

Evaluation Matrix on Policy Advocacy in Sport and Social Development

Criteria and Analysis Tool



PASS
Policy Advocacy for
Sport and Society



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the European Union**

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Imprint

Policy advocacy is crucial as it provides a bottom-up, civil society-led contribution to the formation of relevant policies and helps make vital, relevant information available to key stakeholders who may influence public policy. Despite these calls, there is limited understanding of or support for policy advocacy connecting sport and social development within Europe. The Policy Advocacy for Sport and Society (PASS) project seeks to address this gap by developing a comprehensive set of tools and resources to raise awareness and capacity for policy advocacy within the crucial and growing sport and social development sector. As such, the PASS project will support (European) sport and social development actors so that they can increase their participation and engagement in democratic life, and enable them to use that engagement to sustainably promote education and equality in and through sport. In other words, this project aims to improve civic participation and engagement in democratic life within the field of sport and social development, and in turn use this increased engagement to advocate for and support education, equality and shared values within European communities.

Consortium Partners

- German Sport University Cologne (Germany, Coordinator)
- Munster Technological University (Ireland)
- University of Applied Sciences Kufstein (Austria)
- United Nations High Commission for Refugees (HQ, Switzerland)
- Fair Play Point (Czech Republic)
- Második Esély Sportegyesület (Hungary)
- International Sport and Culture Association (ISCA)/SportandDev.org (Denmark)

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Introduction

The following policy advocacy matrix was developed for [the Erasmus+ Policy Advocacy for Sport and Society \(PASS\) project](#). Organisations that promote social development through sport often design their programmes with a view to contribute to the inclusion of vulnerable or at-risk people and promote diversity and socially cohesive communities. However, the impact of these programmes can be limited due to a lack of alignment and support from policy or institutional actors in their communities. Aligning policy with practice is crucial for the achievement of positive long-term social change. Further, it can challenge power structures that oppress vulnerable groups, strategically position sport for social development organisations within the policy landscape and promote the sustainability of their programmes.

The Policy Advocacy for Sport and Society (PASS) project seeks to address this issue by developing a comprehensive set of tools and resources to raise awareness and capacities on policy advocacy within the growing sport and social development sector. As such, the PASS project will support sport and social development actors so that they can increase their participation and engagement in democratic life, and enable them to use that engagement to sustainably promote education and equality in and through sport.

Identifying Policy Advocacy Practices

Work package 3 of the project is focused on **identifying policy advocacy practices and strategies** that have demonstrated results and can inspire further action in this space. Through the [Mapping Survey](#) (Work package 2) and a further call for submissions on the [International Platform on Sport and Development](#), policy advocacy practices from the sport for social development sector have been identified.

The overall work package objectives are as follows:

- **Define** and operationalise indicators related to policy advocacy practices in sport and social development
- **Create** an evaluation matrix related to policy advocacy practices in sport and social development
- **Identify** and describe emerging and promising practices related to policy advocacy in sport and social development in order to guide/inspire fellow actors in the field

The work package was **led overall by the consortium partner UNHCR** who set out to achieve the following three outputs:

1. Definition of practice criteria

Collaborative definition and operationalisation of practice evaluation criteria related to policy advocacy.

2. Development of practice evaluation matrix

Collaborative creation of a practice evaluation matrix based on existing work in this area, including relevant research.

3. Application of matrix and identification of emerging and promising practices

Application of evaluation matrix to existing, known practices (e.g. identified through survey or within the consortium's networks) to identify and describe emerging and promising practices.

The following document will outline the evaluation criteria and the related analysis tool for reviewers.

Evaluation Criteria

To provide an objective and transparent basis for determining case studies, emerging practices and promising practices on policy advocacy, a set of criteria have been identified. The chosen criteria were informed by an existing methodological framework developed by several technical units of UNHCR, the UN Agency for Refugees, including child protection, community-based protection, gender equality, and sexual and gender-based violence.¹ The criteria were adapted to fit the needs of the project and specifically address the required characteristics of policy advocacy.

The criteria are intended to support the identification of case studies, emerging practices and promising practices, which are defined as follows:

- A **case study** is understood as a **descriptive overview of a practice**, or part of a practice, that is **relevant to policy advocacy** without requirement for provision of evidence or any judgement as to its results or sustainability. It can provide insights and lessons learned into future practice even when it does not meet certain aspects of the criteria.
- An **emerging practice** is understood as a practice that shows **early indications of producing change** or difference at the policy or institutional level.
- A **promising practice** is understood as a practice that is **proven to work well and produce sustainable results** at the policy or institutional level. It can serve as a model to be replicated and scaled up.

¹ UNHCR (2019) Methodology and Background Document – Collecting Practices and Case Studies on Child Protection (CP), Community-based Protection (CBP), Gender Equality (GE) and Sexual and Gender-based Violence (SGBV).

Analysis tool for the review

As a complementary tool, a **matrix** has been developed to support the **differentiation between emerging practices and promising practices**. The matrix provides relevant policy advocacy activities and highlights emerging practice and promising practice versions of the activity, which are aligned with an intended result. The relevant activities within the results matrix have been adapted from the policy advocacy framework from Gen & Wright (2013)². All necessary results were adapted to fit the needs of the project and specifically address the required characteristics of policy advocacy, as was previously done with the evaluation criteria. Consequently, **the evaluation criteria as well as the results matrix are proposed as complementary tools**.

How to use the analysis tool for reviewers?

If reviewers can **answer positively to any of the questions** associated with a criterion below, the policy advocacy activity meets the **minimum requirement**.

The only requirement for a case study is that it is relevant. Innovation is an optional criterion for all three categories of practices.

Criteria	Description
Relevance	The policy advocacy activity responds to the needs and priorities of the intended target audience. The activity's objectives are valid and consistent with the intended results.
Participation	Opportunities are sought to reinforce and increase meaningful engagement of the intended target group either through the implementation of the activity or as an intended result of the activity.
Inclusion	The policy advocacy activity seeks to include vulnerable groups in society (e.g. persons of different ages, genders and diverse backgrounds, and forcibly displaced people).
Innovation <i>(Optional)</i>	The policy advocacy activity is innovative, either in terms of approach or the intended result.
Results	The policy advocacy activity has made a change or difference at the policy or institutional level.
Sustainability	The policy advocacy activity demonstrates potential for sustainability, both in terms of approach as well as the intended result.
Replicability	The policy advocacy activity is likely to produce similar results if it is implemented in other locations or adapted for context.
Scalability	The policy advocacy activity has an ability to scale up or scale down, while retaining effectiveness. The practice also demonstrates cost effectiveness.

² Gen & Wright (2013) Policy Advocacy Organizations: A Framework Linking Theory and Practice, Journal of Policy Practice, 12:3, 163-193, DOI: [10.1080/15588742.2013.795477](https://doi.org/10.1080/15588742.2013.795477)

Criteria	Guiding questions to support the analysis
<p>Relevance <i>(only requirement for case study)</i></p>	<ul style="list-style-type: none"> ➤ Was a needs assessment conducted before the policy advocacy activity was implemented? ➤ Does the proposed policy change respond to the identified needs and priorities of the intended target audience? ➤ Are the objectives clear and consistent with the intended results?
<p>Participation</p>	<ul style="list-style-type: none"> ➤ Was there a strategy employed to meaningfully engage the intended target group through the implementation of the policy advocacy activity? ➤ Does the intended result of the policy activity include a focus on promoting greater participation of the intended target group in society? ➤ Is there a feedback system?
<p>Inclusion</p>	<ul style="list-style-type: none"> ➤ Does the intended target group of the policy advocacy activity include vulnerable people? ➤ Does the policy advocacy activity consider the needs and perspectives of people of different age groups, genders, and ethnicities?
<p>Innovation <i>(Optional for all)</i></p>	<ul style="list-style-type: none"> ➤ Does the policy advocacy activity employ creative or new solutions to address problems and issues?
<p>Results</p>	<ul style="list-style-type: none"> ➤ Did the policy advocacy activity achieve its intended result or a positive unintended result? ➤ How have results been measured?
<p>Sustainability</p>	<ul style="list-style-type: none"> ➤ Does the policy advocacy activity promote long-term institutional or financial support for the intended result? ➤ Has the proposed policy change considered coherency with other related policies (e.g. health, education, etc.) ➤ Has the policy advocacy activity considered how the proposed policy change will be monitored?
<p>Replicability</p>	<ul style="list-style-type: none"> ➤ Is it clear how the policy advocacy activity was implemented? Does the submission highlight conditions for success and learning? ➤ Could the policy advocacy activity be implemented in a different location or context?
<p>Scalability</p>	<ul style="list-style-type: none"> ➤ Could the policy advocacy activity be scaled up or scaled down? ➤ Is the policy advocacy activity cost-effective?

Matrix for the identification of emerging or promising practices

The matrix below will guide the determination of **emerging practices** or **promising practices**.

Relevant Activity	Emerging practice	Promising practice	Result
Coalition building (Exchange of information and relationship-building with like-minded organisations)	<ul style="list-style-type: none"> ➤ Building coalitions of like-minded groups. 	Coalition with like-minded organisation(s) are formed	Improved Democratic environment
Engaging the public (Awareness-raising and mobilisation of citizens)	<ul style="list-style-type: none"> ➤ Engaging your members/ the public to write letters, sign a petition or take part in a demonstration. ➤ Engaging your members/ the public to take other actions. 	Desired views are changed on a wide scale	Change in public views
Engaging decision makers (Engaging and building rapport with relevant decision- makers)	<ul style="list-style-type: none"> ➤ Networking with policy makers. ➤ Meetings to share information with policy makers. 	Decision makers views are changed	Change in decision-maker views
Information campaigning (Research and rhetoric to persuade and support policy advocacy)	<ul style="list-style-type: none"> ➤ Meetings to discuss problems and look for solutions with policy makers. ➤ Research on own programmes to develop evidence of benefits. ➤ Research on situation of programme participants to identify (policy) needs. ➤ Sharing briefing documents with policy makers. ➤ Awareness raising campaigns targeting decision makers. ➤ Awareness raising campaigns targeting the general public. 	Desired policy is conceived and adopted	Policy adoption
Reform efforts (Attempts to change policy through pilots, demonstrations or litigation)	<ul style="list-style-type: none"> ➤ Taking part in legal action or litigation to achieve policy changes. ➤ Initiating pilot or demonstration projects to showcase alternative (policy) approaches. 	Adopted policy leads to changes in practical implementation	Implementation change
Policy monitoring (Monitor policy implementation to support learning or apply pressure)	<ul style="list-style-type: none"> ➤ Monitoring implementation of relevant policies. 	Policies across a range of sectors are working harmoniously to achieve desired outcome	Policy Alignment



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