAC towards Italian cooperation is mostly inspired, represent the principle axis and reference of the proposed methodology. It also incorporates information guidelines on the evaluation and ex post processed by DG Development Cooperation in 2010. From first glance for the projects being evaluated, a typical model of traditional projects would not be appropriate to make evident and valuable the richness of the numerous interdependent relationships between the diverse components and between the implicated actors, by nature more circular and repetitive than linear. This is considering the number and diversity of the actors, of the thematic pluralism characteristic of the multidimensional vision of development on the part of the NGOs, of the multiplicity of the activity sites confirming the hypotheses at an evaluative approach based exclusively on a rigid cause-effect sequence,

Although the Logical Framework remains the first reference of working methodology in evaluation, it is necessary to avoid its excessively rigid application, joining it to typical NGO project evaluation techniques, characterised by participatory models and more attention to social components and results.

## **Objectives of evaluation**

The general objectives of the evaluation are:

To be aware in order to know, that is, providing the project participators, on different levels of responsibility and commitment, with the necessary information about their process, to decide on eventual reorientation and to improve future actions.

To know to account for the institutions of partners involved and general public opinion of the good use of public funds destined to international cooperation.

More specifically:

- To measure the level of achievement of objectives and the results, comparing reality with the expectations that originate in historical evolution.
- To review the changes that have occurred in the medium to long term as a result of the project
- To examine the project's capacity to continue to allocate benefits after its conclusion
- To improve the design of future programming, learning from experience

Therefore, the evaluation must be considered to be a dynamic and flexible activity, a reciprocal learning process along diverse phases of the project (desk research, field phase, putting together partial results, sharing information etc.) open to the participation of global actors.

### **General criteria and evaluation questions**

The evaluation will apply to some sets of criteria, using a technique called “evaluation questions”.

Naturally, for each project to be evaluated, the applicable areas of evaluation criteria will be respected (here presented in a general form) according to the intervention typology possible in the areas of Development Education (seminars, conferences, materials produced, courses, information campaigns etc.)

In particular, the nature of the interventions of Information and Development Education will be presented, as defined by the regulations of the Italian Cooperation, that is, their capacity to produce significant and stable changes in the knowledge and behaviour of the beneficiaries of the actions.

For every project, finally, there will be respect to the indications of the Terms of Reference around the specific aspects to be considered (see “goals of evaluation”)

### **OECD-DAC (Organisation for Economic Cooperation and Development - Development Assistance Committee) criteria**

|                  |  |
|------------------|--|
| <b>Relevance</b> | <p>Was a specific activity conducted to identify the needs and characteristics of the beneficiaries of the action?</p> <p>Were the interventions identified with the participation of local actors?</p> <p>Were the conditions of success and the possible risks considered?</p> <p>What is the quality of Logical Framework ? Is the logic of the project well delineated?</p> <p>Are the objectives of intervention clearly defined?</p> |
| <b>Efficacy</b>  | <p>Were the objectives and results achieved? How close to the expectations?</p> <p>What external factors have influenced (positively or negatively) the achievement of the objectives?</p>   |



|                       |   |
|-----------------------|---|
|                       | <p>Were such factors foreseen?</p> <p>Has the initiative respected the time given?</p> <p>What factors influenced any eventual lateness?</p>  |
| <b>Efficiency</b>     | <p>Were the divisions of work and tasks between the partners clear? Did all the partners participate according to the plan?</p> <p>Is data available for the calculation of cost effectiveness and cost benefits?</p> <p>Were the results achieved in the time given?</p> <p>Who were the contributors in terms of financial resources and others, on the part of the partners?</p> <p>Was the impact of the project foreseen and quantified?</p> <p>Is there evidence to make predictions about the effects in the medium / long term?</p> |
| <b>Impact</b>         | <p>What are the multiplicative effects? Foreseen effects? Innovative modality?</p> <p>Were sustainability factors explicitly considered?</p>  |
| <b>Sustainability</b> |   |

### **The 3 Cs of Maastrich: Coordination-coherence-complementarity**

|                        |  |
|------------------------|--|
| <b>Coordination</b>    | Was the intervention coordinated with other activities of an analogous nature?   |
| <b>Coherence</b>       | Did the objectives and priorities of the intervention definitely correspond with Italian Cooperation for EaS ?           |
| <b>Complementarity</b> | Did the intervention complement other activities that guarantee high impact and continuity (eg. School programmes etc.)? |

However, the principles and guidelines explained on the “Open Forum for efficacy of civil society organisation development” (also called the SiemReap consensus) will be present in relation to some parameters applied to the typology of NGO projects, relative to EaS, such as for example, “to create and divide knowledge and commit to reciprocal learning”.

### **The organisation of evaluative activities**

- a. Start of the activity. Communication to the interested NGOs for the beginning of a DG Development Cooperation evaluation activity.

- b. Putting together an evaluation team calling on Seniores Italia to define the operative methodology and elaborate on a plan of maximum work.
- c. Preliminary meeting with the DG Development Cooperation office. The meeting will have the task of coordinating the methodological aspects, confirming the timesheet and acquiring the information and documentation relative to addresses, objectives, the active modality of the politics of Development Education in general and, eventually, in relation to the single initiative being evaluated.
- d. Preliminary meeting with the NGOs, presentation of the general methodology and collection of the documentation. The meetings will take place in Milan (COSV “Regional networks of solidarity and international cooperation for the Millennium Development Goals. Italy (Lombardy), France (Rhone-Alpes), Germany (Baden-W), Spain (Catalunya). The role of non-state and non-institutional actors.”) and Rome (INTERSOS “Afghanistan. The role of civil society in peace and reconstruction. International conference.”; VIS “Valorisation of the Amazon Forest: The experience of the local population in Ecuador and Brazil”) headquarters of their respective leaders. On the basis of the available documentation they can hypothesise that the evaluation activities will take place in Rome, Milan, Bologna, Padova and Palermo, for a total appraisal of travel.
- e. Analysis of documentation (desk analysis). The first phase of the evaluation exercise regards the examination of available documentation, amongst which is:
  - Ministry of Foreign Affairs documentation related to Development Education
  - Project documents approved by DG Development Cooperation (Documentation relevant to the preparation phase of the initiative)
  - Eventual reports, other useful elements

The analysis of documentation should allow for reconstruction ex-post of the intervention logic (using the Logical Framework already present in the project document if necessary, and revising were required), retracing the taxonomy of the objectives, results and activities, as well as the cause and effect links in long form, that is, taking into account the changes that occurred during implementation, both on the basis of the available documents and from interviews with key people.

- f. Elaboration of the preliminary report and the definitive executive plan. In terms of this examination and the preliminary meetings with the three leading subjects of the project, it will be expanded into a brief report (inception report) containing the operating methodology and the work plan
- g. Collect the data and visit the site. The principle items to be collected are: i) project documents, ii) documentation relating to the data context where present (baseline data), iii) meeting with the project actors. The principle instruments used will be: i) individual and group interviews, ii) focus group
- h. Elaboration of data and production of provisory report. Elaboration of data regarding their reorganisation in models (tables etc) that make them easy to understand and interpret.
- i. Analysis and interpretation of the data and elaboration of the provisory report. Analyse the effects that the programme has produced or will produce, indicating the level of comparability with the prediction (initial and successive evolutions),

making a distinction between net effects attributable to intervention and the effects of other explicative variables

The criteria of evaluation will be applied against a set of evaluation questions and relative indicators/descriptors both qualitative and quantitative.

The indicators used, quantitative and qualitative (descriptors) will be primarily those that may be proposed by the project documents, necessarily integrated during the preliminary phase of reconstruction of the logic of the project, also with the goal of returning to the standard quality (SMART = Simple, Measurable, Attainable, Realistic, Temporally defined)

- j. Elaboration of draft report
- k. Presentation and discussion of the draftreport with the NGOs
- l. Conclusive workshop

### **The evaluation team**

It will be composed of the manager and two experts in international cooperation projects with evaluation experience in social intervention and NGOs.

### **Output of the Evaluation exercise**

A final evaluation report in Italian and English with the results and the recommendations.  
A summary of no more than six pages of Final Evaluation Report.