

Gender Equity in Sport for Social Change

CASABLANCA 2008

Workshop:
Communicating
about
the impact
of your work



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Key questions:

1. What exactly is meant by impact?
2. Why do we need to measure impact?
3. Why should we communicate impact?
How? And to whom?



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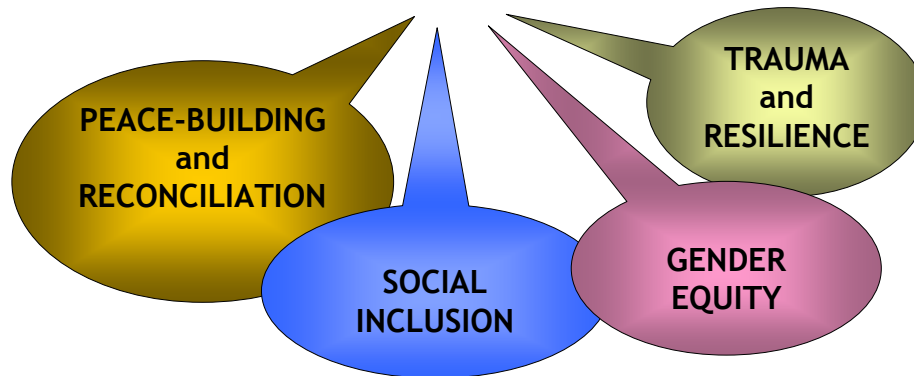
1. What exactly is meant by impact?



2. Why do we need to measure impact?



Research activities of SAD in the field of SPORT and...



Experiences with M&E in practice...

- M&E as a burden
- M&E often donor-driven and serves for accountability (positive results only)
- Lack of motivation => lack of quality
- Lack of time and/or money
- Lack of knowledge and experience
- Confusion about different concepts and standards for M&E



Different concepts of M&E...



Source: Davies/Dart (2005): MSC guide, on <<http://www.mande.co.uk/docs/MSCGuide.pdf>>



What is **M**onitoring / **E**valuation?

	Meaning	Periodicity	Objective
Monitoring	On-going gathering (and analysis) of data	Continuous	Document results, processes and experiences as a basis for steering decisions and learning processes
Evaluation	Assessing and appraising data and information to establish a judgement	Usually at the end of a project or of a project phase	Assessing a project as a basis for strategic decisions



M&E is NOT...

- imposed instrument of control
- optional accessory of any project (“nice to have”)
- just showing success stories
- one-woman or one-man show



But: M&E is...

- embedded concept and constitutive part of every project design (“must be”)
- dialogue on development and its progress **between all stakeholders**
- participatory and creative approach of measuring change (ownership / identity)



On the one hand...

**„You can't manage what you
don't measure.“**

R. Kaplan / D. Norton



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On the other hand...

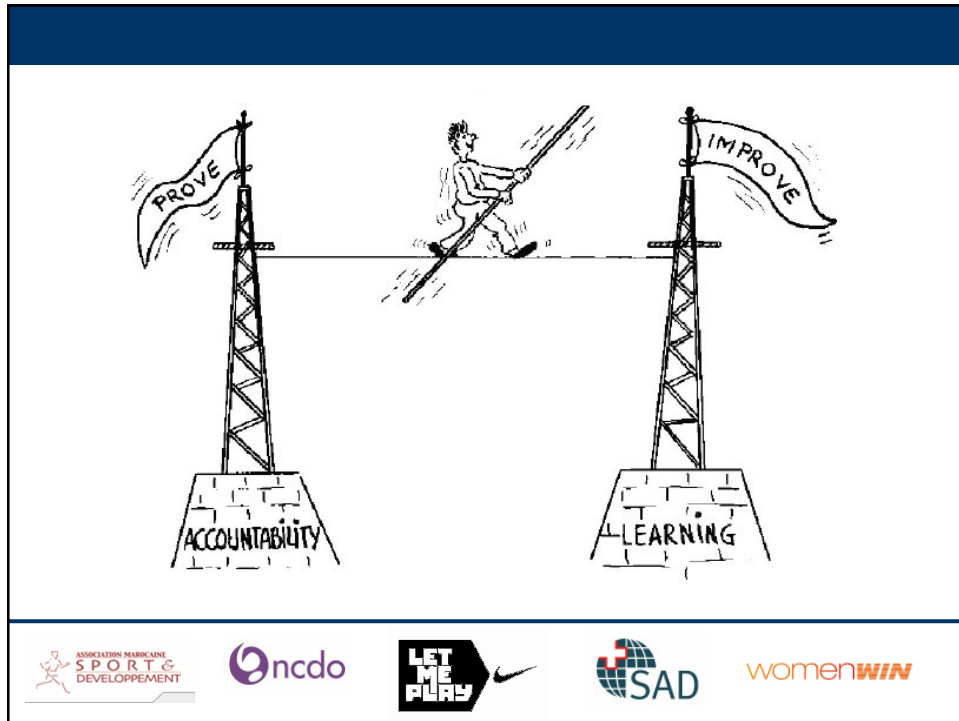
**„Not everything that counts can
be measured.**

**Not everything that can be
measured counts.“**

A. Einstein



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Traditional, standardized M&E methods

- Questionnaires
- Interviews
- Focus group discussions
- Etc.

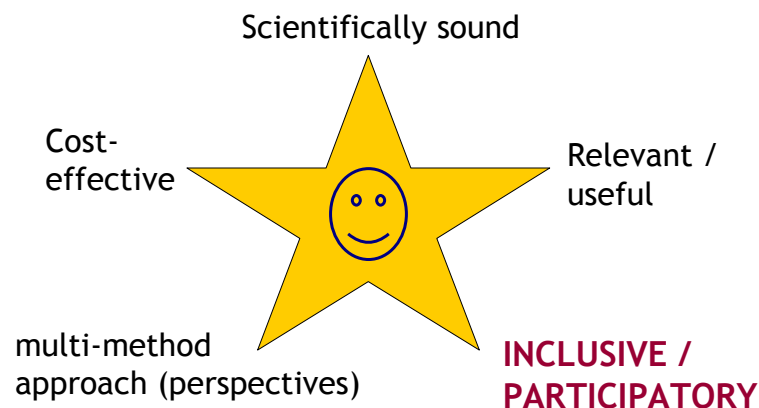


Alternative, innovative M&E methods

- **Most Significant Change (MSC) technique**
- **Singing / Dancing**
- **Foto/Video monitoring**
- **Story-telling / Poetry**
- **Computer blogs / Diaries**
- **Theatre / Performing Arts**
- **Painting / Sculpture**
- **Etc.**



5-star principles of „good“ M&E



3. Why should we communicate impact? When? How? And to whom?



Potential of participatory M&E

1. Learning and growing process on three different levels:

- 1 personal, individual
- 2 organizational, institutional
- 3 community / families / neighbourhood

=> Benefit of target groups, if project and staff are improving



Potential of participatory M&E approach

2. Right to reveal failures, thus raising reliability and transparency
3. Unexpected results are considered

	Intended results	Unintended results
Positive	Project objectives	„Miracles“
Negative (inhibiting)	??	Problems



Potential of participatory M&E approach

4. Motivating for staff and target groups
5. Data quality becomes better
6. Specific aspects of project context and organization are considered (NOT “one size fits all”)



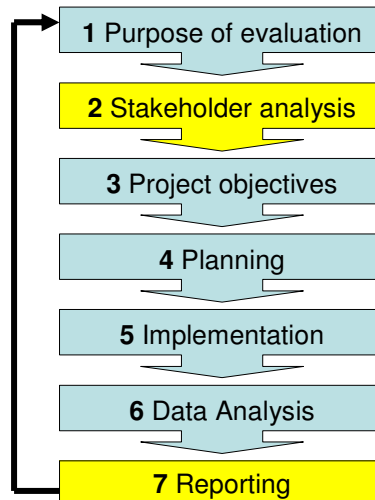
Potential of participatory M&E approach

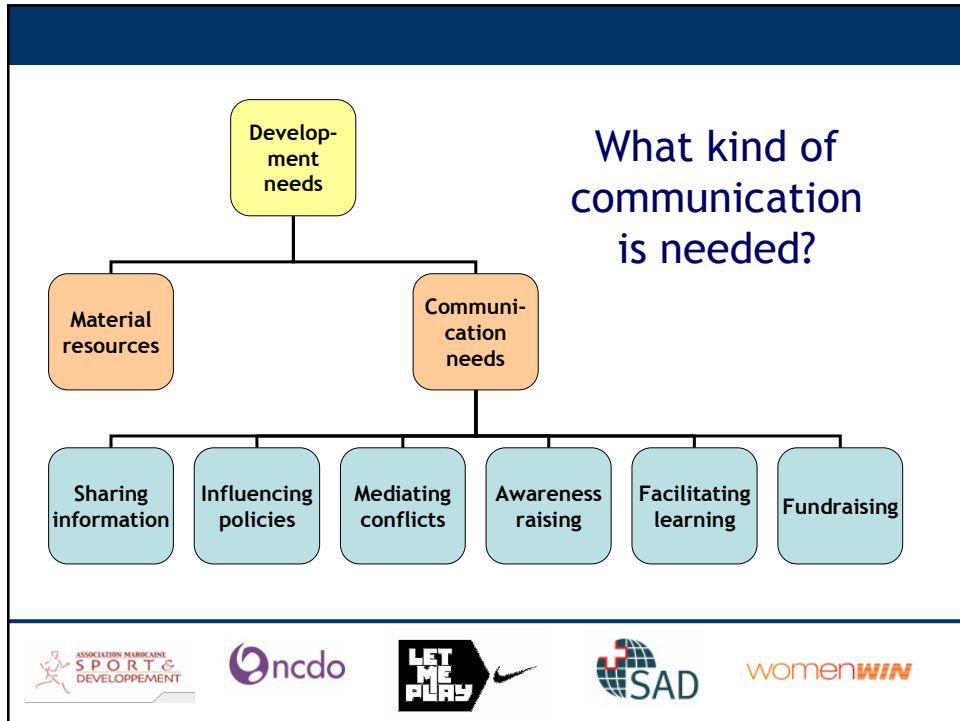
7. **Cost-effectiveness** in the long run (capacity building)
8. Participation is empowering and increases **ownership** (sustainability).
9. Results can be used for **fundraising** (PR, marketing) and add credibility



Complexity of measuring social change

To analyze what impact we have achieved, we need to break it down into steps










Questions to be answered in order to identify your main stakeholders:

Which agencies, organizations, groups and individuals will influence / be influenced by the project, directly or indirectly?

Who has a significant interest in success or failure of a project?

Define their roles in relation to each other.

To whom are you communicating results?

Your main stakeholders...

- Implementing organization / agency (staff)
- Coaches / volunteers
- Participants

... but many other partnerships are valuable:

- Donor organization(s)
- Municipality
- Family
- Government
- School
- Peer Groups
- Other NGOs
- Church
- Radio channel
- Local newspaper
- Etc.



4 CASE STUDIES:

Lebanon, Afghanistan, Palestine, Egypt

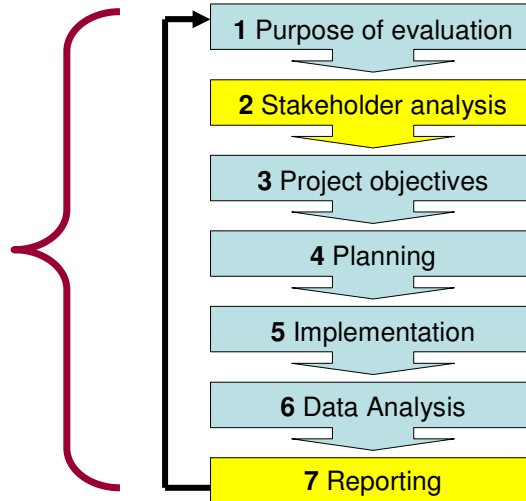
=> Project presentations (stakeholders / relationships)

1. Who could be **other potential partners** or stakeholders? Who is missing?
2. What **communication needs** do stakeholders/partners have?
3. What **communication tools** would you chose for different stakeholders to share impact?



Involve as many stakeholders as possible in the whole process

On-going communication for building trust / mutual understanding



How to communicate impact

1. Identifying unique characteristics of specific community groups (not addressing general audience)
2. Identifying their communication needs and objectives
3. Defining communication activities and tools to reach objectives

knowledge sharing ≠ disseminating information



