



Text

## Performance Monitoring Plan & Evaluation Concept

**“Sport Zajedno - Promoting Social Inclusion and Reconciliation through grassroots youth sport”**

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## Summary

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Description:	<b>English monitoring plan measuring progress, online</b>

## Introduction

The overall objective of the “Sport Zajedno” project is to promote social inclusion and post-conflict reconciliation among young people in and through grassroots sport across the Western Balkans Region. Methods to achieve this objective include training, education, awareness-raising, capacity-building of local grassroots sport stakeholders and youth sport interventions.

This purpose of the following **project monitoring plan** is to facilitate overseeing the overall implementation and to support the monitoring of the project progress. As outlined initial project application a performance monitoring plan (PMP) will be developed in the initial phase of the project. Subsequently the PMP will be used as tool to guide the project team throughout the project implementation.

The performance-monitoring plan will feature indicators, which will be used for planning and managing the collection of performance data, the analysis and the reporting. This will include the **quantitative** and **qualitative indicators** defined as well as outputs, the methods of data collection and the expected results as well as the deliverables. The performance monitoring plan will be used for review sessions will be held during the project partner meetings to analyse the project progress and find adequate measures in case of unexpected changes.

Furthermore, this document does also feature the evaluation concept prepared by the external evaluator, which interlinks with the project monitoring plan to ensure quality assurance and a sound monitoring and evaluation strategy.

## 1) Performance Monitoring Plan

Activities <sup>1</sup>	Output	Means of Verification	Expected results	Indicators	Deliverables
<b>Specific Objective 1.</b> To network and capacity-build local sport stakeholders (sport clubs, civil society initiatives, schools, municipalities) to harness the potential role of sport for bringing divided communities together, in particular through cross-community youth sport interventions					
<b>1.2. Transnational Partner Meetings</b>	- 5 partner meetings in the partner countries AUT, CRO, SRB, BiH and KOS  - 50-60 participants	Reporting and documentation of implementing partner  List of participants & feedback forms,  Photographs  Social media / web content  Data collected by external evaluator (see evaluation concept)	Improved understanding on the issues at stake and improved competencies to address them	•Internal workflow, efficiency of project implementation and satisfaction of partners	
<b>4.1. Local Inclusive Sport Events</b>	- 5-6 events in CRO, SRB, BiH, MNE and KOS  - in total up to 1.000 young people involved  - 30% girls  - 30% youth from disadvantaged groups (refugees...)  - 15 local partnerships with sport clubs, civil society initiatives, schools and municipalities established		Improved understanding and know how local sport and civil society stakeholders can work together to plan and organize more inclusive (youth) sport events on a local level.  Improved local partnerships bringing together different sectors (sport, education, youth,...)	•Number of participants from local sport initiatives in particular in the LISE •Number of contacts established between towns, schools, youth organisations and other local stakeholders •Number of representatives of disadvantaged groups (refugees, ethnic minorities,...) who participate in the local grass-root sport events •Requests to participate in the local grassroots sport events •Level of involvement of local mainstream sport clubs •Sustainability of cooperation between refugees, asylum seekers and host community and sport clubs	D4.1 Report on local sport events (pdf, 8 pages English/BHS, for internal use)
<b>4.2. Mini-Van Tour during the EWoS</b>	- 5-6 events in CRO, SRB, BiH, MNE and KOS		Improved understanding and know how local sport	•Number of contacts established between towns, schools, youth organisations	D4.2 Leaflets Mini-Van Tour(printed

<sup>1</sup> The numbers follow the numbering in the initial Application.

	<ul style="list-style-type: none"> <li>- in total up to 1.000 kids and youth involved</li> <li>- 20% girls</li> <li>- 20% youth from disadvantaged groups</li> <li>- 20 local partnerships with sport clubs, civil society initiatives, schools and municipalities established</li> </ul>		<p>and civil society stakeholders can work together to plan and organize more inclusive (youth) sport events on a local level.</p> <p>Improved local partnerships bringing together different sectors (sport, education, youth,...)</p>	<p>and other local stakeholders during the Mini-Van Tour</p> <ul style="list-style-type: none"> <li>•Feedback from participants on the events</li> <li>•Percentage of women, migrants and ethnic minorities as participants</li> <li>•Media coverage about the events</li> <li>•Number of local and ethnic media and website reports about the MVT</li> </ul>	<p>leaflet, 2 pages, BHS, A6 1.000 copies)</p>
<b>5.2. Final Seminar “Lessons Learned and Safeguarding Sustainability</b>	<ul style="list-style-type: none"> <li>- 1 event in KOS</li> <li>- 30 participants</li> <li>- 10 new partnerships with sport clubs, civil society initiatives, schools and municipalities established</li> </ul>		<p>Improved cooperation with sport governing bodies and increase of new partnerships among stakeholders</p> <p>Improved knowledge to safeguard and sustain achieved results</p>	<ul style="list-style-type: none"> <li>•Establishment of new partnerships</li> <li>•Number of networking contacts with new groups and initiatives</li> <li>•Attendance of representatives sport/football governing bodies</li> </ul>	<p>D5.3 Report on Stakeholder Seminar published (Online Report for Websites, English)</p>
<b>Specific Objective 2.</b> To develop educational tools and raise-awareness how to implement inclusive grassroots sport activities which empower young people - with a focus on girls - and disadvantaged groups including migrants, ethnic minorities, and refugees					
<b>1.1. Overall coordination &amp; communication</b>	<ul style="list-style-type: none"> <li>- monthly online meetings</li> <li>- 10 international newsletters</li> <li>- 100 project related social media (facebook, Instagram, TikTok, LinkedIn)</li> <li>- Production of a bilingual (English, BHS) project folder</li> </ul>	<p>Reporting and documentation of implementing partner</p> <p>List of participants &amp; feedback forms,</p> <p>Photographs</p> <p>Social media / web content</p>	<p>Increased dissemination and information on organizing grassroots sport activities which empower young people &amp; disadvantaged groups including migrants, ethnic minorities, and refugees</p>	<ul style="list-style-type: none"> <li>•Requests to share the publications by sports associations and other stakeholders</li> <li>•Number of social media contacts and subscribers</li> <li>•Number of Newsletters and releases</li> <li>•Visits &amp; registration to website</li> </ul>	<p>D1.2 Corporate Design: Logo &amp; project brochure (electronic brochure, EN &amp; BHS)</p> <p>D1.3 Evaluation Report (electronic brochure, EN &amp; BHS)</p>

<b>3.1. Girls Football Festival</b>	<ul style="list-style-type: none"> <li>- 1 event GFF in Vienna with participants from all partner countries</li> <li>- 100+ girls, coaches and multipliers taking part in the Girls Football Festivals, coming from all partner countries</li> <li>- 100% girls participating in the GFF</li> <li>- 20% girls with disadvantaged background (ethnic minorities, migrants, refugees)</li> <li>- 100+ spectators</li> </ul>	Data collected by external evaluator (see evaluation concept)	<p>Improved awareness and knowledge among coaches and participants on promoting social Inclusion and reconciliation through grassroots youth sport</p> <p>Empowerment and pro-active involvement of participating girls</p>	<ul style="list-style-type: none"> <li>•Degree of awareness of dangers of exclusion on part of those directly partaking in the action</li> <li>•Feedback from participants on the events</li> <li>•Number of registered participants (outside the project team)</li> <li>•Percentage of migrants and ethnic minorities among girl participants</li> <li>•Media coverage about the event</li> <li>•Number of local and ethnic media and website reports about the GFF</li> </ul>	<p>D3.1 Booklet GFF (Electronic version, bilingual BHS &amp; ENG, 8 pages + inside poster, A6)</p> <p>D3.2 Report GFF (Electronic version, bilingual BHS &amp; ENG, 12 pages A4)</p>
<b>3.2. 3x3 Basketball Zajedno Cup</b>	<ul style="list-style-type: none"> <li>- 100+ participants in the Zajedno Cup coming from all WBR partner countries</li> <li>- 50% girls and women</li> <li>- 40% people with disadvantaged background (ethnic minorities, migrants, refugees)</li> </ul>		<p>Improved awareness and knowledge among coaches and participants on promoting social Inclusion and reconciliation through grassroots youth sport</p> <p>Empowerment and pro-active involvement of young participants</p>	<ul style="list-style-type: none"> <li>•Degree of awareness of dangers of exclusion on part of those directly partaking in the action</li> <li>•Feedback from participants on the events</li> <li>•Number of registered participants outside the project team</li> <li>•Percentage of women, migrants and ethnic minorities as participants</li> <li>•Media coverage about the event</li> <li>•Number of local and ethnic media and website reports about the ZC</li> </ul>	<p>D3.3.Folder 3x3 Zajedno (Electronic version, bilingual BHS &amp; ENG, 4 pages, A6)</p> <p>D3.4.Report of 3x3 Zajedno (Electronic version, bilingual BHS &amp; ENG, 12 pages A4)</p>
<b>Specific Objective 3.</b> Training among sport multipliers (coaches, educators, sport-for-peace practitioners) how to practically foster gender equity and equal participation of diverse groups in grassroots sport events and in sport organisations					

<b>2.1. Come Together Workshop</b>	<ul style="list-style-type: none"> <li>- 15 participants taking part in the workshop</li> <li>- 6 partner organisations involved</li> <li>- 3 experts giving input</li> </ul>	<p>Reporting and documentation of implementing partner</p> <p>List of participants &amp; feedback forms,</p> <p>Photographs</p> <p>Social media / web content</p>	Improved understanding of the overall intervention logic of the project and knowledge and motivation to identify participants for the European training.	<ul style="list-style-type: none"> <li>•Degree of diversity among participants (e.g. number of female participants)</li> <li>•Feedback from participants and experts</li> </ul>	
<b>2.2. European Training of Multipliers</b>	<ul style="list-style-type: none"> <li>- 12 trained coaches, coming from all partner countries</li> <li>- 20 participants including experts in the Training</li> <li>- 45% women</li> <li>- 20% trained multipliers with background from disadvantaged groups</li> </ul>	<p>Data collected by external evaluator (see evaluation concept)</p>	Enhanced understanding and knowledge among participants to train local train coaches / educators	<ul style="list-style-type: none"> <li>•Number of participants with a migrant or minority background from the various partner countries</li> <li>•Appreciation score from participants on the two-days European training for multipliers</li> <li>•Feedback from participants on working with the theoretical and practical knowledge, experiences and tools presented and gained at the training</li> </ul>	D2.1 Guidelines for identifying coaches and multipliers for inclusive sport (Electronic sheet, A4, pdf ENG & BHS, 4-6 pages)
<b>2.3. Online Mentoring Sessions and Manual “Organising inclusive sport events”</b>	<ul style="list-style-type: none"> <li>- 20 sessions organized (each partner around 4 sessions)</li> <li>- 12 mentored coaches and educators, coming from all partner countries</li> <li>- 45% women among the coaches and educators</li> <li>- 20% disadvantaged background (ethnic</li> </ul>		Improved knowledge and expertise among the mentored coaches and educators to organise inclusive sport events	<ul style="list-style-type: none"> <li>•Number of participants with a migrant or minority background from the various partner countries</li> <li>•Number of reached organisations and individuals from organised sport</li> <li>•Number of orders for the printed bilingual Manual</li> </ul>	D2.2 Manual “Developing inclusive sport events” (Print version, 1.000 copies, bilingual ENG & BHS, 24 pages, A4)

	<p>minorities, migrants, refugees)</p> <p>- 1.000 pieces of Manual “Organising inclusive sport events” produced and disseminated to stakeholders in the region</p>				
<b>5.1. Online Toolbox</b>	<p>- 1 online toolbox included in 2 existing educational platforms (KFV Prishtina, VIDC)</p> <p>- 100+ sport stakeholders and multipliers use the toolbox and download material</p>		<p>Improved knowledge and access to information on ways to promote social inclusion and reconciliation through grassroots youth sport</p> <p>Participation &amp; involvement of diverse stakeholders</p>	<p>•Feedback from stakeholders (clubs, initiatives, associations, journalists...) on publication of Training Manual, Reports &amp; Online Toolbox</p> <p>•Number of online downloads of the publications</p> <p>•Quality and demand of the produced material •Sport governing bodies and public authorities speak out for improved policies towards the inclusion of disadvantaged groups (such as ethnic minority and refugee women in football / sport)</p>	<p>D5.1 Dissemination Plan (pdf, English &amp; BHS for internal use to monitor dissemination tasks &amp; progress)</p> <p>D5.2 Online Toolbox (online platform in English &amp; BHS included in website)</p>

## 2) Evaluation Concept

### Project Title: “Sport Zajedno - Promoting Social Inclusion and Reconciliation through grassroots youth sport”

This evaluation concept has been developed by Marija Cvejic<sup>2</sup>, who was recruited on March 15, 2024, as the external evaluator of the Sport Zajedno project following an open Call for Tender<sup>3</sup> published in three languages (BCS, English and German). Ms. Cvejic holds an MA in Critical Gender Studies from the Central European University and conducted evaluation work for projects funded by USAID, UNFPA, UNHR, GIZ and the EU.

### Methodology

The evaluator will employ a participatory approach throughout the project in conducting monitoring, evaluation, accountability, and learning activities, with the **main goal** to:

- Support project/programme implementation with accurate, evidence-based reporting that informs management and decision-making to guide and improve project/programme performance.
- Contribute to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons so that we can gain the full benefit from what we do and how we do it.
- Uphold accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards and with any other donor requirements.
- Provide opportunities for stakeholder feedback, especially beneficiaries, to provide input into and perceptions of our work, modelling openness to criticism, and willingness to learn from experiences and to adapt to changing needs.
- Promote and celebrate our work by highlighting our accomplishments and achievements, building morale, and contributing to resource mobilization.

The evaluation will be conducted using OECD-DAC+ evaluation criteria. Specific objectives of the evaluation will be achieved through data collection at the field (interviews, surveys, observation) the review, qualitative and quantitative data analysis, and formulation of conclusions and recommendations around the following substantial aspects:

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<sup>2</sup> <https://www.ceu.edu/marija-cvejic-gens-serbia>

<sup>3</sup> [https://www.fairplay.or.at/en/news/news/page?tx\\_news\\_pi1%5Bnews%5D=1678&cHash=2493d05688b90ad568114137bdc90c9f](https://www.fairplay.or.at/en/news/news/page?tx_news_pi1%5Bnews%5D=1678&cHash=2493d05688b90ad568114137bdc90c9f)



- **Relevance:** Extent to which the outcomes of the intervention were consistent with beneficiaries' requirements, country needs and global priorities, and specifically, the structural or systemic changes that were made to increase the participation of young people with diverse backgrounds (such as migrants, refugees, ethnic minorities) in sport, both active and in non-playing positions, and contributes to the creation of inclusive, discrimination-free sport environments which pro-actively welcome diversity and equality;
- **Effectiveness:** Extent to which the outcomes of the intervention were achieved, or are expected to be achieved, taking into account their relative importance:
- **Efficiency:** Extent to which the outputs and/or desired effects have been achieved with the lowest possible use of resources/inputs (funds, expertise, time, administrative costs, etc.), including the joint programming and multi- stakeholder approach,
- **Impact:** Positive and negative, primary and secondary long-term effects produced by the intervention, directly or indirectly, intended or unintended,
- **Sustainability:** Extent to which the benefits from the intervention continue after its finalization, or the probability that they continue in the long term in a way that is resilient to risks.

#### **Evaluation Plan/Timeframe:**

**Date:** 31 March 2024 – 30 April 2024

#### **Planned activities:**

**Design of MEAL tools – Logical Framework, Matrix, M&E plan for indicators, data collection methodologies, and feedback mechanism** in coordination with all project partners. The main goal is to create a functional MEAL mechanism that does not overburden project officers, and gives enough data that provide input for project measurement and improvement. The evaluator will use the Kick-off meeting with partners to share tools and explain their usage and purpose.

**Date:** 1 May 2024 – 31 January 2026

#### **Planned activities:**

• **Data Collection** through previously designed **tools: interactive (sports methods), online surveys, focus groups, interviews, observation, oral histories, and qualitative analysis of shared knowledge/experiences**. The evaluator will organize meetings or capacity-building sessions on data collection with project partners. Also, the evaluator will collect data directly when possible.

- **Learning** through data analysis and sharing knowledge/experience throughout the project. The evaluator will organize **learning sessions** on an ongoing basis to share input on project progress with project partners. Also, the evaluator will organize learning sessions to share knowledge/lessons learned with all partners. The evaluator will use interactive methods to facilitate each learning session.
- One of the key components of every project is **accountability**. The evaluator will demonstrate that work complies with agreed rules and standards, especially safe- guarding, and cultural, gender, and age- sensitive standards. Reports fairly and accurately on performance results according to specified roles, responsibilities, and plans. We will achieve this through monitoring, **evaluation and learning system, feedback mechanism, and employed protection policies and procedures.**

#### **Data collection:**

The evaluator and project team in the process of collecting all data will employ the following principles: Simplicity; Planning; Ensuring reliability, credibility, and validity; Do no harm; Voluntary participation; Confidentiality; Anonymity; Addressing the ethics of data collection; Cultural sensitivity - This means considering differences in culture, local behaviour and norms, religious beliefs and practices, sexual orientation, gender roles, disability, age, ethnicity, and other social differences when planning data collection activities or communicating findings.

The following data collection methods will be used: Attendance, observation; interactive methods (sport games); online questionnaire survey; pretest and posttest; qualitative analysis of shared knowledge/experiences; focus groups, and interviews.

#### **Outputs of the Evaluation:**

By mid-February 2026, the evaluator will develop a Draft M&E Report that will show the relevance of the implementation of designed actions; adequacy and efficacy of the designed Workstream actions; and impact and efficiency of the “Sport Zajedno” project results. To create the report, the evaluator will use collected evaluation data on the project, intellectual outputs, and will do desk research on promotion of social inclusion and reconciliation through sports in the targeted countries. Also, the evaluator will conduct focus groups and interviews with project staff, beneficiaries of the project, and stakeholders. The Draft Report will be presented to the project staff that will provide feedback on the main findings.

Based on the project team feedback, the evaluator will finetune the report. By the end of the project, the evaluator will develop the Final M&E Report and Executive Summary based on the key MEAL findings. The Final M&E Report will have the following sections: Key Project Information; Evaluation Methodology; Evaluation Findings – Relevance, Effectiveness, Efficiency, Impact, Sustainability, Organization, and Quality Assurance; Successful Stories, Case Studies; Photographs and Recommendation