

A Leonardo Multilateral Project, Development of Innovation, 2011 – 2014

Project concept

(TOCC) Theory of Change in voluntary cultural work

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1. Project type, period and applied amount

Type: A Leonardo multilateral project, Transfer of Innovation

Period: 32 month project period, from Oct 2011 to May 2014

Outline of budget: Total project expenditures, approx. 530.000 Euro. Community grant requested, approx. 395.000 Euro.

2. Work title

Theory of Change in voluntary cultural work - a tool for planning, learning and evaluation
(Project acronym: TOCC)

3. The project idea

The Idea is to provide new methods and tools in the voluntary cultural sector for strategic planning, profiling, quality assurance, documentation and evaluation by providing an innovative transfer of the "Theory of Change" to the voluntary cultural sector.

4. The need

The EU-Commission has designated 2011 as the European Year of Volunteering including the sector of voluntary cultural activities. The member states of the European Union have an extensive voluntary cultural sector, where a host of cultural associations alone or in collaboration with the public cultural institutions and the local authorities are promoting learning and education by providing and disseminating cultural heritage, arts and other culture activities to the local communities. Especially at the countryside the public cultural institutions could not - with the given public subsidy basis - maintain their activities without the cooperation with and support from local voluntary cultural associations.

Unfortunately the voluntary cultural associations are often rather enclosed and fail to draw attention to the benefits and impact of their activities to the local community and its citizens. Furthermore, the public cultural institutions and the local authorities are often not aware of the potential impact of the voluntary cultural activities, and the majority of the municipalities don't have a formulated voluntary policy. This implies that the local community not fully enjoy the potentials of the cultural volunteering, because the voluntary associations as well as the public cultural institutions and authorities lack the knowledge and evidence, which can change this cooperation to a resource to improve and streamline the cultural offerings in the local communities without requiring additional tax money.

An important reason for this lack of utilization of the possibilities is that the voluntary cultural sector in the Nordic countries as well as other European countries don't have a tradition of implementing a more systematic documentation and evaluation of the outcome and impact of their activities, in contrast to the voluntary social and humanitarian sector, which since the 90s in most European countries has implemented new methods and practises of documentation with relation to "Performance Management".

Thus we see a significant need for an innovative transfer of suitable Documentation Methods to the European voluntary cultural sector, both for internal clarification and quality assurance of its own objectives, means and resources and for documentation of their efforts in relation to stakeholders such as local authorities, public cultural institutions, fund providers, businesses and other donors. The new methods of strategic planning, quality assurance, documentation and evaluation, we want to develop will have reference to the "Theory of Change", which Carol Weiss among others in USA developed in the 90s for the civil society in relation to the "Comprehensive Community Initiatives" (CCI) and which especially ["the Aspen Institute, Roundtable on Community Change"](#) and ["ActKnowledge"](#) have been advocating. The methods and tools from the "Theory of Change" have become popular in other parts of civil society, especially in the social sphere; for example has the Danish "Centre for Voluntary Social Work" adapted them to the social area.

These methods or other performance related documentation methods are as far as we know not used or rarely used within the voluntary cultural area, either in Denmark or in a broader European

context, and we thus have an innovation pressure or gap in the European VET system to fulfil this need. But before the “Theory of Change” can be recognised and used with success in the cultural sector of the civil society, they need to be changed and further developed too, because the voluntary cultural sector and the amateur culture are characterized by other forms of learning activities and objectives, and other relations between learning results and processes than in the voluntary social and humanitarian sector.

5. Aims and objectives

The overall aim is to provide new methods and tools in the voluntary cultural sector for strategic planning, profiling, quality assurance, documentation and evaluation by an innovative transfer of the “Theory of Change” to the context of voluntary cultural activities and amateur culture.

The objectives are

1. to transfer, develop and clarify the methodology of a “Theory of Change” for the voluntary cultural sector and amateur culture;
2. to prepare and complete pilot tests of the method;
3. to prepare and publish a Handbook for documentation of voluntary cultural work including examples from the pilot tests;
4. to prepare and test course modules on “Theory of Change” in a voluntary cultural context including a reference to qualification standards in coherence with ECVET and EQAVET;
5. to prepare and publish a compendium on VET modules in Theory of Change in voluntary culture
6. to prepare and launch a web portal for documentation of voluntary cultural activities; and
7. to complete an ongoing and sustainable valorisation of the activities and results of the project.

6. Target groups

The primary target groups are the managers, board members and learning providers (paid and voluntary staff) in the voluntary cultural associations in Europe that will get new methods, a hand book, a web portal and course modules regarding strategic planning, profiling, quality assurance, documentation and evaluation.

The secondary target groups are executives and employees in the public cultural institutions and local cultural authorities that may get a more qualified basis for an improved collaboration with the voluntary cultural associations in the local communities.

The tertiary target groups are the public and private research institutions with focus on cultural and art based learning, voluntary culture and amateur culture and culture policy.

The quaternary target groups are the broader public and cultural policy makers with an interest in the voluntary cultural associations and their cooperation with the public cultural institutions on providing culture and arts to the local communities.

7. Results / products

The main results are

1. An adjusted method and approach for documentation of voluntary cultural work with reference to “Theory of Change”, which have been tested in different voluntary cultural associations in five European countries providing examples of a new practise.
2. A Handbook for documentation of voluntary cultural work including examples from the pilot tests.
3. A Compendium on course modules on “Theory of Change” in a voluntary cultural context including a reference to qualification standards in coherence with ECVET and EQAVET, and these course modules that have been tested, will include a pilot Grundtvig week course and national and local course modules of different length and qualification levels.
4. A Web Portal for the new Method and Practise for planning and documentation of voluntary cultural activities as an important part of a sustainable valorisation of the activities and results of the project.

8. NEW - Main activities –phases and work packages

First phase: Develop methodology and valorisation, Oct 2011 – March 2012

1. Start the project, Oct – Nov. 2011
2. The 3-days kick off partner meeting, Nov 2011

Second Phase: Clarify Needs

3. Innovative transfer of the methodology of the Theory of Change, Nov 2011 – March 2012
4. Design, prepare and launch first version of web portal, Nov 2011 – March 2012
5. Second partner meeting, April 2012

Third phase: Complete pilot tests and prepare Handbook, April 2012 – Dec 2012

6. Courses for teachers in TOC, prepare for local test, April 2012
7. Prepare, complete and evaluate pilot tests, May – Oct 2012
8. Prepare and publish Draft Handbook on documentation, Oct – Dec 2012
8. The third 3-days partner meeting, Jan 2013

Fourth phase: Plan and complete pilot course activities, Jan 2013 – Oct 2013

9. Piloting of an European week course, Jan – June 2013
10. Piloting of national courses, Jan – June 2013
11. The fourth 3-days partner meeting, Nov 2013

Fifth phase: Final Valorisation, Nov 2013 – May 2014

12. Prepare and publish Final Handbook and Compendium on VET modules, Aug – Oct 2013
 - Final dissemination activities incl. national conferences, Nov 2013 – April 2014
 - Final exploitation activities, Dec 2013 – May 2014
13. The fifth partner meeting, virtual

All phases - transverse

14. Dissemination, phase 1 – 3, Nov 2011 – Oct 2013
15. Exploitation, phase 1 – 3, Nov 2011 – Oct 2014
16. Evaluation and Quality Assurance, Oct 2011 – May 2014
17. Project management, incl. ICT-tools, Oct 2011 – May 2014 (32 month)

8. OLD Main activities –phases and work packages

All phases - transverse

1. Project management, incl. ICT-tools, Oct 2011 –May 2014 (32 month)
2. Evaluation and Quality Assurance, Oct 2011 – May 2014
3. Dissemination, phase 1 – 3, Nov 2011 – Oct 2013
4. Exploitation, phase 1 – 3, Nov 2011 – Oct 2014

First phase: Develop methodology and valorisation, Oct 2011 – March 2012

5. Start the project, Oct – Nov. 2011
6. The 3-days kick off partner meeting, Nov 2011
7. Innovative transfer of the methodology of the Theory of Change, Nov 2011 – March 2012
8. Design, prepare and launch first version of web portal, Nov 2011 – March 2012

Second phase: Complete pilot tests and prepare Handbook, April 2012 – Dec 2012

9. The Second 3-days partner meeting, April 2012
10. Courses for teachers in TOC, prepare for local test, April 2012
11. Prepare, complete and evaluate pilot tests, May – Oct 2012
12. Prepare and publish Draft Handbook on documentation, Oct – Dec 2012

Third phase: Plan and complete pilot course activities, Jan 2013 – Oct 2013

13. The third 3-days partner meeting, Jan 2013
14. Piloting of an European week course, Jan – June 2013
15. Piloting of national courses, Jan – June 2013
16. Prepare and publish Final Handbook and Compendium on VET modules, Aug – Oct 2013

Fourth phase: Final Valorisation, Nov 2013 – May 2014

17. The fourth 3-days partner meeting, Nov 2013
18. Final dissemination activities incl. national conferences, Nov 2013 – April 2014
19. Final exploitation activities, Dec 2013 – May 2014

9. (Potential) Partners

The Goal is to have a consortium of 8 partners (including possible partners from Third Countries outside EU) representing:

- 4-5 national umbrella organisations of main fields of the voluntary cultural sector such as
 - cultural policy and volunteering policy , cultural heritage , arts providing, amateur culture
- 3-4 other organisations representing special competences regarding
 - “Theory of Change”,
 - EU’s demands regarding the European Qualifications Framework for Lifelong learning
 - Liberal adult education and curricula planning in a non-formal and informal context
 - Valorisation on a European level and especially ICT and web portals
 - Project management

Partners confirmed:

- P1: Competences: Culture policy and volunteering policy, liberal adult education
National Association of Cultural Councils (DK), (Project adm.) - See www.kulturellesamraad.dk
Bente von Schindel, General Secretary, MA (Nordic Literature and Rhetoric)
(+45) 29 64 70 40 * bs@kulturellesamraad.dk
- P2: Competences: Project management, civil society, liberal adult education
Interfolk, Institute for Civil Society (DK), (Project coordinator) – see www.interfolk.dk
Hans Jørgen Vodsgaard, Head of Institute, MA/Ph.D. (History of Ideas)
(+45) 51 300 320 * hjv@interfolk.dk
- P3: Competences: Theory of Change
Actknowledge, department in London (UK) - See www.actknowledge.org
David Colby, Director * dcolby@actknowledge.org
- P4: Competences: EUs demand regarding EQF, ECVET and EQAVET, project evaluation
CVNO - Education Center for Non-Profit Organisations (SK) - see www.cvno.sk
Tomas Findra, project manager * (+ 421) 48 41 37 811 * hullova@cvno.sk
- P5: Competences: Arts provider
Norske Kunstforeninger (NO) - see www.norskekunstforeninger.no
Susanne Svenseid, Director * (+47) 22 42 20 35 * susanne.svenseid@kunstforeninger.no
- P6: Competences: Youth Amateur Culture
Finlands Svenska Ungdomsförbund rf (FI)- see www.fsu.fi
Tomas Järvinen, Director * (+358) (9) 75 15 51 00 * tomas.jarvinen@fsu.fi
- P7: Competences: Art, culture and Cultural Heritage
Network of Mazovia Region Cultural Centres, Poland - see <http://www.mckis.waw.pl>
Magdalena Różycka * m.rozycka@mckis.waw.pl

Third Country:

- P8: Competences: Theory of Change
Actknowledge, Main office in New York (US) - See www.actknowledge.org
Heléne Clark, Director * (+1) 212 817 1906 * hclark@actknowledge.org

10. Project organisation and resources

The project's partnership circle is composed by approx. 8 partners in such a way that there are direct access to competencies, knowledge and management to fulfil the work programme.

As the applying organization Cultural Council in Denmark is responsible for the legal and financial management. Interfolk is responsible for the coordination of the project. The other partners participate in the project according to their competence profile and the agreed tasks and fees.

The total project expenditures are approx. 530.000 Euro, and the community grant requested is approx. 400.000 Euro (+ 25.000 Euro for a Third Country partner). The budget calculates that approx. 70 pct. of expenditure and grants relates to work task of the partners, it means a grant about 300.000 Euro for salary divided between the partners according to the agreed task plan and the eligible salary levels.

The total work days are calculated to approx. 1000 days, which could be divided with approx. 100 - 120 days for KSD and for IF, and 80 - 100 days for the other 6 partners, plus approx. 200 days for sub-contractors, external evaluators, reference groups etc.

The gross salary costs are refunded with 75 pct. (and if the partners can solve the tasks 25 % faster than estimated and granted, they will in reality get 100 % refunding – we will try to make some buffers in the work day's calculation). EUs salary levels and daily cost rates (at meetings etc.) are typical higher than the actual costs.

Other costs for travel, new equipment and it-programmes etc. are refunded with 75 pct. Costs of accommodation at partner meetings will be refunded 100 pct.