Strengthening the Global Framework for Leveraging Sport for Development and Peace

Streamlining the process of SDP programme design, delivery, monitoring and evaluation

Dr Shushu Chen, University of Birmingham, United Kingdom

13th June 2018, UN Headquarter, New York

Twitter: @Shushu_Chen

The use of sport for development and peace (SDP) is a strategy which has attracted support from a wide range of policy bodies.

Sport is also considered to be a prominent part of the emerging 'fourth pillar in development aid'. (Develtere & De Bruyn, 2009)

There has been a burgeoning research interest in studying the topic of SDP from different disciplines.

Various organisations have also engaged with this international 'movement'. (Kidd, 2008, p. 370)

The capacity of sport to combat issues, e.g. HIV/AIDS, is sometimes overstated and local contexts are underappreciated (Mwaanga, 2010).

Theoretical articulation of the logic underpinning SDP programmes has been kept to a minimum.

There is a risk of accepting the 'exceptionalism of sport'.

(Black, 2010; Coalter, 2010; Giulianotti, 2004)

Assessment of sport's contribution to development and peace should be less concerned with the question of _whether_ SDP programmes can generate positive outputs and outcomes…

…but more concerned with a nuanced question of _how_ to effectively leverage SDP programmes in a particular context to achieve particular types of positive outcomes.
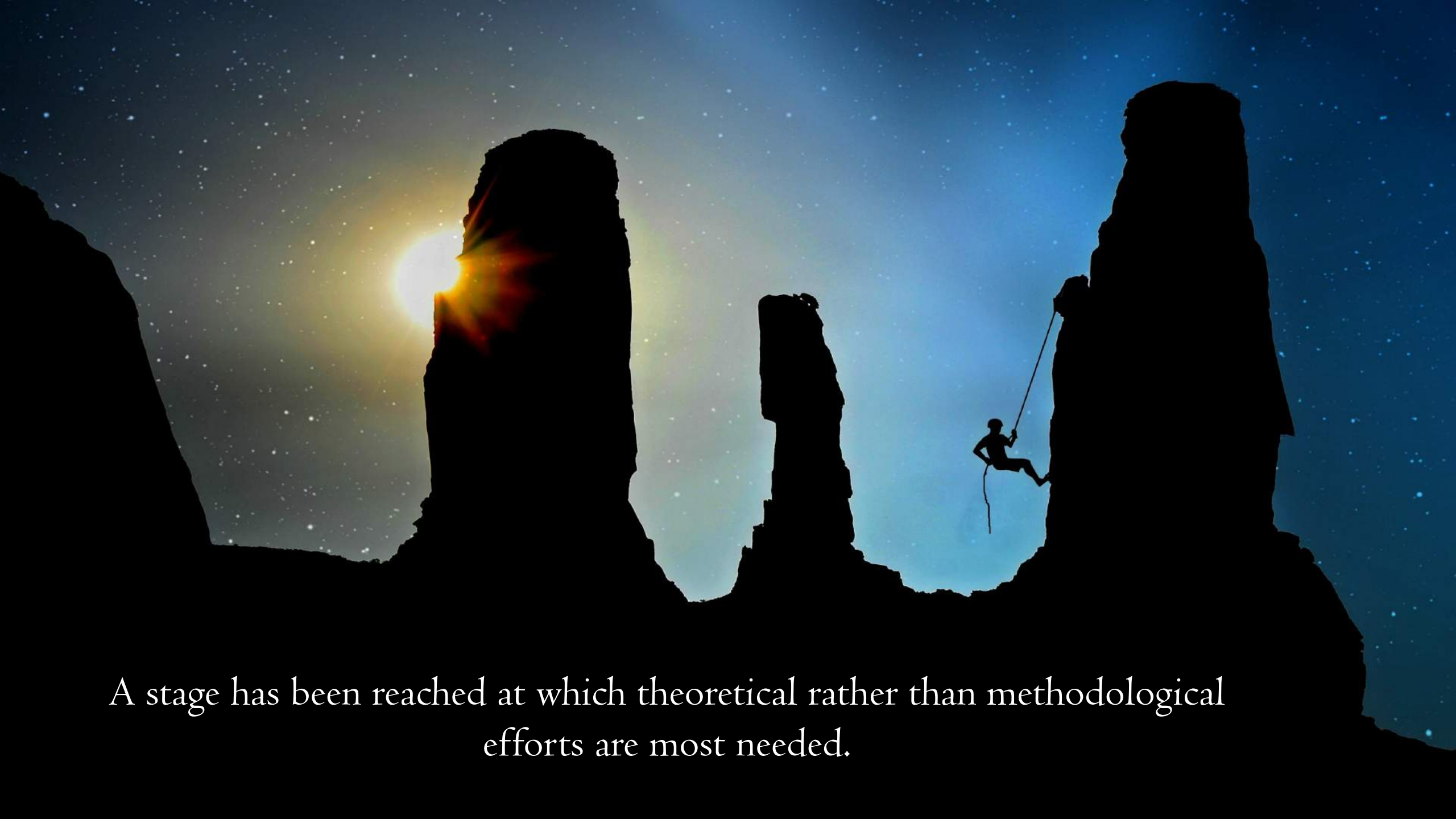
A stage has been reached at which theoretical rather than methodological efforts are most needed.

'Sport is a means to promote education, health, development and peace'.

(UNGA Resolution 58/5, 2003)

Sport is an enabler of sustainable development. (The 2030 Agenda for Sustainable Development, United Nations, 2015, para. 37)

Exhibiting awareness of leveraging

How to leverage?

SDP programmes ≈ 'seed capital'

(O'Brien, 2006, p. 258)

A detailed strategic planning (Schulenkorf, 2012) and the formulation of collective international cooperation networks (Chalip, 2001).

How to leverage?

A need to consider existing local strategies, resources, and sociocultural and political conditions more broadly (Beesley & Chalip, 2011).

Current issues
&
challenges

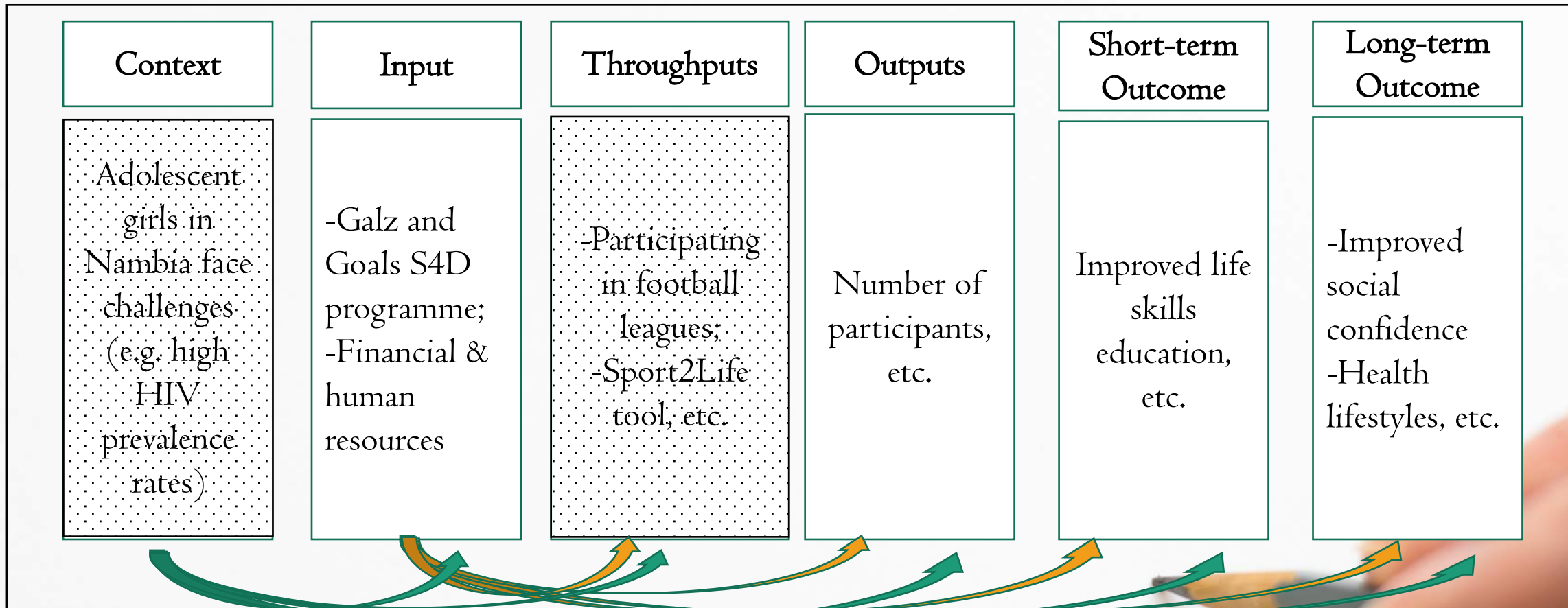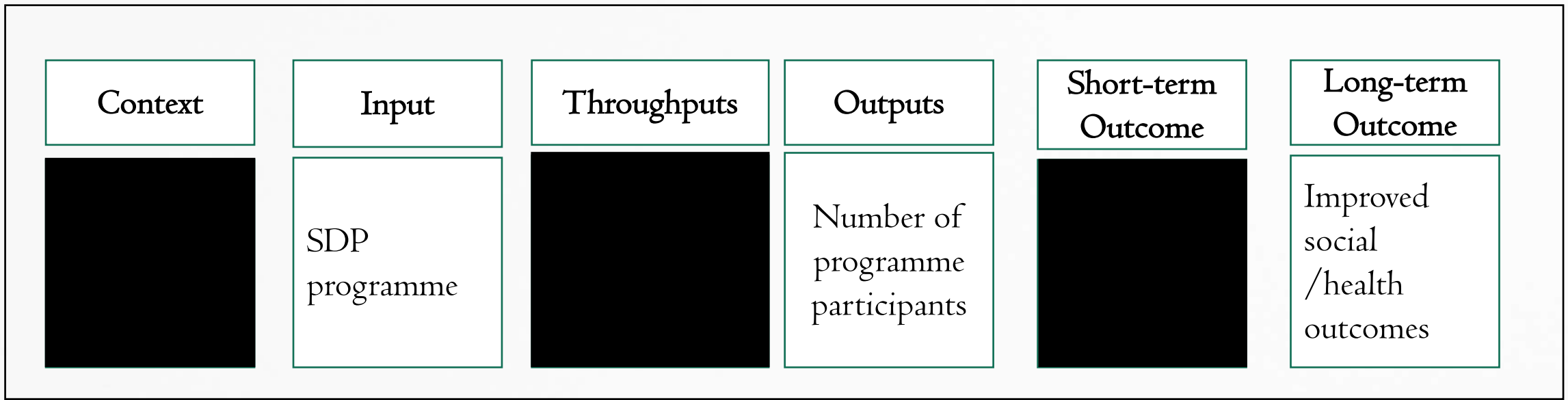| STEP 1	STEP 2	STEP 3
• Signs of 'evangelical' SDP thinking. • Short-term nature. • Limited questioning about cause and effect. • Overreliance on foreign funding. • Fulfilling the objectives of foreign donors – rather than those of the local community.	• How SDP projects can be integrated into existing organisational networks at the local level remains unclear. • Less emphasis on developing local organisers' transferable skills and knowledge. • The alignment of projects with locally and nationally defined priorities is needed.	• A lack of rigorous and reliable evidence. • An 'after-thought' or a 'post-rationalisation' process. • The instrumental approaches seem to be less effective in revealing the real contributions. • Lack of long-term evaluation of the outcomes (e.g. health, empowerment). • Political influence.
Design	Delivery	Monitor Evaluation

Namibia Football Association's Galz and Goals Sports for Development Programme (UNICEF Namibia, 2015)

Context	Input	Throughputs	Outputs	Short-term Outcome	Long-term Outcome
Adolescent girls in Namibia face challenges (e.g. high HIV prevalence rates)	-Galz and Goals S4D programme; -Financial & human resources	-Participating in football leagues; -Sport2Life tool, etc.	Number of participants, etc.	Improved life skills education, etc.	-Improved social confidence -Health lifestyles, etc.

'Important questions such as exploring alternative explanations for the results, or testing how reasonable it is to attribute the results to the intervention were left out of the discussion'.

(UNICEF Evaluation Report, 2016)

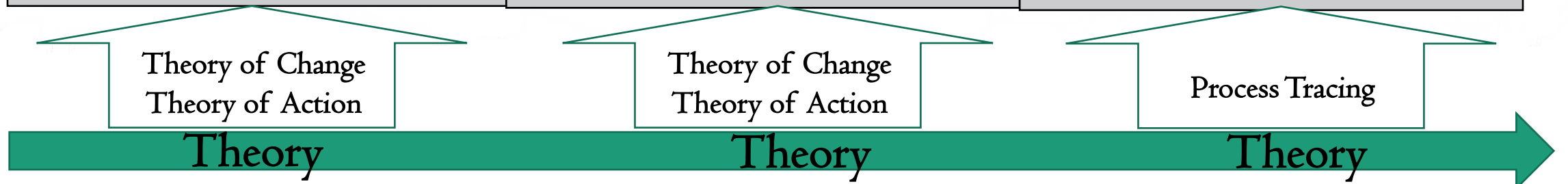| Context	Input	Throughputs	Outputs	Short-term Outcome	Long-term Outcome
■	SDP programme	■	Number of programme participants	■	Improved social /health outcomes

A Black Box

If a SDP programme fails, we don't know why

If a SDP programme works, we don't know why

Not sure whether or not, and how we can translate it to different contexts

We need to make the underlying theory of change more explicit!

SDP programmes/Policy

Design	Delivery	M&E
▪ Situation analysis ▪ Engaging & communicating with stakeholders ▪ Developing a strategic integration	▪ Recourse and activities ▪ Consistency ▪ Governance	▪ Both processes and outcomes evaluations ▪ Assessments of probability (not necessarily quantitative)

Theory of Change
Theory of Action

Theory of Change
Theory of Action

Process Tracing

Theory ⟶ **Theory** ⟶ **Theory**

Conclusion & Recommendations

- To streamline the process of SDP programme design, delivery, monitoring and evaluation through theory.

- To explore and to engage multiple actors (local communities, non-governmental organisations, national governments, etc.).

- To take into consideration existing local strategies, resources, and sociocultural and political conditions.

- To define the practical details (e.g. how to build up local capacity) involved in the design and delivery of SDP programmes.

- To apply rigorous evaluation approaches for capturing impacts, and in taking on board lessons learned from different SDP programmes.

- Additional efforts (strategic planning, establishing cooperation network) are required to effectively leverage sport for the achievement of development goals.

Conclusion/Recommendations
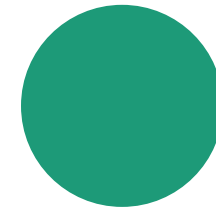
Dr Shushu Chen,
University of Birmingham,
United Kingdom.

Twitter: @Shushu_Chen