



**Research,
Evaluation and
Consultancy**

**EXTERNAL EVALUATION OF
EUROPEAN DISABILITY
FORUM – PROJECT
‘BRINGING THE VOICE OF
PERSONS WITH
DISABILITIES TO THE EU’**

**EVALUATION SUMMARY
2014**

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LIST OF ABBREVIATIONS

(A)GA	(Annual) General Assembly
AM	Associate Member(s)
CSO	Civil Society Organisation
DPO	Disabled People Organisation(s)
EC	European Commission
ENGO	European Non-Governmental Organisation(s)
ExCo	Executive Committee
EU	European Union
MEP	Member of European Parliament
MS	Member State
NC	National Council(s)
NGO	Non-Governmental Organisation(s)
OM	Ordinary member(s)
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities

1. INTRODUCTION

SAGO Research was contracted for the external evaluation of the project 'Bringing the voice of persons with disabilities to the EU' of EDF in 2014.

EDF is an international non for profit (network) association established in 1996. The network is made up of national and European organisations of persons with disabilities, and of parents of disabled people unable to represent themselves.

EDF has a wide membership:

- ◆ **30 full member national councils** (independent and legally established non-governmental organisations, composed of the main organisations of people with disabilities and parents in their country) and **25 full member NGOs** (representative of disabled persons and/or parents of disabled persons who are unable to represent themselves, with members in a majority of European countries). Full members have full voting rights and can be elected to the management structures of EDF.
- ◆ **14 ordinary member NGOs**, working for disabled persons with members in the majority of the European countries. They have full voting rights and can be elected to the management structures of EDF.
- ◆ **5 observer members**, which are national federations of disabled people that are not part of the EU or of the EEA, but comply with the same criteria as the full members. They do not have voting rights, nor the right to stand for elections, but they are invited to the Board meetings.
- ◆ **47 associate members**, which are organisations of all kinds at European, national, regional or local level as well as individuals committed to promoting the aims of EDF. They have no voting rights, nor the right to stand for elections. They are regularly informed about the work of EDF and can participate in meetings and seminars.

EDF was created to promote equal opportunities and human rights of people with disabilities in the EU agenda and has gradually extended its activities to the Council of Europe and the United Nations.

To achieve this, different activities are developed and implemented related to the domains of:

- ◆ *(Self)advocacy* (influencing policy making, mainstreaming disability in EU policy, effective protection against discrimination in the EU law, programmes and policies and promoting a barrier free Europe).

- ◆ *Information and awareness-raising* (e.g. participating in EU level meetings and working groups, publishing reports, organising events).
- ◆ *Capacity building* (reinforcing the disability movement).

The project 'Bringing the voice of persons with disabilities to the EU' is funded for about 80% by the EC under DG Justice – civil justice as an action grant. It focuses on three strands: advocacy, capacity building and mutual learning and awareness raising.

Reading guide

This is the summary of the full evaluation report. In the first chapter a brief introduction is given.

Chapter 2 presents a short overview of the objective and scope of the evaluation of EDF. The evaluation objectives, questions, criteria and indicators used for the 2014 evaluation are described, as well as the methods used to collect information.

Chapter 3 gives an overview of the conclusions and recommendations.

2. OBJECTIVE AND SCOPE OF THE EVALUATION

2.1. OBJECT OF EVALUATION, QUESTIONS, CRITERIA AND INDICATORS

The evaluation was implemented in the time period June 2014 – January 2015.

The basis of this evaluation is the 2014 work plan of the EDF project 'Bringing the voice of persons with disabilities to the EU'.

Within the evaluation matrix (table 1) the following building blocks are presented and combined:

- ◆ The object of evaluation, as defined by the work streams of the project:
 - Management and coordination of the project.
 - Advocating the rights of persons with disabilities.
 - Reinforcing the capacity and mutual learning.
 - Campaigns, awareness raising and dissemination.
- ◆ The evaluation criteria:
 - *Effectiveness*: the extent to which the objectives were achieved or are expected to be achieved.
 - *Relevance*: the extent to which the objectives and activities of EDF project are consistent with the UNCRPD, mainly in relation to advocacy, capacity building and mutual learning.
- ◆ The evaluation questions and
- ◆ The evaluation indicators.

Table 1 : Evaluation matrix – external evaluation EDF 2014

Evaluation criteria	Evaluation questions	Related indicators
		Work stream: Management and coordination of the project
Effectiveness	Have the management and coordination processes of the project been effective?	The extent to which the outputs have been delivered.
		The extent to which meetings have been held that ensure the management and coordination of the project (project monitoring committee meetings, coordination committee meetings, general management body meetings, executive team meetings).
		The extent to which the member organizations are involved in the various activities related to the work streams of the EDF project (quantitative and qualitative).

Work stream: Advocating for the rights of persons with disabilities		
Have the activities related to advocacy been effective?		The extent to which a contribution has been delivered to mainstreaming of equality and non-discrimination at EU level.
		The extent to which the reporting on the implementation of the UNCRPD by the EU has been realized.
		The extent to which EDF has contributed to the involvement of organizations of persons with disabilities and other CSO in the work of the EU framework for monitoring the implementation of the UNCRPD.
		The extent to which the gender perspective is integrated into the advocacy activities.
		The extent to which disability is mainstreamed in the R&D strategy of the EU.
		The extent to which different stakeholders are satisfied with the advocacy activities of EDF.
		The extent to which the outputs related to advocacy have been delivered on time.
Work stream: Reinforcing the capacity and mutual learning		
Have the activities related to capacity building and mutual learning been effective?		The extent to which EDF has contributed to the improved technical DPO capacity.
		The extent to which EDF has contributed to an enhanced understanding of EU legislation and policies .
		The extent to which young people are involved in the activities on capacity building and mutual learning.
		The extent to which women and girls with disabilities are involved in the activities on capacity building and mutual learning.
		The extent to which the exchange of know-how on disability policies is fostered, more in particular in the areas of transport, built environment, access to health and health stereotypes and persons with disabilities requiring a high level of support.
		The extent to which the rights of women and girls with disabilities in the EU has been part of advocacy activities of EDF.
		The extent wo which the outputs related to capacity building and mutual learning have been delivered on time.

	Work stream: Campaigning, awareness raising and dissemination	
	Have the activities related to campaigning, awareness raising and dissemination been effective?	The extent to which activities have been organized to raise awareness and disseminate the EDF alternative report to the EU report on the implementation of the UNCRPD.
		The extent to which outputs related to the work streams on advocacy and capacity building have been disseminated.
Relevance	Work stream: Advocating for the rights of persons with disabilities	
	Have the activities related to advocacy been relevant?	The extent to which the policy recommendations of the EDF project are consistent with the UNCRPD (qualitative).
		The extent to which the advocacy work of EDF contribute to main initiatives under the European Disability Strategy.
	Work stream: Reinforcing the capacity and mutual learning	
	Have the activities related to capacity building and mutual learning been relevant?	The extent to which the training sessions on advocacy for equality and rights of persons with disabilities on EU policies has been relevant for participants.
		The extent to which the capacity building and mutual learning activities foster the exchange of knowledge amongst members in order to monitor the existing EU legislation and policies in areas related to non-discrimination of persons with disabilities.
		The extent to which the capacity building and mutual learning structures of EDF are relevant to achieve the aim of providing tools to improve the protection of persons with disabilities against discrimination and human rights abuse.

2.2. DATA GATHERING

For data-gathering purposes various methods and instruments were used:

- A. (Telephone) interviews: 25 members of EDF were invited for a (telephone) interview. 21 members accepted the invitation.
- members of the Executive Committee (7)
 - members of the Board of Directors (8)
 - members of EDF (6)

Furthermore, an interview was held with the Secretariat.

In total, 18 interviews were done via telephone or Skype; 4 interviews were done face-to-face. For the semi-structured (telephone) interviews a checklist was used covering the following topics:

- organisational and managerial capacity of EDF (governance structure and processes, working structures, communication, financial strategy, diversity).
- participation of member organisations.
- information.
- advocacy.
- capacity building and mutual learning.
- activities, services and outputs.
- future challenges.
- added value of EDF for member organisations.

B. Analysis of relevant documents.

Table 2: Overview of documents used for the analysis – evaluation 2013

Year	Document
2013	Project description and implementation: EDF – Bringing the voice of persons with disabilities to the EU.
2014	Final minutes of the EDF General Management Body (AGA), 17 May 2014, Zagreb, Croatia.
2014	Minutes of the EDF Coordination Committee/Board meeting held on 22-23 February 2014, Athens, Greece.
2013	Final minutes of the Board meeting held on 16-17 November 2013, Vilnius, Lithuania.
2014	EDF Activity report of the first Semester 2014 (January – September).
2014	Operating grant for 2015 in the area of rights of persons with disabilities – work programme 2015 – EDF.
2014	Activity report from EDF President and members of the Executive.
2014	Draft alternative report to the UN Committee on the rights of persons with disabilities.
2014	Disability Voice – Issues 1 to 4
2014	EDF Members' Mailing 1 to 11
2014	EDF Gender Equality Plan

C. Observation of the Board of Directors meeting in November (16-17) 2013.

The analysis of the evaluation forms distributed by the EDF Secretariat during the different meetings is summarised by the Secretariat in the minutes of the meetings and therefore also used as input into this evaluation.

Furthermore, the website of EDF was consulted on different occasions throughout the data-gathering period.

2.3. DATA ANALYSIS

Content analysis was used for documents and minutes of meetings and narrative analysis for interview notes. The differences sources of information used, allow for triangulation or cross verification.

During data collection all information was saved. After the data collection, *firstly initial data analysis* took place. During the initial data analysis the quality of data was checked in terms of missing data and extreme observations. At this stage an exchange took place with the Secretariat to solve remaining data gaps. In a second stage, the *main data analysis* answered the original research questions.

3. CONCLUSIONS AND RECOMMENDATIONS

3.1. MAIN EVALUATION MESSAGES

The work of EDF was in 2014 organised around the work streams of the project ‘Bringing the voice of persons with disabilities to the EU’, the project through which a large part of the work of EDF for the EC services was funded.

2014 was described by interviewees as ‘challenging’; an assessment which is amongst others related to the consequences of the European elections on the work of the network, e.g. investments in preparing election campaign with members and follow-up with new elected MEPs and new commissioners. Another highlight was the preparation of the alternative report to the Committee on the Rights of Persons with Disabilities. Not only the final report is considered to be of good quality, but also the process involved has been very valuable. It was considered by most interviewees as a good example of consultation of members and other stakeholders.

The fact that IDA developed from an informal coalition to a legally incorporated organisation is also considered as an important result. The President of EDF was the first elected chair of the governing body of IDA of the last two years. EDF is a founding member of the Alliance and will continue to provide administrative support to IDA. Members welcome these developments, but some interviewees also give the message that the focus of EDF should remain on Europe. 2014 was also an important year in terms of cooperation with other NGOs in Europe through the alternative reporting process.

Despite important changes at the level of the Secretariat at the end of 2014 (changes in the management), the network succeeded in continuing its work. While many interviewees are overall satisfied with this work, also suggestions for improvement are formulated, more in particular in relation to transparency of decision-making, feedback to members on decisions taken, mutual learning, using the expertise in the network in a more optimal way in a cooperation model, as well as internal and external communication.

3.2. ASSESMENT OF EFFECTIVENESS AND RELEVANCE OF THE FUNCTIONING OF EDF

1. To what extent have the outputs as specified in the 2014 work plan been delivered?

This has been taken up by the annual report produced by EDF for the EC services.

2. To what extent have the management and coordination process of the EDF project been effective?

Conclusions

The governance system of EDF is similar to those in other (E)NGOs, with a General Assembly, Board of Directors and Executive Committee. The governance structure in itself is considered to be appropriate and effective. The processes related to governance (vision and strategy) and management of the network (day-to-day management and implementation of policy and activities) are challenged by various developments:

- ◆ **The capacity of the Secretariat:** the workload was already in previous evaluation rounds reported as a hindering factor, as well as the discontinuity of the staff. Members report the consequences of this on the quality of e.g. the external communication like the Newsletter.
- ◆ **Internal communication** streams between the Secretariat and the governing bodies, as well as between the Secretariat and members and between the members and the governing bodies: While the relation between the Secretariat and the ExCo is improved according to interviewees, the communication between the ExCo and Board and between governing bodies and members needs improvement. Moreover, the communication between the Secretariat and the members is crucial and needs to be closely monitored. Obviously, member organisations have a proper responsibility in this process and need to invest in this relationship as well. It is important for the good functioning of the network that the Secretariat (and governing bodies) need(s) to know what the expertise is of member organisation and how they engage with the network. A crucial element in this internal communication is feedback to members on results obtained, i.e. not only at the level of activities and outputs, but also at the level of outcomes. Outcomes are the changes, benefits, learning or other effects that happen as a result of the activities/outputs implemented/used.
- ◆ **Taking up roles and responsibilities:** each of the constituencies involved in the network, has its own role and responsibility. These are described in the Statutes and Internal Rules. However, as it is the case in many other (E)NGOs, in reality rules and regulations are often

differently interpreted and implemented. Some members report that the decision-making process could be optimized; the process involved in preparing decisions is taking place in the Board and the ExCo but some interviewees have the impression that the actual decisions are taken in the ExCo. This phenomenon is not unknown in NGOs, but should be monitored. Furthermore, in previous evaluation rounds (more specifically 2012), it was already reported that sometimes decisions need to be taken rather quickly and that in these few cases the ExCo needs to take a decision.

The revision of the Constitution that has started in 2014 is a process under development.

- ◆ **Transparency** is a primordial condition for participation of members and for good governance. Transparency is not about simply making information available (large amounts of information may lead to opacity rather than transparency), but information should be relevant and accessible (readily comprehensible language and formats for the different groups in EDF), as well as timely and accurate (available in sufficient time to permit reading and engagement by relevant groups). Interviewees state that there are sufficient opportunities to express opinions, but that it is not always clear what is done with the input. Furthermore, the accessibility of the information (e.g. length of texts and language used) and the timeliness is also questioned by some. The last issue is important in relation to consultation of members. Sufficient time should be allowed for members to respond in a meaningful way.
- ◆ **Diversification of funding** becomes necessary to ensure sustainability on the long run, but is also an important challenge, as faced by many other (E)NGOs.
- ◆ **Participation of members** is crucial in a member-based network organisation for its longevity and success. Opportunities are offered e.g. through working structures, governance structures and consultations. The working structures have been revised in 2013, but a formal assessment of the new configuration and implementation is proposed to identify in practice what the results are of the changes applied. While various other solutions have been looked into and are used (Skype, e-mail, etc.), members still prefer face-to-face encounters to create interactivity. At the same time members are well aware of the budget restrictions and the effects of these on the capacity to organise face-to-face meetings. A plea for more interactivity with members is made as well as for a closer cooperation between members, the Secretariat and governance bodies, more specifically in the context of advocacy and campaigning. There is a vast amount and range of expertise available in the network that could be used in a more optimal way in the work allocation between Secretariat, governance bodies and members.
- ◆ The **cooperation** of EDF with other European and international actors is very positively assessed. It is considered to be a crucial activity for EDF in order to be able to work in the framework of the UNCRPD.

- ◆ **Diversity** is considered by interviewees as a main asset of being a member of EDF. Diversity issues are taken on board amongst others through the Committees. Interviewees argue that it is taken care of, but improvements are proposed in relation to the range of disabilities (more attention to mental disabilities, intellectual disabilities, learning disabilities), but also sexual orientation and disability, ethnicity and age. To attract young people to actively engage in the network is a concern for members.

Recommendations

1. Transparency, accountability and openness: while a majority of interviewees is satisfied with the decision-making processes in EDF, some members raise questions about some principles of good governance. For an effective and efficient functioning of the network, members should have confidence in the decision-making and management processes. Clear explanation of governance arrangements is necessary as well as clear procedures and criteria for decision-making. Feedback on how, why or why not input from members is taken into account would be useful.
2. Diversification of funding becomes urgent and has to be part of the EDF agenda in 2015.
3. The working structures can be very appropriate tools to involve members in the network, to pool expertise, to prepare policy positions and to prepare action. The issue however, is not only about more interactivity, but about creating a network mind-set within EDF to stimulate cooperation between the various constituencies. A network mind-set entails amongst others openness, transparency and collective action. Using better the expertise available in the network contributes to a more collaborative way of working between governance bodies, the Secretariat and members of EDF.
4. The conditions to make members participate in the network should be optimally fulfilled. To participate in the network:
 - a. Members must be *willing* to cooperate, e.g. they must have trust, and must be aware of the added value of the network for them.
 - b. The necessary *structures* should be in place enabling members to cooperate, like e.g. working structures with the necessary resources.
 - c. Members must have the *capacity* to cooperate, e.g. information should be available and accessible.

Reflection is recommended on how these conditions can be further improved in EDF.

5. Knowing members is essential for network functioning and development. Members themselves are embedded in webs of relationships with others (e.g. projects). It is essential to understand the expertise available within member organisations and in the

environment they interact with. It is recommended to strengthen the liaising with member organisations and to use all existing opportunities for this, e.g. meetings and events (this is linked to the recommendation on contributions assessment proposed in the external evaluation of 2013).

6. Part of good governance is also to have mechanisms in place to monitor activities that have been undertaken and to provide feedback on these. During the evaluation, information gaps could be identified in relation to this aspect, e.g. it is not clear how many members have followed-up on the European elections by using the material provided by EDF, or how members have used the material on Structural Funds provided by EDF (e.g. presented in the Board meeting in November 2014 in Brussels) and in which EDF delivered a major input. This is related to the reflexive culture (described in the external evaluation of 2013) which is an essential part of good governance.

3. To what extent have the activities related to advocacy been effective?

Conclusions

Interviewees label 2014 as a 'challenging' year amongst others because of the European elections and the consequences of this on the advocacy of EDF, i.e. the relationships that had to be established with the new Commissioners and MEPs.

A quite impressive list with themes and activities related to advocacy was part of the 2014 work programme. A list of which some interviewees state that it should be reduced in order to be more effective.

Overall, members are quite happy with the **approach** taken by EDF in relation to advocacy and policy influencing. Most of the advocacy work is done by the Secretariat in cooperation with the ExCo, though members are also solicited to take actively part in campaigns. Members suggest to incorporate more resources available in the network in advocacy work, i.e. to try to involve more members to liaise directly with policy makers. Member organizations (NC) much appreciate the support given by the Secretariat and ExCo in their advocacy at national level. Not only through explicit advocacy actions, but also via the organization of the meetings of the governance bodies, EDF liaises with institutions, organizations and governments at national and regional level. Some interviewees argue that these occasions could be more optimally used for explicit advocacy purposes.

While in the first instance for interviewees it was not easy to identify **results** of the advocacy work of EDF in 2014, other than the work done in relation to the European elections and to the UNCRPD, gradually during the interviews examples were given of results of advocacy

activities of EDF. EDF wants to accomplish change in society (to have a positive impact on the lives of people with disability), however the most that EDF can do is contribute to this change. It requires a whole societal system (public, private and CSO) to make this change actually happen and to make this change sustainable. Policy change is a complex process and it is challenging to isolate the effect of a specific intervention from the work of other actors and from other intervening factors. Taking action and the results of that action are often disconnected in time with a time gap between the action of the advocate and the actual change. Some members argue that it is very difficult to make a difference as a European network.

2014 has been an important year for the work on the **UNCRPD**, i.e. the alternative reporting process and output whereby all members and various stakeholders were consulted. Suggestions were made by members in relation to the role that EDF can play in the further implementation process.

Other examples of progress made are e.g. related to the IncEUusive card (mobility card): an EU funded Working Group is set up composed of 15 MS representatives and EDF to further work on this.

The **imbalance** in the work of EDF was also this evaluation round expressed by interviewees: for some too much effort is put into advocacy work related to accessibility and standardization and too less investments in advocacy related to mental health issues and intellectual and learning disabilities.

Recommendations

7. It is recommended to use optimally the expertise available in the network to make advocacy more effective and efficient (division of tasks between Secretariat, governance bodies and members in a cooperation model).
8. The list with advocacy themes (11 items) and activities is long and therefore it is recommended to prioritise themes and activities. This prioritisation has to be based on what is called a 'programme logic', explaining the connection between expected outcomes and activities.
9. Monitoring the advocacy actions and the results is important to learn from experience. Identifying what succeeded or failed is often a case of comparing how different strategies influenced a particular target audience.
10. In relation to the UNCRPD, EDF has a role to play at two levels:

- a. Stimulating Member States to ratify the Treaty but also offering support to Member States to implement the Convention.
- b. EDF could play a role in ensuring that members have an understanding of the implementation of the UNCRRPD in their country and in supporting members to explain the UNCRRPD and the implication of ratification to their governments.

4. To what extent have the activities related to capacity building and mutual learning been effective?

Conclusions

Strengthening the capacity of its members is acknowledged as an important part of the work of EDF, but which has not been well implemented in 2014. The participation and involvement of members in a network is co-determined by their capacity to act and engage in activities initiated in the network to achieve the objectives. Capacity building in EDF can be related to advocacy, improved services, knowledge generation, management systems and processes and/or monitoring. Different **instruments** are used by EDF to do this, like the working structures, but also meetings of the governance bodies and formal training sessions. Whilst mutual learning between members is also a way to strengthen capacity, it is currently assessed as weak. Interviewees argue that a certain level of organisation of the networking between members is necessary to make this actually work. Therefore, it is necessary to know what expertise is available in what part of the (wider) network (member and members/partners of members).

During the interviews it is also argued that capacity building can play a role in decreasing the gap between various countries involved in EDF. Capacity building needs to take into account the various needs of members and would accommodate the needs of specific countries or specific groups in the network (e.g. governance bodies) and regions and transversal needs in relation to capacity building,

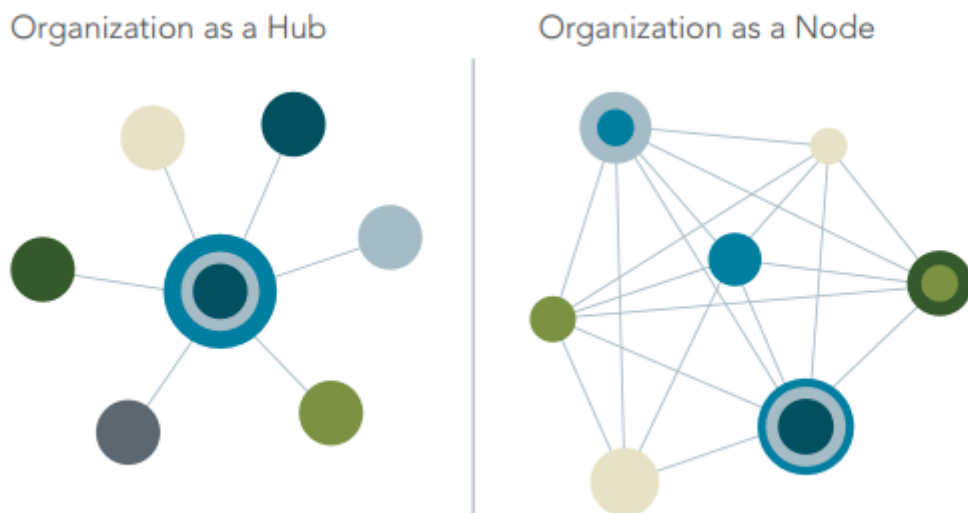
Recommendations

11. Strong members make a strong network; that is the reason why it is important to make capacity building in EDF a priority for the coming years. A dedicated strategy is recommended that fits into the overall strategic framework of EDF. Capacity building in networks is ideally related to three levels:

- ◆ The individual level of those participating in EDF capacity building activities.

- ◆ The organizational level: strengthened capacity of member organizations in better performing their objectives. In order to accomplish this, a crucial link is necessary between the individual learning and the organizational level.
- ◆ The network level, or institutional development: strengthened capacity of organizations to share learning and practices and to network with others.

12. Mutual learning is one way of capacity building that could further be stimulated within EDF. The network is now mainly functioning as a hub and not as a node. Node thinking is considered to be successful as it generates synergies and promote mutual allocation of resources where they can make the most impact. If member organisations are better able to take on a task in the network, it makes much more sense to invest in this effort rather than that e.g. the Secretariat is reinventing the wheel¹.



Source: Wei-Skillem, J., Silver, N., and E. Heitz, (2013), *Cracking the Network Code. Four principles for Grantmakers, GeoFunders, Washington*

The Secretariat can take up a role in guiding this mutual learning process, by e.g. organising smaller working groups during meetings like the GA on themes that members can define themselves might not only stimulate mutual learning but also cooperation between members.

5. To what extent have the activities related to campaigning, awareness raising and dissemination been effective?

¹ E.g. work has been done in this area e.g. by GEO, Grantmakers for Effective Organizations: <http://www.geofunders.org/>

Conclusions:

There are different views amongst the interviewees on who **awareness raising activities** of EDF should target: the general public, policy makers, other CSO? Some members believe that, especially in times of crisis, the awareness raising activities of EDF towards a larger public are important to make a clear statement. Clarity is asked by some members about the approach of campaigns in EDF: what if campaigns do not lead to results after some time? What about the follow-up of campaigns after a successful launch?

While communication is essential for an advocacy organisation, EDF does not have an external **communication strategy** on paper. Various instruments are used to convey information and messages to various audiences (paper-based newsletters and members mailings, the website, press-releases, social media, etc.). Already in the 2013 evaluation round it was recommended to improve the external communication. This year again interviewees suggest to strengthen the external communication: clearer and not too superficial messages.

Recommendation

13. The main recommendation is to invest in a sound external communication strategy for EDF; for an advocacy organisation external communication is vital since advocacy is about communicating messages to target audiences to win their support. Critical aspects of communication for advocacy work includes strategy development, outreach, tools, message development and monitoring.

6. To what extent have the activities related to advocacy been relevant?**Conclusions**

Various advocacy activities have been developed and implemented by EDF in 2014; for some interviewees too much and priorities have to be set. The wide range of members that are part of the EDF network have different interests in different topics. This means that all advocacy themes presented in the work programme are relevant to a sub-set of members. Prioritization is depending on various internal and external factors, like e.g. the expertise available in the network, the chances for success, the likelihood of interfering forces, etc.

Recommendation:

14. Prioritise advocacy themes in accordance with strategic choices and based on logic of intervention: what does EDF want to accomplish with advocacy on these themes (and not on others)? What are the underlying assumptions that action in these areas will lead to the accomplishment of the strategic goals and ultimately the mission of EDF?

7. To what extent have the activities related to capacity building and mutual learning been relevant?

Conclusions:

Capacity building is currently not very well developed within EDF. The capacity building activities have been relevant for members involved, but at the same time, not all interviewees could actually remember the capacity building activities of EDF in 2014. Capacity building has been taken place through dedicated workshops and seminars, but also through meetings of the governance bodies and working structures.

Recommendation:

15. It is recommended to develop and implement a coherent capacity building strategy for EDF (see recommendation 11) starting from the strategic choices, e.g. What is the objective? Who are the target audiences? What are the subjects? How will capacity building be implemented?

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SAGO Research, Evaluation and Consultancy

SAGO Research is in 2005 established as a small-scale organization, originating from about 25 years of experience in research, evaluation and consultancy in regional, national and European context. The most important domains in which SAGO Research offers expertise are social inclusion and gender. The main activities of SAGO Research are related to: evaluation of projects and programmes, organizational development with civil society organizations and research in relation to social inclusion and gender.

Core concepts in the work of SAGO Research are:

- ◆ Quality
- ◆ Cooperation
- ◆ Result-oriented