



# EU DEAR Programme Exchange HUB

## Leaving a legacy for a better future

*(Brussels, 10-11 May 2023)*

### REPORT

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**THIS REPORT** provides an overview of the DEAR Exchange Hub (May 2023) devoted to the potential legacies of DEAR projects. If you have little time, just have a look at the **key takeaways**. With more time you can delve into **concrete examples and recommendations** further down.

## Key Takeaways

### ❖ Legacy:

The concept of legacy is useful to plan the final stages of a DEAR project and sustain its achievements beyond the project cycle.

How do we **define DEAR project legacy**?



Having this in mind, DEAR projects ...

**Identify** stories of change & significant outputs (e.g. toolkits, research...)

**Plan** how to showcase them

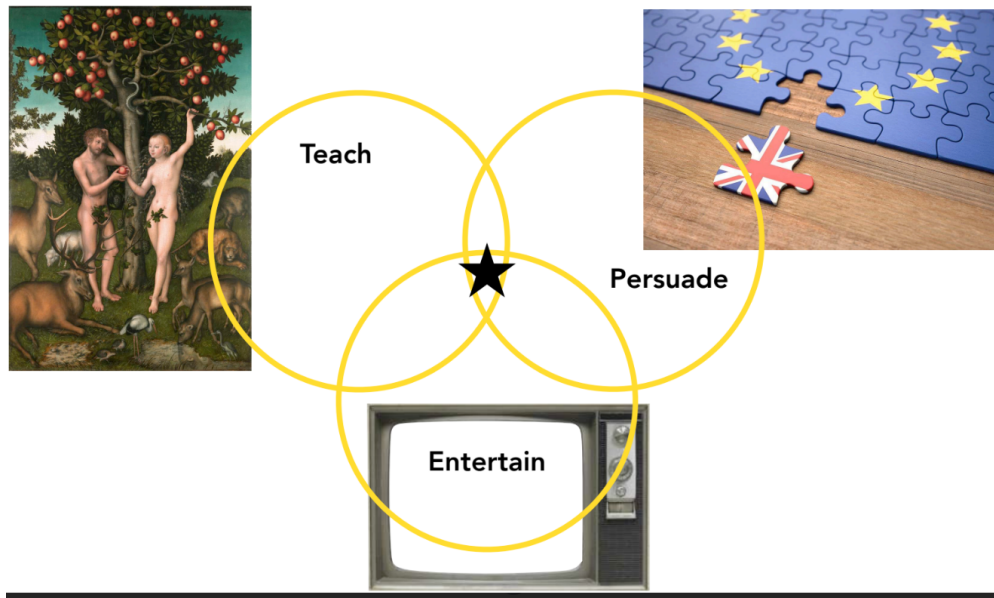
**Storify** them to make them known/understood (see par. below)

**Make** the legacy **available** as building blocks of future action

### ❖ Storytelling:

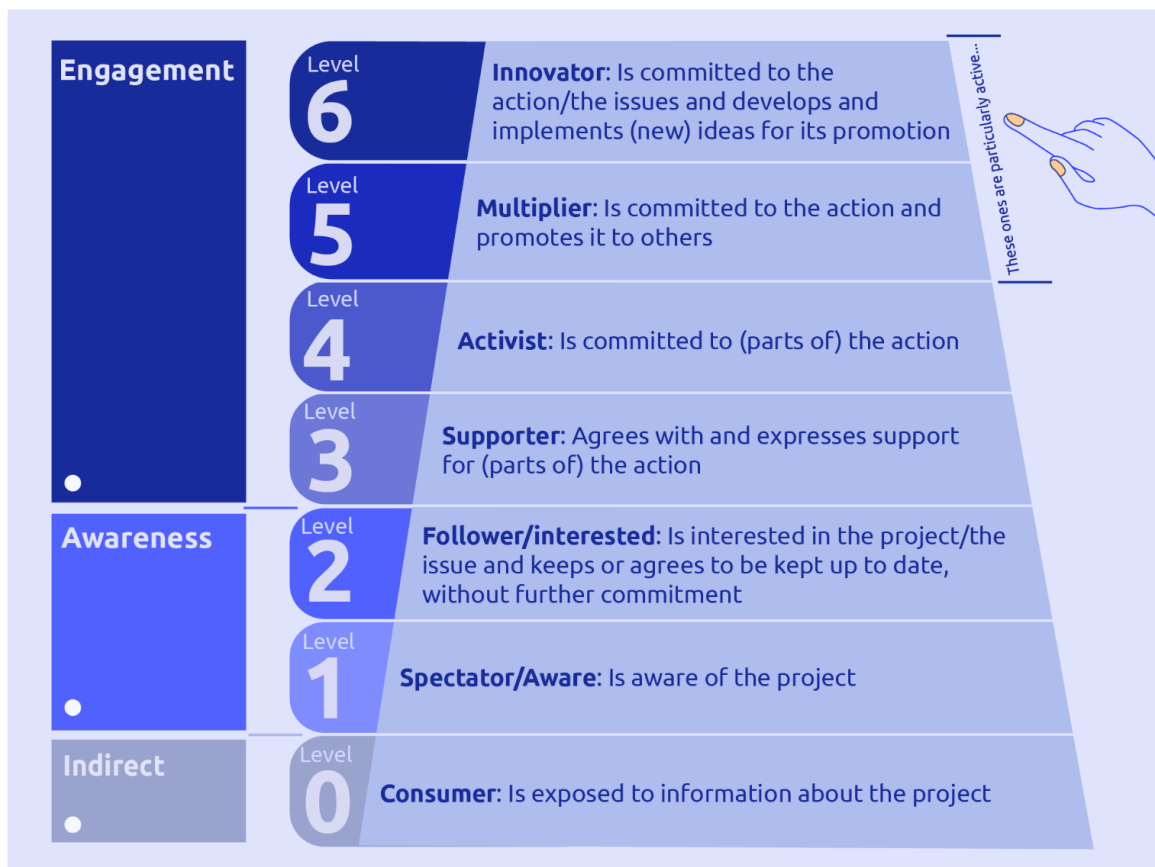
Project legacy is something we pass over to others, to build on, and develop for further action. Telling stories that bring to light project main successes, values, and legacies is the most effective way to encourage follow-up.

The **challenge** is to tell a story that is different, stands out, moves people - mixing rational and emotional elements.



## ❖ Engagement Pyramid:

How many people does our DEAR project involve/engage? More importantly, what is the intensity of their engagement?. Project outreach matters both in **quantitative terms** and in **qualitative terms**.



The engagement pyramid is a useful tool to observe our audiences/participants and plan whom to hand over our project legacy. The audiences with the most potential for legacies are the **'engaged' levels 3-6, mainly from 4 upwards** (see more on the [DEAR MEAL Guide](#)).

## ❖ Individual/group change:

**Single stories of change** are key to show that change can happen and to motivate more people to act. It is advisable to collect 'sample' stories of change throughout the project life: (individuals, organisations, schools, companies, institutions...) that changed their behaviour or practice.



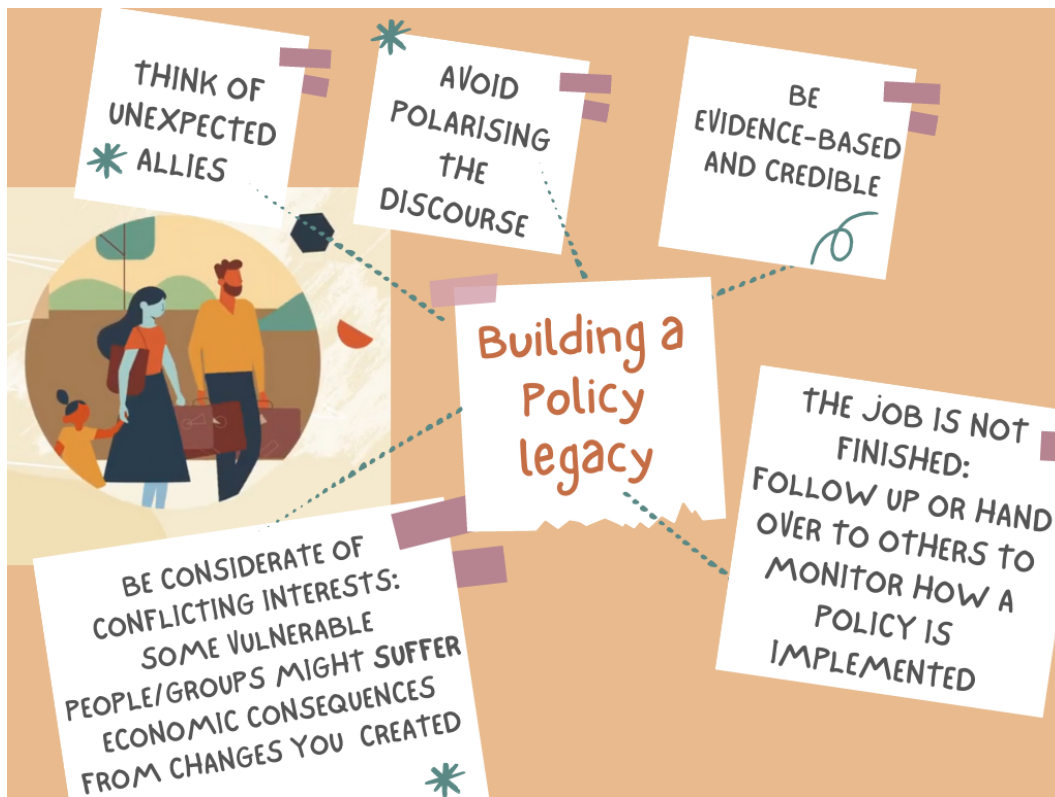
## ❖ Campaign legacy:

Campaign legacies rest upon **solid campaign foundations**.



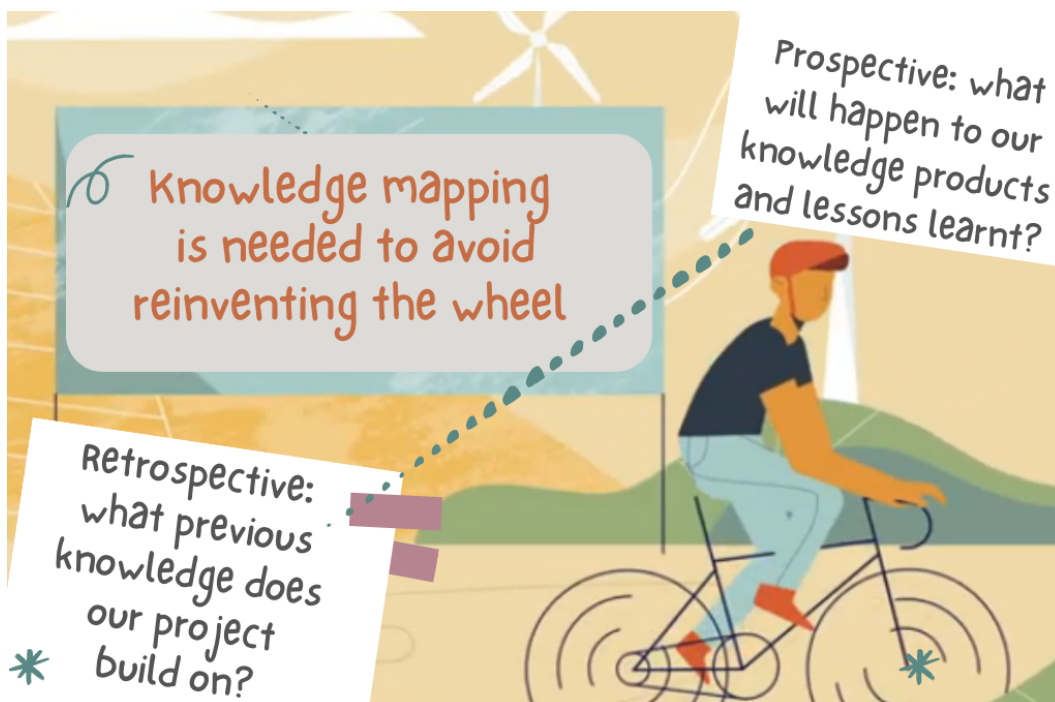
## ❖ Policy change legacy:

Most DEAR projects contribute to significant, lasting, systemic, policy changes. Building a legacy on policies and practices means to think of **what is needed to sustain** those policies and their **concrete implementation**.



## ❖ Knowledge-production legacy:

Knowledge mapping is crucial at all stages of project implementation.



# More readings...with concrete examples

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## Engagement Pyramid

In order to position the general notion of legacy within the specific context of DEAR projects and their activities, the Hub used the concept of the DEAR Engagement Pyramid. The pyramid helps gauge the number of people engaged by DEAR projects, as well as the intensity of their engagement. It maps 6 possible levels of engagement, from level 0 'consumer' to level 6 'innovator':

The Pyramid is used by DEAR projects for Monitoring, Evaluation, Accountability and Learning (MEAL) purposes. It is the tool to observe a person's or group's journey from lower engagement levels to higher ones, describing their pathway for change.

### Recommendations:

- Projects should **work with Levels 4-6 to explore potentials to hand over the legacy** for those people/groups to bring the message (and action) forward. For example, activists involved in implementing a campaign who can then carry the message forward in their communities, or journalists/teachers (i.e. multipliers) that can use their skills/competences to multiply the message.
- **People placed at lower levels of the pyramid**, just informed or aware, are anyhow important, as they contribute to changing the public discourse, they gradually become acquainted with those issues. This means that topics that were not present before have entered the public discourse. This might not yet inspire concrete change of behaviour, but it amplifies the importance of these issues in the public opinion.
- **Multiple counting is a threat to quality impact assessment** and DEAR projects should put in place measures to mitigate the risk of invalid/inaccurate data.

## Storytelling

The session, led by David Labi (an "[ethical story-teller](#)" and trainer), started with an exploration of challenges to good story-telling. More often than not, DEAR project stories focus on implementation of activities, hardships connected to those, or details that are irrelevant to listeners and audience. This lowers the audience motivation and engagement. The key to storytelling is to build a story that is different, stands out, moves people by mixing both rational and emotional elements. (see [presentation](#))

If there are three primary purposes of storytelling (Teach; Persuade; Entertain), the most interesting stories happen at the intersection of all the three.

Other crucial elements of a good story are its capacity to **"plug into" the larger picture**, values, and goals of the organisation and programme, as well as to adapt to the audience. Storytellers must examine the demographics of the audience, the channels used (e.g. apps, social media, etc.) and **connect with the audience's hopes and fears**.

Finally, good stories should be structured with a **focus on conflict and resolution**, or a problem and solution. For a DEAR project, a relevant question to ask when building a story

could be "What is at stake if a project campaign fails in reaching its goal? What could be lost if our project or campaign does not achieve its aims?"

Quality stories should therefore unfold along three acts:

1. Set-up = Context & background
2. Quest = Challenges & development
3. True battle = Finale / resolution

## Campaign legacy workshop

The workshop was devoted to project legacies deriving from DEAR public campaigns. Building on project concrete experiences and achievements, the session started with contributions from ClimAct/Spark! and People and Planet, sharing their experiences in campaigning, building legacies and lessons learnt.

The **Climact/Spark!** contribution focused on the campaign by one of the project partners, Friends of the Earth Hungary, which relied on children drawing 20 000 postcards to be handed over to negotiators during COP27 (see: COP27 postcards [presentation](#)).

The main learning point was that it is not always needed to work with a big budget for a campaign to be successful, as campaigns with high visibility and a good amount of creative resources can also be successful. Campaign ideas should be adaptable to any language to increase campaign outreach. In the case of the ClimAct/Spark! campaign, more antagonising terms such as "loss & damage" were avoided as they tend to be confrontational and scare audiences. Aligning campaign short-term tactics also helps with long-term goals and increases its efficiency, as does building bridges between CSOs and institutions.

**The campaign for a Loss & Damage Fund was built over years, and this particular activity (cards campaign) built on past work and relations.** ClimAct/Spark's COP experience is that access to government platforms is limited for CSOs, and it is difficult to get media attention, as media focus on the "official" agenda. The cards campaign was successful because it relied on a different approach - working with children's drawings is a 'win-win-win' and huge comms success. It also worked well as it provided decision makers with content which suits their political interests, and stood out in the reality of 'digital overload'.

The second contribution, shared by the project **People & Planet**, focused on the project's flagship campaign, [Water of the Future.org](#) (for more information also see the [Camel Spot](#)).

In this experience, **it was very important to work with a professional and specialised comms agency** - best as an official partner of the DEAR project. The quality of campaign outputs is also more important than their quantity - as high quality products will last longer. Also activism is a very effective approach, especially when working with local artists - for example murals are a very effective legacy. **To build a legacy, partnerships must be established with local stakeholders** such as scouts, LAs, museums, public institutions, and universities. Finally, campaigns based on evidence (in this case: studies/surveys on young people's awareness about water scarcity) are more likely to succeed.

## Individual and group change legacy workshop

A workshop was devoted to DEAR project legacies described in terms of changes in behaviours and attitudes at individual and/or group level. The session moved from the contribution of the project **Our Food, Our Future** and the specific example of [Ecoteams](#), run in Hungary.

EcoTeams are groups of 5-10 people who get together for a 6 week period to make their habits, connected to food, more sustainable. This is a learning programme to turn knowledge into action: help participants reduce the environmental impact of their food consumption. EcoTeams meet regularly to discuss topics, information, share their experiences, and take new challenges in several fields of food and sustainability. Each EcoTeam is led by a volunteer coach, who is previously trained by trainers with team facilitation skills and knowledge about sustainable food (health, waste, climate, and community/activism).

**Changing is not easy - EcoTeams are support groups, where participants can help each other to implement new behavioural patterns** in their life, in their family, or start new initiatives in their communities. The methodology of these groups could be adapted to many topics and is relatively cheap; its implementation can be flexible, based on local context needs; it could be strengthened by involving local authorities; and trained coaches can be multipliers and launch a new group anytime.

As a result, 52 people agreed to be trained as volunteer coaches and helped establish and facilitate 55 EcoTeams; 423 people changed their food consumption habits to more sustainable patterns; some EcoTeam members became coaches as well. Some groups moved forward and initiated local actions connected with food sustainability.

The exercise of selecting and telling an individual story of change, having a project participant or group in mind, is not a trivial task for most projects. **The key to a successful story of change legacy is to motivate people by showing that change CAN happen and that they can be an active part of it.**

From the start, projects should collect and select 'sample' stories of change throughout the project life and use them to illustrate and foster change.

## Knowledge-production legacy workshop

The workshop was based on a [presentation](#) by **Mindchangers**, introducing their '[Youth Engagement on the 2030 Agenda: A Practical Guide for LAs and CSOs](#)'.

**Key takeaways from the guide** are presented in the next page.



## YOUNG PEOPLE HAVE THE WILL TO GET ENGAGED

so...

## HELP THEM FIND THE WAY!

Most young people have a good level of awareness about the SDGs, but they need to be better informed about what they can do and about the activities in which they can get involved so as to initiate a first active commitment.

There is still the need to continue and intensify the information not only about the importance of climate change or migration issues, but also about the projects or activities to which they can contribute.

They are willing to change their behaviour to reduce the impact of global issues, but many have not reached a high level of engagement and are not yet prepared to become agents of change.

Young people should be motivated to get directly involved in actions related to climate change and migration. They need support in order to understand that their voices matter and to discover what they can do. They also need the operational and financial support of local authorities, especially when they are the ones who initiate projects or activities.

Even if climate change and migration are global issues, the young respondents were more likely to participate in local actions.

Personal benefits could be better highlighted (certificates, development of skills etc).

Personal beliefs and values are considered to be the main stimuli for engagement by the majority of the respondents

Strengthening of partnerships between CSOs, LAs and educational actors and institutions should be developed and continued.



There are ample lessons learnt from the project's knowledge production journey writing and editing the Guide. **Working with existing resources and adapting them** proved more useful than generating new content. While editing the publication, structuring content, collecting practical knowledge and elaborating recommendations well is key. The Guide is based on what young people said and asked for. Publication content is developed mainly based on their perspective. In terms of content, a key takeaway is that personal beliefs and values are the main stimuli for engagement; young people are more likely to participate in local actions if they align with values those actions represent.

The experiences of Guide editing and publication also bring about important conclusions regarding project legacy. Knowledge products can be a useful context source for new projects or can be used to 'validate' activities involving youth. **Capacity-building** activities aimed at CSOs/LAs must reinforce the legacy of the knowledge product. **Communication** activities are essential to complement knowledge production.

A review of DEAR project practice in using and producing knowledge revealed that DEAR projects build on a multitude of sources: formal and academic, informal and human sources (e.g. activists' experiences), hard data and statistics, qualitative sources such as testimonies and stories. All DEAR projects produce knowledge and circulate it with quality and interesting outputs. However, DEAR projects still face challenges in aggregating that knowledge: building bridges, connections, and pooling resources. Most of them also face challenges using knowledge generated by others.

A useful approach to improving knowledge production legacy in a project is to devote resources for a **knowledge-sharing manager**, and prepare a good knowledge-sharing strategy from the outset.

## Policy change legacy workshop

The workshop focussed on how to sustain the policy changes that DEAR projects contribute to create. Building a legacy on policies and practices means to think about what is needed to sustain their concrete implementation and long-lasting effects.

The session moved from the presentation by Concord Sweden, lead organisation of **EU Presidency Project #3** (Presidency trio: France; Czech Republic; Sweden), where successes and failures in different national contexts were discussed.

**DEAR issues are value-based, hence they might become politically divisive.** However, the initial input highlighted how, in some cases, even a less sensitive (or hostile) political environment can be conducive to positive results, when based on dialogue between CSOs, stakeholders, and policy makers. This was the case in the Czech Republic, where new spaces for NGOs were opened by national institutions in the wake of the Ukrainian migration crisis. On the contrary, wherever spaces of dialogue do not exist, policy changes of DEAR projects tend to fail.

A group discussion followed to identify **elements that could help sustain policy legacies, such as the importance of identifying (unexpected) allies on specific goals.** Allies could be companies (eg. our counterparts are non-monolithic and some of them share our ethos); political parties or political opponents that normally oppose our messages/causes, but could agree on some selected elements that the projects advocate for; confessional organisations, even in secular and non-confessional contexts. Projects need to find the possible interest of each stakeholder in the causes they are promoting and adjust their message to appeal to them and make them see how they could benefit.

Effective and long-lasting policy advocacy also needs to be aware of interdependencies and complexities - in particular of the economic component of transitions. Some people and communities have stakes to 'lose' in the processes we encourage (i.e. the ecological transition) and might be legitimately scared of or opposing them.

Also, policy change needs to be evidence-based and credible, but still appeal to the heart of our interlocutors.

The main takeaway is therefore about **the importance of avoiding polarising the discourse and remaining open to critical voices.** An ongoing dialogue is the essence of democracy and ensures that DEAR issues are present in the public space. Projects need to engage in the conversation with those that are critical. For this to happen, activists, and multipliers involved in DEAR projects, need to be trained, learn, reflect.

# DEAR Hub in short

**DEAR EXCHANGE HUBS** are regular peer-learning events for the DEAR Programme implementers.

This Exchange Hub brought together **34 participants from 12 EU DEAR projects**, DG INTPA, and the DEAR Support Team.

**DEAR PROJECTS** represented:

#ClimateOfChange 1Planet4All ClimAct/SPARK Food Wave Game on! I am European	MindChangers Our Food Our Future (OFOF) People & Planet  EU Presidency Projects (PP3 & PP4) "Towards an open, fair, and sustainable Europe in the world"
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All projects attending the hub, with their profiles and approaches can be found [HERE](#).

**OBJECTIVES** of the Legacy Hub:

- Reflect on DEAR project experiences in building a legacy that lasts beyond the project timeframe
- Facilitate peer-learning and support between DEAR projects on legacies related to good practices, methodologies, campaigns, policy change, workshops, etc.
- Highlight the potential of project results to become new building blocks for future action - by others and/or elsewhere - so that the DEAR project legacy is construed to avoid repetition with what is already available

**THE PREPARATION PROCESS** was based on the principles of active contribution from all DEAR 2018 CFP projects and Hub participants through a process of **co-creation of the programme** with DG INTPA and the DEAR Support Team. All projects were consulted on their potential legacies and possible inputs to the agenda. Their inputs were then categorised into four clusters: campaigns, knowledge production, individual/group change, and policy legacy. Those four categories served as a methodological foundation of the Hub programme.

**THE HUB PROGRAMME** unfolded over two days. Participants engaged in a range of activities, including storytelling workshops and video shooting, plenary presentations, small group work, and individual work on issues related to DEAR/global citizenship and the legacies of all projects represented.

# Evaluation Summary



A total number of 22 evaluation responses were received, scoring the four elements between 1 (dislike) and 5 (maximum appreciation).

The **overall satisfaction** with the Exchange Hub was rated very highly at 4.27 out of 5 (86%). The Hub programme and facilitation are very highly rated by most participants. Most participants enjoyed the Hub framing (Legacy) and approach to the topic. Some participants pointed to the fact that the issue of legacy is complex and requires more time to unpick. While some participants suggested the Hub programme should be longer, some others suggested it was too long and should be cut down.

The **Hub preparation** and communication scored a satisfaction level of 3.73 out of 5 (74%). Some participants suggested receiving the agenda earlier would have been helpful and would lead to better preparation.

When asked about the **Hub's favourite element**, most commonly quoted elements were storytelling, networking, and getting to know each other. When it comes to the **Hub's least favourite element**, some participants quote lack of time and an intense programme schedule.

In terms of the **Hub Learning, exchange and networking**, most participants really appreciated the networking aspect and noted that learning took different forms, some formal (from facilitators and projects), some informal (from individuals).

The **four legacy workshops** were all highly rated and attracted a lot of attention. The **campaign** legacy workshop scored on average almost 4 out of 5 (78%). Workshop participants were appreciative of the opportunity to learn about other campaigns, and their legacy. The **policy change** legacy workshop scored on average 4 out of 5 (80%): the method used (reverse brainstorming) was highly rated, as was the content. The **individual/group change** legacy workshop scored more than 4 out of 5 (82%), as participants noted it was

very useful to note so many similarities among projects even though they used different tools and methods. The **knowledge production** legacy workshop scored almost 4 out of 5 (78%). Some participants enjoyed the opportunity to review knowledge products and research approaches, others highlighted the need for a follow-up through an online repository of DEAR Programme knowledge products.

The **storytelling workshop** was very highly rated by Hub participants - with an average satisfaction level of 4.45 out of 5 (88%). Hub participants valued the methods used, as well as the outcome. Some participants suggested the workshop could have been longer.

The **presentation of the upcoming DEAR website** was also very highly rated by Hub participants - with an average score of 4.45 out of 5 (88%). Participants appreciated the contents and the brevity of the presentation.

The **engagement pyramid session** was highly appreciated by most Hub participants (78%). Participants appreciated the general usefulness of the tool and its relevance to their work (beyond the Hub).

The **getting to know each other** aspect was highly appreciated by most participants with an average score of 4.18 out of 5.00 (84%). Most participants appreciated the opportunity to get to know each other as individuals and project representatives in an informal atmosphere. Some participants suggested more space was needed for the activity (to allow for a calmer environment).

The **green stand up comedy** was highly appreciated by most Hub participants (average score 4.18/5.00 - 84%). Most participants appreciated the approach (comedy) and its potential usefulness in their work in their projects. Some participants suggested the sessions should have been shorter, after a long day of work.

Selected quotes:

*"In conclusion, I can confidently say that this event ranks among the best I have ever had the pleasure of attending. The combination of great trainers, a superb location, clear guidance, and wonderful people created an unforgettable experience that exceeded all expectations. Thank you for organizing such a remarkable event, and I look forward to any future opportunities to participate in your endeavours."*

*"DEAR exchange hub was a great opportunity to get to know the development and results of other projects. I appreciated the topics and the venue."*

*"[During the preparation] Communications were a bit cut, too far apart from each other. The creation of the agenda came in very late in the process, making it difficult to properly inform potential project representatives as to what the hub was going to touch upon."*

*"The opening sessions were dynamic and helped us have good starting points for conversation."*

*"The storytelling component added an extra layer of depth and engagement to the overall experience. It allowed me to delve into the narrative and connect with the content more personally. Witnessing our story come to life through filming was both exhilarating and rewarding."*

*"The Engagement pyramid was an effective tool that fostered participation and interaction. It provided a structured framework for involvement and encouraged active engagement from all participants. It allowed us to delve deeper into the project and explore various aspects systematically and collaboratively."*