Forum „PYD through Sport in Africa“
16-18th June, 2009 in Nairobi / Kenya

Introduction to practical Monitoring and Evaluation (M&E)
Proposed agenda

- Basics of M&E
- Tools and methods for data collection
- Creative M&E approach
- Hybrid evaluation model
Scientific soundness and credibility of Sport and Development

- Young field of sport and development
- Broadly shared conviction regarding potential of sport (assumptions), but lack of scientific evidence

How do you know that what you do is really working??
What surplus value does sport and play offer for youth development in different areas?

Assumptions
("wishful thinking")

Practice

Scientific soundness and credibility of Sport and Development

Empirical evidence

Science
BASICS OF M&E...
What is Monitoring & Evaluation?

<table>
<thead>
<tr>
<th></th>
<th>WHAT?</th>
<th>WHEN?</th>
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<tbody>
<tr>
<td>Monitoring</td>
<td>On-going collection of data in a systematic and routine way.</td>
<td>Continuous.</td>
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<td>Periodically recurring task.</td>
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<td>Evaluation</td>
<td>Assessing and appraising data in-depth to establish a judgement.</td>
<td>At the end of a project (or a phase).</td>
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Experiences with M&E in practice / from the field...

- 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 and standards for M&E
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 inclusive approach of measuring change (ownership / identity)
Accountability versus Learning

What are the reasons for M&E?

1. A learning and growing process on three different levels:
   
   A  personal, individual
   B  organisational, institutional
   C  community / families / neighbourhood

=> Benefit of target groups, if project and staff are improving
What are the reasons for M&E?

2. Accountability
   (proving work effectiveness)
   - Right to reveal failures, thus raising reliability and transparency
   - Unexpected outcomes are considered

3. Information
   (know-how and knowledge)
   - Information is power (Lobbying)
   - Legitimation / strengthening position
   - Crucial source for serious fundraising
5-star principles of „good“ M&E

- Scientifically sound
- Cost-effective
- Relevant + useful
- Multi-method approach (perspectives)
- Inclusive / participatory
M&E TOOLS and METHODS
Traditional, standardised M&E tools

- Questionnaires
- Interviews
- Focus group discussions
- Etc. ............
Alternative, innovative M&E methods

- Foto/Video monitoring
- Story-telling / Poetry
- Computer blogs / Diaries
- Theatre / Performing Arts (role-play)
- Painting / Sculpture
- Most Significant Change (Davies/Dart, 2005)
- Etc. ............
# Traditional, standardised M&E tools

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
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<tr>
<td>Comparable</td>
<td>Repetitive</td>
</tr>
<tr>
<td>Widely recognised (history of experience)</td>
<td>Without emotions</td>
</tr>
<tr>
<td>Quantitative and qualitative</td>
<td>Requires literacy</td>
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<tr>
<td>Etc.</td>
<td>Etc.</td>
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## Alternative, innovative M&E tools

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<th>STRENGTHS</th>
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<tbody>
<tr>
<td>Explorative (unintended outcomes)</td>
<td>Pseudo-psychological</td>
</tr>
<tr>
<td>Captures emotions</td>
<td>Not easily comparable</td>
</tr>
<tr>
<td>Participatory</td>
<td>Lack of experience</td>
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<tr>
<td>Etc.</td>
<td>Etc.</td>
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Compromise:
Creative M&E approach

Creative M&E is a participatory approach that combines systematically...

traditional, standardised M&E tools

WITH

alternative, innovative M&E tools
HYBRID EVALUATION MODEL
What is external evaluation?

External evaluation is a process of evaluation that is directed by an independent (neutral) consultant or research institution mandated for this purpose.
Self-evaluation

What is self-evaluation?

Self-evaluation is a process of evaluation that is directed by the project or organisation itself, rather than getting someone else to do it.
Why encourage self-evaluation?

- Evaluation done BY organisation not TO organisation.
- Develop evaluation logic and skills within organisation (learning culture).
- Increases motivation, because data is really used to improve interventions.
- Increases ownership of findings and responsibility to act on findings.
Myth about truth and objectivity

Sometimes there is low trust in self-evaluation, because it’s not objective...

BUT:
In the real world there is no such thing as objectivity!
Moving beyond the external vs. self-evaluation discourse

Hybrid evaluation model =

- Bringing together the best of external and self-evaluation.
- Balancing the need for organisational learning, capacity building and independent verification.
Evolution of roles and ownership

Control / Knowledge

- External experts
- Implementing organisation

Time

100%
80%
60%
40%
20%
Evolution of roles and ownership

- Role of evaluator changes from „researcher“ to facilitator (teaching skills and coaching).

- Since self-evaluation is not always appropriate, independent evaluators will still be necessary.
Evolution of roles and ownership

Control / Knowledge

- External experts
- Implementing organisation

Time

Organisation 1

Organisation 2
Thank you!!

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