

“The space between stories”¹

Final Evaluation of DEEEP4 by its Critical Friend

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The “wordle” image on the cover page shows the most frequently used words by 41 respondents to the survey “What was the most significant change, DEEEP4 has contributed to?” conducted in October 2015.

¹ Charles Eisenstein

GLOSSARY

CFP	CONCORD Future Project
CISU	Civilsamfund i Udvikling (Civil Society in Development)
CONCORD	The European NGO Confederation for Relief and Development
CSO	Civil Society Organisation
DARE Forum	Development Awareness Raising and Education Forum
DE	Development Education
DEAR	Development Education and Awareness Raising
EADI	EADI, the European Association of Development Research and Training Institutes
EC	European Commission
EYD	European Year of Development
FDR	Funding for Development and Relief
GCE	Global Citizenship Education
GDP	Gross Domestic Product
GLEN	Global Education Network of Young Europeans
Kehys	The Finnish NGDO Platform to the EU
KPI	Key Performance Indicator
NGDO	Non-Governmental Development Organisation
NGO	Non-Governmental Organisation
SDGs	Sustainable Development Goals
ODA	Official Development Assistance
UN	United Nations
VENRO	Verband Entwicklungspolitischer Nichtregierungsorganisationen

EXECUTIVE SUMMARY

This report reflects the outcomes and results, the challenges and dilemmas, the achievements and lessons learnt of the DEEEP4 project (2013-2015). The evaluation is based on the analysis of DEEEP working documents and email conversations, interviews with 24 DEEEP stakeholders, two qualitative surveys among DARE Forum members and further DEEEP project actors and observations made during the participation in six DEEEP events.

DEEEP4 was remarkable, since its ambition and scope went significantly beyond the classic function of providing European co-ordination, capacity building and advocacy support for DEAR actors in civil society. DEEEP4 started with the highly ambitious intention to reconceptualise DEAR as *Global Citizens Empowerment for Systemic Change*. This evaluation tracks the record of this endeavour using four Key Performance Indicators which were defined in the beginning of the project:

1. *Citizen Empowerment*: With reaching out to actors and networks beyond the development sector and DEAR niche, DEEEP has linked DEAR with wider areas of citizen empowerment, education, activism, social movements and global networks for change. It remains, however questionable how sustainable these new broader connections are. Important achievements are the inclusion of Global Citizenship Education in the SDGs and the shift, in the European DEAR community (and beyond), towards Global Citizenship as a common conceptual reference frame.
2. *Global coalition*: DEEEP's global conferences have generated remarkable dynamics. The process has provided space for the emergence of a truly global network of people and initiatives working for system change. However, the perspectives of this new global community after the end of the DEEEP project remain unclear. DEEEP's global outreach was perceived as inspiring for many others in the DEAR networks around DEEEP and in the wider development sector.
3. *Systemic change*: DEEEP has successfully mainstreamed the system change agenda in all its strategies and most of its activities. In spite of a certain vagueness of the concept of systemic change, DEEEP has succeeded to bring critical questioning of traditional approaches to change, systemic thinking and – controversial – debate around system change to the agenda of development and DEAR actors in civil society.
4. *Transformative action experiment*: DEEEP4 is perceived as a positive practical example of innovative organisational culture. DEEEP's conscious work with values and frames, its strong culture of self-reflection and learning as well as its high awareness and care of human relationships are particularly noteworthy. It must be critically remarked, that for a "transformative" project, DEEEP's overall working agenda was too full. The output pressure under which the project was implemented was too high compared to the limited resources the project had at its disposal.

DEEEP4 has certainly achieved the objectives set in the initial project application in a brilliant manner. At the same time, the project was marked by fundamental dilemmas. It was driven by extremely high ambitions – the intention to “revolutionise” DEAR conceptually and practically. Challenging the dominant economic system and Western culture, DEEEP4 intended to reframe DEAR in terms of radical transformation and system change. This endeavour was at the same time fascinating and challenging, sometimes over-challenging. It generated moments of extraordinary passion and flow – and moments of deep frustration.

DEEEP4 was a very idealistic and pure project in its ambition to promote – and to live – transformative system change. At the same time, the project itself was (in its set up and identity, through its context, by its functioning) part of the very system it was criticising and challenging. This was the key contradiction built into DEEEP4. This paradox – and the dedication of the key people shaping the project – characterised DEEEP4, gave it its magic and created the wealth of experiences and results, successes and failures, moments of enthusiasm and of confusion which made DEEEP4 a unique adventure.

LYRIC SUMMARY: "Those were the days"

Based upon the original lyrics by Gene Raskin

Am
1. Once upon a time there was a project
Dm
High were its ambitions, DEEEP its name
Am
It sought a world of love, peace, joy and justice
H7 E
So let's look at its struggles and its fame

Am
Those were the days, my friends
Dm
The journey never ends
G G7 C
We will transform forever and a day
Dm
We'd live the life we choose
Am
We'd fight and never lose
E Am
For we are DEEEP, and deeeper is our way
Dm
Lalala lalala, lalala lalala
E Am
Those were the days, oh yes those were the days

2. Researchers talk of transformative learning
There's a fantastic online library
You lobbied and got SDG 4-7
You may be proud of DEEEP 4's legacy
CHORUS

3. In Jo'burg Bayo's speech leaves people crying
The Compass shows their vision brave and clear
But how do we now get this global movement?
The answer is: It starts with us right here.
CHORUS

4. CONCORD says, we love DEEEP's great inspirations
But to the Future Project they say: no
Hey, CONCORD, don't remain part of the system
Stop aid! Stop capitalism! Let's go!
CHORUS

5. We live in a time in between stories
Our egos here – here our humanity
Let's make sure that on our future journey
We are the deeeper change which we want to see
CHORUS

1. INTRODUCTION

About the DEEEP project

DEEEP is a project of the Development Awareness Raising and Education Forum (DARE Forum) of CONCORD, the European confederation of NGOs working in development and relief. DEEEP has been existing for 12 years as European Commission funded project with four project phases of three years each: DEEEP1 – DEEEP4. Initially, DEEEP was established as a platform for European civil society actors in Development Education and Awareness Raising (DEAR). Traditionally, its mission has been to support DEAR actors through co-ordination, capacity building, advocacy and communication work at European level.

The DARE Forum and the consortium of CSOs managing the last DEEEP project (DEEEP4, implemented between 2013 and 2015) added significant innovations and modifications to the role and mission of DEEEP. According to the logframe of the DEEEP4 project, its overall objective was

“To contribute to the creation of a global civil society through citizens’ empowerment for change in order to achieve global justice and eradication of poverty.”

The specific objective of the project was

“To provide leadership in the EU on citizens’ empowerment for social change as part of a global movement towards a more just and sustainable world.”

The Steering Group of the DARE Forum, the DEEEP Management Group and the DEEEP staff met for a retreat in the beginning of the DEEEP4 project and translated the overall and specific objectives of the project into a vision and mission statement for DEEEP4:

Vision: Systemic change through engaged global citizens

Concerned by the unequal development of the world and an unsustainable economy in an ever deeper crisis, civil society organizations take action to tackle the root causes of inequality. Thereby they work to overcome feelings of powerlessness and counter outdated answers to these global challenges like politics in national self-interest, expansion of unequal market mechanisms, and undemocratic top-down approaches.

CONCORD, the DARE Forum and DEEEP want a world where citizens all over the globe are empowered to act effectively for a just and sustainable world as part of an interconnected global civil society.

Mission: A renewed civil society based on values and citizen participation

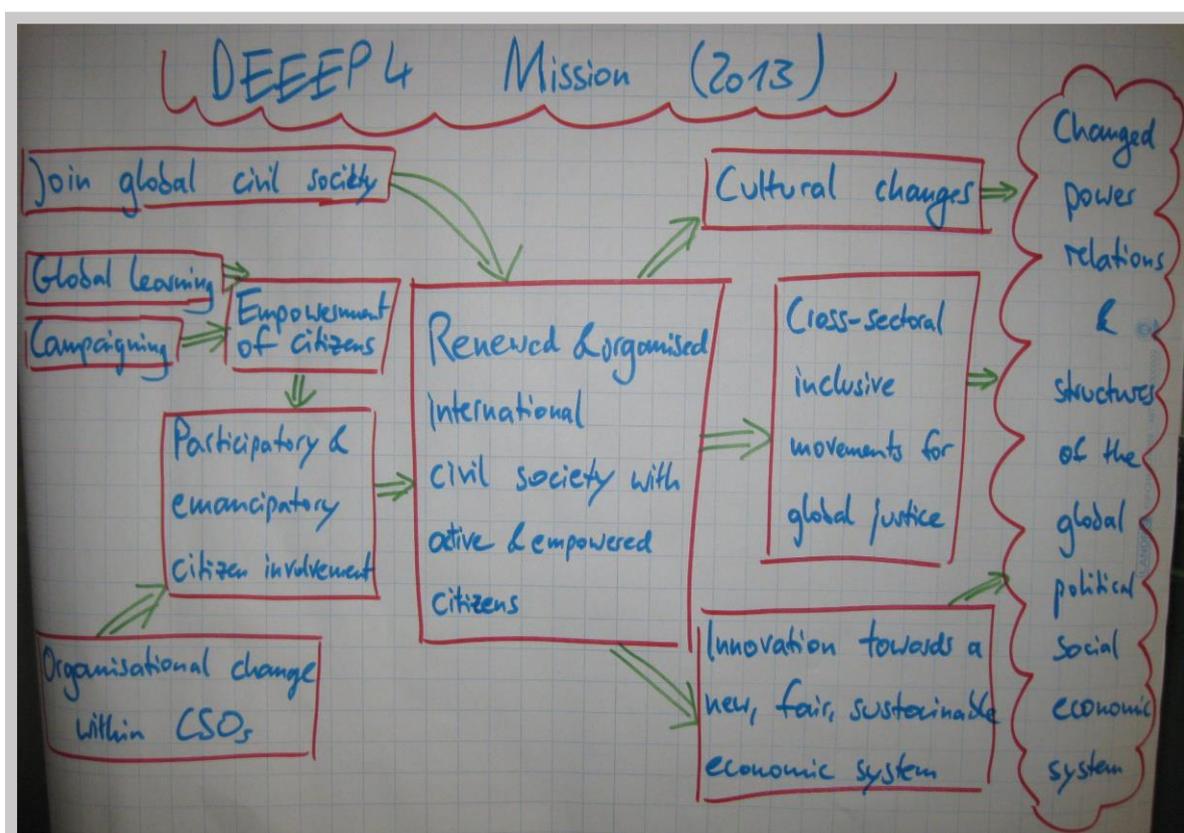
DEEEP addresses global challenges by addressing the structure and power relations inherent within the current global political, socio-economic system. It aims to relocate 'development' as something which needs to happen everywhere: a one world endeavor and a shared

responsibility of us all. These changes can only happen through a renewed civil society, driven by a new generation of active citizens empowered by global learning and emancipatory campaigning practices, and joined as and in an organized international civil society in their demands for global social justice. This involves creating a civil society as an arena or space for engaged citizens and CSOs that base their work on the values of the Istanbul principles. This renewed civil society as a discursive space should become a driving force in stimulating necessary cultural changes, building cross-sectoral, inclusive movements in order to fight root causes of global injustice and nurturing innovation processes towards a new, fair and sustainable economic and political system.

DEEEP aims to achieve this systemic change through fighting jointly with the global civil society but also through influencing organizational changes within CSOs so that they involve citizens in a participatory and emancipatory way.

Core message: Global citizens can change the world

Old approaches to development and education, based on broken promises of growth and progress, have failed. We have to move from development and aid to justice and solidarity, and from education as instruction to emancipation (the appropriation of rights and equality) in order to bring about systemic change. We need emancipated, global citizens to create a just and sustainable world.



Visualisation of the DEEEP4 mission as a "Theory of Change", produced by Johannes Krause at a workshop with the DARE Forum, Brussels, May 2014

With this new vision and mission, DEEEP4 went far beyond the traditional support role for European DEAR actors in civil society. In a context where many actors still conceive DEAR as

Information & Education about Development Work.

DEEEP 4 set out to promote a quite radically reframed understanding of “DEAR” as

Global Citizens Empowerment for Systemic Change.

What a difference! What an ambition! DEEEP 4 strove to innovate (one could almost say “revolutionise”) DEAR in many dimensions at the same time:

- Putting **citizens empowerment** into the centre which means to deal less with development issues in a narrow sense and link up more with other actors, sectors and movements where people take initiative and engage – in their own ways on their own terms – for justice and sustainability.
- Becoming part of a **global coalition** of citizens empowerment movements which means to go far beyond the well-established institutional frameworks of the European DEAR sector and adopt a truly global perspective beyond a North-South logic.
- Promoting **systemic change** which means questioning the very foundations (thinking frames, political economy etc.) of not only the development sector, but our culture, economy and power relations.
- Being a **transformative action experiment** which means to do things differently and strive to be consistent with the ambitious vision & mission also in DEEEP’s own practice as a project.

With this agenda, DEEEP aimed to challenge the DEAR community and furthermore have an impact on the development sector and the CSOs at large in Europe. DEEEP4 intended to provide new frames to think engagement for global justice and sustainability and to contribute to the transformation of European civil society engagement in the world.

About this evaluation report

This is the Final Evaluation Report about the DEEEP4 project (2013-2015) which I am producing in my role as Critical Friend. The Critical Friend is not a classic evaluator. The mission of the Critical Friend was to be a dialogue partner for the key actors of DEEEP throughout the implementation of the project, to reflect the progress and struggles, the experiences and challenges DEEEP faces on its paths towards its ambitious goals, and to make more explicit what can be learnt from this exciting journey.

This report adopts the specific perspective of a Critical Friend. My evaluation does not focus on outputs, as a summative evaluation would do. As a formative evaluation, it is rather concerned with **what can be learnt from DEEEP4’s experience**. Consequently, this evaluation was done in qualitative rather than quantitative terms. It is thus recommended to read – complementarily to this evaluation report – also the final report of the DEEEP4 project to the European Commission which will list all the activities and outputs of the DEEEP4 project in detailed numbers.

This report is intended to provide the DEEEP staff and Management Group, the European Commission and other funders, as well as the wider constituency of partners and stakeholders around DEEEP with feedback and reflections on the key achievements and major struggles of DEEEP4. The guiding question of this report is: **To what extent has DEEEP4 fulfilled the vision and mission which was defined in the beginning of the project by the key stakeholders?** In this report, I do not look at all activities in detail. I rather give an account of the “big picture”.

My attention is focused on those elements of the DEEEP 4 vision and mission which are indicative of significant conceptual innovation:

- focussing on citizen empowerment;
- forming a global coalition;
- working for systemic change;
- being a transformative action experiment.

The reflections presented in this report are based on the following sources of information:

- analysis of DEEEP4 Working Documents: strategy and concept papers, reports of events and minutes meetings;
- interviews with 24 DEEEP stakeholders held between September 2013 and October 2015;
- analysis of email communication via the DARE Forum, DARE Forum Steering Group and DEEEP Management Group mailing lists between September 2013 and November 2015;
- participation in six core events of DEEEP4;
- two qualitative surveys, one among DARE Forum members, one among various DEEEP stakeholders;
- ca. bimonthly conversations with the DEEEP project manager Tobias Troll.
- a full list of all sources of information can be found in the annex of this report.

The interpretations presented here are my own and cannot be attributed directly to the people I talked with. I hope that my account of the DEEEP4 project bears some truth, some meaningful interpretations and insights. At the same time it necessarily has its limitations, its biases, its blind spots as it is just one story out of the many true stories one could tell about DEEEP4.

DEEEP4 was a great and courageous adventure. I am grateful that I was allowed to accompany the key actors of DEEEP on this extraordinary journey and hope that with my reflections and questions I was and am able to make a humble contribution to harvesting the fruits of the admirable work which the DEEEP staff and management group were doing with so much commitment throughout the past three years.

2. REFLECTING ON THE CHANGE OCCURRED THROUGHOUT DEEEP4

Throughout its three years project period, DEEEP4 has implemented a wide range of activities and produced a remarkable number of outputs the most significant of which include:

- three global conferences, each with 180-390 global participants, accompanied by a global steering group (the “movement circle”) and a global online community;
- an “Explorers’ Journey for systemic change” with 51 participants from all over the world, consisting of three 3-days workshops and individual Action Learning processes;
- 12 European conferences, including, i.a. two European Citizens Summits and three research conferences
- 21 publications (academic articles, think pieces, reports...)
- an online and offline library
- 15 webinars
- 15 national seminars and 10 sub-grants

As mentioned earlier, this report does not attempt to give a summative account of the outputs of the project, i.e. products and services provided. The final report of the project actors themselves will do that. This report is more concerned with **assessing the change that has occurred** throughout the project.

Based on the above mentioned objectives, vision and mission of DEEEP4, I suggested, in the beginning of my work as Critical Friend, four Key Performance Indicators (KPIs) as a reference point for my regular assessments of and reflections on DEEEP4. The DEEEP Management Group has agreed to use them. These KPIs are thus also guiding this final reflection of DEEEP initiated change:

- KPI 1: Putting *citizens’ empowerment* into the centre which means to deal less with development issues in a narrow sense and link up more with other actors, sectors and movements where people take initiative and engage – in their own ways on their own terms – for justice and sustainability.
- KPI 2: Becoming part of a *global coalition* of citizens empowerment movements which means to go far beyond the well-established institutional frameworks of the European DEAR sector and adopt a truly global perspective beyond a North-South logic.
- KPI 3: Promoting *systemic change* which means questioning the very foundations (thinking frames, political economy etc.) of not only the development sector, but our culture, economy and power relations.
- KPI 4: Being a *transformative action experiment* which means to do things differently and strive to be consistent with the ambitious vision & mission also in DEEEP’s own practice as a project.

The following table gives an overview of the changes which occurred throughout the DEEEP4 project with regard to the four KPIs (table rows). The observed changes are described at three different levels (table columns):

- Output level – strategies & activities by DEEEP;
- Outcome level – change in DEEEP’s direct constituencies: DARE Forum, CONCORD secretariat, DEAR stakeholders, close partners of DEEEP;
- Impact level – change in the wider context: development sector, civil society at large.

	Output – strategies & activities by DEEEP	Outcome – change in DEEEP’s direct context	Impact – change in the wider context
1. Citizens empowerment	<p>ACHIEVEMENTS: DEEEP has successfully engaged in a common advocacy process with a broad coalition of actors from different sectors to include GCE into SDGs. DEEEP took a leading role in a cross-sector coalition of civil society organisations in the European Citizens Summits 2013 and 2014. DEEEP has contributed make citizen engagement part of CONCORD’s concept for the EYD. DEEEP has contributed substantiated research work on global citizenship and citizenship engagement (e.g. EADI conference and Quality & impact report). DEEEP has developed a solid partnership with Civicus.</p> <p>CRITICAL QUESTIONS: To what extent might a more systematic follow up on co-operations with citizenship engagement actors outside the development sector (e.g. GCS advocacy conference 2014, European Citizens summit 2014) have made these connections more sustainable?</p>	<p>ACHIEVEMENTS: The World Citizens Movement process builds a community of people and organisations engaged for global justice that goes beyond the development sector. Within the DARE Forum and CONCORD, Global Citizenship has become a key reference point. GCE is increasingly replacing “DEAR” as a framework concept. In the implementation of its new strategy, CONCORD intends to define Global Citizenship as one of the core working areas (hubs). Through the GCE advocacy process a close cooperation with actors from the education sector was established. The EC took inspiration from the DEEEP organised conference “Global Justice through Global Citizenship” (November 2013) for its own working programme.</p> <p>CRITICAL QUESTIONS: The discourse within CONCORD, the DARE Forum and the European DEAR sector has clearly shifted towards Global Citizenship – to what extent does this go along with a new conceptual thinking and to what extent is it a mere rebranding of DEAR which remains conceptualised through a narrow development co-operation/policy perspective?</p>	<p>ACHIEVEMENTS: The UN has included Global Citizenship Education in target 4.7 of the SDGs. The cross-sector alliance which advocated together for target 4.7 remains connected in the informal network “Bridge 47”. Overall, DEEEP’s research, networking, advocacy and capacity building measures have contributed to connect DEAR concepts and actors with wider related fields of education, activism, development, social movements and global networks for change.</p> <p>CRITICAL QUESTIONS: Has the success in advocating for a strong reference to GCE in the SDGs jeopardised the critical engagement with the SDGs as such? From a systemic perspective, what is the potential of the SDGs for structural change towards global justice? To what extent are the new connections with actors outside the development sector dependent on the facilitation provided by DEEEP? Will these new links be sustainable after the end of the DEEEP project?</p>

ACHIEVEMENTS:

In three global conferences DEEEP brought together each time 180-390 activists from all over the world for a deep and dynamic conversation about global movement building for system change. A core group of 51 activists went through an “Explorers’ Journey” (Leadership Training Cycle) consisting of three training events.

CRITICAL QUESTIONS:

Could the global conferences have been more inclusive towards constituencies beyond institutionalised civil society, e.g. grassroots, movements?
 Could the “Explorers’ Journey” have unfolded more of its potential if the conceptual controversies within the facilitators team would have been addressed early?

ACHIEVEMENTS:

DARE Forum members start to identify as part of a global community of practice. Key people from CONCORD and EC appreciate the global dimension of DEEEP 4 as a strategic contribution and key innovation in the development sector in a changing world.

CRITICAL QUESTIONS:

How fruitful was the engagement in Action 2015 and how open was this campaign to bottom up participation and political ambitions of system change?
 What might have changed if the Involvement of CONCORD, the DARE Forum and the wider DEAR stakeholders in the Global Conference process and the Explorers’ Journey would have been bigger?

ACHIEVEMENTS:

The DEEEP initiated global conferences process is referred to by DEAR actors and NGOs in Europe as best practice in overcoming the North South paradigm and engaging in truly global alliances and movements. Through DEEEP’s global conferences process, a dynamic global community of practice for system change has emerged. Leaders, activists and initiatives worldwide have established strong connections with each other and are likely to take their collaborative work forward.

CRITICAL QUESTIONS:

To what extent has the concept of a “world citizens’ movement” and the strategy of building it become clearer throughout the process? How sustainable will the global community of practice be without concrete follow up mechanisms, e.g. an institutionalised coalition/network with a commonly shared purpose, identity, agenda and working structures?

3. Systemic change	<p>ACHIEVEMENTS: Systemic change is mainstreamed in all DEEEP portfolio strategies, discourse and activities: Capacity Building: Explorers' Journey for systemic change; related national seminars. Research: Think pieces on issues of transformation and system change; Routledge book "Education, Learning and the Transformation of Development". Advocacy: DEEEP fed its system change agenda frequently into discussions, policy and strategy processes within CONCORD. Communication: Seminar "Transformative communication for the development sector"</p> <p>CRITICAL QUESTIONS: How much has the concept/theory of systemic change been further elaborated and clarified within DEEEP and among its core partners since the initial DEEEP retreat?</p>	<p>ACHIEVEMENTS: Within its direct constituency (e.g. CONCORD and DARE Forum), DEEEP has succeeded to embed DEAR (and to some development work) in a system transformation frame. DEEEP has inspired members of the DARE Forum to focus their work at national level on systemic change. DEEEP's systemic change agenda is reflected in the current CONCORD strategy process.</p> <p>CRITICAL QUESTIONS: To what extent does the new CONCORD strategy adopt a system change frame? To what extent does it adopt system-reaffirming frames (like aid/charity or Policy Coherence for Development)? What do DARE Forum members mean when they talk about systemic change, transformation or paradigm shift? Is there a common understanding? To what extent are DEEEP and the DARE Forum are part of the system they criticise?</p>	<p>ACHIEVEMENTS: DEEEP has inspired critical reflection within the European development and DEAR sectors and challenged this community to reassess their own work in view of its real contribution to system change (e.g. through the "Reframing the messages" project, a seminar on "transformative communication in development", continuous critical participation in CONCORD processes). Through DEEEP's leadership, the Civil Society Contact Group (cross-sector alliance of European CSO networks) agreed on the critique of economic growth as theme for the European Citizens Summit 2014. The Explorer's Journey and the global conference process have created a dynamic global community of civil society activists for system change.</p> <p>CRITICAL QUESTIONS: How big has the gap between the ambitions to address systemic issues and to work strategically towards system change and the perceived limitations of people and organisations operating within the system become? What could DEEEP have done to bridge this gap better?</p>
4. Transformative action experiment	<p>ACHIEVEMENTS: The DEEEP staff has established a very collaborative team culture based on awareness of personal relationships, trust and responsibility. DEEEP has established a culture of experimentation, self-reflection and learning. DEEEP experiments with non-competitive funding mechanisms in its sub-granting schemes.</p> <p>CRITICAL QUESTIONS: How could the work overload of the DEEEP staff have been avoided or handled better? How could collaboration across portfolios and formal roles have been practiced more intensively? Would this have further challenged segmentation of work and hierarchy based relationships? How could the amounts of flights caused by the project have been reduced?</p>	<p>ACHIEVEMENTS: DEEEP is inspiring CONCORD as a positive living example of an innovative organisational culture (e.g. on the use of values and frames, hiring a Critical Friend, self-critical attitude, environmental policies). DEEEP contributes to a positive atmosphere and trustful and strong personal relationships within the DARE Forum as a learning community. Within the DARE Forum, reflections and discussions about transformative advocacy (self-reflective, non-dividing) have started.</p> <p>CRITICAL QUESTIONS: Why was the common reflection on the transformative vision and mission of DEEEP not continued (within the Management Group and the DARE Forum) after the initial DEEEP retreat? What might have changed if it was?</p>	<p>ACHIEVEMENTS: DEEEP features as one of 19 global good practice examples on the implementation of the Istanbul Principles in a publication by the CPDE (CSO partnership for development effectiveness).</p> <p>CRITICAL QUESTIONS: How can the learning from DEEEP's transformative experience be "harvested" and shared in a structured and strategic way?</p>

KEY PERFORMANCE INDICATOR 1: CITIZENS EMPOWERMENT

Intentions and activities

DEEEP4 intended to reframe DEAR in terms of citizen empowerment, citizen engagement and global citizenship. This meant to transcend the narrower spaces of development discourse and the community of development or DEAR actors and to build links with other actors, sectors and movements of citizenship, education, emancipation, and engagement for justice and sustainability.

Consequently, DEEEP reached out to much broader networks beyond the traditional constituencies of DEAR. DEEEP's research activities brought DEAR, development and education actors together and created inspiring exchanges between academics and practitioners. By co-leading the European Citizens Summits 2013 and 2014, DEEEP created a cross-sectoral coalition and collaboration of European civil society networks. Through the close co-operation with Civicus, DEEEP engaged the European DEAR community with the citizens' engagement discourse and civil society struggles all around the world. In the advocacy process for the inclusion of Global Citizenship Education into the SDGs, DEEEP co-created a broad multi-actor coalition between actors from the development and DEAR sectors with UNESCO and advocates of Education for Sustainable Development, Human Rights Education, Gender Education, Peace Education, Inter-cultural Education etc.

Observations and interpretations

The mentioned advocacy coalition succeeded to have target 4.7 included in the SDGs:

"4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development"

SDG 4.7 may be interpreted as a double success:

1. In this advocacy process, DEEEP and other DEAR actors to **actively collaborated with actors outside the development sphere**. This allowed for a significant opening in the discourse about the reason and rationale of DEAR work. The collaboration within this advocacy coalition for SDG 4.7 is supposed to continue within an informal network called "Bridge 47". Through this continued co-operation, the involved actors and networks have the chance to further learning from each other and to co-create a new global citizenship engagement discourse and practice.
2. The advocacy process for SDG 4.7, as well as DEEEP's mentioned research and network activities around global citizenship and citizens engagement have apparently contributed to **a shift of thinking within the DEAR** and to some extent also the development community: Within the DARE Forum and CONCORD, Global Citizenship has become a key reference point. GCE is increasingly replacing "DEAR" as a framework concept. In the implementation of its new strategy, CONCORD intends to define Global Citizenship as one of the core working areas (hubs).

Reflections and conclusions

With reaching out to actors and networks beyond the development sector and DEAR niche, DEEEP has made **an important contribution** to linking DEAR concepts and actors with wider areas of citizen empowerment, education, activism, social movements and global networks for change. It remains, however questionable **how sustainable these new broader connections are** and to what extent for example the coalition around the European Citizens Summits, the partnership between DEAR actors and Civicus, the strengthened links between DEAR practitioners and academia and DEAR actors' participation in the Bridge 47 network will remain solid and functional after the end of the DEEEP project.

The conceptual shift towards Global Citizenship as a reference frame is definitely an important achievement of the past three years. Global Citizenship has clear advantages as compared to "DEAR", because it moves this field of work out of the narrow niche of 'communicating overseas development work' and puts it into the visionary perspective of cosmopolitan identity and universal human rights. The idea of Global Citizenship includes a strong notion of equality, universal rights and responsibilities, and active engagement of citizens for global justice – beyond a North-South or donor-recipient relationship. The achievements in this reframing and reconceptualising work of the past three years are remarkable – however this struggle is not "won" yet. Within CONCORD, it is still controversial whether Global Citizenship really merits to be a focal area of work and why this should be so. Even in the DEAR community, the new terminology must be substantiated more with conceptual work explaining why Global Citizenship is a powerful guiding idea and how it translates into transformative practices of learning, activism and advocacy for change.

What is the most significant change DEEEP has contributed to?

"I think the most significant change is that DEEEP4 served to take development education out of its 'bubble' and connect up with wider related fields of education, activism, development, social movements and global networks for change. We developed an 'applied' form of development education – not just focused on educational practice, but on how we structure our organisations, the way we connect to and build relationships with others, the way we learn together, the way we work for change (with a more systemic focus) – all based on putting the principles of a more radical development education into real life practice."

Amy Skinner, DEEEP research officer

"I believe that the main achievement of DEEEP is to have introduced strongly into the narrative of the whole Concord Confederation the idea of Global Citizenship as a key tool for combating injustices and for building the political consensus on Sustainable Development. If all the DARE community was seen before as a 'picturesque' part of the development world, in the last years, thanks to DEEEP it has acquired a level of importance that is reflected also in the new long term strategy of the platform."

Marina Sarli, Fair Trade Hellas & CONCORD board member

"DEEEP4 has built very well on previous phases of DEEEP projects but taken also a big leap forward. It has been bigger and bolder than we even dared to imagine at first. The European DEAR sector has benefitted hugely from this new, global approach of bringing together actors across the World and 'dragging' DEAR out of the niche where we ever so often felt we are. Bolder vocabulary

could be seen as one example of this liberation – from development education we have moved to transformative change, global citizenship education and global justice.”

Mari-Helene Kaber, Humana Estonia & co-chair of the CONCORD DARE Forum

KEY PERFORMANCE INDICATOR 2: GLOBAL COALITION

Intentions and activities

With the process of building a global coalition, DEEEP intended to engage the European DEAR community in a truly global conversation about change for justice and sustainability. The idea was to get beyond the usual dividing logic of donors and recipients, of North and South, of development work done over there and DEAR work here in Europe. DEEEP's ambition was to contribute to the emergence of a global community of activists, if not a world citizens' movement for system change.

In order to achieve this, DEEEP organised a series of three global conferences with pioneers of change from all over the world, focusing on the common vision (1st conference, Johannesburg 2013), learning from each other (2nd conference, Johannesburg 2014) and linking various sectors and movements for system change (3rd conference, Tunis 2015). This global conferences process was completed by further capacity and community building measures such as the Explorers' Journey (a system change focused leadership training of three modules in which 51 global activists participated), an online community platform and the establishment of the "movement circle" as informal steering group of the process.

Observations and interpretations

The dynamics unfolded by this process are remarkable. The first global conference (Johannesburg 2013) was a **crucial milestone in the whole DEEEP4 project**. It was here that the diverse and fluid global network of people and initiatives engaged for systemic change has first met. It was here that Bayo Akomolafe's keynote address created a special atmosphere which brought the community of people gathered to a deeper level of awareness, a greater sense of oneness and a strong attitude of humility in its common quest. It was in this mood that the DEEEP team let itself be challenged by the crowd, overthrew all well-written plans for coming up with a final declaration and opened a space for real emergent co-creation.

“Bayo's speech in Jo'burg was a turning point for me: It made me, and many people in the room, indeed slow down radically. It invited us to give up on clear answers and to embrace contradictions, spirituality, wisdom that lies beyond reason. Bayo's words opened the door to a more holistic state of being which allowed for deeper connection and commitment and more distance to the cause at the same time. His speech marked my worldview. It made me look at my work and my life, at global justice and solutions we propose differently.”

Tobias Troll, DEEEP4 project manager

In the following stages of the global movement or global conference process, its participants experienced moments of great enthusiasm – and moments of deep frustration. At the first Johannesburg conference, this new global community had committed to mindfulness as a principle of transformative practice, i.e. to the intention to express, in their modes of relating, speaking, listening their values and quality as inter-connected beings rather than the routine

patterns of the ego and competition based system. Being rooted in thinking, language and behavioural patterns of that old system, the participants in this global process faced great hardship in their collective attempt to live up to these commitments. The global community process was therefore full of heterogeneity and contradictions, witnessing the characteristics of a “space between stories”.

Here are some examples of **the inner contradictions of the global conferences process**: An extremely committed group of people from diverse backgrounds and initiatives all over the world engaged in an open, self-reflective and self-critical dialogue about the best ways to be and act together in order to achieve really fundamental changes. And yet, most of the participants in this process did have a privileged background: established NGOs and male speakers and facilitators seemed to dominate the scene – with noteworthy efforts undertaken by the organisers to work against this self-reaffirming bias. The process did give space to moments of deep listening, of slowing down, of silence, of people deeply relating to their own nature and to each other and speaking from their hearts. And yet, the process also saw quite classic panel session formats which sensitively limited the openness of free discourse and discover. There were sessions guided by output pressure – and others in which plans were overthrown in order to allow for openness for whatever is willing to emerge. The conferences saw egos of people and organisations competing for attention and visibility. And yet again, participants in this process also showed a high collective awareness of the fact that we are all part of the current system, its underlying paradigm and narratives and how easily we reproduce them. “Let’s be humble”. “Let’s not pretend to know the answers”. “Let’s say ‘yes, and’ rather than ‘no, but’”. “Let us slow down, let’s stop and listen” – such self-appeals were to be heard frequently. It seems that in this community, a certain culture of looking for the “enemy within” in order to self-transform has gained space.

Reflections and conclusions

To sum it up: To me it seems that this global conference process was full of great dynamics, fascinating and frustrating, and in any case intensive for almost everybody who took part. As far as I could see, there were not many who lost interest and left the process, to the contrary: more and more people were attracted to it because they felt something special might be emerging here. Other stakeholders around DEEEP, from CONCORD via the EC to NGOs at national levels refer to DEEEP’s global conferences as truly innovative and enriching for their work and the wider sector.

At the same time, it remained unclear until the end what exactly this process would be leading to. A world citizens movement? Certainly not. A kernel for it? A core group? A global meta-network? DEEEP4 is coming to an end. A remarkable global community of remarkable people has emerged. However, this group seems not to know where to head to, how to organise itself, what to do next, after the end of DEEEP’s process facilitation.

Perhaps the achievement of this conference process is not so much a fixed result or outcome in terms of agreement or action plan but rather the space provided, the discourse generated, the process itself with all its beauty and pain, its deep, transformative moments and its expression of the reality that we are all part of the system, its routines and stabilising narratives. **Fuzziness is normal, particular in moments of transformation**, in “spaces in between stories”, it is probably the nature of things. Perhaps, things have to be messy, undefined, dark and misty, perhaps this is just how spaces for emergence of new ideas, new thoughts, new ways to relate to each other and to the world, new ways of making sense emerge. I suppose that Bayo Akomolafe, one of the

guiding spirits of this global community would agree with this and he might add: Without confusion, without getting lost, it is unlikely that something powerful will emerge.

What is the most significant change DEEEP has contributed to?

“I think, deeeep4 really contributed to the appearance of a ‘global we’ identity, with its spirit of coming together, discussing and trying to contribute to face global challenges and solve global problems – wherever we may come from, whatever backgrounds we might have, however modest our contribution might be.”

Monika Dülge, VENRO

“At this very moment we need to broaden and deepen our vision and action, to transcend the careless paradigm in which we exist. We need to urgently move to the creation of a new world order of sustainable practices. We can and we must. That is how delicious life can be. We bring about a life of decency and care, now and into the future generations. Identifying a good number of people who have a social transformation project as a life project is important, needed and very helpful in order to have a cooperative effort towards a paradigm shift.”

Marta Benavides, GCAP – Feminist Task Force – Siglo XXIII

“DEEEP has united people from all over the world, trained people from the grassroots to international level in transformative behaviour and systemic change. Above all, it has enhanced the philosophy of UBUNTU.”

Jordan Kaisi, Treatment Advocacy & Literacy Campaign Zambia

KEY PERFORMANCE INDICATOR 3: SYSTEMIC CHANGE

Intentions and activities

DEEEP4 intended to initiate a critical discussion within the development sector and the DEAR community about how actors from these spheres could move from addressing problems such as poverty, injustice, environmental issues etc at the surface level of symptoms to addressing the deeper systemic root causes. The global economic system (also known as ‘capitalism’) which is driven by competition, strive for private profit and quantitative growth as well as the cultural narrative of modernity were identified as core of what needs to be changed systemically. DEEEP set out to engage with concepts, theories and strategies of transformative change and to reframe DEAR as an endeavour to challenge and ultimately change the global system. It thus tried to promote quite fundamental, critical and radical ambitions within the world of DEAR and the development sector.

DEEEP successfully mainstreamed the systemic change thinking across all its portfolios. In research, for example, three Think Pieces explored the ideas of transformative system change. In a seminar on transformative communication, 35 professionals of development NGOs critically assessed the frames of development related communication work in a systemic perspective. The ‘Explorers’ Journey for systemic change’ gathered 51 global change makers for a learning process around the concept of systemic change. The global conferences successfully built a global community of practice of people and initiatives working for systemic change. Finally, DEEEP strongly engaged in policy and strategy processes within CONCORD, consequently criticising the

system maintaining 'aid and charity frame' of development work and promoting systemic views on global issues and the need for global system change.

Observations and interpretations

What resonance has all this reframing and rethinking work created in DEEEP's environment? Within the DARE Forum there was generally a positive echo to DEEEP's new system change narrative. The core ideas of this new frame were taken up in strategic discussions within the DARE Forum and its membership and generated critical thinking and revision of DEAR concepts and strategies in a number of DEAR seminars, capacity building events and debates across several countries (for example the national seminars and sub-granting scheme, which led to events like "Utopie appliquée. Pratiques éducatives pour la transformation sociale" by ITECO/Belgium, or "The concept of systemic change" by FORS/Czech Republic).

At the same time, the new systemic change centred discourse was not easy to handle for all DARE Forum members and their respective national constituencies. It was noted by some Forum members that **the gap between the extremely challenging, progressive and radical discourse** DEEEP generated at European level **and the realities of DEAR actors** within their rather traditional environment of development NGOs was enormous and often hard to bridge. DEAR actors often work in a context where the majority of people in the society firmly believe in the narrative of Western development, capitalism and economic growth. In such circumstances, engagement for overseas development may already need justification. Within the development sector, classical DEAR work – making development related issues understandable, promoting fair-trade, advocating for Policy Coherence for Development etc – is often an even more marginal activity. Bringing fundamental criticism of aid, economic growth and capitalism into such environments seems to be extremely challenging.

After three years of DEEEP4, the strategic discussions within the DARE Forum seem to reflect this ambiguity ("space in between stories"!) between a general acknowledgement of the need of more radical ambitions towards system change and a pragmatic arrangement with what is feasible and acceptable within the sector. Current DARE Forum policy and strategy documents (e.g. a provisional DARE Forum strategy endorsed in May 2015 in Riga or a contribution to the CONCORD strategy implementation process, adopted in October 2015 in Brussels) show the two sides of the picture: They make reference to systemic change, planetary boundaries etc – but they also accept the SDGs and more broadly the development frame as a given reference quite uncritically. After the end of DEEEP, the DARE Forum seems to continue with co-ordination, advocacy and capacity building around classic DEAR work – moderately re-conceptualised under the guiding idea of Global Citizenship and enriched with some sparks of system critique. Is this disappointing as compared to DEEEP's initial ambitions? Is it a modest but yet remarkable progression?

Within CONCORD, it is even more **difficult to trace the effects** of DEEEP's fundamental questioning and advocacy for systemic change. The new CONCORD strategy does make references to 'the limits of our planetary capacity' to the need to 'move beyond GDP', and to address the 'root causes of poverty and inequality'. However, the substance of the new strategy seems to remain quite conform to the current system: CONCORD intends to reduce global poverty by lobbying the leaders (within the system) to conduct certain favourable policies and by ensuring a continued flow of ODA money within a firm SDGs framework. This does not sound like challenging the system. This does not mean that there is no critical awareness or debate within CONCORD. Internal policy discussions, CONCORD blog posts etc show that systemic perspectives (e.g. linking

climate and justice discourses) and system critique (questioning growth and consumption patterns) are gaining ground. DEEEP certainly has contributed to stimulate these debates. However, at a more fundamental, policy and strategy determining level, CONCORD and its membership still seem to have major difficulties to openly and self-critically discuss the effectiveness, legitimacy and sense of the core of development work in a systemic perspective.

Reflections and conclusions

Why is that so? Why is it so hard to create resonance, support and self-reinforcing dynamics around critical system change discourse? Firstly, **'systemic change' might still be a bit under-conceptualised** even within DEEEP. From the start of the DEEEP4 project, the DEEEP staff and the Management Group showed an extremely high commitment to the systemic change agenda. However, it was not spelled out much further, how systemic change is understood, how 'systemic change' and 'system change' are differentiated and interrelated, how the 'system' and the process of systemic change are defined. In order to avoid 'system change' to be used as a vague catch-all term, it might have been helpful to be more explicit about what exactly is being identified as the core problem of 'the system' to be overcome: the capitalist economy (profit, competition, growth, market & consumption society) and the modern culture this economy is embedded in (technical rationality, expansionism, dualism and domination: male-female/ white-black/ man-nature).

Secondly, it simply is a tough business to question not just what people are doing, but how they are thinking about things how they are conceiving of the problems and the well-established ways to address them. It is a process which needs time. It requires dialogue and conversations at many levels, within various groups of people. It cannot happen at once. At some points, DEEEP managed to create such discussion spaces for the DARE Forum, within CONCORD and in its wider constituency. At other points DEEEP carried on with its agenda in its own little niche and disconnected a bit from its environment. Fair enough! Who would anyway have expected that after three years of DEEEP4 one could tick the systemic change box as 'done'?

What is the most significant change DEEEP has contributed to?

"DEEEP has planted questions for a transformative systemic change in the mind of activists and practitioners and has generated dialogue around it."

Nicolas Martin, Somos Más

"I think through DEEEP4 we managed to position questions of system change and paradigm shift not only prominently in the discussions around DEAR, but also more broadly within civil society, for example through the European Citizens Summit 2014 (addressing "Europe's growth obsession"), the Explorer's journey, the global conferences, or in the CONCORD strategy process and, modestly but maybe most concretely, within the functioning of the CONCORD secretariat (e.g. CONCORD now has a climate impact monitoring and compensation scheme, which was directly inspired by DEEEP)."

Tobias Troll, DEEEP project manager

"In my work, I started to question a lot whether what I am doing is in fact promoting real change. In some projects I think we are in others not. Inspired by DEEEP, I tried hard to share my insights gained about systemic change at national level. A few people have understood. But at times it is

really frustrating. I sometimes feel like an alien here when I talk to colleagues within the national platform about systemic change, degrowth or values and frames etc. This is why I am starting to let go: I wonder whether I shouldn't stop working in this sector soon, because the development sector is simply not in the same tune of systemic change that I am in."

Ana Teresa Santos, IMVF, DARE Forum member

"I believe DEEEP created an impact through its Capacity Development programs and also through the Research done. At an individual level, I could reflect more on what Transformative change or Systemic change are, on a whole new scale, and have the privilege to share it among amazing and experienced people from all over the world. The Explorers' Journey wasn't just a workshop, a seminar, or a network... People are staying in contact and trying to find ways to work together, to create an impact as multiplier agents of what we discovered together or want to keep discovering. One of the most significant changes DEEEP has brought to me is a seemingly small one: the seeds for new questions, new angles, self-challenges. Those seeds are now planted and are soon to be bloom. It can take time to see the fruits but for sure many actors from civil society – making a difference already and right now – were inspired and/or positively influenced by DEEEP's work."

Susana C. Gaspar, Explorer's Journey participant

"For me, DEEEP has played the role of 'radical other'. DEEEP has been the place we looked to in order to be challenged on our own perceptions, to be inspired and where we could meet opposition and alternative views. It has helped us to develop our own position and when needed and possible challenge the system we ourselves are part of. In that sense CISU and especially Reframing the Message had not been the same without DEEEP. We have certainly questioned our own work and been challenged in ways that would not have been possible without DEEEP. However, this has also been the limitation of DEEEP – we have missed recognition and support in tackling the daily challenges that organisations meet when working inside the aid-sector and system. We do not have the luxury of being at the periphery and look inwards – we have to stay in the system and slowly nudge and push for change – as many civil society organisations have to. That does not mean that we cannot be inspired and pushed by the actions and initiatives taken at the periphery, but we have missed support in working at the level of practice. I do not think that DEEEP has been able to fully embrace the organisations and institutions who daily have to be in this groan zone of change and system reluctance - and that is a large part of civil society. Furthermore, if we only engage in initiatives that aim for perfect (the total system change) – we lose a lot of opportunities for learning and dialogue. However, this does not mean that DEEEP has not been successful – there is just still work to be done – here inside the system."

Sofie Schousboe, CISU

KEY PERFORMANCE INDICATOR 4: TRANSFORMATIVE ACTION EXPERIMENT

Intentions and activities

DEEEP started with the strong commitment to live up to its ambitious aims in its own project practice. Its intention was to approach organisational and management issues differently, to try out alternatives, to experiment with new ways – and to learn from this experience as a 'transformative action experiment'. DEEEP's experimentation ranged from management and team collaboration routines via approaches applied in event concepts and methodologies to alternative practices of monitoring, evaluation and reflection.

Observations and interpretations

By striving to apply ‘transformative’ practices, DEEEP definitely gave a different quality to the activities it organised. The feedback from diverse stakeholders shows clearly that with its alternative style DEEEP inspired the DARE Forum, CONCORD and other actors in its environment. Not everything was perfect. DEEEP remained a normal project with its routines, its boring stuff, its blind spots (e.g. on its own ecological footprint), its unresolved dilemma to follow a highly ambitious idealistic agenda (within a quite rigid EU project management framework) and in permanent risk of overloading its staff with tasks, to do, results to deliver. It is even more surprising than that after three years of DEEEP4, the team is still enthusiastic about their collective experience and about DEEEP as a place to work.

Reflections and conclusions

What can other actors learn from DEEEP’s practical approaches? What seems worth to be put in practice elsewhere? What could be approached differently than DEEEP did? It would be extremely valuable to make more explicit what could be learnt from DEEEP’s transformative action experiment and to exchange on this learning with others who share the same quest for coherence between vision and action. The following collection of remarkable practices and experiences should thus be considered as a start only. The DEEEP team might seize an opportunity to reflect collectively on its own experience in this experiment, to write these reflections down and to share them within the community of DEEEP’s friends and followers.

DEEEP’s transformative practice: what made it special?

1. A strong culture of (self-)reflection and learning

- The project started with a retreat of the core stakeholders where deep reflections on the purpose and highest potentials of the project took place and a strong vision and mission were developed.
- Team days twice per year served as common retreat-like reflection spaces in the further development of the project.
- In its weekly meetings, team members shared their personal “positive thing of the last week” and their “learning of the last week” as an institutionalised dialogue about how success is collectively understood and as part of the learning culture.
- DEEEP asked a Critical Friend to follow the project from a semi-distance and to contribute to the collective monitoring and learning process with reflection papers, reflection workshops, ad hoc feedback on specific issues and as continuous dialogue partner.
- The DEEEP team was strongly willing to question the conventional, including their own habits and approaches. It was ready and eager to experiment, to play, to fail and to learn.

2. High awareness of and caring for the human relationships

- The line management happened in a culture of appreciation, encouragement, providing spaces for autonomy and personal development for each team member.
- Annual staff appraisal meetings and exit interviews happened in an atmosphere of trust, openness and respect of different personalities. They provided space for mutual feedback and helped clarify expectations and needs.

- DEEEP developed a sub-granting scheme based on co-operation and learning: Grant applicants were involved in a collective reflection about the projects proposed which helped reduce competition and allowed for beneficiaries' participation and ownership at an unusual level.
- In spite of the high workload, the DEEEP team and the project manager maintained an awareness of the individual team members' needs and challenges. Team members who were under particular stress were encouraged to slow down or take a break while others would fill the gap.

3. An inner attitude of deep dedication and honest quest

- The DEEEP team was driven in its work by a great inner dedication, conviction, commitment. Nobody did this work just as a job to earn money. The personally shared common vision for change and the honest quest to learn, understand better and make one's own best contribution were the deeper motivations of DEEEP's team members.
- DEEEP team members were curious about what was different, they were looking for the unusual, they were seeking for engagement with the Other. They invited people who were different to come in and question, challenge, disrupt their usual practice and thinking.
- DEEEP dared to be radical. DEEEP did not give priority to save its own skin but to live its vision. DEEEP would not have achieved half that much if the continuation of the project would have been prioritised over its vision.

Where did DEEEP fail while trying to be transformative practice? The ambitions were high, perhaps too high. DEEEP intended to achieve so much at so many levels – it was almost unreasonable. The EC project contract required DEEEP to deliver so many activities and outputs – it seemed impossible to fulfil these quantitative expectations for a team who shared the ambition to do its work with a certain quality. A lighter agenda from the start, clearer prioritisation of what requires high care and what could be done with a minimal effort, the courage to say no or accept things being not perfect might have helped to make these three years a bit less burdensome. Slowing down in urgent times – how can this really be practiced by transformative organisations or projects?

What is the most significant change DEEEP has contributed to?

“DEEEP4 helped in the renewal of approaches, ways of working and implementation of actions of CONCORD and some CONCORD members and partners. Change of 'style' is not always easy in organisations used to classic and standardised procedures. I think this was the best contribution (if not a proper change) DEEEP brought in throughout the last years.”

Francesca Minniti, CONCORD staff

“While DEEEP has achieved significant changes at a political level in my view, the biggest change for me is one on personal level. DEEEP has succeeded to destroy my illusion that I know how to work for 'a better world'. I am less confident about how change happens now than I used to be before my time at DEEEP. And this is a good thing! As an advocacy officer I used to do the usual advocacy stuff: 'I am here, look at me, my issue is important!' In the last years I understood deeper the complexity of systemic change and I learnt how to be part of political processes as a person, a human being, not as a function. Maybe the most significant change for me is this one: I learnt that systemic change requires three things of its advocates: being honest, humble and happy. I am still struggling with humility and happiness, but I am on the way! Two things were

surely decisive for my learning from DEEEP: Bayo's speech – after that things were not the same as before – and Tobias' example."

Maarten Coertjens, DEEEP advocacy officer

3. CONCLUSIONS

In its initial project description (logical framework), DEEEP stated five core results towards which the project intended to work. The observations and reflections of this evaluation report make clear that all **five results have been brilliantly achieved**:

1. DEEEP has *initiated a global coalition for citizens' empowerment for change*. The three global conferences and the Explorers' Journey unfolded a very strong dynamic and provided the space for a global community of practice for system change to emerge.
2. DEEEP has *deepened and improved co-ordination of multi stakeholder development education and awareness raising (DEAR) actors*. While doing so, DEEEP has even redefined who "DEAR stakeholders" are: DEEEP has opened DEAR to a wide range of new actors beyond the limits of the development sector and has built new alliances across civil society.
3. DEEEP has contributed to *sharpen identity and concept of DEAR*. DEEEP has reframed and conceptually underpinned DEAR in terms of (a) citizen empowerment and (b) systemic change. "Global Citizenship" has good chances to become a new guiding concept within and beyond the development sector. System change as ultimate aim is more controversial – and more demanding – but DEEEP has succeeded to plant this idea into the debate if not into the identity and concept of DEAR.
4. DEEEP has effectively *strengthened DEAR contribution to the development and education discourses*. Through highly appreciated research conferences, through continuous contribution to CONCORD policy, strategy and advocacy processes and through high outreach publications, DEEEP has had a remarkable footprint in the discourses around development and education.
5. DEEEP has contributed to *recognised, documented and improved quality & impact of DEAR*. DEEEP has successfully advocated for the inclusion of Global Citizenship Education into the SGDs. Through the provision of an online and offline DEAR library, 21 publications, and almost 50 conferences, seminars and webinars, DEEEP has contributed to improved quality of DEAR. As a transformative action experiment the project has served as inspiring living example of good project practice.

DEEEP4 has, throughout the past three years, *provided European leadership on citizens' empowerment for social change as part of a global movement towards a more just and sustainable world* (specific objective). The project has thus *contributed to the creation of a global civil society through citizens' empowerment for change in order to achieve global justice and eradication of poverty* (overall objective of the project).

However, what is special about DEEEP is not that it has completed the programmed activities and achieved its objectives – boxes ticked, files closed, project archived. Comparing the results of the project to the initial plans described in the logframe does not completely reflect the extraordinary

character of this project. DEEEP4 was much more than a successfully completed European DEAR co-ordination, capacity building and advocacy project. DEEEP4 was... fantastic. It was daring. It was an impossible project.

DEEEP4 had the ambition to fundamentally change DEAR and its context in manifold ways:

- DEEEP attempted to radicalise and politicise the DEAR and development discourse by reframing this work as an endeavour for system change, radically questioning the dominant economic system and Western culture.
- DEEEP set out to move DEAR out of its cosy niche and to build cross-sectoral alliances for citizen empowerment and change.
- DEEEP got engaged in a process of building a global coalition in the perspective of a world citizens' movement.

Each of these three processes would have been enough of a challenge in its own. But DEEEP tried to do all at once. In pursuing these goals, the project certainly over-stretched its capacities. At the same time, this encompassing approach also created the special charm and the extraordinary dynamics of the project.

In my perspective, **a key contradiction of DEEEP4** was the combination of the more radical agenda and the attempt to move DEAR engagement 'from the margins to the centre' of the development debate. Remember that DEEEP4 happened within the context of the institutionalised development sector: It was a project associated with CONCORD, the European platform of development NGOs, and financed from an EC budget line dedicated to support the work of civil society organisations in development. Within the development sector, including CONCORD, the majority of actors follow either an aid approach (assisting the poor on their path to economic and social development) or a Policy Coherence for Development approach (advocating for policies in areas such as trade, migration, climate etc which support rather than contradict sustainable development in poor countries).

Compared to these two major rationales of development work, DEEEP's vision and mission is really radical. From DEEEP's system change point of view, many core strategies of the development sector appear questionable: the Western model of economic growth, modernisation and development; approaches to poverty-relief which do not take into account how poverty is being systemically produced by global capitalism; charity-based development work; the continued and institutionalised post-colonial power relationships between donors and recipients. Becoming more explicit in this critique of the current system and thus more political, it was not surprising that DEEEP would meet difficulties when it attempted to move 'to the centre' of development discourse and strategies.

What was the result of this clash of system critique with the largely system-conform reality of the development sector? DEEEP made some noise, rose some critical questions, made certain people think, made some organisations rethink their approaches. **DEEEP has been a source of inspiration, challenge and questioning.** At the same time there was a remarkable ambiguity in the relationship between DEEEP and its immediate organisational context within CONCORD. DEEEP's work has been well-received, but at times, it was also perceived as pushy, unbalanced, and disturbing.

After three years of experimentation, DEEEP does not continue. It would be too much to say that the experiment was stopped due to reserves within the development sector. However it seems that **DEEEP did not gain sufficient active support for a continuation and extension** of its more radical approaches within CONCORD. To what extent is this kind of critical and challenging

engagement really appreciated by the larger community of development NGOs? To what extent does the development sector remain a fruitful working environment for those who believe in system change? After the end of DEEEP4, these two questions remain unanswered.

Is this the end of the story? Surely not. **Everything is in process. The world is in transformation and so is the development sector.** The people and organisations who have been steering DEEEP4 will continue their lives, their stories, their own transformation. It is too early to make sense of the DEEEP4 experience now, to talk about effects and lasting impacts. In a few years we might have a clearer perspective on the change DEEEP4 has brought about. What can be concluded now, in this present moment of the termination of DEEEP, is that the adventure was great and definitely worth the journey.

DEEEP4 was full of contradictions. It generated great enthusiasm and deep frustration. It was a revolutionary initiative within the constraints of a carefully managed EU project. It was driven by great vision and at times lost in total confusion. Its energy flew out of passion and true humanity while its procedures often followed the standards of technical rationality. As it seems, **DEEEP4 was a perfect expression of our current time between paradigms: a “space between stories”.**

ANNEX: SOURCES OF INFORMATION AND DATA

List of documents read and analysed

- DEEEP4 project proposal
- DEEEP4 vision and mission statement
- DEEEP portfolio strategies and regular update notes on
 - global movement
 - advocacy
 - capacity building
 - research
 - communication
- Internal concept papers about diverse issues such as
 - DEEEP's organisational development strategy,
 - the World Citizens Movement process,
 - the Explorer's Journey (Leadership Training Cycle),
 - subgranting and national seminars,
 - the Global Citizenship Education conference,
 - the Routledge book proposal,
 - the CONCORD Future project,
 - CONCORD's strategy process
 - the DARE Forum strategy
- Reports about
 - three DEEEP Global Conferences
 - the Explorers Journey for systemic change
 - research conferences
 - sub-granting and national seminars
- Reports about all DARE Forum meetings 2013-2015
- Minutes of all DARE Forum Steering Group meetings/phone conferences 2013-2015
- Minutes of all DEEEP Management Group meetings 2013-2015
- Reports about all DEEEP staff team days 2013-2015
- Ongoing communication such as
 - mailing list of the DARE Forum
 - mailing list of the DARE Forum Steering Group
 - mailing list of the DEEEP management group
 - DE Times (newsletter)

List of events attended

- DARE Forum meeting, 14-15 May 2014 in Brussels
- CONCORD/DEEEP seminar on the EYD, 16 May 2014 in Brussels
- Explorers' Journey workshop, 23-24 March 2015 in Tunis
- 3rd DEEEP global conference 25-26 March 2015 in Tunis
- DARE Forum meeting, 27-28 October 2015 in Brussels
- final conference "The best of Global Learning", 29 October 2015 in Brussels

List of interviewees

- Alexandra Makaroff, Plan International/CONCORD working group on FDR
- Amy Skinner, DEEEP staff
- Andras Martoni, GLEN/DARE Forum
- Cristina Temmink, freelancer
- Helene Debaisieux, DEEEP staff
- Jędrzej Witkowski, Centre for Citizenship Education/DARE Forum
- Jesse Chen, Powerline/participant of Explorers' Journey
- Julia Georgi, Caritas Luxembourg/DARE Forum
- Kasia Szeniańska, freelancer
- Luciana Almeida, DEEEP staff
- Maarten Coertjens, DEEEP staff
- Mari-Helene Kaber, Humana Estonia/DARE-Forum
- Marina Sarli, Fair Trade Hellas/CONCORD board
- Markus Pirchner, European Commission
- Matt Baillie-Smith, Northumbria University Newcastle
- Michael Narberhaus, Smart CSOs
- Monika Dülge, VENRO/DARE-Forum
- Olivier Consolo, freelancer
- Rilli Lappalainen, Kehys/DEEEP Management Group
- Sabine Terlecki, CONCORD staff/participant of Explorers' Journey
- Santeri Suvanto, DEEEP staff
- Seamus Jefferson, CONCORD staff
- Stefan Grasgruber-Kerl, Südwind/DEEEP Management Group
- Tobias Troll, DEEEP staff

Surveys conducted

- Survey about theories of change, conducted in May 2014 among DARE Forum members (13 respondents)
- Survey "What was the most significant change, DEEEP4 has contributed to?", conducted in September/October 2015 among DEEEP4 stakeholders (41 respondents: 7 DEEEP staff, 15 DARE Forum members, 6 implementation partners of DEEEP, 1 CONCORD staff, 12 participants of DEEEP seminars/workshops/conferences)

Reports produced throughout the critical friendship with DEEEP4

- Starting a Critical Friendship with DEEEP4. Inception Report, 1 November 2013, 3 pages
- When DEAR starts being post-DEAR. 1st DEEEP 4 Progress Report, 27 January 2014, 12 pages
- Observations and reflections about the DARE Forum meeting of 14-16 May 2014 in Brussels, 25 May 2014, 6 pages
- The fuzziness of transformation. 2nd DEEEP 4 Progress Report, 28 January 2015, 16 pages
- Observations on the Explorers' Journey workshop in Tunis, 28 March 2015, 4 pages
- Reflections on the Global Conference in Tunis "Towards a World Citizens Movement – Connecting the Circles", 31 March 2015, 4 pages
- "The space between stories". Final Evaluation of DEEEP4 by its Critical Friend, December 2015, 28 pages