Monitoring and Evaluation of Sports in Development (SiD) Interventions

presented by:

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M & E in Sport in Development

Focus of the Presentation

- What is Monitoring & Evaluation (M & E)?
- Why do M & E?
- M & E in Sport & Development Interventions
- Conventional Versus Participatory M & E
- Performance Monitoring & Evaluation
- Creative M & E
- Dos & Don'ts of M & E
- Some Lessons Learnt
‘Sport contributes to the personal development and well being of... people and brings wider benefits to the community.’ Comic Relief Research Initiative

It is important to enhance the skills and knowledge among agencies using sport as a tool to improve the lives of especially vulnerable populations, and to develop sport strategies that are tailored to meet the needs of these individuals and their communities. By equipping them with the knowledge & insights to Monitor & Evaluate their interventions, this contributes greatly to the success of their projects and programs. Comic Relief Research Initiative
Definition of Monitoring & Evaluation

- **Monitoring** is about systematically **collecting information** that will help you answer questions about your project. You can use this information to report on your project and to help you evaluate.

- **Evaluation** is about using monitoring and other information you collect to **make judgments** about your project. It is also about using the information to make changes and improvements.
**What is Monitoring & Evaluation (M&E)?**

**Monitoring...**
- is the **systematic and routine** collection of information from projects and programs for four main purposes:
  - To learn from experiences to improve practices and activities in the future;
  - To have internal and external accountability of the resources used and the results obtained;
  - To take informed decisions on the future of the initiative;
  - To promote empowerment of beneficiaries of the initiative.
- is a **periodically recurring** task already beginning in the planning stage of a project or program.
- Is allowing results, processes and experiences to be **documented** and **used** as a basis to steer decision-making and learning processes.
- is **checking progress against plans**. The data acquired through monitoring is used for evaluation.
What is Monitoring & Evaluation (M&E)?

**Evaluation**...is assessing, as systematically and objectively as possible, a completed project or program (or a phase of an ongoing project or program that has been completed). Evaluations appraise data and information that inform strategic decisions, thus improving the project or program in the future.

Evaluations should help to draw conclusions about five main aspects of the intervention:

- relevance
- effectiveness
- efficiency
- impact
- sustainability

Information gathered in relation to these aspects during the monitoring process provides the basis for the evaluative analysis.
Monitoring & Evaluation (M&E)

- M&E is an embedded concept and constitutive part of every project or program design ("a must be").

- M&E is not an imposed control instrument by the donor or an optional accessory ("nice to have") of any project or program.

- M&E is ideally a dialogue on development and its progress between all stakeholders.

- Monitoring is integral to evaluation. During an evaluation, information from previous monitoring processes is used to understand the ways in which the project or program developed and stimulated change.
Monitoring & Evaluation (M&E)

Monitoring focuses on the measurement of the following aspects of an intervention:

- On **Quantity** and **Quality** of the implemented activities (i.e: **outputs**: What do we do? How do we manage our activities?)
- On **Processes inherent to a project or program** (outcomes: What were the effects /changes that occurred as a result of your intervention?)
- On **Processes external to an intervention** (impact: Which broader, long-term effects were triggered by the implemented activities in combination with other environmental factors?)

The evaluation process is an analysis or interpretation of the collected data which delves deeper into the relationships between the **results** of the project/program, the **effects** produced by the project/program and the **overall impact** of the project/program.
M&E for Credibility and Transparency

- Adopt and use appropriate M&E tools to measure the SiD programs focusing on three issues:
  - **Efficiency** (e.g. cost per activity, cost per participant, ratio of staff to participant)
  - **Effectiveness** (outputs and outcomes – e.g. impact of participation on individuals in areas of physical health, life/leadership skills, AIDS awareness and behavior, improved self-esteem/confidence)
  - **Strategic outcomes** (e.g. broader impact of programs on community, improved perception on quality of life, improved attitude toward another culture or group of the society)
Why M&E is important

- M & E provides the only consolidated source of information showcasing project progress
- It allows actors to learn from each other’s experiences, building on expertise and knowledge
- It contributes to transparency and accountability, and allows for lessons to be shared more easily
- It reveals mistakes and offers paths for learning & improvements
- It provides a basis for questioning and testing assumptions
- It provides a means for agencies seeking to learn from their experiences and to incorporate them into policy and practice
- It provides a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers
- It adds to the retention and development of institutional memory
- It provides a more robust basis for raising funds and influencing policy.
Why M & E (cont’d)?

**Managers of Programs**
- Need to know whether organisational objectives and planned program results are being accomplished – in order to make adjustments, re-plan, reassign resources
- Need to know the long-term or broader impacts of their work (on clients etc) – in order to make judgements about the importance of continuing the work, changing strategies and developing new products/programs

**Stakeholders & other donors**
- Need to know whether organisational objectives & planned program results are being accomplished – in order to make funding decisions, licensing decisions
- Need to know about the long term or broader effects of their work (on clients etc) in order to make decisions about continuing funding, expansion or replication of the program/project

**Clients or Customers**
- Need to know about the long-term or broader impacts of a program or product or service in order to make a decision about whether to use the product / service
M&E of Sport-For-Development interventions is of high priority. The relatively recent recognition of the use of sport as a tool in development requires thorough assessment of the value of sport in development and humanitarian disaster contexts. Sport can add value for the development of individuals, of organizations and of whole communities irrespective of the level of development. Despite this broadly shared conviction, there is still a lack of substantiated evidence to support the purported potential of sport. Effective, transparent and (if possible) comparable M&E must therefore take place to further determine the inherent benefits, risks and limitations of sport and physical activity to development.
M&E In Sport for Development

Sports-based projects in the community address direct needs for diversification of free time, development of physical capacity & have other long term social impacts like:
- Social Inclusion
- Solidarity and team spirit
- Leadership skills etc

According to Cunningham & Beneforti (2005), the Social Impact of Sport in Development comprises of eight indicators:
- Health and quality of life
- Physical environment
- Economy and employment
- Crime and security
- Education and training
- Physical activity
- Leisure and sport
- Social relations and networking
Several Practitioners distinguish between Conventional and Participatory M & E. Narayan (1993) offers a useful summary of differences between the two:

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<th>Conventional Evaluation</th>
<th>Participatory Evaluation</th>
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<tr>
<td><strong>Why</strong></td>
<td>Accountability, Usually Summary Judgements about the project to determine if funding continues</td>
<td>To empower local people to initiate, control and take corrective action</td>
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<tr>
<td><strong>Who</strong></td>
<td>External Experts</td>
<td>Community Members, project staff, facilitator</td>
</tr>
<tr>
<td><strong>What</strong></td>
<td>Predetermined indicators of success, principally cost and production output</td>
<td>People identify their own indicators of success</td>
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<td><strong>How</strong></td>
<td>Focus on scientific objectivity, distancing of evaluators from other participants; uniform complex procedures, delayed limited access to results</td>
<td>Self evaluation, simple methods adapted to local culture, open immediate sharing of results through local involvement in evaluation processes</td>
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<tr>
<td><strong>When</strong></td>
<td>Mid-term and completion</td>
<td>Any assessment for program improvement; merging of monitoring and evaluation; hence frequent small evaluations</td>
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“The self-assessment approach is important because it is a self guided approach. If people discover themselves what they did wrong and what they did well, then they can do better and change. Their attitude is impacted in the process” Jose de Souza Silva

Performance Monitoring & Evaluation provides for active involvement in the M & E process of those with a stake in the program i.e.
- Providers
- Partners
- Customers/clients/beneficiaries
- Any other interested parties

Participation takes place throughout all stages of the M & E process i.e.
- Planning & design
- Gathering & analysing the data,
- Identifying findings,
- Conclusions & recommendations
Performance Monitoring & Evaluation (Tips)

Making M & E Participatory

Design
- Gather views of intended beneficiaries on how the program should operate and what the success criteria (indicators and targets) should be

Implementation
- Involve beneficiaries in the planning performance monitoring and evaluation i.e. What questions to ask, what trends to track
- Ask some beneficiary representatives to be on the project M & E team or at least ask them to help as data collectors, perhaps in a mid-term evaluation
- Involve beneficiaries in the analysis of monitoring & evaluation findings and in the formulation of evaluation recommendations. Transfer post-project M & E responsibility to beneficiaries
- Beneficiaries should continue with M & E
Performance Monitoring & Evaluation (Tips)

Characteristics of Participatory Evaluation

- **Participant focus & ownership** – oriented to needs of stakeholders and not those of the donor. Donor agency only helps participants conduct their own evaluation thus building ownership and commitment to results & facilitating the follow-up action.

- **Scope of Participation** – Range of participants & roles varies. Some studies include few beneficiaries while others include all stakeholders.

- **Participant Negotiations** – Participating groups meet to communicate and negotiate and reach a consensus of evaluation findings, solve problems and make plans to improve performance.

- **Diversity of Views** – Views of all participants are sought and recognised. Most powerful stakeholders allow participation of the less powerful.

- **Learning Process** – The process is a learning experience for participants. Emphasis is on identifying lessons learned that will help participants improve program implementation and assess whether targets have been achieved.
Flexible Design — while some preliminary planning for the M & E may be necessary, design issues are decided (as much as possible) in the participatory process. Generally evaluation questions, data collection and analysis methods are determined by the participants – not by outside evaluators.

Empirical Orientation – Good participatory evaluations are based on empirical data. Old saying “What gets measured gets done”.

Use of Facilitators – participants actually conduct the evaluation, not outside evaluators as is traditional. However, one or more outside experts usually serve as facilitator i.e. provide supporting roles as mentor, trainer, group processors negotiator, methodologist.

Information ➔ Decisions ➔ Actions ➔ Results

(Individuals in a strong learning organisations will aggressively seek out information from all relevant sources)
Creative M&E is understood as a participatory approach which combines traditional, standardized M&E tools with alternative, innovative M&E tools. Such innovative instruments are not at all intended to substitute traditional M&E tools, but should complement them.

The creative M&E approach allows for monitoring gaps to be filled, and to appraise projects/programs from different perspectives.

Creative monitoring can provide a more complete image and understanding of what the project achieved.
It is widely recognized that the effects of Sport & Development programs may not be easily measured and evaluated due to their focus on social and psychosocial change triggered by sports.

Methods used in creative monitoring can help to monitor and consequently evaluate the achieve change in knowledge or behavior.

Challenges in measuring social and psychosocial impact; Outcomes and impact in the social and psychosocial field are notoriously hard to measure and assess. The so-called “soft outcomes” such as changes in attitudes, self-perception or certain skills areas are typically defined as crucial, but are often intangible to measure.
It is becoming increasingly acknowledged that a combination of qualitative and quantitative approaches to M&E has the potential to capture a wider set of outcomes (especially unexpected outcomes) and is more likely to provide a more complete picture of the effects of the intervention.

Combining approaches accordingly, the range of “commonly acceptable” M&E tools needs to be broadened and adapted to innovative methods.

Therefore, besides traditional, commonly standardized M&E tools (such as questionnaires, focus group discussions, interviews, etc.), alternative M&E tools (e.g. story telling, performing arts, fine arts, photo monitoring, video documenting, etc.) should be considered.
Creative Monitoring & Evaluation cont’

Traditional approaches to M&E, involving often highly technical and specialized methods, may:
- not be fully conducive to being implemented on the ground, due to lack of knowledge or understanding of M&E among non-specialist implementers
- not be seen as integral to the intervention
- not be entirely capable of reflecting both intended and unintended outcomes of the intervention
- not participatory or inclusive enough
In light of the peculiarities of sport and play focusing on the recreational approaches towards learning, building relationships, developing understanding and generating greater autonomy, creative techniques to M&E can offer a useful additional means of engaging with quality control and programmed improvement that is especially in line with the playful nature of sport and play activities.

Furthermore, innovative M&E tools could be motivating for the staff as well as cost-effective.
Examples of a creative M&E approach currently being used in Sport & Development programs or projects include:

- Photo monitoring
- Storytelling
- Participatory video
- Problem tree
- Poetry club (International Platform on Sport and Development)
Dos & Don'ts of M & E

Dos & Don'ts

- Identify who the stakeholders are – persons involved in or affected by the evaluation should be identified so that their needs can be addressed. Do not use only external experts.
- The persons conducting the evaluation should be both trustworthy and competent to perform the evaluation so that the findings achieve maximum credibility & acceptance.
- Information collected should be broadly selected to address pertinent questions about the program and be responsive to the needs and interests of clients and other stakeholders.
- Findings should be disseminated to intended users in a timely fashion. Do not delay with the results.
- Evaluations should be planned, conducted and reported in ways that encourage follow-up by stakeholders.

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Dos & Don'ts of M & E (cont’d)

Dos & Don'ts

Ensure that the data used in M & E is:

- **Accurate** – what evidence exists that the data are valid
- **Close to Beneficiaries** – from whom are these data collected?
- **Credible** – to what degree are the data believable and convincing?
- **Dependable** – what evidence exists that the data are reliable?
- **Relevant** – are the data well aligned with important questions?
- **Representative** – does the scale of the study match the program scale?
- **Understandable** – how comprehensible are the data to intended users?
- **Well-collected** – were data collected without bias or collection errors

Evaluation procedures should be practical and keep disruption to a minimal
Some Lessons Learnt

- Use of Evaluation results and processes does not come automatically - must be planned and cultivated throughout the evaluation process – *I have seen many M & E reports not utilised*

- Use of participatory self-assessment methods creates an environment where participants are encouraged to express themselves freely and to be forthcoming with opinions and ideas – *this enables follow-up on M & E recommendations*

- Using a learning by doing approach helps individuals in an organisation strengthen their own evaluation capacities and pass this knowledge on to others. An initial training in Participatory M & E however hastens the process – *Training in Performance monitoring & evaluation is essential as well as in Results Based Management (RBM) for all practitioners*

- In the process of working jointly with different stakeholders in the process of M & E, partners often strengthen their relationships and build more networks

*Need to build an Evaluation Culture in your organisations (RBM)*
Some Links & References

- http://www.toolkitsportdevelopment.org/
- Dutch Platform Sport & Development www.sportdevelopment.org
- http://www.communities.gov.uk
- http://www.equalitystandard.org/