

DARE

Democracy and Human Rights Education in Adult Learning

DARE Manuals 2008

How to use the DARE blog

How to contribute to eDARE

Indicators for network success (results of evaluation workshop)

Democracy and Human Rights Education in Adult Learning
EU Project No. 134263-LLP-1-2007-1-DE-GRUNDTVIG-GNW



Education and Culture DG

Lifelong Learning Programme

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How to contribute to the DARE Blog

By Ragnar Mueller, administrator of the DARE Blog
E-Mail: Ragnar.Mueller@dadalos.org

How to contribute to the DARE Blog

Step 1: Creating a Google Account

[If you already have a Google account, please move on to step 2]

- ▶ Go to www.google.com
- ▶ Click on the link "Sign in" (top right) ▶▶ you will see this page:

Sign in to personalize your Google experience.

Google has more to offer when you sign in to your Google Account. You can customize pages, view recommendations, and get more relevant search results.

Sign in on the right or [create one for free](#) using just an email address and password you choose.

- [Google Mail](#)
Get a fresh start with email that has less spam
- [Web History](#)
Access and manage your web activity from any computer
- [iGoogle](#)
Add news, games and more to the Google homepage
- [Google Checkout](#)
A faster, safer and more convenient way to shop online

Sign in with your **Google Account**

Email:

Password:

Remember me on this computer.

[I cannot access my account](#)

Don't have a Google Account?
[Create an account now](#)

click here

©2008 Google - [Google Home](#) - [Terms of Service](#) - [Privacy Policy](#) - [Help](#)

- ▶ Click on the link "Create an account now"
- ▶ Type in your e-mail address and a password
- ▶ Type in the characters for verification which are presented automatically
- ▶ Click on the button "I accept. Create my account"
- ▶ Ready!

Step 2: Notify the administrator of the DARE Blog

- ▶ Write an e-mail to ragnar.mueller@dadalos.org saying that you want to be invited to be an author of the DARE Blog
- ▶ **Important:** Tell Ragnar Mueller the e-mail address you used for your Google account because that's the one you have to use for the blog

- ▶ You will get an e-mail message by "DARE Team" saying:

The Blogger user DARE Team has invited you to contribute to the blog: DARE Network.

To contribute to this blog, visit:
<http://www.blogger.com/aaa> (individual link)

You will need to sign in with a Google Account to confirm the invitation and start posting to this blog. If you do not have a Google Account yet, we will show you how to get one in minutes.

To learn more about Blogger and starting your own free blog visit <http://www.blogger.com>.

- ▶ Click on the individual link given in the mail text ▶▶ an invitation form opens in your browser
- ▶ Type in the e-mail address and password you used to create your Google account
- ▶ Click on the button "Accept invitation"
- ▶ Choose a name (this name appears when you post a message in the Blog later on, so you might want to type in your real name) ▶▶ you will see this page:



Step 3: Start blogging

- ▶ Click on the button "New Post" if you want to make your first contribution to the DARE blog ▶▶ you will see this page:

► To post a message on the blog, you have to take three steps:

- 1) Type in a title for your post (e.g. *"New Manual for Human Rights Education"*)
- 2) Type or copy in the text of your message (you might also want to add pictures, links etc.)
- 3) **Important:** Don't forget to choose one or more **labels** for your post. If you click on "Show all" next to the labels textbox, you will see all existing labels on the DARE blog (by now there are the following labels: [Common projects](#), [Conference on Intercultural Dialogue Nov 14-16 08 Vienna](#), [DARE internal](#), [EDC](#), [EU Grundtvig project](#), [Evaluation](#), [Events](#), [HR Films](#), [HRE](#), [Members](#), [Publications](#), [Research](#). *In our case, for example, at least two labels would fit: HRE and Publications*)

Contact the author

Ragnar Mueller, administrator of the DARE Blog
 E-Mail: Ragnar.Mueller@dadalos.org

How to contribute to e-DARE

Wim Taelman/VORMEN

Issue 1	Issue 2	Issue 3	Issue 4	Issue 5	Issue 6	Issue 7	Issue 8	Issue 9	Issue 10	Issue 11	Issue 12
13.01.2004	02.03.2004	15.06.2004	21.09.2004	30.11.2004	01.02.2005	07.06.2005	06.09.2005	06.12.2005	07.02.2006	06.06.2006	05.09.2006
28.01.2004	17.03.2004	29.06.2004	29.09.2004	15.12.2004	16.02.2005	22.06.2005	21.09.2005	21.12.2005	22.02.2006	21.06.2006	20.09.2006

You are invited to send me your contributions (experiences and outcomes of studies to share, announcements of materials and activities, insights and useful information, reflections on aspects of EDC/HRE ...) at latest on blue marked deadlines (please stick to this deadline, this allows us for a smooth further planning). Sending out is as indicated in the column below.

Don't think too easily that you haven't anything interesting to contribute. And be aware that by contributing to e-DARE your organisation becomes more visible to the whole HRE and EDC community in Europe, as does our DARE network.

Send the contributions to: wimtaelman@vormen.org

Texts for e-DARE should...

- be written in a general informative style (e.g. use of the third person), have an informative title, eventually a subtitle,
- be written in English (if you doubt about the correct use of English, please ask someone to proofreading it before submitting);
- be original unless references to the origin of the text are mentioned and unless copyrights are formally agreed upon,
- be as short as possible (e.g.300 words),
- eventually have reference to a webpage with more information where relevant: please add the url, we'll transform it into a link with the relevant words of your text), have all relevant practical information at the end,
- in WORD (.doc) format (.rtf and .txt are also possible)
- end with the name, organization (inclusive website url) and e-mail address of its writer, ...
- remark: please avoid titles and text in all capitals, as this isn't compatible with the style we are using.

The editor keeps the right to adapt or abbreviate the text without changing fundamentally its content.

DARE

Democracy and Human Rights Education in Adult Learning

DARE Evaluation meeting Brussels 12.06.2008 Training on evaluation of Networks

Democracy and Human Rights Education in Adult Learning
EU-Project No. 134263-LLP-1-2007-1-DE-GRUNDTVIG-GNW"

www.dare-network.eu



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DARE Evaluation meeting

What is a project?

Definition:

A project is a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget.

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What is a network?

Definition:

Networks are dynamic structures/entities which evolve over time in all aspects because they are based on relationships and situations which themselves are constantly evolving.

Networking is about organisations, institutions and individual actors joining forces around on a common concern. It is also about building relationships with other independent actors to (often) share knowledge, goods and experiences and to learn from each other with a common goal in mind.

DARE Evaluation meeting

What is a project?

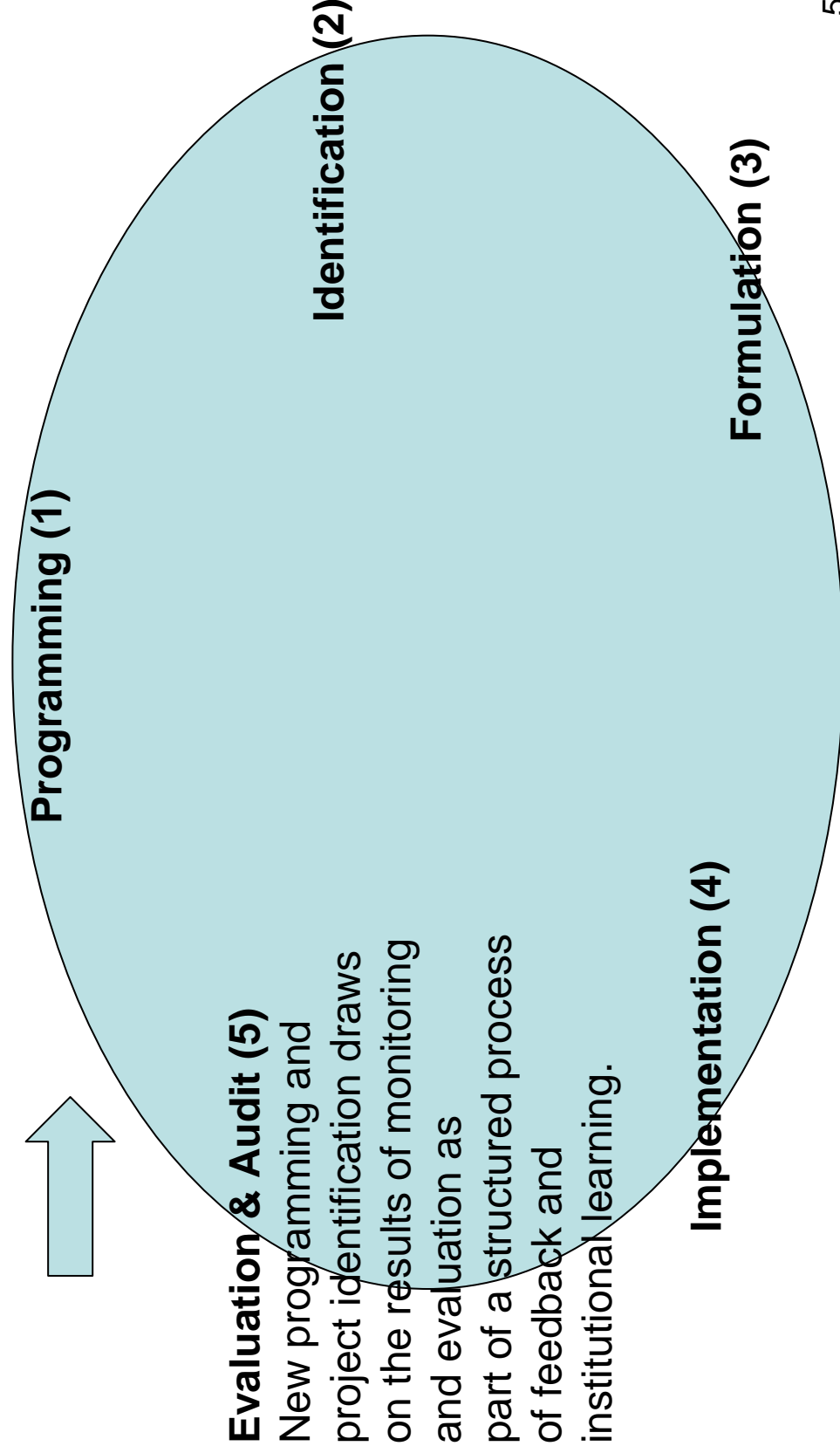
Definition:

A project should also have:

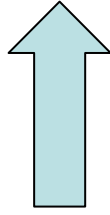
- Clearly identified stakeholders, including the primary target group and the final beneficiaries;
- Clearly defined coordination, management and financing arrangements;
- A monitoring and evaluation system (to support performance management); and
- An appropriate level of financial and economic analysis, which indicates that the project's benefits will exceed its costs..

DARE Evaluation meeting

The Cycle of Operations



The Cycle of Operations



Evaluation

The five criteria used by the EC to evaluate the success of projects or programmes are:

- (i) relevance;
- (ii) efficiency;
- (iii) effectiveness;
- (iv) impact and
- (v) sustainability

Evaluation

(i) relevance;

The appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated.

It should include and including an assessment of the quality of project preparation and design – *i.e.* the logic and completeness of the project planning process, and the internal logic and coherence of the project design.

DARE Evaluation meeting

Evaluation

(ii) efficiency;

The fact that the project results have been achieved at reasonable cost, i.e. how well inputs/means have been converted into Activities, in terms of quality, quantity and time, and the quality of the results achieved. This generally requires comparing alternative approaches to achieving the same results, to see whether the most efficient process has been adopted.

DARE Evaluation meeting

Evaluation

(ii) efficiency;

The assessment of Efficiency would focus on such issues as:

- ✓ the quality of day-to-day management (budget, personnel, of **risk**, of flexibility, relations/coordination with local authorities, institutions, beneficiaries, respect for deadlines.
- ✓ costs and value-for-money: how far the costs of the project were justified by the benefits _ whether or not expressed in monetary terms _ in comparison with similar projects or known alternative approaches, taking account of contextual differences;
- ✓ partners' contributions from local institutions and government (e.g offices, experts, reports, . tax exemption, as set out in the LogFrame resource schedule), target beneficiaries and other local parties: were they provided as planned, could re-allocation of responsibilities have improved performance, were communications good?
- ✓ quality of monitoring: its existence (or not), accuracy and flexibility, and the use made of it; adequacy of baseline information;
- ✓ did any unplanned outputs arise from the activities?.



DARE Evaluation meeting

Evaluation

(iii) effectiveness

An assessment of the contribution made by results to achievement of the Project Purpose, and how Assumptions have affected project achievements. This should include specific assessment of the benefits accruing to target groups, including women and men and identified vulnerable groups such as children, the elderly and disabled.

DARE Evaluation meeting

Evaluation

(iii) effectiveness

The analysis of Effectiveness would focus on such issues as:

- ✓ whether the planned benefits have been delivered and received, as perceived by all key stakeholders (including women and men and specific vulnerable groups such as the disabled)
- ✓ in institutional reform projects, whether behavioural patterns have changed in the beneficiary organisations or groups at various levels; and how far the changed institutional arrangements and characteristics have produced the planned improvements (e.g. in communications, productivity, ability to generate actions which lead to economic and social development);
- ✓ if the assumptions and risk assessments at results level turned out to be inadequate or invalid
- ✓ whether the balance of responsibilities between the various stakeholders was appropriate
- ✓ how unplanned results may have affected the benefits received

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Evaluation

(iv) Impact

The effect of the project on its wider environment, and its contribution to the wider policy or sector objectives (as summarised in the project's Overall Objective).

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Evaluation

(iv) Impact

At Impact level the analysis generally examines such aspects as:

- ✓ to what extent the planned goal have been achieved, and how far that was directly due to the project;
- ✓ in institutional reform projects, how far enhanced economic and social development resulted from improved institutional capabilities and communications;
- ✓ if there were unplanned impacts, how they affected the overall impact;
- ✓ where appropriate, all gender-related, environmental and poverty related impacts were achieved.

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Evaluation

(v) Sustainability

An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended, and with particular reference to factors of ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender equality, appropriate technology, environmental aspects, and institutional and management capacity.

DARE Evaluation meeting

Evaluation

(v) Sustainability

An analysis of sustainability would focus on such issues as:

- ✓ **ownership of objectives and achievements**
- ✓ **policy support and the responsibility of the beneficiary institutions**
- ✓ **institutional capacity**, e.g. the degree of commitment of all parties involved,
- ✓ **the adequacy of the project budget** for its purpose
- ✓ **socio-cultural factors**, e.g. whether the project is in tune with local perceptions of needs
- ✓ **financial sustainability**
- ✓ **wherever relevant, cross-cutting issues** such as **gender equity**, **environmental impact** and **good governance**; were appropriately accounted for

DARE Evaluation meeting

Principles underpinning the approach to evaluation are:

- **Impartiality and independence** of the evaluation process from the programming and implementation functions;
- **Credibility** of the evaluation, through use of appropriately skilled and independent experts and the transparency of the evaluation process, including wide dissemination of results;
- **Participation of stakeholders** in the evaluation process, to ensure different perspectives and views are taken into account; and
- **Usefulness** of the evaluation findings and recommendations, through timely presentation of relevant, clear and concise information to decision makers.

DARE Evaluation meeting

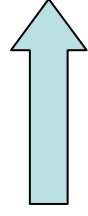
Indicators

Objectively Verifiable Indicators describe the project's objectives in operationally measurable terms (quantity, quality, time). Specifying OVs helps to check the feasibility of objectives and helps form the basis of the project's monitoring and evaluation system. They are formulated in response to the question "How would we know whether or not what has been planned is actually happening or happened? How do we verify success?"

DARE Evaluation meeting

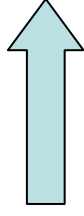
Indicators

Overall objective



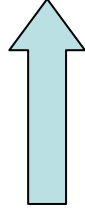
Impact indicators

Purpose



Outcome indicators

Result



Output indicators

DARE Evaluation meeting

Evaluation and Monitoring

Evaluation can be distinguished from monitoring and regular review by:

- Its scope (broader – being concerned with whether or not the right objectives and strategies were chosen)
- Its timing (less frequent – usually at completion or ex-post)
- Those involved (will usually involve ‘external/independent’ personnel to provide objectivity); and
- The users of the results (including planners and policy makers concerned with strategic policy and programming issues, rather than just managers responsible for implementing the tasks in hand).

DARE Evaluation meeting

Qualitative evaluation criteria of networks

- **Excellency:** transfer of best practices, multiplication of models, generation of added values, maintain of pertinence
- **Knowledge based approach:** training, exchange, data base, Web site, research, communication
- **Collaborative environment:** exchanges, trans-national and trans-sectoral work, participative and democratic implementation, equal opportunities, complementarity and capacity to contribute
- **Management & Governance: facilitation and participation:** Shared problem and goals, clarity of focus and planning, Network orientation
- **Prospective and catalyst:** advocacy, trends development, impact on other sectors, creation of new frames