



Evaluation Report:

Sport for Development and Peace International Working Group
2004-2008

Submitted to the SDP IWG Secretariat

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Executive Summary

Background: The Sport for Development and Peace International Working Group

The Sport for Development and Peace International Working Group (SDP IWG) was established in 2004 to articulate and promote the adoption of policy recommendations to governments for the integration of sport into their national and international development strategies and programs.

The SDP IWG was launched, with funding from the Department of Canadian Heritage, the Royal Norwegian Ministry of Foreign Affairs, the Swiss Agency for Development and Cooperation, the Federal Chancellery of Austria and Right To Play, as a four-year policy initiative engaging national governments, United Nations (UN) agencies, and civil society in the development of practical recommendations for the integration of Sport for Development and Peace into domestic and international development policies and programs. Johnson & Johnson also provided a one-time grant to the initiative in 2007.

Right To Play served as Secretariat to the SDP IWG, coordinating the establishment of the working group and the implementation of all project activities. This work was overseen by a Steering Group made up of representatives of the four funding governments, a representative from the UN Office on Sport for Development and Peace and a representative from the global south (Sierra Leone).

Objectives of the SDP IWG

- Gather evidence that currently exists and synthesize for policy-makers while facilitating longer term efforts to fill evidence gaps
- Actively engage national governments in SDP IWG policy dialogue
- Develop targeted, well-designed communications tools to reach policy-makers and persuade them of SDP's benefits
- Develop a comprehensive set of policy recommendations that are practical, generalizable and validated by diverse governments

The SDP IWG was chaired by a senior representative of the United Nations Development Program (UNDP), and was comprised of an Executive Committee made up Ministers, Deputy Ministers and senior UN officials and a Bureau made up of working level officials from national governments, UN Agencies, sport federations, and civil society organizations.

The initiative culminated with the launch of the report *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* at the 2008 Summer Olympic Games in Beijing, China. At a meeting of the Executive Committee prior to the public launch, government ministers formally endorsed the report, and with the *Beijing Declaration* agreed to the need for a renewed mandate for the SDP IWG.

Evaluation

Approaching the end of the four-year mandate, the Secretariat contracted an external consultant in May 2008 to lead an evaluation of SDP IWG four-year initiative. Data was gathered in stages between July and November 2008 using an on-line survey, and a series of telephone interviews with a range of SDP IWG stakeholders.

The evaluation was designed not only to assess the results achieved by the initiative, but also to gain an understanding of the factors contributing to, or inhibiting, the achievement

of results. Findings of the evaluation and their implications for the continued efforts of the SDP IWG are summarized below.

Evaluation Purpose:

To demonstrate accountability to SDP IWG stakeholders and to inform planning for the next phase of the initiative by:

- assessing the impact the initiative has had so far on engaging governments and relevant regional/international organizations in SDP policy dialogue and activities toward the eventual establishment of sport for development policy at a national level
- identifying the factors (programmatic or contextual) that facilitate and those that inhibit the engagement of government and relevant regional/international organizations in SDP policy dialogue and activity; and
- gaining insights about the current needs and priorities related to SDP policy development at all levels (national, regional, and global).

Evaluation Findings

Overall and by all accounts, the SDP IWG was a highly successful initiative. The SDP IWG fulfilled its mandate, producing a comprehensive set of recommendations for Sport for Development and Peace (SDP) policy development and making considerable progress in promoting the uptake of those recommendations. By engaging national governments and international agencies in regular dialogue and consultation on SDP policy, the Secretariat was able to produce policy recommendations that reflect the contexts, experiences and priorities of national governments, while at the same time building capacities, inspiring commitments, initiating dialogue, and mobilizing action toward SDP policy development at the national and international level. The clear and explicit influence of the activities undertaken by the SDP IWG and the resources that the initiative produced is exemplified by the fact that several countries have developed and adopted SDP policies as a direct result of SDP IWG efforts. These instances of policy change over the course of the four-year mandate are indicative of the initiative's impact.

The SDP IWG met all its objectives and the Secretariat delivered more, in terms of activities and outputs, than originally planned. Key SDP IWG *activities* included:

- Organizing regular meetings meetings/events and other outreach activities for the engagement of national governments and international bodies in SDP policy dialogue
- Conducting analysis, consulting with government officials and other experts, and developing and tabling recommendations to governments for the development of SDP policy
- Gathering and disseminating research and evidence to support SDP policy promotion, development, and implementation

Key *outputs* produced by SDP IWG included:

- Regular meetings of the SDP IWG Executive (once per year) and the SDP IWG Bureau (once per year)
- A quarterly newsletter highlighting the work of governments, NGOs and the sporting community around the globe working to use sport as a tool for development and peace building

- *Literature Reviews* on the use and effectiveness of Sport for Development and Peace in the promotion of health, youth and child development, gender equality, inclusion and well-being of people with disabilities, and peace
- *From the Field: Sport for Development and Peace in Action*, a collection of dynamic projects and programs that are using sport to achieve diverse development objectives
- *From Practice to Policy*, an interim report generated through research and consultation on government approaches to SDP, that investigates and describes examples of SDP practices and experiences of 13 national governments and distills the benefits that sport offers in the development context
- *Sport for Development and Peace: Governments in Action*, a companion document to *Harnessing the Power of Sport and Development and Peace* (below), that profiles SDP activities in 34 countries around the world
- *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments*, the final and ultimate product of the 4-year program period; a report presenting evidence of the effectiveness of SDP in key development areas and recommendations to governments for SDP policy development

Right To Play brought profile, leadership, professionalism, and passion for Sport for Development and Peace to its role as Secretariat, and was instrumental in building the momentum needed in order to promote the adoption of policy recommendations at a national and international level. All SDP IWG stakeholders involved in the evaluation had very high praise for Secretariat personnel.

The initiative has clearly increased awareness among national governments and international agencies of the benefits of sport as a tool for development and peace, increased knowledge among national government of concrete SDP policy and program options, increased the engagement of national governments and international bodies in SDP policy dialogue, strengthened the commitments of international forums to supporting and promoting SDP, and in some contexts, increased the concrete engagement of governments in SDP policy development and implementation.

The SDP IWG fulfilled its mandate, met its objectives, and established a strong foundation upon which to realize the full potential of policy efforts to support the use of sport as a tool for development and peace worldwide.

Relevance

1. The SDP IWG was a highly relevant initiative, grounded in a clear need articulated by stakeholders, substantiated through research with target countries, and well established through international discussions involving representatives from national governments, UN agencies, and other NGOs and institutions involved in Sport for Development and Peace. The initiative makes a unique contribution to international efforts to promote SDP, and a significant number of national governments believe participation in the IWG is useful – as evidenced by the number of governments that sent representatives to participate in SDP IWG meetings.
2. The initiative's dual mandate of developing policy recommendations and promoting their adoption generated a combination of strategies and activities appropriate to the context and need. Despite some slight differences across stakeholder groups in the priority given to one or the other pillar of the SDP IWG's dual mandate, collectively stakeholders worked together toward a common purpose of developing policy recommendations and engaging governments toward eventual uptake of the recommendations.

Efficiency and Reach

3. The initiative fulfilled and exceeded the mandate set out for it, delivering more than was originally planned and exceeding all reasonable expectations for quality and comprehensiveness in all activities and products.
4. The Secretariat was very efficient and effective in its role, implementing planned activities with passion and professionalism, monitoring its own progress and developing plans to address under-fulfilled aspects of its mandate, evolving with the implementation of the initiative, overseeing the timely delivery of high quality publications and other deliverables, exceeding expectations for both quantity as well as quality and comprehensiveness of deliverables, and working effectively with International Working Group members.

About the Secretariat:
"They're the guys you need to talk to if you wanted to find out what was going on."
5. The leadership, passion, profile and contacts brought to the SDP IWG by Right To Play in its Secretariat role, and Right To Play's flexibility and responsiveness were instrumental in establishing the SDP IWG and building the momentum behind it. The competence, dedication, friendliness and accessibility of Secretariat staff, and the intensity of their passion for the cause of Sport for Development and Peace were key factors in the successful implementation of program plans and the mobilization of others toward a common goal.

-- government representative, Asia/Pacific
6. The number of governments and international bodies engaged in the SDP IWG has been impressive, with a growth in participation from 13 countries initially, to 59 countries to date. Work remains to extend direct influence to a broader base of government departments and to senior levels of government beyond sport ministries. Though regional differences persist in terms of the number of governments participating, some success has been achieved since the adoption of the SDP IWG Strategic Plan in increasing the participation of governments in the Middle East, Central Asia, and Latin America.
7. The value added to the initiative of a Steering Group in addition to a Bureau and an Executive Committee is unclear, particularly when not representative of the general membership of the SDP IWG. A lack of conceptual and operational clarity about the relationship of the Steering Group to the Secretariat and to other bodies of the International Working Group created some tensions and redundant decision-making processes.

Effectiveness

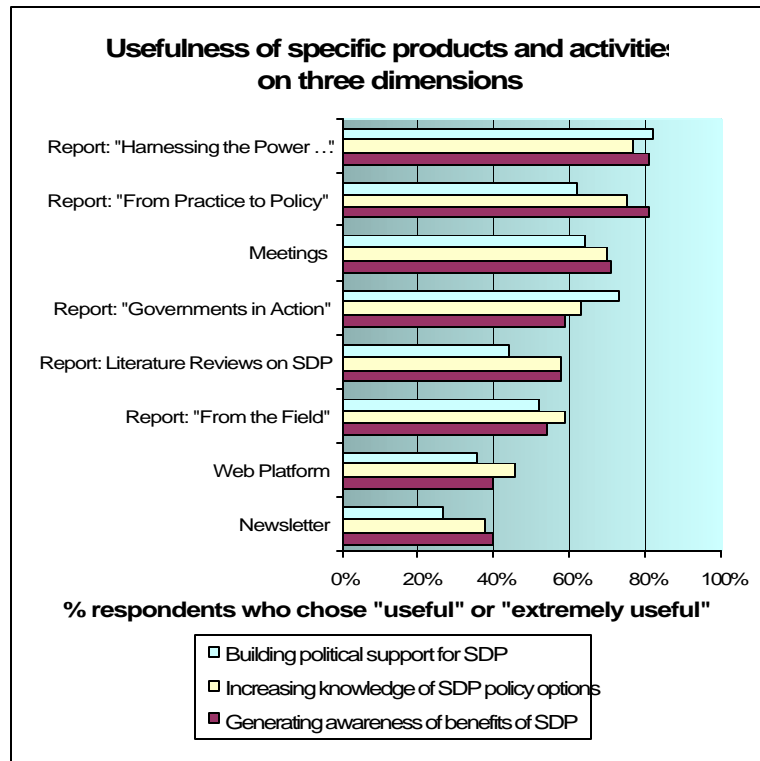
8. The SDP IWG has made considerable progress in achieving outcomes related to promoting the adoption of SDP policy recommendations by national governments. The initiative has contributed significantly to an increase in awareness among national governments of the benefits of sport as a tool for development and peace, an increase in knowledge among national government of concrete SDP policy and program options, an increase in the

"Because of the meetings I'm a changed man... I started to shift my thinking: not 'Sport Development', but 'Sport for development.' ... I now understand more how to use sport for development and peace, and credit that to other people at those meetings. Now when other people talk to me about SDP, I'm like a preacher. Everyone around me now knows about Sport for Development, not just development of sport."

-- government representative, Africa

engagement of national governments and international bodies in SDP policy dialogue, and in some contexts, an increase in the concrete engagement of governments in SDP policy development and implementation.

- The SDP IWG has generated, or contributed to, a number of statements at the national and international levels outlining commitments to further development and promotion of SDP
- The initiative has generated considerable enthusiasm and momentum around SDP concepts among many of its members, affirming and supporting the work of those already involved in the promotion or SDP and converting some relatively passive believers in the power of sport into SDP champions in their governments and agencies.
- In some contexts, the work of the SDP IWG has contributed directly to the development and implementation of SDP policy at a national level.



- The activities and products of the SDP IWG, without exception, were of very high quality, and contribute to building awareness of the benefits of SDP, to increasing knowledge of concrete SDP policy and program ideas, and in some cases to generating dialogue and political momentum around SDP policy development. By distilling evidence and concrete examples related to SDP and SDP implementation in an accessible, professional format, and connecting members to a high-level, inter-governmental forum on SDP, the International Working Group has provided its members with powerful tools, momentum and leverage for initiating SDP policy dialogue in their governments and agencies.
- Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* is a very well produced, user-friendly and comprehensive document, and all indications are that it will be an extremely valuable tool for governments interested in developing and implementing SDP policy as well as for generating further interest and dialogue on SDP policy development.
- The evaluation affirms the findings of other research that well-positioned SDP champions are invaluable to the promotion of SDP policy dialogue and development. The SDP IWG has created new SDP champions and has strengthened the ability of existing champions in national governments and UN agencies to advocate for SDP policy and program development.

Sustainability

12. The SDP IWG fulfilled its core mandate, and in the process has generated SDP policy dialogue, contributed to the uptake of SDP policy ideas in some contexts, and established a strong base from which more widespread uptake and implementation of SDP policy can be built.
13. The SDP IWG's impact on the national governments involved in the International Working Group has been considerable; however, its influence beyond Sport Ministers and Sport Ministry staff is limited in many contexts. Further action is needed to maintain and expand the momentum generated, and to realize the full potential of the progress made to date.

The SDP IWG "was a great first step... It has laid a wonderful foundation; it has aroused interest"

-- UN agency representative

Implications for a new mandate

1. Evaluation findings affirm the call for a renewed mandate to sustain the momentum generated by the SDP IWG, to build on the foundation established, and to push SDP policy dialogue closer to the realization of its full potential. While the capacities and momentum built by the initiative would very likely continue to generate outcomes in some contexts without significant additional investments, the enormous potential of the progress made to date cannot be fully realized without additional efforts to continue building momentum and broadening the initiative's impact.
2. A key challenge for future work on SDP policy promotion will be to broaden and deepen the engagement of national governments, by extending the direct influence of the SDP IWG to a wide range of ministries and departments within governments and to senior levels of government beyond sport-related ministries. Evaluation data suggest that engaging international agencies and inter-governmental bodies in the promotion of SDP policy development has great potential for influencing senior levels of national governments beyond Ministries of Sport. Evaluation participants overwhelmingly support the proposal, therefore, to house a future SDP policy Secretariat within the UN.
3. Increasing outreach to and engagement of governments from all regions is another direction suggested for future work on SDP policy promotion. Agreeing on priorities, guidelines and targets that define optimal regional representation would be an important first step toward the strategic engagement of a broader range of national governments. Consideration should be given to the appropriate level of multilingualism needed in order to reach the established outreach goals.
4. Increased engagement of inter-governmental bodies and sports associations at the regional level was suggested in the data as a potential strategy for effective outreach to new countries, for extending the influence of the SDP IWG to senior levels of governments, and for facilitating the uptake of SDP policy recommendations through peer mentoring and support. Investigation of the impact and opportunities related to the involvement of the African Union in the SDP IWG may provide insights into the potential value of this strategy.
5. Establishing and actively maintaining a widely shared understanding of the scope and objectives of a renewed mandate may increase efficiency and effectiveness. The differences in how different stakeholders interpreted the mandate and the operational priorities that flowed from it suggest the importance of involving a broad range of

stakeholders in the articulation of a renewed mandate, the objectives and scope of work for future SDP policy initiatives. Establishing shared and measurable performance indicators and targets for all outputs and outcome objectives will enable transparent monitoring of progress and will facilitate outcome evaluation at a later date.

6. The governance of the Secretariat should be established early in the new mandate in order to ensure that the structures and processes for guiding and supporting the Secretariat are both responsive to the practical needs of the Secretariat and representative of the governments and agencies involved in the initiative. Consultation with donor countries will also be important for identifying appropriate processes or forums through which to express donor interests and ensure continued accountability for funding.

Limitations

While some degree of potential bias should be taken into account in the interpretation of evaluation results, the methods used in data gathering and the make-up of the samples provide a credible basis for confidence in evaluation findings.

Introduction

This report presents the results and conclusions of an evaluation of the Sport for Development and Peace International Working Group (SDP IWG).

Anticipating the end of the four-year project period of the SDP IWG, the Secretariat contracted an external consultant in May 2008 to lead an evaluation of the SDP IWG. Data were gathered in stages between July and November using an on-line survey, and a series of telephone interviews with range of SDP IWG stakeholders (see Annex B: "Methodology"). Evaluation plans and tools were designed by the evaluator in consultation with the Secretariat and with the assistance of Right To Play's monitoring and evaluation staff (see Annex C: "Evaluation Team"). Evaluation plans and major tools were reviewed by the Steering Group for input before being finalized (see Annex D: "Evaluation Workplan").

The evaluation was designed not only to assess the results achieved by the initiative, but also to gain an understanding of the factors contributing to or inhibiting the achievement of results.

Evaluation Purpose:

To demonstrate accountability to SDP IWG stakeholders and to inform planning for future efforts to promote Sport for Development and Peace (SDP) policy by:

- 1) assessing the impact the initiative has had on engaging governments and relevant regional/international organizations in SDP policy dialogue and activities toward the eventual establishment of sport for development policy at a national level
- 2) identifying the factors (programmatic or contextual) that facilitate and those that inhibit the engagement of government and relevant regional/international organizations in SDP policy dialogue and activity; and
- 3) gaining insights about the current needs and priorities related to SDP policy development at all levels (national, regional, and global).

The specific questions guiding the evaluation are listed below in Annex A: "Evaluation Questions".

The report is presented in 7 sections.

Section 1: "Background" provides descriptive information on the SDP IWG, and sets the context for the evaluation.

Section 2: "Methodology" presents the basic information needed, about evaluation methods and sources of data, to contextualize the findings of the evaluation.

Sections 3-6: "Evaluation Results" sections provide an overview of the data related to questions of Relevance, Efficiency and Reach, Effectiveness, and Sustainability, and are intended to enable the reader to see the data upon which conclusions are

based, to test hypotheses not addressed in the report, and to develop conclusions of her or his own.

Section 7: "Findings and Implications for a New Mandate" ends the report with the conclusions drawn from the data and their implications for continued efforts to promote the use of policy as a tool for integrating sport and physical activity into national and international development strategies and program.

1. Background

1.1 History and context of the SDP IWG

The Sport for Development and Peace International Working Group (SDP IWG) emerged in 2004 from the work of the United Nations Inter-Agency Task Force on Sport for Development and Peace. Convened in 2002 by the Secretary-General of the United Nations, following a round table forum at the Winter Olympics in Salt Lake City, the UN Task Force brought 10 UN organizations together to review activities involving sport within the UN system and the contribution of sport to the achievement of the Millennium Development Goals.

In 2003, the UN Task Force issued a report entitled "Sport for Development and Peace: Towards Achieving the Millennium Development Goals", which recommended that UN agencies and national governments incorporate sport into development programs and agendas as a tool for communication, social mobilization, peace-building and development. Growing from the momentum building around the Task Force's work and the concept of Sport for Development and Peace (SDP) in general, in 2004, government officials and UN leaders convened around the XVIII Olympics in Athens, Greece, at a Roundtable Forum "Harnessing the Power of Sport for Development and Peace." From this Roundtable Forum came the recommendation to form the Sport for Development and Peace International Working Group (SDP IWG) as a means of bringing national governments, relevant civil society actors, and members of the UN Task Force together in collaboration around the promotion of Sport for Development and Peace.

The SDP IWG was launched, with funding from the Department of Canadian Heritage, the Royal Norwegian Ministry of Foreign Affairs, the Swiss Agency for Development and Cooperation, the Federal Chancellery of Austria and Right To Play, as a four-year policy initiative engaging national governments, United Nations (UN) agencies, and civil society in the development of practical recommendations for the integration of Sport for Development and Peace into domestic and international development policies and programs. Johnson and Johnson also provided a one-time grant to the initiative in 2007.

The SDP IWG was chaired by a senior representative of the United Nations Development Program (UNDP), and was comprised of an Executive Committee made up Ministers, Deputy Ministers and senior UN officials and a Bureau made up of working level officials from national governments, UN Agencies, and civil society organizations.

Right To Play served as Secretariat to the SDP IWG, coordinating the establishment of the working group and the implementation of all project activities. This work was overseen by a Steering Group made up of representatives of the four funding governments, a representative from the UN Office on Sport for Development and Peace (UNOSDP) and a representative of the Executive Committee from the global south (Sierra Leone).

The first meeting of the SDP IWG took place on May 24, 2005 at UN Headquarters in New York. Over 70 delegates and observers from 13 countries, and several UN agencies and civil

society organizations were present at the meeting. Four years later, the initiative culminated with the launch of the report *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* at the 2008 Summer Olympic Games in Beijing, China. The report was formally endorsed at a meeting of the Executive Committee prior to the public launch of the document. This meeting also established the "*Beijing Declaration on Sport for Development and Peace*," which among other things set in place a renewed mandate for the work of the SDP IWG.

1.2 Mandate and objectives of the SDP IWG ¹

Mandate:

To articulate and promote the adoption of policy recommendations to national governments for the integration of sport and physical activity into their national and international development strategies and programs.

Objectives

- Gather evidence that currently exists and synthesize it for policy-makers, while facilitating longer term efforts to fill evidence gaps
- Actively engage national governments in SDP IWG policy dialogue
- Develop targeted, well-designed communications tools to reach policy-makers and persuade them of SDP's benefits
- Develop a comprehensive set of policy recommendations that are practical, generalizable and validated by diverse governments

1.3 Activities and outputs of the SDP IWG

In addition to establishing a Secretariat for the SDP IWG and the administrative structures and processes required to make the working group effective, the core program activities² of the SDP IWG during its initiation four years were designed to closely parallel the objectives listed above. These include:

Activities

- Organizing meetings/events and other outreach activities for the engagement of national governments and international bodies in SDP policy dialogue
- Conducting analysis, consulting with government officials and other experts, and developing and tabling recommendations to governments for the development of SDP policy
- Gathering and disseminating research and evidence to support SDP policy promotion, development, and implementation

Key *outputs* produced by the activities of the SDP IWG were:

- Regular meetings of the SDP IWG Executive (once per year) and the SDP IWG Bureau (once per year) in eight international cities covering four continents (Athens, New York, Magglingen, Oslo, Torino, Vienna, Accra, Beijing).
- A quarterly newsletter highlighting the work of governments, NGOs and the sporting community around the globe working to use sport as a tool for development and peace building

¹ Source: SDP Web Platform (<http://iwg.sportanddev.org/en/index.htm>)

² Source: December 19, 2007 Contribution Agreement between Canadian Heritage and Right To Play, Appendix D: "Performance Measurement Framework"

- *Literature Reviews* on the use and effectiveness of Sport for Development and Peace in the promotion of health, youth and child development, gender equality, inclusion and well-being of people with disabilities, and peace
- *From the Field: Sport for Development and Peace in Action*, a collection of dynamic projects and programs that are using sport to achieve diverse development objectives
- *From Practice to Policy*, an interim report generated through research and consultation on government approaches to SDP, that investigates and describes examples of SDP practices and experiences of 13 national governments and distills the benefits that sport offers in the development context
- *Sport for Development and Peace: Governments in Action*, a companion document to *Harnessing the Power of Sport for Development and Peace* (below), that profiles SDP activities in 34 countries around the world
- *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments*, the final and ultimate product of the 4-year initiative; a report presenting evidence of the effectiveness of SDP in key development areas and recommendations to governments for SDP policy development

2. Overview of Methods

Evaluation findings are derived from a review of project documentation and from data gathered through two methods: online survey and interviews. Basic information about methods and participants – about the source of the data from which findings are drawn – is provided here in order to contextualize the findings. Full details of selection and recruitment of participants and other aspects of methodology, are provided in Annex B: "Methodology".

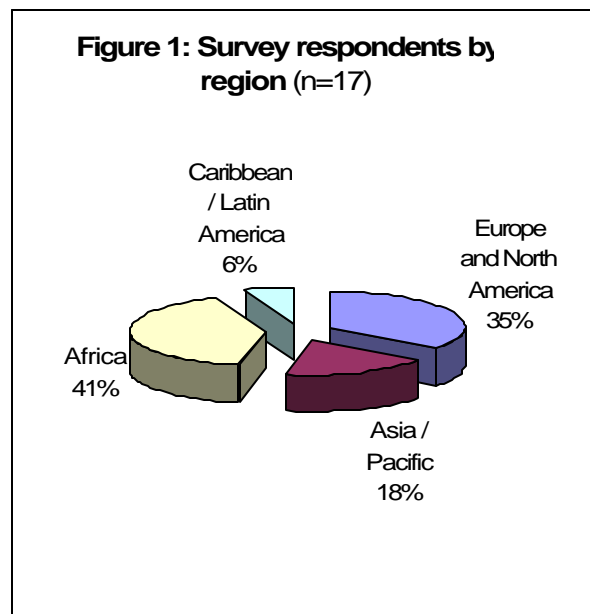
2.1 Online survey

All Bureau members, including associate members, were encouraged to complete an on-line survey, which encompassed a variety of questions about the SDP IWG, its activities and products, and the context of SDP in the respondent's government or organization. The survey was completed by 38 people from a variety of governments and agencies.

Survey respondents were asked to indicate whether they were government representatives or representatives of UN agencies, sports federations, or other civil society groups. Of the 27 respondents who provided this information, 67% were government representatives, 7% were UN agency representatives, 7% were international NGO representatives, 7% were sports federation representatives, and 11% were representatives of other kinds of civil society organizations.

Government representatives were asked to indicate their country. Though only 17 respondents provided this information, those responses indicate that surveys were completed by people representing more than 16 countries (complete list in "Annex B: Methodology"). As Figure 1 depicts, although survey respondents came from all regions, most respondents were from Africa and Europe.

No trends or differences were seen according to organization type or regions in ratings or responses given on specific survey questions, though the number of respondents in each category is too small to state conclusively that none exist in reality. In this sample, nonetheless, no such trends or differences were found.



2.2 Interviews and focus group

Interviews were conducted with a range of SDP IWG participants and stakeholders, using a consistent interview guide designed for each stakeholder group. Interviews were conducted with representatives of two governments from each region, with each Steering Group member, with all Secretariat staff, with 3 key UN agencies, with one international sport federation, and with an academic involved in Sport for Development. Government representatives included senior staff in sport ministries, including one Deputy Minister. Three members of the Secretariat staff were interviewed together in a focus group. One staff member, who was not available for the focus group, was interviewed separately.

Interviews conducted	
National governments (10)	Steering Group Members (6)
<ul style="list-style-type: none"> • Africa (3) • Caribbean/Latin America (2) • Asia/Pacific (3) • Middle East (1) • Europe (1) 	Secretariat staff (focus group with 3 participants + 1 individual interview)
	Academic associate members (1)
	International Sport Federation (1)
	UN Agencies (UNDP, UNICEF & UNOSDP) (3)

3. Evaluation Results – Relevance

In this section, an overview is presented of the evidence pertaining to two research questions about the relevance of the initiative, its core activities, and its main products: (1) "Has the SDP IWG been addressing a need identified by the stakeholders? and (2) "To what extent do key stakeholders share a common understanding of the purpose and goals of the initiative?"

3.1 The SDP IWG program and stakeholder needs

3.1.1 Historical development and supporting research

The mandate of the SDP IWG represents the progression of work initiated to fill a need identified at an international level, and is supported by research done in the early phases of the initiative.

- The SDP IWG derived its mandate from the report of a UN Inter-Agency Task Force on Sport for Development and Peace, and a Roundtable Forum involving political leaders from a range of countries, development experts, and UN agency officials. The establishment of the SDP IWG reflects a growing interest and belief among governments and UN agencies in the potential of sport as a tool for development and peace building. In the words of one government representative interviewed during the evaluation, "*[the SDP IWG] was just a natural progression from things we [the international SDP community] were doing.*"

3.1.2 Participant ratings of relevance

- Sixty-six percent (66%) of survey respondents rated the SDP IWG as "highly relevant" to the needs in their contexts, and 19% rated it "relevant". No differences were detected by region or type of organization (government, UN agency, sport federation, or other civil society) in the rating of relevance.

3.1.3 Growing participation by national governments

The participation of national governments has grown over the project period, and survey respondents rate the initiative positively in terms of addressing a relevant need.

- Fifty-nine countries participated in the International Working Group. The number of governments participating grew each year of four-year initiative from just 13 at the initial meeting of the SDP IWG.

3.1.4 Quality and breadth of participation by national governments

The evidence and perspective gathered during the evaluation suggest, with some qualifications, that many governments involved in the SDP IWG engaged quite deeply with the initiative and its aims:

- Eighty-three percent (83%) of survey respondents reported that at least one other person from their governments or agencies, in addition to themselves, participates in SDP IWG meetings and events. Thirteen of the respondents, in fact, reported that 3 or 4 members of their government or agency have participated in SDP IWG meetings or events
- A considerable body of evidence indicates that a number of SDP IWG members credit the SDP IWG with an increase in knowledge and dialogue on SDP policy in their countries, have endorsed high-level international policy commitments to SDP, and/or have made concrete advances in the development and integration or adoption on SDP policy at a national level (see section 5.2 below).

Nonetheless, the engagement of national governments beyond sport ministries remains a challenge for this initiative. Government representatives report that, with a few exceptions, sport is not widely valued as tool for development and peace by senior levels in other government departments, or among the public.

"If you look at the budget... it's one of the lowest budget in [this region]...and just last week the budget was cut again. So the priority is education, health, water, and infrastructure. Sport is seen mostly as a direct investment into medal counts of whatever championship."

-- government representative, Latin America

3.1.5 International SDP statements and commitments

Statements and commitments of other international bodies to the principles of SDP are a further indication of the relevance of the SDP IWG, including

- The *European Union White Paper on Sport* (July 2007)
- The *Commonwealth Sports Ministers Meeting Communiqué* (August 2008)
- *African Union Sport Policy Framework for Africa, 2008-2018* (Draft, October 2008)
- *United Nations Resolution on Sport as a Means to Promote Education, Health, Development and Peace* (December 2008)

3.1.6 Regional perspective on relevance

Some of the available evidence suggests that the SDP IWG may not be equally relevant in all contexts.

A Latin American interviewee, for instance, reported taking a lead recently in trying to motivate her peers from other governments in the region to get involved in the SDP IWG, but finding that the existence of active regional sport associations and inter-governmental bodies in Latin America *"prevents countries from participating in English-oriented initiatives like SDP IWG."*

For one country representative from Asia, strong representation from African countries relative to Asia and other regions undermined, for her, the value derived from participating in the International Working Group (IWG):

"Not so interesting for me now. Why? Because I want to know something new. There should be more involved of other European countries to maintain interest."

-- government representative, Asia

3.1.7 SDP IWG makes a unique contribution to the overall SDP movement

Interview participants say that, although only one of many players in a broader SDP movement, the International Working Group is a key player and has made a unique contribution (1) in pulling together the available evidence on the impact of sport as a tool for development and peace, (2) in providing governments with very well developed policy recommendations to work with, and (3) by engaging governments in SDP at a policy level:

"I think the working group is pretty important because of its links to the UN, and the fact that it did become a focal point for many different players. And I think that's a pretty important role going forward."

-- government representative, Europe

"... the dynamic within SDP community was huge... we needed somehow a more systematic approach on a governmental level, targeting the governments ... to contribute to generic findings which would lead to policy recommendations where those who make the decisions would have something on the table, something in their hands, which based on strong evidence would give them guidance on how to politically deal with the topic."

-- Steering Group member

3.2 Understanding of the purpose and goals of the SDP IWG

3.2.1 Dual mandate: Quality deliverables *and* engagement of stakeholders

The mandate statement for the SDP IWG, the Strategic Plan, which forms the basis of funding agreements for most years of the initiative, and other project documentation is consistent in describing the SDP IWG as having a "dual focus on the development of policy recommendations and their adoption."³

Despite this clarity and consistency, Secretariat staff reported experiencing "a big disconnect" among stakeholders in relation to the mandate. Some stakeholders were most interested in the concrete products of the SDP IWG, such as the recommendations to governments contained within the final report, whereas others were more interested in the meetings and other process-oriented activities of the International Working Group (IWG).

Evaluation evidence corroborates this experience. Government representatives from Africa, Asia/Pacific and the Middle East, for instance, tended to emphasize the education and engagement of governments through networking, dialogue, and information-sharing at SDP IWG meetings, when asked what they believed to be the key purpose of the SDP IWG. Only one government official mentioned the development of policy recommendations in this context, and at least two said that providing a platform for the sharing of best practices in SDP policy and programming was the key purpose of the SDP IWG. On the other hand, some Steering Group members who perceived the central objective of the SDP IWG to be delivering policy recommendations to governments suggested that the Secretariat may have over-emphasized its outreach and communication functions in certain instances.

³ Source: Strategic Plan 2006-08, page 8

While some stakeholders felt that the Secretariat added layers to the mandate by devoting resources to outreach, engagement and communications functions, the SDP IWG Strategic Plan clearly outlines how these functions were crucial to achieving the dual mandate. While engaging governments and UN agencies in SDP policy dialogue was intended in part to support the second part of the dual mandate – the eventual uptake of SDP policy recommendations – Secretariat staff point out that outreach to governments, communication of key messages, and the engagement of governments and other stakeholders in policy dialogue and consultation was necessary also for the development of realistic, practical, credible and relevant SDP policy recommendations.

3.2.2 SDP Programs and SDP Policy

A minor theme in the Steering Group interviews, substantiated to a certain degree by interviews with government representatives, was a confusion of interest in SDP program development with SDP policy development. According to one Steering Group member, some IWG members would come to meetings with a "shopping list mentality", looking for financial and technical assistance for the establishment of SDP programs in their countries.

Indeed, two of the government representatives interviewed called for the leveraging of additional technical and financial assistance for SDP programming through the SDP IWG, and for increased involvement in the IWG of NGOs involved in SDP programming.

3.3 Conclusions regarding relevance

3.3.1 The SDP IWG was a highly relevant initiative, grounded in a clear need articulated by stakeholders, substantiated through research with target countries, and well established through international discussions involving representatives from national governments, UN agencies, and other NGOs and institutions involved in Sport for Development and Peace. The initiative makes a unique contribution to the many international efforts to promote SDP, and a growing number of national governments find membership in the IWG relevant enough to them to send representatives.

3.3.2 Findings that the direct influence of the SDP IWG is limited, in many countries, to sport-related ministries suggests continued relevance of efforts aimed at raising awareness and engaging governments in the use of sport as a tool for development and peace. A lack of buy-in to SDP at senior levels of government unrelated to sport, in some countries, may reflect a genuine lack of relevance of SDP to a given country context, particularly in relation to pressing national priorities such as health care, basic education and debt servicing. The balance of evidence, however, suggests a growing recognition of the relevance of SDP among national governments and international bodies. Such evidence includes the committed participation of minister-level delegates from many of those same countries in the SDP IWG, the empirical evidence available of the benefits and cost-effectiveness of sport as a tool for development and peace, the uptake and integration of SDP into health, education and development policy in countries in all regions, and the emergence of SDP champions among senior government leaders in some regions.

3.3.3 Although the relationship between outreach, engagement and communications functions in relationship to SDP policy development was a source of confusion for some SDP IWG members, collectively stakeholders worked together toward a common purpose of developing policy recommendations and engaging governments toward eventual uptake of the recommendations.

4. Evaluation Results – Efficiency and Reach

In this section, an overview is presented of the themes and evidence emerging from the data related to questions of efficiency – whether the activities were delivered as planned, and whether the structure and administrative processes of the initiative supported efficient and effective implementation – and the question of how comprehensively the initiative reached its intended beneficiaries.

4.1 Implementation of activities and achievement of outputs

4.1.1 Activities implemented as planned

The basic activities planned for the initiative appear to have been rolled out as originally intended:

- Organizing meetings/events and other outreach activities for the engagement of national governments and international bodies in SDP policy dialogue
- Conducting research and analysis, consulting with government officials and other experts, and developing and tabling recommendations to governments for the development of SDP policy
- Gathering and disseminating research and evidence to support SDP policy promotion, development, and implementation

All bodies of the SDP IWG have met on a regular basis. Evidence supporting the power and potential of SDP has been compiled and published. Recommendations for SDP policy development have been developed in consultation with government officials and other experts, and have been published.

4.1.2 Introduction of the Strategic Plan

Implementation plans shifted significantly with the introduction, in 2006, of a Strategic Plan for the period of 2006-2008. Recognizing "challenges with respect to securing the adoption of the policy recommendations" that were scheduled for release at Beijing in August 2008, the Strategic Plan introduced measures to address this challenge:

"In response to this challenge, the Secretariat is proposing a strategic plan designed to maximize outreach and engagement of governments in the Sport for Development and Peace dialogue prior to Beijing, in order to generate sufficient international awareness and momentum to guarantee substantial take up even in the absence of an ongoing International Working Group."

-- Strategic Plan, page 3

Reviewed by the Steering Group at a meeting in Zurich (September 21, 2006), the strategic plan was revised accordingly and then presented for approval by the Bureau of the SDP IWG. The Strategic Plan reiterated the mandate of the SDP IWG, renewed and updated the strategic goals of the initiative, and established a detailed work plan for the Secretariat through the end of the mandate in August 2008. The strategic plan forms the basis of 2007/08 contribution agreements with Canadian Heritage and the Swiss Agency for Development and Cooperation.

According to activity reports and other project documentation, as well as the opinions of Secretariat staff and Steering Group members, the Secretariat implemented the work plan laid out by the strategic plan without significant changes.

4.1.3 Cost-effectiveness of subsidizing government participation

Questions were raised by some stakeholders during the evaluation about the implications of paying for representatives of low-income countries to attend the SDP IWG meetings as this made it difficult to assess the degree of genuine governmental commitment to the activities and mandate of the SDP IWG:

"If it's about finding out really which governments are really committed to SDP, [financing their participation] might be misleading."

-- UN agency representative

The decision to subsidize the participation of governments was a strategic one made to boost momentum in the initiative's early stages and to ensure the inclusion in the SDP IWG of low income countries where low budgets in Sport Ministries were identified as a significant barrier to participation. Only representatives of countries designated as "low income" by the World Bank were eligible for subsidies. After the Ghana meetings in 2007, it was determined that sufficient momentum had been built, and shortly thereafter the decision was made to stop subsidizing government travel to meetings.

Participation in the SDP IWG grew steadily over the four-year program period, including the time after subsidies for participation were discontinued, and evidence summarized above (section 3.1.3) indicates a significant depth of engagement in SDP dialogue and action among many participating countries. While worth reviewing for future efforts to broaden the engagement of governments in SDP policy dialogue and action, there is little evidence to indicate that overall, subsidies provided to encourage participation in the SDP IWG were counter-productive or ineffective.

4.1.4 Deliverables completed

The initiative met or exceeded all deliverables of its mandate, engaging 59 national governments, delivering more evidence and more evidence documents than some stakeholders anticipated, and producing a comprehensive set of recommendations for SDP policy development that have been very well received by all stakeholders. Please see Annex E: "Comparison of Expected with Actual Outputs" for further details on the performance of the working group against planned deliverables.

The SDP IWG met its core mandate of articulating and promoting the adoption of policy recommendations to national governments for the integration of sport and physical activity into their national and international development strategies and programs.

4.1.5 Quality of outputs

The outputs of the SDP IWG met or exceeded expectations in terms of quality as well as quantity. SDP IWG meetings, according to interviewees, were well organized and efficient, and the publications are regarded by all stakeholders interviewed during the evaluation process as extremely well produced, professionally written and designed, well-researched, and highly credible. Further feedback about SDP IWG outputs is presented below in section 5.1 (page 19).

4.2 Administrative processes and structures

4.2.1 Secretariat well-run and efficient once established

The Secretariat's successful coordination of all planned activities and a proven track record of meeting or exceeding all targets and deliverables strongly suggest efficient and appropriate administrative processes and structures. Secretariat staff and some Steering Group members acknowledge, in interviews, that the early stages of the Secretariat's development were difficult, and that SDP IWG work during that period was slow to develop.

"...[we] didn't have staff resources to fulfill every deliverable [in the beginning]..."

-- Secretariat staff member

Once established, however, the Secretariat worked very effectively with IWG stakeholders:

"They're the guys you need to talk to if you wanted to find out what was going on."

-- government representative, Asia/Pacific

They were the eye of the hurricane (in a positive sense)... Facilitating, catalyzing, brokering all activities of IWG, spearheading the movement."

-- government representative, Asia/Pacific

Secretariat staff, according to interviewees, "performed well", "were friendly and accessible", "enthusiastic and very dynamic," "highly professional", *et cetera*.

4.2.2 Strategic plan introduced additional budget strain

While grounded in the initiative's mandate, the Strategic Plan added activities to the Secretariat's work plan that were not initially anticipated. These activities had implications from both a budgetary and human resource perspective. One-time supplemental funding from Johnson & Johnson, as well as additional support from Right To Play, helped the Secretariat to offset these additional costs and the Secretariat met the deliverables of the Strategic Plan, but not without considerable strain on the Secretariat's resources.

4.2.3 Lack of clarity in the role of the Steering Group

Secretariat staff identify the under-use of the Steering Group as a possible oversight during the earlier stages of the initiative's development. Some Steering Group members, likewise, reported that "collaboration could have been closer" between the Steering Group and the Secretariat.

From the point of view of the Secretariat, the role and relationship of the Steering Group to the Secretariat and to the IWG was not clear from the beginning of the initiative, and no clear process was established for consulting with the Steering Group until later in the initiative. Once a process started to take shape, according to Secretariat staff and Steering Group members, communication began to open up and a more collaborative working relationship started to form between the Secretariat and the Steering Group.

The evaluation evidence suggests that a lack of clarity about the role of the Steering Group was not limited to its relationship to the Secretariat. Statements issued by the Bureau such as the *Accra Call to Action on Sport and Development*, for instance, suggest that direction for the initiative is set by the Bureau itself (which includes Steering Group members) rather

than by the Steering Group on its own. More directly, when asked for their perspectives on the appropriateness of IWG structures, two Bureau members – one from Africa and one from Europe – questioned the need for a Steering Group in addition to an Executive Committee and a Bureau, and additionally questioned the appropriateness of the Steering Group (a group of predominantly northern, donor countries) driving an initiative that predominantly targets development and peace building in countries in the global South. In fact, when the SDP IWG was first conceived in 2004, the concept paper indicated that the initiative was to be led by a Steering Group made up of appointed representatives of member states, representatives of the Secretariat, and representatives of advisory groups attached to the initiative.

On the other hand, two Steering Group members asserted a need for an exclusive forum for donor countries, through which they can meet and give input as funders and track initiative developments. Ensuring donor countries have opportunities for input and influence, according to one Steering Group member, increases the ability of officials to access public dollars and secure the commitments of donor governments to initiatives like the SDP IWG.

4.3 Right To Play as Secretariat

4.3.1 Strengths of Right To Play as Secretariat

Virtually every evaluation participant agreed that Right To Play did a good job as Secretariat of the SDP IWG. Of the 34 people who answered the relevant question on the survey, 29 (85%) indicated that they agreed that RTP was an effective Secretariat, 11 (32%) of them agreeing "strongly." Not all interview participants were completely unequivocal in their evaluation of Right To Play as Secretariat, but even those who expressed certain reservations about an NGO serving as Secretariat to an inter-governmental initiative nonetheless agreed that given its leadership in SDP and its credibility and contacts in the field, Right To Play was the obvious choice for Secretariat and that RTP performed the role very effectively and efficiently.

A number of factors can be identified in the interview data as particular strengths that Right To Play brought to the role of Secretariat:

1. Competent, committed, professional personnel driven by an obvious passion for sport and SDP. While not necessarily a characteristic exclusive to Right To Play, the strongest theme emerging from the data about strengths of the Secretariat was the friendly, responsive, and professional individuals who staffed it, and the passion that infused their approach to the work.
2. History, profile, contacts, and leadership in the international SDP movement. As one Steering Group member pointed out, if not for Right To Play's initiative and leadership, the SDP IWG would have taken much longer to get established.
3. Profile and contacts in governments through active programs in numerous countries.
4. Nimbleness and independence. Two interviewees said that Right To Play's nimbleness, its ability to adapt quickly, and its responsiveness, compared to more Bureaucratic organizations were key assets in the establishment of this new initiative and the success it has enjoyed to date.

4.3.2 Limitations of Right To Play as Secretariat

1. *The limits of NGO involvement in inter-governmental affairs.* A minor theme in interviews with UN agency officials and Steering Group members was about the

general limits of NGO leadership in inter-governmental policy discussions and processes. The balance of evidence, however, indicates that regardless of this potential limitation, RTP used its NGO status to its advantage in its role as Secretariat, and performed that role very effectively and efficiently.

As one of the interviewees put it, Right To Play was *"there at the right time... and filled a certain vacuum of time."* Considered against other perspectives and data related to RTP's role as Secretariat, the reservations raised about an NGO as Secretariat of an initiative like the SDP IWG appear to be more forward looking than retrospective:

"Our aim always has been that the Secretariat in the long run is part of United Nations; this is nothing against RTP, but from the beginning on it was the aim the SDP should be an integral part of UN policies; and to reach this aim in the long run it's necessary that the Secretariat is with the UN system."

-- Steering Group member

2. *Mixing mandates.* While Right To Play's profile helped to bring recognition to the SDP IWG, four interviewees (representing a mix of Steering Group members, UN agency representatives, and country representatives), shared their perception that Right To Play also used SDP IWG activities to boost its profile and leverage support for its programs.

While RTP's role and network as an NGO involved in SDP programming was valuable to the SDP IWG in many ways, some stakeholders felt that Right To Play's role as a program implementer overshadowed its work as SDP IWG Secretariat. One Steering Group member noted that Right To Play seemed to *"play with that kind of confusion"*. Similarly, although two representatives from Southern governments noted that RTP's experience with program implementation was beneficial to their participation in the SDP IWG overall, one of them seemed to reinforce the sentiment of the Steering Group member, commenting that there was *"no way you can make a clear line between Right To Play and the SDP IWG."*

As in the case of the limits of NGO leadership in inter-governmental initiatives, however, the balance of evidence shows a high level of effectiveness of Right To Play as Secretariat and no evidence exist with which to empirically assess the actual impact of Right To Play's branding on the strength of the SDP IWG.

4.4 Reach

4.4.1 Direct Reach: Governments and international agencies

The direct reach of the SDP IWG's activities and products was indicated by the membership of the IWG: 59 national governments, 10 UN agencies, programs or funds, 6 inter-governmental agencies, and 5 sport federations.⁴

⁴ Source: *Harnessing the Power of Sport for Development and Peace*, p. 276.

4.4.2 Regional distribution of SDW IWG membership

Figure 2 depicts the breakdown of participation of national governments by region. National government participation in the IWG represented particularly large numbers of African countries, and fewer Caribbean and Latin American countries.

The documentation reviewed during the evaluation does not set specific targets or guidelines for participation by region.

Two Steering Group members and two Bureau members identified as problematic the high number of countries from Africa and Europe, relative to Latin America and Asia. The two Bureau members further suggest that the low number of representatives from their regions, relative to Europe and Africa, undermines the relevance to them – and potentially to others in their region – of participating in the SDP IWG.

The Strategic Plan (December 2006), similarly, identified "uneven regional representation on the SDP IWG itself" as the first of three challenges requiring attention:

Currently, in addition to Canada, membership is drawn primarily from Western and Northern Europe and Africa. There is no representation from the Caribbean, Central or South America, Central Asia, Eastern Europe and Oceania, and little from Asia and the Middle East... outreach to engage more governments from these regions in policy research and dialogue process is critical if final policy recommendations are to have validity in different regional contexts and the support of a broad range of governments.

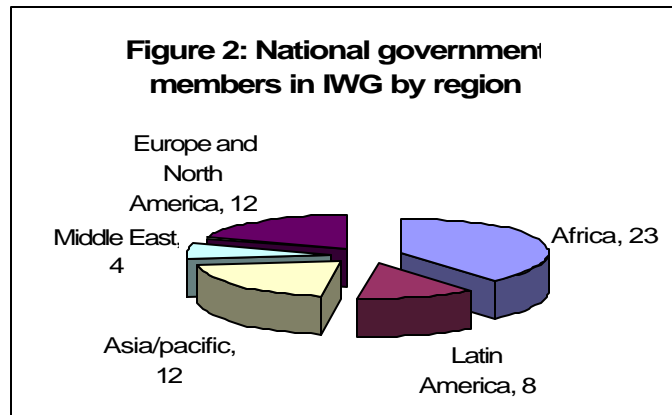
-- Strategic Plan, pages 5-6

The Secretariat had considerable success, following the adoption of the Strategic Plan, in recruiting governments to the SDP IWG from all regions. By the end of the initiative, the SDP IWG included 8 countries from Central or South America, two from Central Asia (Azerbaijan and Pakistan), one from Eastern Europe (Russia), and four from Oceania. No Caribbean governments have participated in the SDP IWG.

The available data is also not conclusive about the reasons for this distribution. A Latin American interviewee identified language barriers as "hugely important" in her context. The effectiveness of regional sport associations and inter-governmental bodies, and the advanced level of SDP policy development was also raised as a possible reason for lower participation of Latin American governments in the SDP IWG. Further investigation would be required to better understand the reasons for the regional distribution of membership in the SDP IWG.

4.4.3 Depth of reach: the challenge for future efforts

Though some examples exist of leadership on SDP in senior government ministries and at senior levels of government, the direct influence of the SDP IWG itself was primarily limited to the participation of representatives of Ministries of Sport. A major challenge for continued SDP policy work, identified by government representatives interviewed during the evaluation, will be finding ways to extend the influence of the SDP IWG to a broader base of government departments and to senior government ministries. See Section 5.3.3 below for



further discussion the dynamic involved in extending the reach of the SDP IWG beyond sport ministries.

4.5 Conclusions regarding efficiency and reach

4.4.1 The initiative fulfilled and exceeded the mandate set out for it, delivering more than was originally planned and exceeding all reasonable expectations for quality and comprehensiveness in all activities and products.

4.4.2 The Secretariat was very efficient and effective in its role, implementing planned activities with passion and professionalism, monitoring its own progress and developing plans to address under-fulfilled aspects of its mandate, evolving with the implementation of the initiative, overseeing the timely delivery of high quality publications and other deliverables, exceeding expectations for quantity as well as quality and comprehensiveness of those deliverables, and working effectively with IWG members.

4.4.3 The leadership, passion, profile and contacts brought to the SDP IWG by Right To Play in its Secretariat role were instrumental in establishing the SDP IWG and building momentum behind it over its four-year mandate. That momentum has built around the SDP IWG to the point where stakeholders overwhelmingly agree that the Secretariat of a renewed mandate should be housed within the UN system, and the formal endorsement of the integration of the SDP IWG into the UN system by the UN General Assembly and UN Secretary General Ban Ki Moon, are testaments to the success of Right To Play as Secretariat in building international momentum around SDP.

4.4.4 The value added to the initiative of a Steering Group in addition to a Bureau and an Executive Committee is unclear, particularly when dominated by Northern donor countries and not representative of the general membership of the SDP IWG. A lack of conceptual and operational clarity about the relationship of the Steering Group to the Secretariat and to other bodies of the IWG created some tensions and redundant decision-making processes.

4.4.5 The number of governments and international bodies engaged in the SDP IWG met targets and the growth in participation from an initial 13 to 59 countries is impressive. Work remains to extend direct influence to a broader base of government departments and to senior levels of government.

4.4.6 The Secretariat had some success in increasing the participation of governments in regions it identified as under-represented in 2006. Regional differences persist, in terms of the number of government participating, but in the absence of clearly articulated targets and goals for regional representation in the SDP IWG, an objective assessment of success in terms of regional representation cannot be made. How many countries from a given region is enough? What constitutes appropriate "evenness" across regions? Was the goal to recruit governments by region proportionate to the number of countries in each region? Was the goal to target the governments in each region representing the largest population or highest needs? Is the goal for some degree of regional balance in the membership of the SDP IWG, and if so, what should that balance be based on? These are questions that require further dialogue among those leading the SDP IWG to answer.

5. Evaluation Results – Effectiveness

In this section, an overview is presented of the themes and evidence emerging from the data about the outcomes achieved by the SDP IWG, perspectives on its overall effectiveness, and evidence pertaining to the quality and effectiveness of the initiative's core activities and main outputs. The section ends with a summary of the conclusions drawn from the themes and evidence about the effectiveness of the initiative.

The following are the evaluation questions guiding data analysis in this section:

1. How effective has the initiative been in achieving its intended outcomes?
 - How effective have each of the activity streams and outputs of the initiative been?
 - How useful do stakeholders say they are? In what ways?
 - To what extent did SDP IWG activities help individuals learn about SDP and/or SDP policy issues?
 - How helpful are the policy recommendations produced by SDP IWG?
 - What evidence is there of progress toward creating national sport for development policy or a political climate conducive to the establishment of sport for development policy in participating countries?
2. Overall, how successful has the work of the SDP IWG been in the view of different stakeholders?
3. What are the contexts and factors that contributed to positive outcomes, and what were the main barriers to achieving outcomes?

5.1 Effectiveness: Quality and impact of activities and outputs

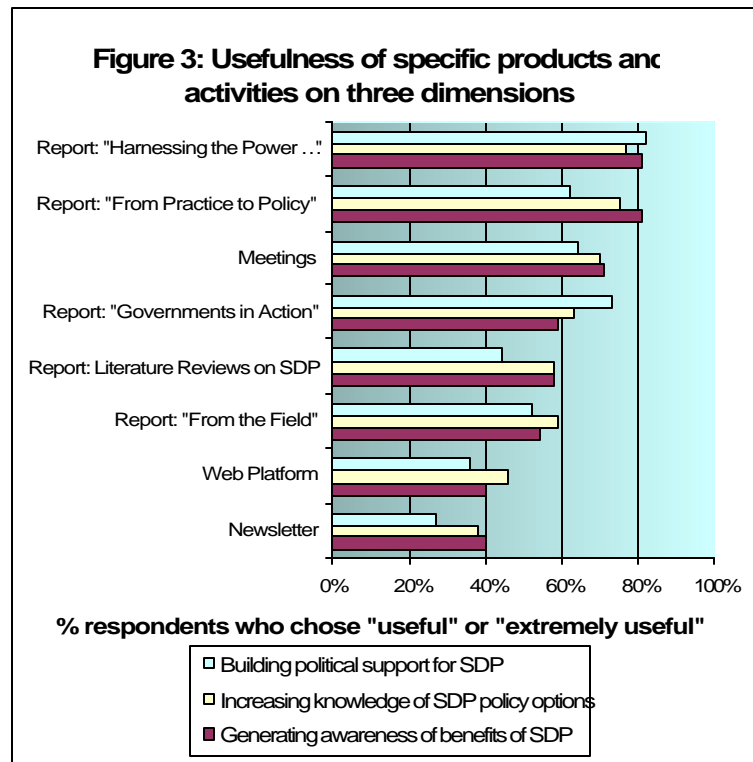
Overall, evaluation participants from all stakeholder groups express a great deal of satisfaction with the activities and products of the SDP IWG. Of the 32 responses on the relevant survey question, 28 (88%) rated the activities and products of the SDP IWG as "good" (69%) or "very good" (19%). Of the four who gave "fair" ratings, two were from international NGOs and two were from Latin America. Interview participants from all stakeholder groups were unequivocal in their praise for the quality and professionalism of the meetings and the major publications of the SDP IWG.

Not only do the evaluation data indicate a high level of satisfaction with the quality of SDP IWG products and activities, but the data also suggests that, with some qualifications, these activities and products have been fulfilling their intended functions. Figure 3 (below) summarizes the ratings respondents gave to key SDP IWG activities and products in terms of their effectiveness in generating awareness of the benefits of SDP, effectiveness in increasing knowledge of SDP policy options, and usefulness for building broader political support for SDP policy development. Qualitative data provides further insight about several of these activities and products, as summarized below.

5.1.1 Policy

Recommendations: *Harnessing the Power of Sport for Development and Peace*

Harnessing the Power of Sport for Development and Peace: Recommendations for Government is an impressive, professionally produced document containing contextual information, evidence of effectiveness, and recommendations for sport policy and programs related to health, child and youth development, gender, persons with disabilities, and peace, as well as a set of "cross-cutting" recommendations to governments for the development of effective policies and programs. The 304-page full report is accompanied by a 40-page executive summary.



Notably, nearly 80% of the respondents rated the final report of policy recommendations *Harnessing the Power of Sport for Development and Peace* as "useful" or "extremely useful" on all three dimensions. Given that data gathering for the evaluation was in process when the policy document was being launched, these results can only be interpreted as reflecting the potential that survey respondents see in policy recommendations, rather than an assessment of effectiveness based on use of the document. Nonetheless, interviewees from all stakeholder groups, most of whom had reviewed the document, were almost unanimous in describing the policy document as a "valuable", "essential", and "important" tool for the promotion of SDP policy in national governments and UN bodies.⁵ An interviewee in a country that is currently undergoing a review of sport policy, for instance, was unequivocal on the usefulness of the policy recommendations in his context:

"I want to assure you that [we] will use the policy document, because already the Minister is very positive about the SDP IWG and using SDP."

-- government representative, Africa

More generally, interview participants described the policy document as *"a good base... a foundation to draw upon. It provides some guidance for how to deal politically with the question of SDP,"* which, one government representative pointed out, is necessary for generating UN buy-in as well as for facilitating policy dialogue within national governments. Another Steering Group member described the policy recommendations this way:

⁵ The only exception was an interviewee who had not yet seen the policy document, and therefore declined to comment on it.

"...maybe not a blueprint, but hints, and template-like elements on how and where they could move one step further... an initial step towards really fostering changes within ministries where the policies are made "

-- Steering Group member

By all accounts, the policy recommendations document was very well received and the demand for the report appears to be quite high:

"We have ... been fielding numerous requests for reports, and have distributed reports to member states of the Commonwealth (at the Commonwealth Ministers of Sport Meeting, August 2008), the African Union (at the AU Ministers of Sport Meeting, October 2008), European Union (at the EU Sport Forum and Ministers Meeting, November 2008) and the UN General Assembly (December, 2008). We continue to receive requests – and in fact we are nearly out of reports and are considering another print run in early 2009."

-- Secretariat staff member

Asked specifically about policy recommendations, 85% of the survey respondents rated the document as "good" or "very good" for overall quality, 88% as "good" or "very good" for user-friendliness, and 73% as "good" or "very good" for policy promotion. Interviewees, similarly, praised the document and the process of consultation that produced it:

"[The Secretariat] worked very hard to consult different people around the world, throughout the continents... and have come up with superb documents, which if used by governments I think it will be a very, very good document."

-- government representative, Africa

5.1.2 "Literature Reviews" and other evidence documents

Asked what they considered the most useful and effective product or activity of the SDP IWG, other than the policy document, the most common response in the interviews was "the compilation of evidence." As discussed below (5.2.2 and 5.2.3), interview participants have experienced the mobilization of evidence documents as a powerful and long-awaited tool for initiating dialogue on SDP in their governments and agencies. Contrary to a relatively low rating on the survey, three of the interview participants, all from Europe, identified the literature reviews as a particularly important contribution to the cause of SDP:

"We were waiting for years for such a substantial description of the evidence found of what was floating around during decades... We knew that there was evidence around because some countries had program for decades, and we were desperately looking for a well-done synthesis of evidence, and they were able to do it."

-- Steering Group member

The relatively low ratings of the literature reviews given in the survey may reflect a lack of familiarity with this early output by the many recently engaged members of the IWG, or the effect of the time lapsed since their release relative to more recent publications.

5.1.3 Working group meetings

From interviews with governments in Africa, Asia and Middle East, a strong theme emerges about the value and importance of participation in the working groups

meetings. These participants described the Bureau and executive meetings with words like "very beneficial" because of the direct access they provide to peers from other countries and UN agencies who have information and direct experience with SDP policy development and implementation. One government representative, in fact, called for more frequent meetings of the working group in order to advance the cause of SDP. *"Being able to bump shoulders again with [other members of the Bureau]"*, one African government representative said, *"really confirmed the stakes and my motivation to keep working on this."* Similarly, three government representatives interviewed described how their participation in IWG meetings directly triggered opportunities to discuss SDP policy ideas upon their return through, for example, briefing meetings with the Sport Minister and ministerial staff in one country, and a series of workshops in another:

"Actually, it is very important, my participation. I have gained a lot of experience, from these meetings...we got opportunity to participate with several countries, Asian countries, European countries, and other organizations like UN."

-- government representative, Asia

"After participating, I have prepared several programs to implement in [my country]. I have conducted several workshops for our sport officers and other field officers to make them aware of the importance of these programs."

-- government representative, Asia

5.1.4 Newsletter and web platform

Neither the newsletters or the web platform were identified by any of the interview participants as particularly valuable resources for their efforts to promote SDP. Asked what they considered to be the least useful activity or product of the SDP IWG, in fact, one government representative from Asia identified the newsletters: *"Nothing for me to be interested in... I never read it too much."*

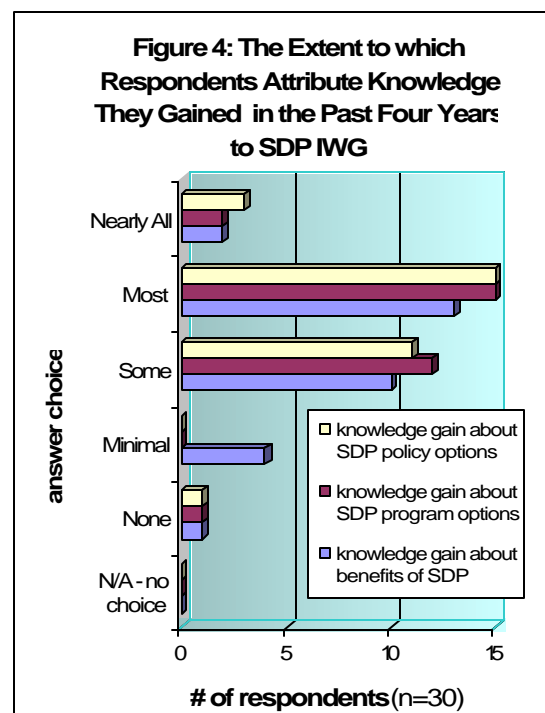
Nonetheless, nearly 40% of survey respondents rated the newsletter as "useful" or "extremely useful" in increasing awareness of the benefits of SDP and knowledge of SDP policy options, and a slightly higher proportion gave the web platform similar ratings. Nearly 40% of survey respondents also rated the web platform as "useful or "extremely useful" in building political support for SDP.

5.2 Effectiveness: Achievement of outcomes

5.2.1 Increased knowledge regarding SDP

Survey evidence indicates that the SDP IWG contributed to the knowledge participants have about the value of sport as a tool for development and peace, and about how SDP policy and programs can be framed for implementation.

All but one survey respondent reported "moderate" to "very significant" gains in



knowledge about SDP over the past 3 years, and most attribute at least part of that knowledge gain to the work of the SDP IWG. The responses, summarized in Figure 4, suggest that most respondents credit the SDP IWG with a significant proportion of their knowledge gain regarding the benefits of SDP and SDP policy and program options. The four respondents who did not credit any of their knowledge gain regarding SDP to the IWG were representatives of UN agencies, sport federations and civil society organizations.

Among interview participants, knowledge gain was seen as an important outcome of participating in the SDP IWG for some, but not for others. For government and agency representatives with a well-developed understanding of SDP and some experience in implementing SDP programs and policies, sharing their knowledge and experience with other, rather than gaining new knowledge, was central to their role in the working group:

"No new ideas gained; we have very long history in this area... Other members of Bureau were very interested in our experience... many of them asked me to see them to teach them about our experience."

-- government representative, Asia

5.2.2 The effect of knowledge on engagement in SDP policy promotion

Learning about SDP was an important outcome of participating in the SDP IWG for many government representatives, according to the interview data, but personal learning *per se* was a less prominent theme, in several interviews, than was the impact of the IWG's information dissemination on encouraging members to promote SDP policy ideas in their government or agency contexts.

Asked what the most valuable aspects of the SDP IWG have been, for instance, interview participants from all stakeholder groups talked about the importance of *From Policy to Practice* and *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* in building knowledge of SDP potential and implementation. Similarly, government representatives interviewed cited IWG meetings as highly valuable for the exchange of ideas and information they facilitate.

"Because of the meetings, really, I'm a changed man. When I went to NY, I didn't know for sure what it means that saying that we use "SDP"... from NY I started to shift my thinking: not 'Sport Development', but 'Sport for development.' So I'm a really changed man, and I now understand more how to use sport for development and peace, and credit that to other people at those meetings. Now when other people talk to me about SDP, I'm like a preacher. Everyone around me now knows about Sport for Development, not just development of sport."

-- government representative, Africa

For some government representatives, the key gain from the SDP IWG is not so much new knowledge itself, but rather an affirmation of what they always believed about sport and the language for articulating it. Participating in the SDP IWG, for some government officials, provided a community of peers from other governments and from UN agencies "a nomenclature" for articulating their beliefs, evidence for backing up their beliefs, and opportunities to discuss concrete ideas about how SDP concepts can be implemented at a national level. For many of the government representatives interviewed, working group meetings were among the most valuable and invigorating activities of the entire initiative. According to a UN agency representative, "*The meetings were the key to building momentum*" toward SDP. Though articulated by only one-quarter of the government representatives interviewed, the evidence suggests that the SDP IWG had a strong mobilizing effect on at least some participants.

5.2.3 Increased ability to promote SDP policy dialogue and action

A widely cited outcome – cited by interviewees from all stakeholder groups – was the increased leverage that the activities and products of the SDP IWG provided them for pushing SDP policy discussions ahead. This finding is supported by survey data indicating that the majority of respondents found the meetings of the IWG and the IWG's main publications to be either "useful" or "very useful" for building political support in their governments or agencies for SDP policy development (see Figure 3 and accompanying discussion above, page 19).

"Seeing how many other countries are involved [in SDP] and how many international agencies", one Steering Group member commented, "legitimizes sport as a credible development tool."

Several government representatives made similar assertions observing, for example, that being part of an international group with UN backing generated opportunities they did not previously have for discussing sport as a tool for development and peace building. Three of the interviewees, for instance, one of them from a donor country, reported that involvement in the SDP IWG had stimulated opportunities to convene inter-departmental discussions on SDP within their governments, or hold workshops to disseminate SDP ideas and information to ministers and senior civil servants. More generally, a number of interviewees said of the SDP IWG publications – *From Practice to Policy* and *Sport for Development and Peace: Governments in Action* in particular – give those trying to promote SDP policy discussion *"a tool to back up their efforts to promote the idea of SDP"* (UN agency representative) and are *"a great tool for getting conversation going"* about SDP (government representative, Europe). Nearly every interviewee said she or he expects that *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* will similarly help to broaden and move forward discussions on the support of SDP initiatives and the development of SDP policy.

"When we're talking to government, or representatives of a given government about why would you run one of these programs, when we can put the report in front of them, then immediately they know that we're talking about something that has credibility, has recognition, has the backing of the UN.... it makes it that much easier to talk to people about this stuff."

-- government representative, Asia/Pacific

5.2.4 Impact of SDP IWG on national SDP policy dialogue and development

Evidence abounds that a growing number of agencies and governments are using sport in more and more ways as a tool for development and peace-building. In an increasing number of contexts, policy is being discussed, developed and used to solidify and advance commitments to use of Sport for Development and Peace. While difficult to know how much influence to attribute specifically to the SDP IWG, there are some indications in the data that the SDP IWG has already begun to contribute not just to increased ability to promote SDP policy dialogue and action, but actual increased SDP policy dialogue and policy development in the national governments.

"Yes, something has moved, something has changed... We cannot attribute all of this to the work of the SDP IWG, though it was certainly a piece of the puzzle."

-- Steering Group member

At its most basic level, the IWG is itself a forum for international and inter-governmental dialogue on SDP policy.

- The SDP IWG has directly engaged 59 governments, 10 UN agencies, 6 inter-governmental agencies, and 5 sport federation in SDP policy dialogue.

- The *Beijing Declaration*, which was endorsed by 38 governments that participated in the Executive Committee meeting on August 7, 2008, commits these nations to building capacity toward the implementation of SDP policy, and invites them to report to each other on their progress
- A number of interviewees, including two representatives of UN agencies, credit the IWG with solidifying the engagement of the UN in SDP policy development and promotion, "signified most recently by the appointment of Mr. Wilfried Lemke as the Special Advisor to the UN Secretary General on Sport for Development and Peace"⁶

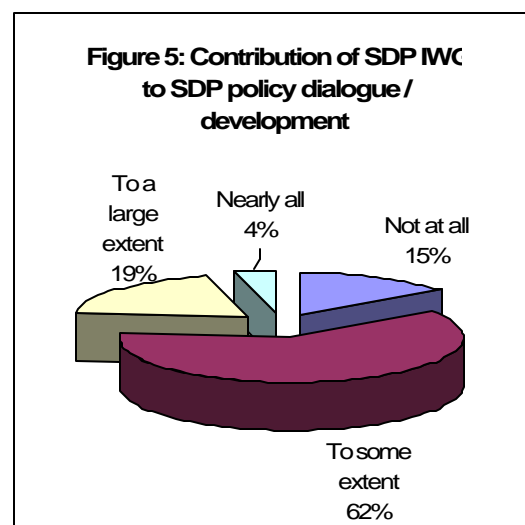
Survey data indicate that significant progress has been made over the SDP IWG program period toward the development of SDP policy or the integration of SDP policy with broader policy within national governments.

- 62% of survey respondents report an increase within their governments or agencies, over the past three years, in informal expressions of interest in SDP policy development or policy integration; 58% report an increase in official expressions of interest; and 50% report that discussions of SDP policy development or policy integration have not been isolated within their own departments
- 46% of respondents report the initiation, in the last three years, of plans to develop or integrate SDP policy; 39% report that resources have been specifically allocated to the development of SDP policy or its integration into broader policies;
- 46% of respondents report that SDP has been integrated into existing policies or programs such as Sector Specific Policy Frameworks, National Poverty Reduction and Development Strategies, National Sport Policies over the past three years.

Self-reports of government representatives and examples of their action suggest a direct impact of the SDP IWG on policy dialogue and action in some countries.

- Figure 5 summarizes ratings of the extent to which survey respondents attribute increases in policy dialogue and policy development in their countries to the influence of the SDP IWG. 81% of the respondents report that the SDP IWG has contributed to some extent to new dialogue and developments in SDP policy; 19% of respondents say the SDP IWG has contributed to a large extent.
- As noted above, three interviewees reported taking direct action within their governments to initiate SDP policy dialogue, in some cases within their own ministry and in at least one case, across departments.

Sport for Development and Peace: Governments in Action documents numerous ways in which SDP IWG member governments are taking action to build support for Sport for Development, to develop SDP policies and programs, and to implement SDP policies and programs. The majority of the SDP strategies, plans or programs of the 34 countries profiled in *Governments in Action* were established in the last 4 years. Three of these governments explicitly credit the SDP IWG as being a major impetus behind their country's commitment to SDP⁷, and two of them reported making policy change as a direct result of their participation in SDP IWG. Papua



⁶ Final Report Presentation: *Harnessing the Power of Sport for Development and Peace*

⁷ In *Governments in Action*, see Ghana (page 84), Sri Lanka (page 151), and Zambia (page 187).

New Guinea also credits the resources and materials developed by the SDP IWG as providing the basis for the development of SDP policies in that country.

The leadership of IWG members in other international or regional forums indicate a spreading influence of the SDP IWG into international policy dialogue. Interview participants credit involvement in the IWG for nurturing the development of SDP champions who are having some success in initiating dialogue and action on SDP among their neighbours and throughout their sphere of influence. The government of Ghana is cited as an example in this regard by several interview participants. The spread of SDP in the Pacific, similarly, can be at least partially attributed to the leadership of Australia and Papua New Guinea, both members of the IWG.

Government support for SDP, nonetheless, remains tenuous in some contexts.

- A representative of one donor country, for instance, indicated that financial support for SDP was threatened by a change in government and a consequent general decline in allocations to sport in international cooperation budgets.
- In another country, an interviewee reported that a recent change in Sport Minister brought with it a cut to an already low budget for sport and development, and in 2 other countries, interview participants reported experiencing a decline in the visibility of SDP at senior levels of government with the retirement of a prominent Minister or other well-positioned SDP champion.

5.2.5 Impact of SDP IWG on international SDP policy dialogue and development

The SDP IWG has also had success in putting SDP on the agendas of a number of key international meetings and forums, thus contributing to increased momentum internationally. SDP IWG succeeded in putting SDP onto the agendas of the following meetings and forums:

- European Youth Leadership Summit , Austria , June 2006
- International AIDS Conference , Canada , August 2006
- Meeting of the Council of Europe Ministers of Sport , Russia , October 2006
- Ibero-American Council on Sport meeting, Puerto Rico , April 2007
- Conference of AU Ministers of Sport , South Africa , May
- EU Parliamentarian Lunch, Belgium , May 2007
- Supreme Council for Sport in Africa meeting, Algeria , June
- Commonwealth Advisory Board on Sport meeting, UK , June 2007
- Asian Forum on Sports Innovation, Indonesia , July 2007
- Commonwealth Heads of State meeting, Uganda , November 2007
- EU/ACP Joint Parliamentary Assembly, Slovenia , March 2008
- Commonwealth Ministers of Sport Meeting, Beijing , August 2008

Moreover, the influence of the SDP IWG can be seen in the statements of a number of high-level international bodies:

- *Commonwealth Sports Ministers Meeting Communiqué*, (August 9, 2008), "notes with interest the launch" *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* and "agrees to consider the report recommendations and the development of action plans".
- The *United Nations Resolution on Sport as a Means to Promote Education, Health, Development and Peace* (December 11, 2008) acknowledges the policy recommendations presented in "Harnessing the Power of Sport for Development and Peace" and encourages member states to implement them. The Resolution also requests that the Secretary-General report to the General Assembly in two

- years' time on progress made by Member States towards implementation of the SDP IWG policy recommendations.
- Involvement of the African Union in the SDP IWG, and the organization of the African Union *Sport Policy Framework for Africa, 2008-2018* (Draft, October 2008) along the same themes of *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* suggests a strong influence of the SDP IWG in the AU policy framework.

5.3 Effectiveness: Success factors and challenges

5.3.1 The importance of well-positioned champions

A strong theme in the interview data, consistent with the findings of *Governments in Action*, is the importance of having SDP champions in leadership positions in government. Steering Group members, a UN agency representative, and a number of government representatives all noted the influence of strong leadership by dynamic individuals. Evidence from the interviews suggests, for instance, that the advocacy of a strong and dynamic Sport Minister who believes in SDP can be a determining factor in the profile and budget allocated to sport as a tool for development and peace. Examples were also cited in the interviews of the broad impact of leadership on SDP coming from the Head of State. Conversely, some shared the experience of losing ground on SDP policy dialogue with the transition of a strong, SDP-oriented Minister.

Having a dynamic, articulate, and well-positioned SDP champion was also cited as a key factor contributing to the mobilization of national governments and UN agencies toward working together on SDP through the International Working Group. Specific individuals mentioned by interview participants include Johann Koss (Right To Play), Adolf Ogi (former President of Switzerland and former Special Advisor to the UN Secretary General on Sport for Development and Peace), Kofi Annan (former Secretary General of the UN), and Wilfried Lemke (current Special Advisor to the UN Secretary General on Sport for Development and Peace).

5.3.2 Engagement of UN agencies and creation of international momentum

Similar to a finding of *Sport for Development and Peace: Governments in Action* of the importance of involving external stakeholders, a strong theme emerging from the evaluation interviews was the importance of the international, inter-governmental, and inter-agency forum the IWG provided for bringing credibility to the cause and building momentum around SDP policy dialogue and development at the national level.

- Several interviews cite the importance of UN engagement in SDP policy dialogue and development for building and sustaining momentum within national governments:

"When they take on the governments, head long on the issue, I am sure that the governments will react; I'm sure the governments will respond. If it is left to the governments on their own, you know, they are up against this notion of sport and other problems that they have."

-- government representative, Africa

- Other elements of the interview data describe the motivating and empowering effect of being part of an international community of government officials working on SDP policy development. (See section 5.1.3 on page 20 above for further discussion of the impact of the working group meetings).

5.3.3 Conflicting priorities: Reaching beyond sport ministries

The predominant challenge for government officials trying to promote SDP policy development, according to both interviews and survey results (Figure 6 below), is the context of competing demands on scarce resources. Governments in many contexts simply have too many priorities to attend to that are seen as more important than sport.

Related to this phenomenon, according to interview data, is a continuing challenge faced by many IWG members of convincing senior levels of governments from other ministries that sport can be a cost-effective tool for addressing some of their top priorities. Several interviewees spoke about working against a predominant view of sports as a leisure pastime, rather than a serious development tool, or working in a context where the priorities for sport funding is focussed narrowly on the development of elite athletes.

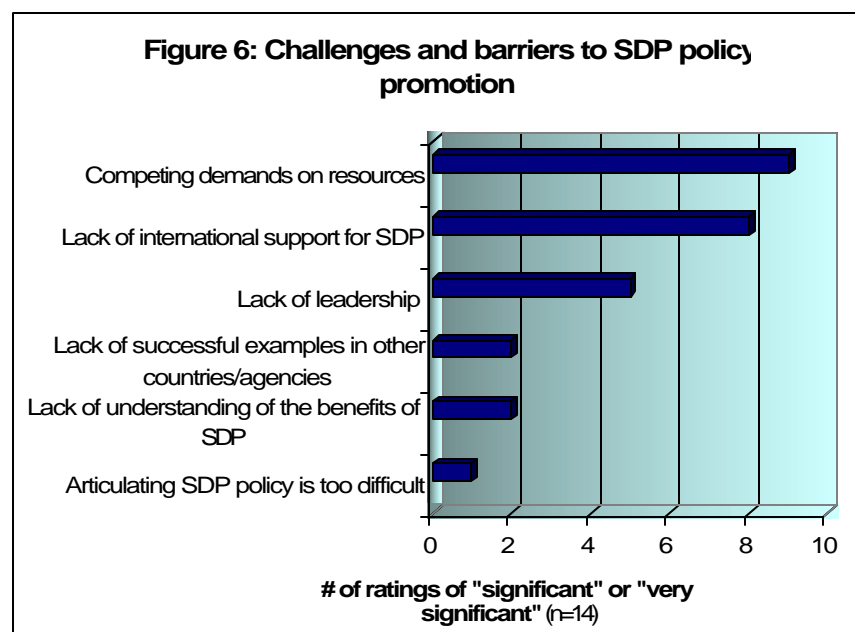
To date, the SDP IWG appears to have had limited success in reaching senior levels of government outside of sport ministries or involving participants from a wide range of government departments. With a few exceptions, governmental members of the SDP IWG, like the evaluation interview participants and survey respondents, come predominantly from sport-focussed portfolios.

"But our policy-makers are yet to realize that other aspect, that other use of sports. It will take time to convince them. For instance, the Minister of Finance -- let's put it that way -- if I want to get the Minister of Finance to support my department, my Ministry, for this and that, the Minister of Finance is going ...to say 'Look, you're coming with your sport thing and we're thinking about immunization here' and things like that."

-- government representative, Africa

5.3.4 Language and lack of regional specificity

For one interviewee in Latin America, the use of English as the primary language of communication not only presents some challenges for getting involved in the SDP IWG, but in fact undermines the perception of relevance of the SDP IWG for Latin American countries. For this interviewee, engagement with sport associations and inter-government initiatives at the regional level – where language, culture and context are mutually understood – have much greater immediate appeal as a forum for the initiation of meaningful engagement on SDP policy issues. This sentiment was shared by one interviewee in Asia, and while other stakeholders placed great value on the international forum of the IWG, some of them look to a more regionally-specific approach in the future for success in promoting the uptake and implementation of the policy recommendations developed by the SDP IWG.



5.4 Conclusions regarding effectiveness

5.4.1 The activities and products of the SDP IWG are of very high quality, and contribute to various degrees to building awareness of the benefits of SDP, to knowledge of concrete SDP policy and program ideas, and in some cases to the generation of dialogue and political momentum around SDP policy development. SDP IWG evidence documents and IWG meetings, in particular, have been used in a number of contexts to leverage opportunities to initiate and advance SDP policy dialogue across government departments and at more senior levels of government. Participation in IWG meetings, additionally, has helped to affirm, invigorate, and solidify the commitments of some governments to SDP policy development.

"I just wanted reiterate how impressed I am with how the working group really did evolve, its usefulness, and the real contribution it has made."

-- UN agency representative

5.4.2 *Harnessing the Power of Sport for Development and Peace: Recommendations for Government* is a very well produced, user-friendly and comprehensive document, and all indications are that it will be an extremely valuable tool for governments interested in developing and implementing SDP policy as well as for generating further interest and dialogue on SDP policy development. Finalized only in August 2008, little empirical evidence exists at this time with which to assess the actual use and impact on SDP policy of the final document *per se*. Nonetheless, evidence related to the impact of IWG meetings suggests that the process of consultation leading to the final product did significantly contribute to SDP IWG outcomes, and the use of SDP IWG information for policy changes in at least three countries suggests that the consultative nature of the policy development process contributed to the usefulness of the content now in the finalized report.

5.4.3 Overall, the SDP IWG has clearly been effective in increasing awareness among many of the member governments and international bodies of the benefits of sport for development and peace, of concrete examples of SDP in practice in countries around the world, and of ideas for the promotion of SDP policy development in national governments.

5.4.4 SDP IWG has generated considerable excitement and momentum around SDP concepts among many of its members, affirming and supporting the work of those already involved in the promotion of SDP and converting some relatively passive believers in the power of sport into SDP champions in their governments and agencies. The SDP IWG has generated or contributed to a number of inter-governmental statements of commitment to further development and promotion of SDP.

5.4.5 The evidence overwhelmingly indicates that the SDP IWG has considerably increased the engagement of national governments and international bodies in SDP policy dialogue. Not only has the initiative brought national governments and international agencies together in dialogue around the IWG table, but SDP IWG activities and publications have helped to generate and deepen SDP dialogue within the governments and agencies involved in the initiative.

5.4.6 The SDP IWG has been effective in promoting the adoption of SDP policy recommendations. Not only has the SDP IWG established a solid base of knowledge, engagement and momentum toward the *eventual* adoption of SDP policy recommendations, but the SDP IWG has *already* directly contributed to the development of SDP policy and programs in some countries.

5.4.7 Having well-positioned SDP champions is invaluable to the promotion of SDP policy dialogue and development. The SDP IWG has created new SDP champions and has

strengthened the ability of existing champions in national governments and UN agencies to advocate for SDP policy and program development. By distilling evidence and concrete examples related to SDP and SDP implementation in an accessible, professional format, and connecting members to a UN-related, inter-governmental forum on SDP, the IWG have provided its members with powerful tools, momentum and leverage for initiating SDP policy dialogue in their governments and agencies.

5.4.8 The evidence suggests that the SDP IWG's impact on national governments is generally contained within a tenuously narrow sphere of influence, focussed predominantly on Sport Ministers and Sport Ministry Staff. Achieving the buy-in of senior government ministers and decision-makers, particularly in contexts where human needs are acute and resources are limited, remains a key challenge for this initiative.

6. Evaluation Results – Sustainability

In this section a brief overview and synthesis is provided of data relevant to understanding the conditions under which the benefits of the initiative, and the progress made, are likely to continue beyond the program period under review.

6.1 Supporting the uptake of policy recommendations

6.1.1 A strong foundation and a SDP policy process in motion in many countries

Data summarized in Section 5.2 above are clear that the SDP IWG made considerable progress not only in producing recommendations to governments and other tools for SDP policy development, but also in building momentum around SDP policy action, engaging governments and international bodies, building capacity for SDP policy advocacy and leadership among its members, and activating SDP policy dialogue and policy development in a number of contexts.

6.1.2 Commitments at an international level

The momentum built by the SDP IWG is supported by a number of international commitments to mobilizing the power of sport in the context of development and peace building. The SDP IWG, in fact, grew out inter-governmental momentum on SDP, which since the inception of the SDP IWG in 2004, has culminated in numerous commitments and declarations by international and inter-governmental bodies. Pages 281-285 of *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* lists the many actions and statements of UN bodies, including the general assembly, UN agencies, civil society organizations, international conferences, and regional inter-governmental bodies that have been part of a growing global SDP movement.

More specifically, the momentum created by the launch of the SDP IWG final report *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* is supported by a number of international commitments to furthering efforts to implement the SDP IWG recommendations:

- The decision to establish a Secretariat within the UN Office on SDP for a new mandate of inter-governmental work on SDP policy entrenches the momentum within the UN system
- Through the *Beijing Declaration on Sport for Development and Peace* (August 2008), an outcome of the SDP IWG Executive Committee meeting held prior to the public launch of the policy document, 38 countries endorsed the policy recommendations and resolved to continue building government capacity toward their implementation
- Commonwealth Sports Ministers, in their meeting in Beijing on August 9, 2008, agreed to consider SDP IWG policy recommendations and the development of action plans
- The *UN Resolution on Sport as a Means to Promote Education, Health, Development and Peace* (December 11, 2008), among other things encourages

members states to report on progress made toward the implementation of SDP IWG recommendations

6.1.3 More work required to realize the full potential of what has been started

A clear theme in the qualitative data was the need now for a renewed mandate to extend the reach of the SDP IWG and to facilitate the uptake of the policy recommendations. While the policy recommendations and the momentum built to date is sufficient to secure lasting advances in some contexts toward the realization of the potential of SDP, the overwhelming theme in the data on this topic is that realization of the full potential of the foundation laid so far will require further action now.

"maybe this only a precondition, initial step towards really fostering changes within ministries where the policies are made..."

-- Steering Group member

6.2 Promoting greater depth and breadth of government engagement

Evaluation data suggest that finding ways to extend the influence of the SDP IWG's work to a broader range of ministries, departments, and officials of participating governments and to the most senior levels of government decision-making is a key priority for promoting the uptake of the SDP policy recommendations.

6.2.1 International influence: UN leadership

The involvement of UN agencies in the SDP IWG, including the symbolic importance of the UNDP as Chair of the Executive Committee, was seen by many government officials as a key strength of the IWG. This level of UN involvement, some interviewees said, raises the profile and credibility of the IWG and is vital for the generation of political buy-in at senior levels of national governments. The entrenchment of the Secretariat within the UN system for the next iteration of SDP policy work was universally perceived by interview participants as an important next step.

6.2.3 International influence: regional focus

Some evaluation data suggest that finding ways to leverage sport associations and inter-governmental bodies at a regional level could also help to generate political buy-in among target countries, especially in those regions currently under-represented in the IWG. According to an interviewee from Latin America, a regional focus could take advantage of pre-existing opportunities for inter-governmental dialogue within the region, would help to overcome language barriers, and would ground SDP policy dialogue in regionally-specific cultural and social contexts.

6.3 Conclusion regarding sustainability: Evaluation data affirm a renewed mandate

6.3.1 The SDP IWG fulfilled its core mandate, and in the process has generated SDP policy dialogue, contributed to the uptake of SDP policy ideas in some contexts, and established a strong base from which more widespread uptake and implementation of SDP policy can be built.

6.3.2 The potential for the impact of the SDP IWG to continue beyond its four-year mandate is supported by the embeddedness of the SDP IWG in a growing global SDP movement, and the specific integration of its work into commitments and statements of important international bodies.

6.3.3 The realization of the full benefits of the progress made occurs only when governments take up the recommendations and use them to integrate SDP concepts into national policy. The SDP IWG's impact on the national governments involved in the International Working Group has been considerable, but its influence beyond Sport Ministers and Sport Ministry staffs is limited in many contexts. The SDP IWG has laid a strong foundation, but further action is needed to maintain and expand the momentum generated, and to realize the full potential of the progress made to date.

The SDP IWG "was a great first step... It has laid a wonderful foundation; it has aroused interest"

-- UN agency representative

7. Findings and implications for new mandate

7.1 Relevance

1. The SDP IWG was a highly relevant initiative, grounded in a clear need articulated by stakeholders, substantiated through research with target countries, and well established through international discussions involving representatives from national governments, UN agencies, and other NGOs and institutions involved in Sport for Development and Peace. The initiative made a unique contribution to the many international efforts to promote SDP, and a growing number of national governments find membership in the IWG relevant enough to them to send representatives.
2. The initiative's dual mandate of developing policy recommendations and promoting their adoption generated a combination of strategies and activities appropriate to the context and need. Despite some slight differences across stakeholder groups in the priority given to one or the other pillar of the SDP IWG's dual mandate, collectively stakeholders worked together toward a common purpose of developing policy recommendations and engaging governments toward eventual uptake of the recommendations.

7.2 Efficiency and Reach

3. The initiative fulfilled and exceeded the mandate set out for it, delivering more than was originally anticipated by some stakeholders and exceeding all reasonable expectations for quality and comprehensiveness in all activities and products.
4. The Secretariat was very efficient and effective in its role, implementing planned activities with passion and professionalism, monitoring its own progress, developing plans to address under-fulfilled aspects of its mandate, evolving with the implementation of the initiative, working effectively with IWG members, overseeing the timely delivery of high quality publications and other deliverables, and exceeding expectations for both quantity as well as quality and comprehensiveness of deliverables.
5. The leadership, passion, profile and contacts brought to the SDP IWG by Right To Play in its Secretariat role were instrumental in establishing the SDP IWG and building the momentum behind it over the four years. The responsiveness of Right To Play's administrative processes, its flexibility, and its ability to raise funds independently (e.g. Johnson & Johnson) were of clear value in both regards. The competence, dedication, friendliness and accessibility of Secretariat staff, and the intensity of their passion for the cause of Sport for Development and Peace were key factors in the successful implementation of program plans and the mobilization of others toward a common goal.

While support for the integration of the SDP IWG into the UN system may reflect impressions about the perceived limits of an NGO-led inter-governmental initiative, it also suggests that stakeholders overwhelmingly agree that Right To Play has succeeded

in bringing international momentum to SDP issues – to the point where uptake within the UN system is feasible.

6. The number of governments and international bodies engaged in the SDP IWG met targets and the growth in participation from an initial 13 countries to 59 countries is impressive. Work remains to extend direct influence to a broader base of government departments and to senior levels of government beyond sport-related ministries. Though regional differences persist in terms of the number of governments participating, some success has been achieved since the adoption of the Strategic Plan in increasing the participation of governments in the Middle East, Central Asia, and Latin America.
7. The value added to the initiative of a Steering Group in addition to a Bureau and an Executive Committee is unclear, particularly when not representative of the general membership of the SDP IWG. A lack of conceptual and operational clarity about the relationship of the Steering Group to the Secretariat and to other bodies of the IWG created some tensions and redundant decision-making processes.

7.3 Effectiveness

8. The SDP IWG has made considerable progress in achieving outcomes related to promoting the adoption of SDP policy recommendations by national governments. The initiative has contributed significantly to an increase in awareness among national governments of the benefits of sport as a tool for development and peace, an increase in knowledge among national government of concrete SDP policy and program options, an increase in the engagement of national governments and international bodies in SDP policy dialogue, and in some contexts to an increase in engagement of national governments in concrete SDP policy development and implementation.
 - The evidence overwhelmingly indicates that the SDP IWG has considerably increased the engagement of national governments and international bodies in SDP policy dialogue. Not only has the initiative brought national governments and international agencies together in dialogue around the IWG table, but SDP IWG activities and publications have helped to generate and deepen SDP dialogue within the governments and agencies involved in the initiative.
 - In addition to establishing a strong base of awareness, knowledge, and tools for the promotion of SDP policy among IWG members, the initiative has generated considerable excitement and momentum around SDP concepts among many of its members, affirming and supporting the work of those already involved in the promotion of SDP and converting some relatively passive believers in the power of sport into SDP champions in their governments and agencies. The SDP IWG has generated or contributed to a number of inter-governmental statements of commitment to further development and promotion of SDP.
 - Not only has the SDP IWG built capacities and momentum toward the eventual adoption of SDP policy recommendations, but the SDP IWG has already directly contributed to the development of SDP policy and programs in some countries.
9. The activities and products of the SDP IWG are of very high quality, and contribute to building awareness of the benefits of SDP, to enhancing knowledge of concrete SDP policy and program ideas, and in some cases to generating dialogue and political momentum around SDP policy development. SDP IWG evidence documents and IWG meetings, in particular, have been used in a number of contexts to leverage opportunities to initiate and advance SDP policy dialogue across government

departments and at more senior levels of government. Participation in IWG meetings, additionally, has helped to affirm, invigorate, and solidify the commitments of some government to SDP policy development.

10. *Harnessing the Power of Sport for Development and Peace: Recommendations for Government* is a very well produced, user-friendly and comprehensive document, and all indications are that it will be an extremely valuable tool for governments interested in developing and implementing SDP policy as well as for generating further interest and dialogue on SDP policy development. Evidence related to the impact of IWG meetings suggests that the process of consultation leading to the final product significantly contribute to SDP IWG outcomes, and the use of SDP IWG information for policy changes in at least three countries suggests the contribution to policy development of specific content now in the finalized report.
11. Having well-positioned SDP champions is invaluable to the promotion of SDP policy dialogue and development. The SDP IWG has created new SDP champions and has strengthened the ability of existing champions in national governments and UN agencies to advocate for SDP policy and program development. By distilling evidence and concrete examples related to SDP and SDP implementation in an accessible, professional format, and connecting members to a UN-related, inter-governmental forum on SDP, the IWG has provided its members with powerful tools, momentum and leverage for initiating SDP policy dialogue in their governments and agencies.

7.4 Sustainability

12. The SDP IWG fulfilled the core mandate by producing recommendations to governments for the development of SDP policy, and in the process developed valuable tools, enabled key relationships to flourish, built capacities and generated considerable momentum toward the SDP policy dialogue and development among national governments. The SDP IWG is embedded in a growing global movement, and its contributions have been formally endorsed by a number of international bodies.
13. The realization of the full benefits of the progress made, however, occurs only when governments take up the recommendations and use them to integrate SDP concepts into national policy. The work of the SDP IWG has generated SDP policy dialogue, has contributed to the uptake of SDP policy ideas in some contexts, and has established a strong base from which more widespread uptake and implementation of SDP policy can be built, but further action will be required to maintain the momentum and to realize the full potential of the progress made to date.

Implications for a new mandate

1. Evaluation findings affirm the call for a renewed mandate to sustain the momentum generated during by the SDP IWG, to build on the foundation established, and to push SDP policy dialogue closer to the realization of its full potential. While the capacities and momentum built by the initiative would very likely continue to generate outcomes in some contexts without significant additional investments, the enormous potential of the progress made to date cannot be fully realized without additional efforts to continue building momentum and broadening the initiative's impact.

2. A key challenge in the next mandate will be to find ways to broaden and deepen the engagement of national governments, through extending the direct influence of the SDP IWG to a wide range of ministries and departments within governments and to senior levels of government. Evaluation data suggest that engaging international agencies and inter-governmental bodies in the promotion of SDP policy development has great potential for influencing senior levels of national governments. Evaluation participants overwhelmingly support the proposal, therefore, to house a future SDP policy Secretariat within the UN.
3. Increasing outreach to and engagement of governments from all regions is another direction suggested for future work on SDP policy promotion. Agreeing on priorities, guidelines and targets that define optimal regional representation would be an important first step toward the strategic engagement of a broader range of national governments. Consideration should be given to the appropriate level of multilingualism commensurate with the established outreach goals.
4. Increased engagement of inter-governmental bodies and sports associations at the regional level was suggested as a potential strategy for effective outreach to new countries, for extending the influence of the SDP IWG to senior levels of governments, and for facilitating the uptake of SDP policy recommendations through peer mentoring and support. Investigation of the impact and opportunities related to the involvement of the African Union in the SDP IWG may provide insights into the potential value of this strategy.
5. Establishing and actively maintaining a widely shared understanding of a renewed mandate and scope of the next phase of the initiative may increase efficiency and effectiveness. The differences found in the evaluation in how different stakeholder understood the mandate and the operational priorities that flowed from it suggest the importance of involving a broad range of stakeholders in the articulation of mandate, objectives and scope for future SDP policy initiatives. Establishing shared and measurable performance indicators and targets for all outputs and outcome objectives will enable transparent monitoring of progress and will facilitate outcome evaluation at a later date.
6. The governance of the Secretariat should be reviewed and determined early in the new mandate, with a view to establishing a structure and processes for guiding and supporting the Secretariat that is both responsive to the practical needs of the Secretariat and representative of the governments and agencies involved in the initiative. Consultation with donor countries will also be important for identifying appropriate processes or forum through which to express donor interests and ensure accountability for funding.

Annexes

Annex A: Evaluation Questions

Evaluation Issues: Questions the Evaluation Should Answer

Relevance

1. To what extent has SDP IWG fulfilled a need identified by the stakeholders?
 - Who are the other key international players in the area of SDP policy development?
 - What has SDP IWG's unique contribution been to efforts to promote sport as a tool for development and peace?
2. What do different stakeholders understand as the purpose and goals of the SDP IWG?
 - Do key stakeholders share a common understanding of the initiative's purpose?
 - What are the main differences? Where are the points of consensus?
 - Do key stakeholders share a common understanding of the role of the secretariat? Of the committees?
 - What are the main differences? Where are the points of consensus?

Effectiveness

3. Overall, how successful has the work of the SDP IWG been in the view of different stakeholders?
 - How do different stakeholders define success for the SDP IWG?
 - In what ways do stakeholders consider the SDP IWG successful? Which aspects of the initiative do they identify as particularly successful?
 - In what ways do stakeholders consider the SDP IWG unsuccessful? Which aspects of the initiative do they identify as particularly unsuccessful?
4. How effective has the initiative been in achieving its intended outcomes (as described in the logic model for SDP IWG)?
 - How effective have each of the activity streams and outputs outlined in the logic model been?
 - How useful do stakeholders say they are? In what ways?
 - To what extent did SDP IWG activities help individuals learn about SDP and/or SDP policy issues?
 - How helpful are the policy recommendations produced by SDP IWG?
 - What evidence is there of progress toward creating national sport for development policy or a political climate conducive to the establishment of sport for development policy in participating countries?
5. What are the contexts and factors that contributed to positive outcomes, and what were the main barriers to achieving outcomes?
 - What could have been done better in each of the activity streams?
 - What are the barriers to broadening participation in the IWG?

Efficiency

6. Were the activities of the SDP IWG implemented as planned?
 - Did the initiative meet its targets and benchmarks?
 - What changes were made to the implementation plan?

- What precipitated these changes being made?
7. How well did the Secretariat work?
 - How appropriate are Secretariat structures and processes to implementation of SDP IWG activities?
 - What were its main strength and weaknesses?
 - How effective was the secretariat in building collaborative relationships among IWG members and in developing new strategic partnerships?
 - How accessible were Secretariat staff?
 8. How appropriate and effective was the SDP IWG secretariat?
 - What were the strengths of RTP as secretariat? What were the limitations?
 - What are alternative hosts, and what do they offer that RTP does not?
 - How appropriate and effective was UNDP in chairing the initiative?
 - What factors made the chair a good choice? What factors would have strengthened the chair role?

Reach

9. How many individuals, countries and organizations has the SDP IWG initiative reached with its products and activities?

Sustainability of results

10. Is the SDP IWG still needed in order to achieve the goal of widespread and effective adoption and implementation of SDP policy by governments around the world?
 - What progress has the initiative made that will help to sustain the intended results?
 - What should the focus be for the SDP IWG in the next phase?
 - What are the emerging priorities in terms of policy development/adoption around sport for development?
 - What do stakeholders identify as key functions for SDP IWG in the next phase?
 - What is the best structure to support the next phase of the initiative?

Annex B: Methodology

Evaluation findings are derived from a review of relevant project documentation and from data gathered through two methods: an online survey of SDP IWG Bureau members, and interviews and a focus group with a range of SDP IWG members and stakeholders.

Interviews and focus group

Interviews were conducted with a range of SDP IWG participants and stakeholders, using a consistent interview guide designed for each stakeholder group. Interviews were conducted with government representatives, with each Steering Group member, with all Secretariat staff, with 3 key UN agencies, with one international sport federation, and with an academic involved in Sport for Development. Three members of the Secretariat staff were interviewed together in a focus group. One staff member, who was not available for the focus group, was interviewed separately.

Participants were selected for interviews through a convenience sampling process that aimed to establish a sample that was representative of the diversity of SDP IWG stakeholders on the dimensions outlined below:

Interviews conducted	
National governments (10)	Steering Group Members (6)
<ul style="list-style-type: none"> • Africa (3) • Caribbean/Latin America (2) • Asia/Pacific (3) • Middle East (1) • Europe (1) 	Secretariat staff (focus group with 3 participants + 1 individual interview)
	Academic associate members (1)
	International Sport Federation (1)
	UN Agencies (UNDP, UNICEF & UNOSDP) (3)

Government representatives

- Countries from all regions of the world
- Countries that were highly involved in the SDP IWG, and those that were less involved
- Diversity in portfolios of representatives
- Diversity of level in government of representatives

Representatives of International bodies

- Regional and global organizations
- Diversity of sectors (UN agencies, sports organizations, civil society organizations)
- Differing levels of engagement with SDP IWG
- Differing levels of engagement with SDP in general

The consultant consulted with Secretariat staff to rank governments involved in the SDP IWG according to their level of involvement, based on Secretariat staff observations. Two countries were then chosen from each region, one with a high level of involvement in the SDP IWG and one with a lower level of involvement. The Secretariat provided contact details for those countries identified by the evaluator, and encouraged participation by informing SDP IWG Bureau and Executive members of the evaluation and its purpose at the Beijing meeting of the Executive and through email communication. Recruitment was conducted via email and telephone.

Of the original sample, SDP IWG contacts in three of the selected countries were not available to participate or could not be reached by telephone or email. In two of these cases

(one in Africa and one Asia), alternative countries were selected from the same region, and interviews were conducted with the related SDP IWG contact person. In the case of one country in the Middle East, recruitment of a representative from an alternative country in that region failed, and an additional country from Africa was added to the sample instead. In Latin America, the interview with a government representative of a country selected for the original sample was not able to proceed due to language difficulties. In this case too an alternative was found from within the region.

Online survey

All Bureau members, including associate members, were encouraged to complete an on-line survey (in English) asking a variety of questions about the SDP IWG, its activities and products, and the context of SDP in the respondent's government or organization. The Secretariat encouraged participation by announcing the survey, in the context of the broader evaluation, at the Beijing meeting of the SDP IWG Executive Committee and through email announcements to Bureau members. The evaluator followed up on Secretariat announcements with a series of email reminders to Bureau members that included a direct link to the on-line survey, instructions for accessing the survey from the SDP Web Platform, and instructions for accessing the survey in document or hard copy format from the evaluation team.

Survey Participants

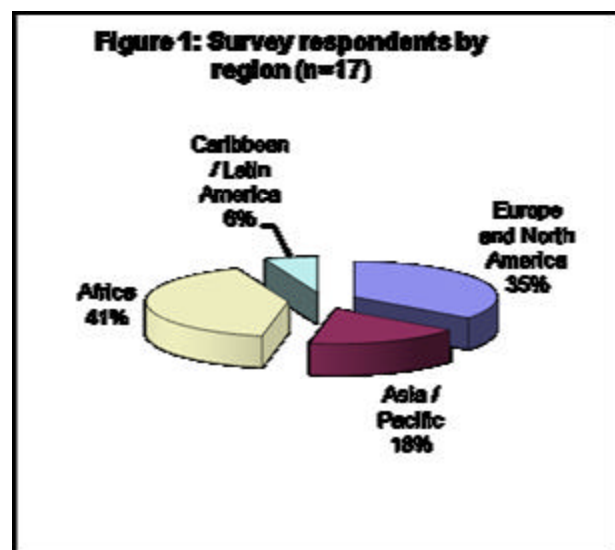
The survey was completed by 38 people from a variety of governments and agencies, 37 of them on-line and one using a hard copy form of the survey.

Type of organization represented:

- Survey respondents were asked to indicate whether they were government representatives, or representatives of UN agencies, sports federations, or other civil society groups. Of the 27 respondents who provided this information, 67% were government representatives, 7% were representatives of UN agencies, 7% were international NGO representatives, 7% were representatives of sports federation, and 11% were representatives of other kinds of civil society organizations.

Countries represented:

- Government representatives were asked to indicate their country. Though only 17 respondents provided this information, those responses indicate that surveys were completed by people representing more than 16 countries. As Figure 1 depicts, although survey respondents came from all regions, most respondents were from Africa and Europe, suggesting some degree of representativeness with the regional distribution of SDP IWG members. A complete list of countries represented by survey respondents is provided below (following page).



Length of involvement in SDP IWG:

- Of the survey sample, 29% said they were new SDP IWG participants (less than 1 year), 44% said they had participated for more than two years, and 17% said they had participated for 1-2 years. Three other respondents said they were not SDP IWG participants *per se* (civil society representatives in both cases).

Intensity of involvement in SDP IWG:

- The survey sample reflects some variation in the degree to which respondents participated in the SDP IWG. Twelve per cent of the sample reported participating in all SDP IWG meetings and events, 18% in "most" meetings and events, and 6% in "approximately half" of all meetings and events. Thirty-five per cent of respondents said they participated only in "occasional" meetings or events, and 29% said they "rarely" attend SDP meetings or events.
- Of the 10 respondents who said they only "rarely" participated, all but one (a UN agency official) said that others in their government or agency attend the SDP IWG, and 7 reported that they had just begun to get involved.

Limitations

While the methods used and the make-up of the samples used in data gathering provide a credible basis for confidence in evaluation findings, some degree of potential bias nonetheless needs to be taken into account in the interpretation of evaluation results.

The survey sample, for instance, can be assumed to reflect a degree of self-selection bias, skewing the sample toward English speakers and SDP IWG stakeholders who are most motivated to provide feedback. Given the small size of the population (IWG members) and the small survey sample, statistical confidence in survey findings cannot be meaningfully calculated. Interviewees, similarly, were selected through convenience sampling, rather than random selection, and interviewing in English only limited participation in at least one case and was a factor in the quality of the data in another case. Moreover, that some countries were not responsive to requests for an interview may reflect a simple problem with communications technology or scheduling, but the risk cannot be entirely ruled out that the recruitment process generated a sample of interviewees who are particularly motivated, for one reason or another, to speak to an evaluator about the SDP IWG.

Overall, nonetheless, the breadth and diversity of the sample, the regional distribution of interviewees and survey respondents, the range of experiences with the SDP IWG, the range of stakeholder perspectives captured in the data gathering process, and the interaction of qualitative with quantitative data provide a level of confidence upon which to draw meaningful insights and conclusions about the SDP IWG.

Countries represented by survey respondents:

Europe

- Austria
- Netherlands
- Switzerland
- United Kingdom

Asia/Pacific

- Australia
- Azerbaijan
- Palau
- Papua New Guinea

Africa

- Cape Verde
- Malawi
- Mozambique
- Rwanda
- Sierra Leone
- Tanzania
- Uganda

Caribbean/Latin America

- Costa Rica

Annex C: Evaluation Team

- *Evaluation Lead:* Robert Case, Robert Case Consulting (external). Robert Case is responsible for suitable delegation of tasks and responsibilities within the evaluation team, and ultimately for the delivery of a high quality, professional evaluation.
- *Evaluation Assistant:* Kenzie Strong, Right To Play Monitoring and Evaluation (M&E) Officer.

See "Evaluation Work Plan" below for a breakdown of the tasks performed by each team member.

Annex D: Evaluation Work Plan

Evaluator Activities	Days External	Days Internal	Time- line	Role of RTP M&E Officer
Start up, planning, coordination			May	
Initial planning meetings <ul style="list-style-type: none"> • Verify scope and focus of evaluation • Finalize workplan, clarify roles and responsibilities 	2	1	May	<ul style="list-style-type: none"> • Time required for coordination and planning with IWG secretariat and consultant.
Evaluation Plan <ul style="list-style-type: none"> • Draft evaluation plan in consultation with SDP IWG Secretariat and RTP M&E officer • Develop logic model in consultation with SDP IWG Secretariat, M& E Officer and SDP IWG Steering Group • Evaluation Plan to include: purpose, approach, development of indicators, data gathering methods, sampling, concrete timelines and deliverables. • Incorporate feedback into final plan 	2	1	June	<ul style="list-style-type: none"> • Provide input on all aspects of evaluation plan • Review and comment on draft evaluation plan
Design and pilot data collection tools <ul style="list-style-type: none"> • Draft qualitative tools • Oversee survey development • Incorporate feedback into final tools 	3	2	June	<ul style="list-style-type: none"> • Draft survey collaboratively with consultant • Pilot tools, collect/organize feedback
Data gathering			Aug	
Planning, coordination & trouble shooting meetings <ul style="list-style-type: none"> • Monitor progress & emerging issues • Oversee participant recruitment and scheduling 	1	4		<ul style="list-style-type: none"> • Recruit and schedule interviews/focus groups

Evaluator Activities	Days External	Days Internal	Time- line	Role of RTP M&E Officer
Qualitative data gathering <ul style="list-style-type: none"> Facilitate/record all focus groups (if required) Conduct and record 17 telephone interviews with external stakeholders (6 Steering Group Members, 2 funders, and 10 national government representatives) Ensure consistency in data gathering 	3	5	Aug-Sept	<ul style="list-style-type: none"> Conduct and record interviews with 5 regional and global organizations
Survey: distribution and promotion, administration, trouble-shooting, etc. <ul style="list-style-type: none"> Oversee administration of survey 	0.5	2	Sept	<ul style="list-style-type: none"> Host, promote, and administer survey
Data analysis				
Meetings, communications with M&E officer for clarification of data and analysis	1	1	Oct	
Analysis of interview/focus group data <ul style="list-style-type: none"> Conduct all qualitative data analysis 	4	4	Oct	
Mini survey data entry		2	Oct	<ul style="list-style-type: none"> Gather and enter data from mini survey
Quantitative data analysis	0.5	1.5	Oct	<ul style="list-style-type: none"> Conduct quantitative data analysis with input from evaluation consultant
Analysis/integration of documented data	2	0	Oct	
Reporting				
Progress report	1	.5	Oct	<ul style="list-style-type: none"> Provide input and review on progress report
Draft Evaluation report	5	2	Nov	
Receive comments and incorporate feedback from stakeholders on draft report	1	1	Nov	
Final Report	1	1	Dec	
Develop communication plan for evaluation findings	1	1	Dec	
TOTAL	28	19.5		

Annex E: Comparison of Expected with Actual Outputs

Expected/target Outputs		Actual Outputs
2006/07 Funder agreement ⁸	Strategic Plan	
35 governments engaged in IWG	35-75 governments engaged in IWG	59 governments engaged
No target articulated for frequency of meetings		Organized and facilitated 4 meetings of the SDP IWG Executive Committee 4 meetings of the SDP IWG Bureau Meetings of the SDP IWG Steering Group Participated in numerous intergovernmental meetings and events, and international policy consultations
10+ recommendations tabled with supporting analysis for members of IWG	Development of a "comprehensive set of policy recommendations"	<i>Harnessing the Power of Sport for Development and Peace: Recommendations to Governments</i> - document containing analysis, evidence and hundreds of recommendations for SDP policy development in five thematic areas
5 literature reviews on impact of SDP in thematic areas	5 literature reviews on the impact of SDP in thematic areas	Completed as planned
1 synthesis evidence document disseminated to governments and other SDP stakeholders	50 in-depth SDP program/project descriptions	<i>From Practice to Policy</i> : a report that presents preliminary findings of the benefits of sport in the development context and investigates the SDP activities of 13 national governments. <i>Sport for Development and Peace; Governments in Action</i> – profiling the SDP activities of 34 national governments from around the world
3 SDP newsletters	Quarterly newsletter	6 issues published, 1 pending publication
Dissemination of profiles of 35 SDP programs and projects	Report on activities and successes of 35 national governments in relation to the SDP IWG's policy framework	<i>From the Field: Sport for Development and Peace in Action</i> , a document profiling 31 SDP projects and programs from around the world in 5 thematic areas

⁸ The 2006/07 contribution agreement between Right To Play as SDP IWG Secretariat and Canadian Heritage provides the most specific articulation available of the deliverables and targets agreed to by funders and Secretariat.

Annex F: Literature and Documentation Consulted

Funder contribution agreements:

- Canadian Heritage. Contribution Agreement, signed December 19, 2007; for the period of April 1, 2007-March 31, 2008
- Canadian Heritage. Contribution Agreement, signed January 12, 2006; for the period of April 1, 2006-March 21, 2007
- Canadian Heritage. Contribution Agreement, signed March 20, 2006; for the period of April 1, 2005-March 21, 2006.
- Canadian Heritage. Articles of Agreement, signed March 24, 2005; for the period of September 1, 2004-March 31, 2005
- Canadian Heritage. Memorandum of Understanding, date unknown for SDP IWG start-up activities in 2004-05.
- Federal Chancellery of Austria. Agreement, dated June 19, 2006; for the period of January 1, 2006- December 2008
- Royal Ministry of Foreign Affairs, Norway. Contribution agreement dated May 12, 2005; for the period of 2006-2008.
- Swiss Agency for Development and Cooperation. Agreement dated September 16, 2005; for the period of January 1, 2005-December 31, 2006.
- Swiss Agency for Development and Cooperation. Agreement dated December 1, 2006; for the period of January 1, 2007-December 31, 2008.

SDP IWG Strategic Plan 2006-08

Annual Activity Reports

- Department of Canadian Heritage, International Affairs International Sport Directorate; For the period of January 1, 2006 through March 31, 2007. Dated July 16, 2007
- Swiss Agency for Development and Cooperation; For the period of January 1 through December 31, 2005.
- Federal Chancellery Of Austria; For the period of January 1 through December 31, 2006. Dated May 31, 2007
- *SDP IWG Secretariat Progress Report*, January 2008.

Auditor's Report: Statement of Revenue and Expenses of Right To Play International Sport for Development and Peace International Working Group; December 31, 2005

Proposal for a Renewed Mandate Presentation

SDP IWG Publications:

- Literature Reviews on Sport for Development and Peace
- *From the Field: Sport for Development and Peace in Action*
- *From Practice to Policy*
- *Sport for Development and Peace: Governments in Action*

- Final Report Presentation: "Harnessing the Power of Sport for Development and Peace: Recommendations to Governments"
- *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments*

IWG "Outcome Documents":

- Minutes of the Executive Committee. August 7, 2008; Beijing, China
- *Beijing Declaration on Sport for Development and Peace* (August 7, 2008)
- *The Accra Call for Action on Sport for Development and Peace* (December 4, 2007)

International Policy Commitments to SDP:

- *The European Union White Paper on Sport* (July 2007)
- *The Commonwealth Sports Ministers Meeting Communiqué* (August 2008)
- *African Union Sport Policy Framework for Africa, 2008-2018* (Draft, October 2008)
- *United Nations Draft Resolution on Sport as a Means to Promote Education, Health, Development and Peace* (December 2008)