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# **Monitoring and measuring success in the Sport for Development sector**

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# Reflections from the last 20 years...

- 1) The sport sector's evolving approach to the delivery of social policy priorities
- 2) Changes in the commissioning of public sector contracts (esp. the move to outcome based commissioning)

# Sport for social good (because sport IS good!)



Engagement  
with sport

Intrinsic  
MAGIC!

Personal  
and social  
outcomes

# Sport's mystique and unlimited power (?)

- Physical health
- Mental health/well-being
- Social integration
- Peace building/conflict resolution
- Economic development
- Tackling extremism
- Education and training
- Tackling unemployment
- Addressing inequality
- Tackling crime and anti-social behaviour

*“Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair. It is more powerful than government in breaking down racial barriers. It laughs in the face of all kinds of discrimination.”*

# Where did this leave us?

- Few explicit programme designs
- Little ‘internal’ monitoring or evaluation
- Emergence of academic studies:
  - Academics from ‘sport’ disciplines
  - Focused on measuring the definitive ‘impact’ of sport for development work
  - Endless ‘attribution’ and ‘causality’ debates

# Sport for development workforce

- Often non-specialist
- Few opportunities to gather appropriate skills through training
- Familiar with 'external' measures of success
- Frequently commissioned to deliver a 'volume' of work (with little need for explicit programme design)

# Monitoring for outputs

- Typical output measures
  - Counts of sessions
  - Counts of participants
  - Hours of contact
- No (or little) need to monitor, evaluate or demonstrate the *effectiveness* of work
- Little reflective practice

# Internal changes

- The ‘professionalisation’ of sport for development as a sector
- ‘Decentring’ sport
- Increasing focus on the *specific* ways in which sport-based programmes can contribute to *specific* social outcomes



# External changes

2 key developments...

- Outcome-based commissioning
  - Organisations commissioned to deliver social outcomes
- Results-based funding
  - Organisations paid only if they can demonstrate the delivery of social outcomes

# From outputs to outcomes...

- Sport no longer an inarguable 'good'
- Sports deliverers need to articulate precisely HOW they can contribute to identifiable social outcomes
- Onus increasingly on organisations to:
  - Build a case (at the commissioning stage)
  - Demonstrate success (i.e. that outcomes have been delivered)

# Key areas of focus

THEORY OF CHANGE

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graph TD; A[THEORY OF CHANGE] --> B[''Eligibility criteria' and participant profiles']; B --> C[Unique 'assets' and inputs]; C --> D[Activities and 'critical success factors']; D --> E[Outputs to outcomes (and social impacts)];
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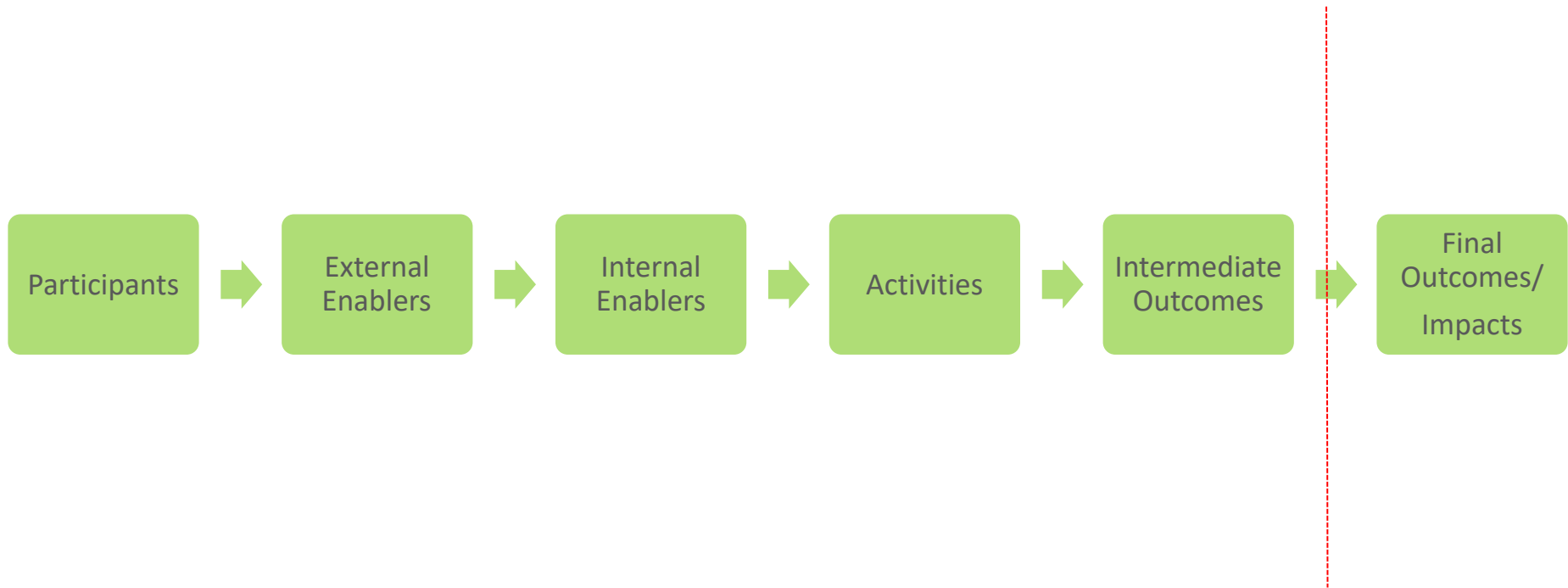
'Eligibility criteria' and participant profiles

Unique 'assets' and inputs

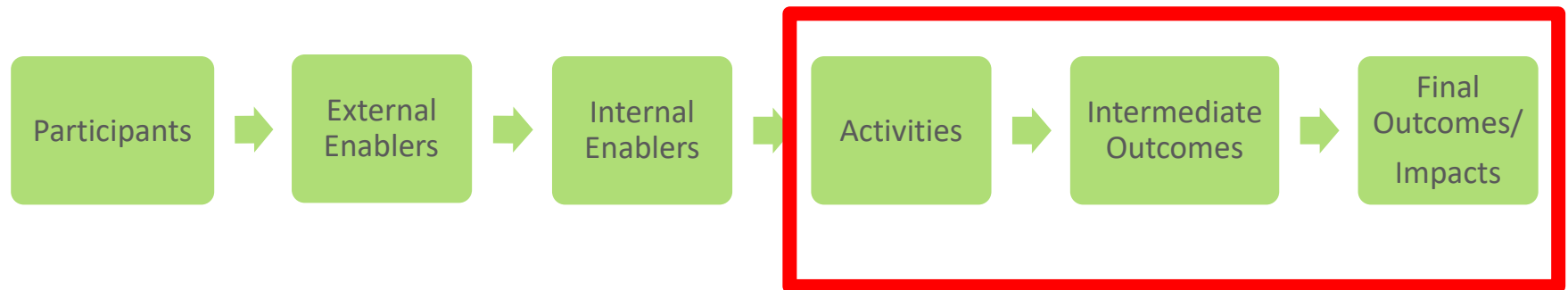
Activities and 'critical success factors'

Outputs to outcomes (and social impacts)

# A (basic) logic model structure



# Activities to outcomes...



# A simple approach to mapping outcomes

Level	Example
Generic Goal	Creating safer communities
Outcome	Reduce crime
Indicator	Improved engagement with school and learning
Monitoring data (outputs)	No. of attendances at activities themed around this indicator
Assessment data (outcomes)	Pre and post participant questionnaire data
Validation data (impacts)	Local crime statistics

# Group task

What activities do you deliver (related to the pursuit of social outcomes)?

What intermediate (short-to-medium term) 'participant outcomes' do they produce (and how)?

How do 'intermediate' outcomes relate to longer-term social/community-level outcomes?

**CRUCIALLY** – how do you evidence the relationship between activities and impacts?

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