

CREATING SUPPORT FOR CHANGE

How to empower women through sport?
Make the case – attract funders & partners



RESULTS OF THE CONFERENCE 'GENDER EQUITY
IN SPORT FOR SOCIAL CHANGE'

18TH - 20TH MAY 2008, CASABLANCA, MOROCCO

“Before the ‘Course Feminine’ was initiated, many women running and walking around Casablanca today, would probably never have dreamed of competing in front of cheering supporters. In a way they have become stars in their own world. This feeling is strengthened by the many husbands, brothers and sons who lined the streets on May 18th 2008 to encourage and support them.”

Nawal El Moutawakel

Minister of Sport and Youth, Morocco



PRESENTATIONS AND BACKGROUND INFO AVAILABLE ON CD-ROM AND ONLINE

In this report a summary of the results of the conference ‘Gender Equity in Sport for Social Change’ is presented. For more information, tools, workshop presentations and a photo gallery: check the enclosed CD-ROM or go to www.toolkitsportdevelopment.org/casablanca2008/

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VISIT URBAN DANCE PROJECT L'HEURE JOYEUSE

The participants visited the Urban Dance project launched by L'Heure Joyeuse thanks to Nike's support. The project targets children who live in poor and marginalized areas of Casablanca, Morocco. The project offers them the opportunity to get involved and be inspired through artistic and sport activities. Street dance was chosen because it attracts children who are hard to reach.

EV'ART & SPORTS: YOUNG TALENT COMPETITION

On Saturday March 15, 2008, L'Association Marocaine Sport et Développement (AMSD) held its inaugural Ev'Art & Sports competition in celebration of the 10th Anniversary of the Casablanca Women's 10K 'Run for Fun.' Twenty two young male and female artists from four schools in the Casablanca and Rabat area participated in the competition. Participants had a total of six hours to produce a form of art expressing their interpretation of the theme 'women, art and sport.' The objective of the competition was to discover and exhibit the work of talented Moroccan youth in hopes of encouraging the pursuit and study of art. The competition and resulting works of art were also used to reflect the spirit and soul of the Casablanca Women's Race, celebrating ten years of women's empowerment through sport. The top ten works of art were displayed at the conference 'Gender Equity in Sport for Social Change'.

Source: Nicole Matuska, AMSD.



Jihad Bouhandi, Ecole
Technique d'Arts Plastiques



Youssef Aouzal,
Ecole des Beaux Arts



Souad Sahl,
Ecole Technique d'Arts Plastiques



Boutaina Ouriaghi,
Art'Com



Idriss Haddaoui,
Ecole Technique d'Arts Plastiques



Sophia el Basri,
Art'Com



Yassine Sai,
Art'Com



Soufyan Moubarik,
Ecole des Beaux Arts



Mohammed Faycal Ammor,
Ecole des Beaux Arts



Abdessamad Khaynass,
Ecole des Beaux Arts



Sami Acim,
Art'Com



Amine Bourazki,
Art'Com



Ayoub Ariba,
Art'Com



Abdelaziz Sadri,
Collège Lasalle



Asmaa Belafia,
Art'Com

/// PART I: OPENING OF THE CONFERENCE



Artworks: Jihad Bouhandjil, Ecole technique d'Arts Plastiques

The conference Gender Equity in Sport for Social Change took place in Casablanca, Morocco May 18-20, 2008. The three-day meeting with practitioners from the Middle East, North Africa and Afghanistan focused on how sport can further enhance women's role in society. The conference was organized by the Association Marocaine Sport & Développement (AMSD), the National Commission for International Cooperation and Sustainable Development (NCDO), Nike, the Swiss Academy for Development (SAD) and Women Win. The main aim of the conference was to help make the movement for Gender Equity in Sport for Social Change stronger by providing a learning platform and an opportunity for networking & new partnerships.

SPECIAL GUESTS

Special guests of the conference Gender equity in Sport for Social Change were two first ever Olympic gold medallists in a specific category: Joan Benoit Samuelson (USA), who won gold in the marathon race and Nawal El Moutawakel (Morocco), who won gold at the 400m hurdles. The year was.....1984. Both women broke barriers and set marks for equal opportunities and social inclusion, regardless of sex or race. They delivered powerful and inspiring opening speeches at the conference. During the opening ceremony, Joan and Nawal finally -after twenty four years- embraced and shook hands again. Even though they lived their lives the past quarter century on different continents, they have a strong similarity. For both winning a gold medal turned out not to be the finish, but a starting point: the start of being a role model and using popularity and influence to break down barriers for other women.

STARTING THE CONFERENCE WITH A RACE

The Course Feminine, a ten kilometre run through the streets of Casablanca, which Nawal El Moutawakel initiated in 1993, broke barriers and taboos. The race aims to empower women and girls through sports. Fifteen years ago women were embarrassed to participate; this year 27.000 women were proud to run ten kilometres in Casablanca while the world watched. It is a true example of the power of sport for social change. The participants of the conference took part in the Course Feminine. Running the race on May 18th was a unique and symbolic way to start the conference because it showcases the potential of sport to change lives.

START & NEVER FINISH



Gold medallists Nawal El Moutawakel (left),
Joan Benoit Samuelson (right)

Joan Benoit Samuelson (USA) has played a central role in developing long distance running for women since 1984. Among runners, Joan's name is at the top of the list for speed, respect and perseverance. She promotes running for women and communicates about the potential of sport to empower women and build self confidence. In her opening speech for the conference, Joan stressed the importance of the Nike tagline: *'there is no finish line'*. After she won Olympic Gold in 1984 her mother asked her: *'Are you finished now?'* But Joan wanted the Olympic victory to be a starting point instead of an end. Since then Joan celebrated many victories, as athlete as well as personally and for women's sports. And there still is no finish line for Joan Benoit Samuelson as she continues to promote long distance running for women.

Nawal El Moutawakel opened the conference telling about the amazing journey she travelled. As a child she started running barefoot on the beach and on the roads of her city Casablanca. She won Olympic Gold as a young woman in 1984. And in 2008 Nawal became Minister of Sport and Youth. Sport gave her opportunities, opened doors; opened the world for her. Sport gave her hope and power. Through sport she realized that she could achieve goals through perseverance and never giving up.

Self confidence is still lacking in the lives of many girls and women. The conference organizers and special guests Nawal El Moutawakel and Joan Benoit Samuelson want to support women and strengthen their self confidence by providing opportunities to participate in sports and in management of sports organizations and commissions. The finish line has not yet been reached: sports are still dominated by men. Nevertheless, to use the words of Nawal:

Big successes don't start in big stadiums, they start with one person, who says: "I can".

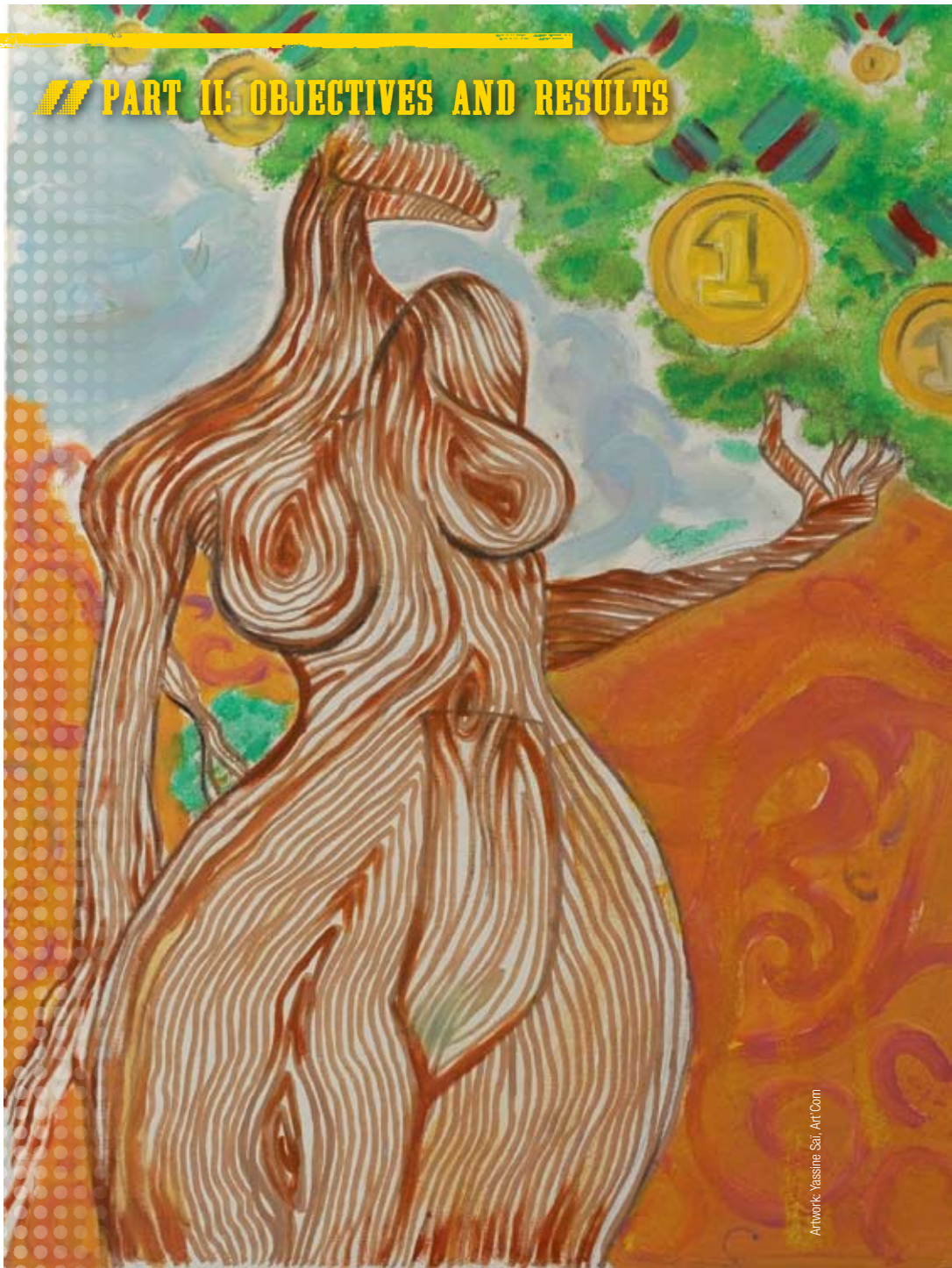
Nawal El Moutawakel
Minister of Sport and Youth, Morocco

MARKET PLACE

After running the Course Feminine and the opening with special guests Joan Benoit Samuelson and Nawal El Moutawakel, participants presented their programs during an informal 'market place', sharing personal experiences and best practices, talking about conditions for success and ways to overcome barriers. Moreover, participants got acquainted with each other, laying the foundation for future partnerships. All organizations contributing to Sport and Development in the region Middle East, Northern Africa and Afghanistan were invited to put their stories and projects on internet without costs on www.sportanddev.org



// PART II: OBJECTIVES AND RESULTS



Artwork: Yasmine Sai, ArtCom

OBJECTIVES

Main objective of the conference was to make the movement Gender Equity in Sport for Social Change stronger by providing a learning platform and an opportunity for networking & new partnerships.

Sport has the potential to change women's lives. It is a strong instrument for social inclusion. However, many stakeholders and target groups still need to be convinced of the value of sport for the empowerment of women. During last year's conference, participants expressed the need for techniques to make the case and show stakeholders and donors the positive impact of using sport as a tool for empowerment in their projects. Another common problem is lack of sustainable funding. The 2008 conference therefore focused on strategies to empower women, techniques for effective communication and elements of a strong fundraising strategy. The conference aimed to:

- Explore the differences between the strategies 'Gender mainstreaming' and 'Gender specific'; helping participants to define the most suitable strategy for empowering women in their respective context.
- Learn how to effectively communicate about the impact of programs and activities.
- Discuss strategies for fundraising and steps to develop a strong fundraising program.
- Train techniques for effective communication.

RESULTS

The annual conference proved to support the development of collaboration and new partnerships across regions and countries. Right from the start, during the informal market at the start of the conference, participants exchanged approaches and experiences. Furthermore, participants learned strategies and trained practical skills during the workshops about storytelling, effective communication and fundraising. Telling stories proved to be a powerful tool to communicate and to open doors to stakeholders and donors. The experiences shared by the participants and the stories told about successes and obstacles, make clear that stamina is required to reach your goal. However, using the right strategies and strong skills increase chances of success. The discussions in the workshop 'gender specific versus gender mainstreaming strategies' concluded that both strategies are needed, tailored to the specific situation. It depends on the phase in time, the momentum and the context which strategy will be effective: in the beginning gender specific measures are a must to spark change, especially in regions where women have limited access to public spheres and sports activities. Steps to develop a strong fundraising strategy were presented and discussed. Participants concluded

that a diversification of funds and a sound sustainability plan are essential elements for success. In part III of this booklet you will find more results of the conference workshops. All presentations are provided on the enclosed CD-ROM and on the website: www.toolkitsportdevelopment.org/casablanca2008/



CHALLENGE FOR THE FUTURE

NGOs working on gender equity in sport for social change face similar issues, similar challenges and can learn from each other how to succeed. For the third time practitioners in the field of gender equity through sport met in Casablanca and exchanged best practices, proving the value of a strong international network. The challenge is to keep the network alive and evolving in the years to come.

Who will take the lead in 2009?

The first conference 'Gender equity in sport for social change' in 2006 was initiated by Nike. In 2007 and 2008 the conference became a joint effort of five partners. This year Astrid Aafjes, founder and director of Women Win, expressed the hope that developing countries will take the lead in organizing the conference in 2009.

Ambition

The organizers wish all participants success in the year to come; applying lessons learned; stimulated by new inspiration; nurturing new contacts and networks. For more information, a list of the participants, tools, tips, links, free photos and more: go to www.toolkitsportdevelopment.org/casablanca2008/

// PART III: RESULTS OF CONFERENCE WORKSHOPS



Artwork: Youssef Aouzal, Ecole des Beaux-Arts

In part III the results of the workshops are described. All presentations and background information about gender equity through sports is provided on the enclosed CD-ROM and on the website:

www.toolkitsportdevelopment.org/casablanca2008/

GENDER MAINSTREAMING VERSUS GENDER SPECIFIC STRATEGIES

Workshop facilitators: Betty Lallie and Felicite Rwemalika

This workshop focused on exploring strategies for women and girls' empowerment. Gender mainstreaming and gender specific approaches were compared. To discover existing perceptions and start from common ground the following questions were discussed:

- What is the difference between gender and sex?
- What is 'gender mainstreaming'?
- What is 'gender specific'?
- What is 'empowerment'?
- What is the goal of women empowerment?

Bettie Lallie has a strong understanding of gender issues. She worked in South African communities for the NGO SCORE for many years, coaching community leaders and developing the organization. SCORE is a South African community development organization that uses sport and physical activity as a medium of development. Gender issues play an important role in the programs and projects.

Felicite Rwemalika initiated and developed women's football in Rwanda from scratch. She founded AKWOF (Association of Kigali Women in Football) and launched a tournament in which the First Lady participated, breaking barriers and creating social change. AKWOF aims at using sport to empower Rwandan women and girls to create a strong forum of advocacy on women's rights, HIV/AIDS prevention & management and issues of unity and reconciliation. Felicite has now been appointed as chair of the commission for women's football in Rwanda.

What is the difference between gender and sex?

At the end of the 20th century, North American feminists tried to soften traditional biological patterns and to broaden argumentative scopes by introducing the clear linguistic distinction between 'sex' and 'gender'. Lorber defines gender as "a process of social construction, a system of social stratification and an institution that structures every aspect of our lives because its embeddedness in the family, the workplace, and the state as well as in sexuality, language and culture" (Lorber 1999).

Gender is an important structuring principle for social relationships and consequently is a way of dividing power. Gender lies at the basis of important power differences in society. This implies that the concept of gender refers to both men and women. During the conference the differences between the static concept of 'sex' and the dynamic concept 'gender' were explored.

"You learn your gender and are born with your sex."

DIFFERENCE BETWEEN EQUITY AND EQUALITY

Equity and equality are often confused. Equity is synonymous with fairness and justice; to be equitable means to be fair and to attempt to be fair. Equity addresses many forms of discrimination including discrimination on the basis of race, gender, ability, age, national or ethnic origin, and religion. Equality on the other hand means "of the same quantity, size, number, degree, value, intensity" and "having the same rights, privileges, ability, rank, etc.". Equity does not necessarily mean that all persons must be treated exactly the same way.

Gender equity is the principle and practice of fair and equitable allocation of resources and opportunities for females and males. Gender equity eliminates discriminatory practices that are barriers to full participation of either gender. A primary goal of gender equity is to provide all individuals with access and opportunity to a full range of activities, thus enabling them to realize their human potential.

Source: Swiss Academy for Development

Gender mainstreaming and gender specific strategies

A strategy to achieve gender equality that has gained worldwide acceptance is gender mainstreaming. This strategy ensures that attention is given to equality of men and women in all activities of an organization: mission, policy, strategy, human resources policy, as well as programs and projects. The UN propagates this strategy. A definition of Gender mainstreaming is: *Organising, improving, developing*

and evaluating policy processes so that the perspective of gender equality is integrated into all policies by the people who formulate them.¹

If you want to address the theme of gender seriously and thoroughly, one must first take a look in the mirror: to what extent are men and women equal in ones own organization? There is a risk that plans value equality, while key positions in the organizations carrying out these plans are held mainly by men. NGOs need to ensure that all their activities are gender-sensitive.

In addition to gender mainstreaming, gender specific interventions are needed, especially in situations where there is great inequality between men and women. These interventions are primarily intended to improve and strengthen the position of women – for example, setting up a football competition for women and training female coaches. It is the combination of the two strategies that ultimately leads to equality.

Discussion

Participants embraced both strategies and stressed that gender specific activities and actions aimed at gender mainstreaming should be complementary. It was suggested that gender mainstreaming can be considered the high road to the general goal of gender equity whereas gender specific interventions are a means to reach that goal. It depends on the phase in time, the momentum and the context which strategy will be effective: in the beginning gender specific measures are a must to spark change. It is important to focus on the root of the problem. In practice, religious barriers are common and should be addressed. In cultures in which religion plays a crucial role in structuring daily life, feminism is often perceived as threatening, anti-traditional and anti-religious. Including religious leaders in the process is an essential element. Public perception needs attention as well. Social change starts with changing perceptions.

In general it is best to start slowly and to not force abrupt changes of norms and values. The importance of role models to initiate change was mentioned above. Other steps suggested in the discussions:

- Include all relevant stakeholders: community leaders, teachers, women's groups, sport organizations.
- Develop alliances with these stakeholders.

¹ Sources: www.un.org/womenwatch, Council of Europe, 'Gender mainstreaming: conceptual framework, methodology and presentation of good practices', Strasbourg, EG-S-MS (98) 2, May 1998.)

- Include attention for gender issues in curriculum and budget, check if budget available for man and women is equal.
- Ensure safe spaces and gender specific programs. Train female coaches, trainers and referees.
- Involve women from the local community and develop their capacities in order to create a sustainable infrastructure. Consider time constraints and responsibilities of women when designing programs.
- Create advocacy, raise awareness, speak to institutions and involve mainstream media.

Conclusion

The conclusion of the discussions was that both strategies – gender mainstreaming and gender specific interventions - are needed to achieve gender equality. One must be aware that gender always plays a role. In many situations there are barriers for girls and women to participate in sports. Sport is regarded as ‘masculine’; women are expected to focus on household and kids. This is the prevailing opinion, especially in traditional communities. If this aspect is not taken into account when setting up programs and projects, the participation level of women will be low. However, going to great lengths to recruit women for projects without having a long-term, sustainable strategy is not recommended either. As participation in sports can be in contradiction with norms, unwanted side effects might occur. Projects can only be successful if consideration is given to the way gender and sports are perceived in the local context. Moreover, clear and realistic objectives must be formulated in relation to gender equality. It is essential that men are involved too.



ONCE UPON A TIME... A TALE OF STORYTELLING IN BUSINESS

Workshop facilitated by Nate Hines, Nike

The objectives of the workshop were to develop an awareness of the importance of storytelling in presentations and to learn how to use stories to create an emotional connection with ones audience. To achieve this goal, the first step is to recognize the components of a compelling story. After the participants practiced this skill, they created and presented an emotionally compelling story that applied to their current work, ambitions and situation.

Nate Hines is a professional trainer and is employed by Nike to train the craft of storytelling to Nike's personnel globally. Storytelling is an effective instrument in each and every profession. Human beings have been communicating with each other through storytelling since we lived in caves and sat around campfires exchanging tales. Storytelling is a powerful tool to make your case, transfer knowledge & understanding and build bridges.

"Every communication has as its goal to take the audience from where they are at the start of the presentation and move them to your objective."

- Jerry Weissman

Potential of storytelling

Everyone has a story to tell - after all, our lives are simply a collection of stories, told one after the other. Unfortunately, the potential of storytelling is often not used strategically and tactically. Storytelling is perceived as a gift; some people excel naturally. Luckily this does not imply that it can not be taught, because storytelling is a craft. By focusing consciously on the aspects of a strong story, communication efforts have much more impact and can persuade target groups or donors. Storytelling can do more for organizations than expected at first sight.

WHY ARE STORIES IMPORTANT?

Our stories are more than a collection of words. Stories are a place where facts meet feelings. From a physiologically point of view, our brains are hardwired for stories to organize and orient. Psychologically, we need patterns to recognise and understand new concepts and ideas.

Homo Sapiens has roamed the planet for 200.000 years; written language has been with us only the last 6.000 years. So 97% of our existence, all knowledge and skills were transferred from generation to generation using stories. We are built to listen to stories and to distil the messages and meaning. Stories are here to stay.

This explains the increase of interest of businesses in the potential of storytelling. Great global players use stories both internally -to develop a strong culture, to communicate values and aims and to accomplish change- as externally –for branding, marketing and the development of partnerships.

Why are stories important in business?

How do stories help us in business? Good stories make people remember messages, not only for five minutes but –if the story is strong enough- for a lifetime. How many stories do you remember from your childhood? Humans remember only 1%– 10% of what they hear. Our attention drifts every 7 minutes. We speak at a speed of 150 words a minute while we have the ability to process 700 words a minute. To maintain attention and to achieve passionate understanding, stories are a must. Stories bring facts to life and infuse them with passion. Using stories strategically for realising your objectives can bring support from others. The aim of the story can be: getting funding, getting support for sport as a development tool or convincing community leaders to endorse activities.

“We neglect the most important criteria most people use to decide whether to listen to us or not. We spend too much time talking to a person’s rational brain and we neglect their emotional brain.”

The Story Factor, Annette Simmons

Discussion

The question was raised if using emotion is effective for all situations. A participant stated that in South Africa most donors do not appreciate an emotional story but want a factual approach. ‘Touching stories’ could even be counter productive in this situation. Conclusion was that you should always tailor the use of stories to the specific context.

How do we incorporate our stories into business presentations?

Where do we find stories for use in business? Stories are all around us – everyday life offers material for compelling stories. In fact, everything has the potential for a story; think of: family, religion, friends, things that happen in communities. We find stories by tapping into our emotions, looking for situations and experiences which

moved us truly. Logic and facts are not the essence of a story. The stories used by businesses tell about the corporate identity, the purpose and vision of the enterprise. Furthermore, the stories should show the audience that the company understands them. A story always needs to fortify a key point.²

Building blocks of a story

Most effective stories are built by using the following elements:

1. The characters: 'who'. Often archetypes play a central role in stories. Think for example of stories like 'The beauty & the beast'. Furthermore, most strong stories feature a hero and an antagonist. The hero is for example an NGO working on social change through sport. The antagonist can be an unwilling government or a leader disapproving of women participating in sports.
2. The structure: 'what, where, when'. A story has a beginning, middle, climax and end. Most stories describe a situation which is characterised by a conflict. The conflict might refer to a social problem, obstacles or lack of resources. The hero struggles to achieve his aim, leading to the climax.
3. The tools: 'how'. There are several techniques available to develop a strong story. Often a 'metaphor' is used: a comparison or analogy stated in such a way as to imply that one object is similar to another one. For instance a story about a female captain of a women's sports team coaching them to victory can be a metaphor for a woman in a top position of a corporation achieving success.

Elements of a strong story

It is best to illustrate a story by using both visuals and words. Together they create context. It is important to use colour, text style, text size and images strategically in slides & handouts. Research shows that 85% of what people store in their memory is visual. Furthermore, reducing information by editing is an important part of shaping a strong presentation. Focus attention to the message. To achieve communication objectives, understanding the audience is very important. It is all about the audience: the story must be relevant to them. Tailoring the story and the messages is needed to compel to different audiences.

Practice, practice, practice

As with most skills, practice differentiates the novice from the expert. Practicing telling stories to people we are close to (colleagues, friends, family, your partner) is highly recommended. Both to test the stories as well as to improve storytelling skills. Essential part of testing is to check if the central message gets across.

² Sources: *The Story Factor*, Annette Simmons; *The Leader's Guide to Storytelling*, Stephen Denning.

Furthermore, it's important to test if the story moves the audience. By continuously improving story telling skills and fine tuning the stories, the communication impact increases.

Go to www.toolkitsportdevelopment.org/casablanca2008/ for the full presentation and more tools to develop a story.

COMMUNICATING ABOUT THE IMPACT OF YOUR WORK

Workshop by Marianne Meier, Swiss Academy for Development

To be successful, it is not enough to know the activities of your organization by heart, you must also be able to communicate effectively about their impact. This is harder than it seems at first sight. Often, experts and practitioners have too much understanding of the subject and projects to explain effects clearly. Moreover, messages are often not tailored to audiences. This may result in not reaching communication targets. The workshop focused on the following questions:

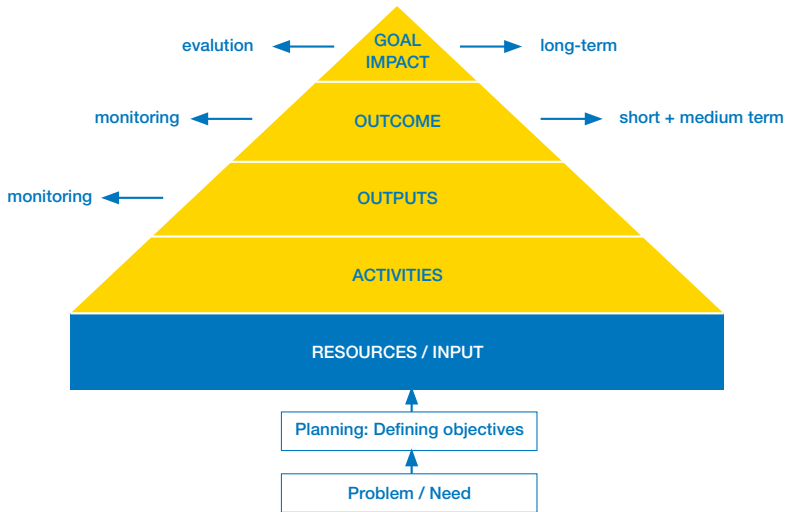
1. What exactly is meant by impact?
2. Why do we need to measure impact?
3. Why should we communicate impact, how and to whom?

Marianne Meier is a research analyst working at SAD in the field of sport and gender equity and applied M&E. She has extensive experience in researching impacts of projects and supporting organizations in the development and implementation of M&E. SAD applies research evidence and practice-oriented knowledge to the field of sport and development. Using instruments and methodologies tested in the field one can make the case in a convincing way.

What is meant by impact?

Impact means a significant influence, an effect. For instance: "our programs had impact on gender equity in the community: the attitude of the people towards women as leaders changed". Impact and output is often confused. Output is the short term quantitative effects of activities; for instance: "hundred girls participated in the football competition in 2007". The following figure illustrates the differences between output and impact:

Figure 1: Output and impact



Source: Swiss Academy for Development

Why do we need to measure impact?

The stakeholders, funders and target groups need to know which effects activities have. Imagine an NGO organizing a regional football competition and football tournaments for boys and girls in a developing community. The involved practitioners want to involve as many boys and girls as possible, because every child has the right to play. In addition, football is used to educate the boys and girls about HIV/AIDS. This education is expected to have a positive influence on the behaviour of both athletes and the community and to lower the infection rate.

It sounds like a good and valuable project, but how do you know whether the educational activities have been carried out well and efficiently? How do you know if your project is successful, whether it has indeed influenced behaviour and lowered the rate of HIV infections? And how do we know that it is the NGO's interventions that have influenced the change instead of the school, church or the parents?

It is important to learn from experiences: it expands existing knowledge and helps to make the programs more effective. Monitoring and evaluation (M&E) plays an essential role in this process. M&E gives insight into the effectiveness and efficiency of activities, projects and programs. The results of M&E can be used to improve programs.

WHAT IS MONITORING & EVALUATION?

Monitoring is the systematic collection, analysis and use of information from projects and programs for three basic purposes:

- learning from the experiences acquired (learning function);
- accounting internally and externally for the resources used and the results obtained (monitoring function);
- taking decisions (steering function) (PSO, 2004).

Evaluation is assessing an ongoing or completed project, program or policy as systematically and objectively as possible. The objective is to be able to make statements about the relevance, effectiveness, efficiency, impact and sustainability of the interventions. Based on this information, it can be determined whether any changes need to be made at a project, program or policy level. Evaluation thus has both a learning function (personal, organizational and community level) and a monitoring function - partners and members review the implementation of policy based on objectives and resources mobilised.

Monitoring and evaluation are complementary. During an evaluation, information from previous monitoring is used. In contrast to monitoring, where the emphasis lies on the process and output, evaluation is used to provide insight into the relationships between output (for example, the strengthened capacity of an organization), outcome (for example, improved services / products) and impact (for example, improved living conditions for the ultimate target group).

M&E is not simple. Many organizations have a hard time setting up and carrying out M&E activities. This is contrasted by the great need to expand our knowledge and show stakeholders sport for social change works.

Figure 2: Definition of monitoring & evaluation.

	Meaning	Periodicity	Objective
Monitoring	On-going gathering (and analysis) of data	Continuous	Document results, processes and experiences as a basis for steering decisions and learning processes
Evaluation	Assessing and appraising data and information to establish a judgement	Usually at the end of a project or of a project phase	Assessing a project as a basis for strategic decisions

Source: Swiss Academy for Development

Experience with M&E in practice

M&E is perceived as a burden by many grassroots organizations. Because M&E is often donor-driven, mostly only positive results are reported. However, one must also be aware of negative and unexpected results in order to learn and improve. A lack of motivation, knowledge and capacity to monitor, leads to a lack of quality of data and analysis. For a clear understanding, it is useful to also focus on prejudice about M&E encountered in the field. M&E should not be an imposed instrument of control. M&E should be a constitutive part of every project's design and should enable dialogue between stakeholders.

Why should we communicate impact?

When, how and to whom should we communicate impact? What kind of communication is needed? First, one must know what the communication needs are of stakeholders. To answer this question, a stakeholder analysis is needed. Which agencies, organizations, groups and individuals will influence or be influenced by the project, directly or indirectly? Who has a significant interest in success or failure of a project? And what are their roles in relation to each other? Your main stakeholders are: the implementing organization & staff, coaches & volunteers and participants. But many other partnerships are valuable as well, think of: peer groups, donors, governments, communities, religious leaders and schools.

A tool for stakeholder analysis is provided on the enclosed CD-ROM and on www.toolkitsportdevelopment.org/casablanca2008/

Case studies: practicing lessons learned

Participants worked in groups on case studies in Lebanon, Afghanistan, Palestine and Egypt. The following questions were addressed for 'real life' situation from the participants:

1. Who could be other potential partners or stakeholders? Who is missing?
2. What communication needs do stakeholders/partners have?
3. What communication tools would you choose for different stakeholders to share impact?

Important recommendation from the field: involve as many stakeholders as possible in the whole process. On-going communication is essential for building trust & mutual understanding and M&E is a valuable focal point for this communication. Both sides win by smart M&E. In the workshops participants generated ideas how to communicate with their stakeholders answering the following questions for specific projects from practice:

1. What are unique characteristics of the community groups?
2. What are their communication needs & objectives?
3. What communication activities and tools are effective to reach objectives?

The participants concluded that it is valuable to think strategically and tactically about communication. When opportunities are used with the tools presented, communicating about impact will be more effective.

More information about effective communication is provided on the enclosed CD-ROM and on www.toolkitsportdevelopment.org/casablanca2008/

FUNDRAISING, SUSTAINABILITY, AND PARTNERSHIPS WITH THE PRIVATE SECTOR

By Peter Paul van Kempen, NCDO

An effective fundraising program does not necessarily lead to success. Organizational stability provides the fundament for sustainable results. In this workshop a helicopter view was taken on the subject of fundraising. As an introduction to the follow up workshop presenting six steps for a sound fundraising strategy, relating issues were addressed, such as: the diversifying of funds; different types of capital and creative & pragmatic strategies. Furthermore, NCDO launched the new publication 'Wake up!' about the potential of partnerships between NGOs and the private sector in the field of sport and development. 'Wake up!' includes a step by step guide for partnering with businesses.

NCDO (Dutch National Committee for International Cooperation and Sustainable Development) strengthens and highlights public support for international cooperation and sustainable development and achievement of the Millennium Development Goals. NCDO's sports program is the Dutch knowledge and information centre on the power of sport to help reach these goals and social change. Peter Paul van Kempen is researcher and author of the new NCDO publication 'Wake up!' about the potential of partnerships between NGOs and businesses.

Organizational sustainability = key

Especially for NGOs serving people in need, organizational sustainability is very important. A management crisis, unrealistic aims or insufficient capacities to deliver as promised can harm target groups of programs. The most vulnerable must be protected and must be able to depend on strong NGOs. Organizational sustainability contains the following elements:

- clear vision and mission;
- realistic strategy, effective programs;
- organizational capacities:
 - ability to adapt;
 - competent staff;
 - accountability;
 - strong leadership;
- healthy relations with partners;
- financial sustainability.

If one organization is weak or if one mission is not clearly defined, a strong fundraising strategy will not result in realizing one's ambitions. Start with a strong fundament! When it is missing now, work on that first, if necessary with 'pro bono' support from professionals.

Financial sustainability

Looking at funding, sustainability is not only about quantity but also –and mainly– about quality: Is it coming from reputable sources who one wants to be associated with? Is there alignment of values? And is there a wide range of funding sources? To answer the questions posed above, look at the current funding mix and try to identify an 'ideal mix' that fits the organization. Think for instance of international, national or local foundations; governments; corporate grants and individual donations.

Be creative, broad perspective

Be creative and look for other types of capital when fundraising as well; 'in-kind' support is a high value asset which is often neglected. Think of office space, play grounds, sports fields & facilities; legal advice, banking & accounting; management, strategy, marketing expertise; access to new networks, target groups and access to new partners. It works both ways: NGOs have human capital and social capital too. Realize the power your organization brings to the table when searching for funds and partners!

Partnerships with corporations

NCDO recently published a booklet highlighting opportunities for partnerships between corporations and NGOs in the field of sport and development. Twenty practitioners and experts were interviewed. The majority of the interviewed experts and practitioners stress that money should not be the main motive to look for partnerships with businesses, but rather to create an opportunity for both parties to learn; to open up new networks & reach new people; to accomplish projects and activities with shared goals. An alignment of values is a prerequisite.

There is a misconception among many NGOs that the private sector has a lot of 'easy money' and that businesses should be obliged to hand this over to civil society for a good cause. However, there is a big difference between a partner and a donor. Financial sustainability is just one part of a bigger puzzle. Where and how money can be found best, should be dependent on mission, vision and strategy. An urgent need for financial resources is an obstacle for strategic actions. It causes ad hoc opportunistic moves that might be regretted in the end, so this should always be avoided.

If the main motive to look for a partnership with corporations is 'lack of funds', it is recommended to develop a sustainability plan and a fundraising strategy aiming at diversifying financial resources. There are organizations that can help you develop a sustainability plan, for instance NESsT offers excellent tools and support to guide you through this process (Non-profit Enterprise and Self-Sustainability Team, www.nesst.org).

Final thought

Besides leading to improved performance when partnering with businesses with the right intentions and mindset, it does require high involvement and high investment of capacity and manpower for the joint effort. It takes much but you get much in return: it can result in strong impact. Before developing partnerships with corporations, knowing ones own core ideology & values by heart is important: what do you

stand for? Realise that if ones organization is a strong brand, attraction from business partners will rise. A brand is like the personality of an organization. Attracting partners and funders will become much easier and there will be more interest. So that might be a step to take before setting off looking for funds and partners.

'No! I do not want to be involved in your program!!' Finding a supporting partner can be a lonely and difficult struggle. I developed red raw knuckles from knocking on doors through the years. But when you have stamina, endurance and above all believe passionately in your program you will be rewarded. Never, ever give up.

-Trevor Dudley, Kampala Kids League, The Kids League Uganda

You will find more information and tips how to proceed in the booklet 'Wake up, unleash the potential for partnerships between NGOs and businesses', offered to you on the enclosed CD-ROM and the webpage: www.toolkitsportdevelopment.org/casablanca2008/

SIX STEPS TO BUILD A STRONG FUNDRAISING PROGRAM

Workshop facilitated by Diana van Maasdijk

This workshop focused on the main steps you need to take to build a strong and sustainable fundraising program.

Diana van Maasdijk has extensive experience raising funds and consulting & supporting NGOs to develop effective fundraising strategies and activities. As the former Director of Development and Communications of Mama Cash, she got to know the tricks of the trade by heart. Now Diana has her own consultancy and is hired to develop and help implement strong fundraising programs. In the workshop she highlighted key do's and don'ts.

What is fundraising about?

There is misconception among many NGOs that fundraising is about money. This is not true. Of course there is money involved, but providing funds should not be a one-time, one-way affair. Most effective fundraising strategies attract funders who are engaged and involved in the issues and want a sustainable long term relationship with the good causes they choose to support. So keep the following quotation in mind when you set off to look for funds: Fundraising = *Friend*raising. A useful metaphor is that of an olive tree: when you plant an olive tree, nurture it and take good care of it, you will be able to harvest olives year after year, for a long, long time. Getting a bag of olives on the other hand will only help you on short term.

Step 1: Planning

A good plan is like a road map: it shows the final destination and the best way to get there. Not only the plan is vital for success; the planning process is of high value as well. To make the right decisions, you must know yourself and the context in which you operate. So developing a fundraising plan can result in new insights and understanding, ultimately leading to sustainable organizational advancement. Do you have a fundraising plan? Do you have a goal? Do you know how much money you need? And do you know how you will raise this money? A solid fundraising plan contains the following elements:

- Goal: the amount of money you need to raise, and the range of gifts expected.
- Prospects: individuals, foundations, governments, corporations; you have to choose at which ones you aim and which mix is preferred.
- Strategies specifying how you will identify, cultivate, solicit, thank, involve, inspire, report and re-solicit your prospects. Furthermore, you need to choose which communication means will be applied. Think of fundraising events, direct mail, proposals, face-to-face meeting, web strategies, et cetera.
- Organization: the role of Board, staff, volunteers, other donors.
- Schedule: the activities grouped in phases: preparation, cultivation, solicitation, engagement and finally evaluation, after which the planning process can re-start, building on the lessons learned. Fundraising plans typically have a timeframe of 12-18 months. You have to choose a cycle that both matches your needs, financial cycles and plans of your potential funders.
- Budget: often it is overlooked, but it can not be stressed enough: it takes money to raise money. Actually, your image as a professional organization will benefit if you show that you take fundraising seriously; reserving financial resources is therefore part of this.

Step 2: Leadership

Great leadership in the fundraising process is essential because people give to people; fundraising is relational. Strong leaders give credibility to your organization and/or project. So create a fundraising committee, which include: a board, key staff, volunteers, your biggest fans and your best donors. Who should be part of your board? That is up to the management to decide. Think of the three W's when making a long list of potential board members: Wealth (opens doors, brings money), Wisdom (gets you strategically closer to achieving your mission) and Work (helps you hands on, for instance organizing events, volunteers, et cetera).

Step 3: Invest

Invest in yourself. Don't just go out there asking for money. You will need to work on the following aspects:

- Staff: fundraising officer, manager, consultants.
- Materials: graphic design, printing, website, movies.
- Board and staff training: fundraising consultant, space rental, food, travel.
- Travel: donor meetings, conferences, public speaking, presentations.

The return on these investments will be not only financial; your organization will become stronger, your reputation will become more credible.

Step 4: Roles and Duties

Who will do what? You will have to assign specific fundraising tasks to specific people. Roles have to be clarified, responsibilities should be transparent. What is your role in fundraising? What is the role of staff? What is the role of the board? What is the role of donors? Who will be working on 'the six I's'³ that will help get support from donors?

Step 5: Donor profiling

Effective fundraising implies that you know your donors. Before you tell, first you will have to listen. You have to research and know your donor demographic: who are they? You have to know their characteristics, what they care about, their capacity, how much they can give and if it is just financial resources or maybe also in-kind resources like professional support, office space and marketing channels.

Furthermore it is important to know if they will fund core costs as well or only projects. Few donors are willing to pay for core costs, but it is essential that those costs are covered in a sustainable way, allowing your organization to develop and improve. Another important aspect is the relationship: who does the donor know in your organization? What does the donor know of your mission and activities?

Diana van Maasdijk recommended the participants to develop a donor management grid. An example is provided in figure 3.

³ Identify, Inspire, Inform, Involve, Invite to Invest.

Figure 3: Example of a donor management grid

Prospect Donor	Interests / profile	Amount sought	Lead person	Action / touch point	Action/ touch point	Action/ touch point
John Smith AK Fund	- Capacity building - Financial sustainability - Running	\$ 50,000 and Financial training for staff	Aisha B.	June Share comm. materials and ask for advice	August Invite to site visit- and follow up with phone call	December Send end of year report and ask for possibility to present proposal

Source: Diana van Maasdijk

Step 6: Make the Case!

The sixth and vital step is to make the case for potential funders: why should they donate to your organization, program or project? In order to have a good ‘Case for support’ it must be well documented, compelling and unique. Moreover, it must include your value proposition and provide information on the following questions: Who? What? Where? When? Why? How? How much? To create a strong case, you must first know what your added value and your distinct competencies are. What is the higher vision your organization is striving to attain? How will the work you are doing today help generations to come and will make a difference in the world? You have to clarify your uniqueness and why you do what you do. Of course, when fundraising, a central question is: how much will you need and what can donors expect in return? Making the case, you will also need to answer questions as: Why do you need funding, how will you use it? What will be the impact? It is important to match the values of (potential) donors with your vision and work.

Get started!

First, determine your top 5 donors and set up meetings with them to ask for advice and opinion. Spend most of the time asking and listening during these ‘cultivation meetings’. Determine what resources you will need in 2009 and how much you want to raise. Make a budget for the fundraising plan. Remember: you need money to raise money in a strategic, sustainable way. Other steps to get started, are:

- Determine in what ways your present and future donors can be involved in your work in addition to their financial support.
- Build your Case for Support. Share this with donors and ask for their opinion. Is the message clear? Are we missing anything?
- Host a meeting of fundraising staff, executive director: and key board members

to discuss how you can create a fundraising committee.

- Begin to craft out each person's fundraising roles and responsibilities.
- Begin a donor/prospect management grid.

Final thought

A solid fundraising plan is not just about finding and asking for money, but mainly about understanding, inspiring and involving donors. The biggest challenge is to get everybody in your organization working on fundraising; all employees, leaders and volunteers can play a role. Remember: communication is key, listening to what drives and inspires the donor is more important than telling and convincing. Build a relationship that lasts.

HOW TO CREATE EFFECTIVE COMMUNICATION MATERIALS

Workshop facilitated by Diana Maasdijk

This workshop focused on how to improve communication materials by avoiding the most common mistakes NGOs make when communicating about their work. The presentation is based on documents from Mission Minded. www.mission-minded.com

Mistake # 1

Thinking that your mission statement is your most important message

Your mission statement does not tell your audience everything about you. Nor is your mission statement necessarily suitable to make your case. Always remind people what you do and why it's important. As your mission statement doesn't tell your story, you need a good presentation with a strong narrative which does tell your story and moves people. Use emotion to tell the story of how your NGO or program makes a difference.

Mistake # 2

Using jargon, acronyms and words that your target audience does not understand

This is a frequently made mistake. Don't do it, speak the language your audience uses to reach and touch them.

Mistake # 3

Thinking that people read your newsletters to hear what's going on inside you're agency

This is not true. Your audience has low interest in details about your NGO's internal processes. There are thousands of messages communicated everyday, only the ones that relate to the listener will be effective. Your audience wants to see proof

that you are making a difference. So show who was helped and why it made a difference. Don't waste newsletter space with details about the administration of your NGO, your new office or your day to the beach with all staff.

Mistake # 4

Confusing features with benefits

This common mistake decreases communication power. Features are what your NGO does. Benefits are the solutions your NGO provides to problems in society. Your organization solves problems; so talk about the problems you solve, and the impact you have, not about the systems you have in place to do your work.

People do not support: 'a team of 60 Moroccan women in Amsterdam running and exercising together every week'. But people will support: '60 Moroccan women able to stand up to violent relationships, able to get a job, able to go back to school and able to assure a better future for their daughters and sons.'

Mistake # 5

Using photos that do not tell about the work you do

Don't show:

- group photos of your staff and board;
- speakers standing on a podium;
- people listening to a conference, workshop.

Even though the people in the photo might be interesting and important, choose a photo for what it tells your audience. Use photos of the people who benefit from your programs. If confidentiality is an issue, invest in photos of people who look like those you serve. Use photos of action, of faces and of the difference you make. Communicate the message with captions, for instance: "Malika avoiding a block at our last month's Rugby tournament. She and two of her teammates recently opened the first ever women-run café in the village". Or: "Top girl scorers! Annie and Gioya have come back to the team after we built separate girls' shower and changing rooms."

Mistake # 6

Not writing good headlines and subheadlines

Examples of typical headlines in NGO newsletters, emails and annual reports:

- Message from the Executive Director
- Program Spotlight- women and sport
- Organization initiates its first program in rural areas
- The impact of our work

These headlines do not communicate the essence. Because of their general nature, they could apply to any organization. These headlines do not invite to read either. There is no hook to pull you in the story, no situation which makes you curious.

Tips on writing good headlines

"First, write down the key points of your story. Do this fast. Don't try to polish. Then tighten it up as much you can. It's almost impossible to write effective headlines without including a subhead. Subheads provide extra commentary and reveal twists in the story. Don't bother chasing ultra-brief headlines. Face it: Unless your story is "Titanic sinks," you'll need more than a couple of words to tell your tale. And that's where the subheads come in: They allow you to expand."

-Tom Ahern, Mal Warwick Newsletter

Mistake # 7

Letting an IT person or department manage your website content

Marketing and fundraising objectives should drive the look, feel, features and functionality of your site. Make things as clear, simple and compelling as possible for your audience. Fancy things like Flash animation can often detract from your message or the action you want site visitors to take.

Mistake # 8

Not developing a strong brand as an NGO

Your logo isn't your brand and your mission isn't your brand either. What is a brand and why is it important? Brand is one of the most confusing concepts for NGOs to understand and implement. A brand is your reputation and what you stand for. It creates an affinity for your NGO among your target audience, ensures loyalty, minimises competitive threats and help you survive negative press or public mistakes.

How to build a brand? Decide what best represents you, turn it into a consistent message and stick to it. Think of how you want to be known (for example: grass-roots, financially-efficient) and look for ways to always reinforce this distinctiveness and these values at every opportunity you communicate. Create a visual identity (a logo, type font, a color scheme and a tagline, if you like) and use it in all communication materials. Repeat, again and again, with words, action, and images, the attributes of your brand.

Mistake # 9

Thinking that everyone is your audience

Target your message to those most likely to respond to your work and are pre-disposed to care about your mission. Know your audience. Do you have several types? What do they value? What do they care about? Develop every communication mean and message from the point of view of your target audience.

Closing Exercise: Let's get to work

The participants practiced lessons learned creating a cover story of a magazine for a fictive NGO. What is the name of this 'new NGO'? What is the mission, the brand feeling and values? Based on these starting point, the headline and sub headlines of the story was created, effective photos were identified and captions written to highlight the key messages of the story.

You will find more tips for fundraising and effective communication on the enclosed CD-ROM and the webpage: www.toolkitsportdevelopment.org/casablanca2008/



BACKGROUND INFORMATION ON GENDER EQUITY

In many countries the role of women is still subordinate to that of men. Women have less freedom than men in making choices to develop themselves, their talents and skills. Girls are expected to do a lot of work in the household and have less access to education than boys. Girls are often married off at a young age. If activities are organised in the community, they are often just for boys and men.

For well-balanced and sustainable social development, men and women must have equal rights, responsibilities and opportunities: gender equity. The third UN millennium goal is to promote equality of men and women.

Gender equity is an important theme for sport for social change. Sport is used to improve the position of women.⁴ By offering sports activities to girls and women, they get a chance to develop and increase their self-confidence. Girls and women who excel at sport can act as role models for other girls and women. Ultimately this can lead to a change in the self-image of women. By letting girls take part in sports together with boys – and by convincing parents and community leaders that sport is also positive for their daughters - the perceptions boys and men have about girls and women can be changed. Greater independence in sport can lead to greater independence in other areas of life and can thus help strengthen the position and the rights of women.

Projects aimed at sports participation by women must be set up with care. There are several obstacles: women may feel unsafe, they may have other obligations and limited time, and may be subject to norms in relation to gender and sexuality. It is extremely important to take these aspects into consideration in the design of programs and projects.

More information on how to work effectively on gender equity in sport for social change? Go to www.toolkitsportdevelopment.org/casablanca2008/

Why attention to gender and sport?

An important reason to aim for a high level of participation of girls and women in sport and development projects is that it can bring them the physical, psychological and social advantages of sport⁴. Participation in sports activities, as long as it is

⁴ Scientific evidence for the power of sport for gender equity and social change is still lacking. Many positive examples and best practices are available but need to be researched by scientists to gather evidence.

organized with knowledge and skill, can bring not only better health but also discipline, self-awareness, self-confidence, independence and leadership skills. Women will often start to feel stronger both physically and psychologically. From a social point of view, they gain experience with teamwork, negotiating, planning, winning and losing. Sport also yields up social networks. This broadens a person's perspective; women learn more about their community and the world outside of it, the outside world and are able to identify opportunities they would otherwise not have been aware of. Because sport increases self-confidence, girls are better able to stand up for themselves. This is important for the prevention of unwanted sexual contacts and pregnancy. Sport is therefore a means in preventing HIV/AIDS. Source: Lessons Learned, NCDO, 2007.

CD-ROM

Contents

- Papers & presentations.
- Organisers & participants.
- Learning examples.
- Copyright free photos.
- Links to websites about sport and gender.
- Key documents and tools (publication 'Wake up' about partnerships between NGOs and businesses, tools for stakeholder analysis, tools for partnerships).

To view this CD-ROM, you need an Internet Browser. The CD-ROM starts automatically. If not, select and open the file index.html in your Browser.

All presentations are also available on:
www.toolkitsportdevelopment.org/casablanca2008/

ORGANIZERS

The conference 'Gender Equity in Sport for Social Change' Casablanca, May 18-20, 2008, was organized by:

- AMSD represented by Nicole Matuska and Nawal El Moutawakel.
- Nike represented by Anna Maria Rugarli.
- NCDO represented by Tessa Kocken.
- SAD represented by Christopher Middleton and Marianne Meier.
- Women Win represented by Astrid Aafjes.

Production: Tessa Kocken, Program Sport & Development, NCDO, Amsterdam

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With special thanks to the valuable input of the participants!

All presentations are available on: www.toolkitsportdevelopment.org/casablanca2008/





About the organizers

- Nike is an active advocate of women in sport and prioritizes gender equity in its corporate responsibility strategy (www.nikeresponsibility.com and www.letmeplay.com).
- Nawal el Moutawakel, the first North African and Muslim woman to win Olympic gold and current member of the IOC, has made part of her post Olympic legacy supporting gender equity and development through sport via her organization Association Marocaine Sport & Développement (AMSD) (www.amsd.ma).
- The Swiss Academy for Development (SAD) is dedicated to the question of how societies handle social change and cultural diversity (www.sad.ch). SAD manages the International Platform on Sport and Development (www.sportanddev.org), an information resource and communication centre dedicated entirely to Sport & Development.
- Women Win is the first international women's fund that supports sport activities as an instrument for social change and women's empowerment (www.womenwin.org).
- NCDO (Dutch National Committee for International Cooperation and Sustainable Development) strengthens and highlights public support for international cooperation and sustainable development and achievement of the Millennium Development Goals. NCDO's sports program is the Dutch knowledge and information centre on the power of sport to help reach these goals and social change (www.sportdevelopment.org).

How to use sport as a tool for gender equity? The main objective of the third conference on 'Gender equity in sport for social change' was to exchange strategies and skills on how to strengthen the position of women through sports. This booklet highlights the results. For more information go to: www.toolkitsportdevelopment.org/casablanca2008/

Organized by:



womenWIN

