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?
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...

PEACE-BUILDING and RECONCILIATION

SOCIAL INCLUSION

TRAUMA and RESILIENCE

GENDER EQUITY

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
What is Monitoring / Evaluation?

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

On the other hand...

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

A. Einstein
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

- Scientifically sound
- Cost-effective
- Relevant / useful
- INCLUSIVE / PARTICIPATORY
- multi-method approach (perspectives)
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

<table>
<thead>
<tr>
<th>Intended results</th>
<th>Unintended results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>Project objectives</td>
</tr>
<tr>
<td>Negative (inhibiting)</td>
<td>??</td>
</tr>
</tbody>
</table>

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

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Complexity of measuring social change

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

1. Purpose of evaluation
2. Stakeholder analysis
3. Project objectives
4. Planning
5. Implementation
6. Data Analysis
7. Reporting
What kind of communication is needed?

Development needs

Material resources

Communication needs

Sharing information
Influencing policies
Mediating conflicts
Awareness raising
Facilitating learning
Fundraising

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?
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
THANK YOU!