

Gender Equity in Sport for Social Change

Creating power and impact for gender equity in sport for social change

Report of the conference in Casablanca, May 19-22, 2007



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Foreword

Growing up as an athlete, I realized how much impact sport had in my life and shaping who I became. Sport is a great tool for empowering women and girls because it provides opportunities for developing personality as well as opportunities for good physical health. Sport also provides positive feedback, enjoyment and accomplishment. It provides sensations of reward through winning, team spirit and applause for success. It enables you to learn from losing as well.

The 9th edition of the 'Course Feminine' was a unique and symbolic way to start the conference 'Gender Equity in Sport for Social Change'. This 10k run has become one of the largest sporting opportunities for women in all of Africa as well as the Arab and Muslim world.

I started the event in order to showcase the spirit, power and solidarity of women participating in sport. I wanted to give women a day to be able to freely participate in sport together and this run was a perfect way to do that. We started out with less than 2,000 participants in 1993 and this year we secured the participation of over 25,000 girls and women between the ages of 15 – 75 years old. Participants came from all across Morocco. The race also attracted top international runners from Kenya, Ethiopia, Tanzania, South Africa, UK, USA, France, Spain, Egypt, Tunisia and the Netherlands.

Today, there are more than forty top athletes who are linked to the 'course feminine' and who dedicate their time, their love and their energy to support womens rights, to fight poverty and help the underprivileged. It is a true example of the power of sport and a viable tool for social change.

I would like to thank the organisers of the conference 'Gender Equity in Sport for Social Change' for providing an extremely valuable opportunity to learn and grow stronger. I am impressed by the efforts of the participants all over the globe to empower women. Together, we can make a change!

Nawal El Moutawakel

Founder of the Association Marocaine Sport et Développement

www.amsd.ma



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Organisers conference

The conference 'Gender Equity in Sport for Social Change' Casablanca, May 19-22, 2007, was initiated by Nike and organised by:

- AMSD represented by Nawal El Moutawakel
- Mama Cash represented by Naima Moussati
- NCDO represented by Tessa Kocken
- Nike represented by Maria Bobenrieth
- SAD represented by Marianne Meier
- Women Win represented by Astrid Aafjes

About the organisers

- **Nike** is an active advocate of women in sport and prioritizes gender equity in its corporate responsibility strategy (www.nikeresponsibility.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 organisation **Association Marocaine Sport & Développement (AMSD)** (www.amsd.ma).
- **Mama Cash**, the first international women's fund in the world, based in the Netherlands, supports pioneering and groundbreaking women's rights initiatives worldwide. Following on her experience in supporting women's sport for social change in the Netherlands, Mama Cash, with support from Nike, is now also focusing on sport for gender equity internationally (www.mamacash.org).
- The **Swiss Academy for Development (SAD)** is dedicated to the question of how societies handle social change and cultural diversity (www.sad.ch). SAD is host to the International internet Platform Sport for Development, an information resource and communication centre and dedicated entirely to Sport & Development.
- **Women Win** is the first global women's fund that supports sports activities to empower women and girls (www.womenwin.org).
- **NCDO (The Dutch National Committee for International Cooperation and Sustainable Development - www.ncdo.nl)** strengthens and highlights public support for international cooperation and sustainable development and achievement of the Millennium Development Goals. Within the NCDO sport program, the focus is to support sport as a tool for the realization of development goals and social change.

Colophon

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

Developed, edited and photography by: Peter Paul van Kempen, Van Kempen Consultancy

Design and print: The Association, Netherlands

Text: Anna Maria Rugarli (Nike), Aparna Nayampalli (MamaCash), Astrid Aafjes (Women Win), Carolien van Wersch (Nike), Chris Lunch (Insight), Emilie Flower (Insight), Emma Ntwatwat (The Kids League), Faye Yoshihara (Consultant), Felicite Rwemarika (ASKOF), Heather Cameron (Box Girls), Leeda Yaqoobi (Afghan Women's Network), Maria Bobenrieth (Nike), Marianne Meier (SAD), Naima Moussati (Mama Cash), Nawal El Moutawakel (AMSD), Peter Paul van Kempen (Van Kempen Consultancy), Seham Ibrahim (Tofuly Foundation), Tessa Kocken (NCDO), Veerle Kets (King Boudewijn Foundation).

Amsterdam, July 2007

With special thanks to the valuable input of all participants!



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Quotes

“Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. Sport can awaken hope where there was previously only despair.” -Nelson Mandela

“Together we can change the world.” -Group statement evaluation

“Every child has the right of a childhood.” -Seham Ibrahim, Tofuly Foundation

“Today you fail, but tomorrow you succeed. Be strong. Confront the decisionmakers: ‘Why do you give funds only to boys?’ Bring the women out to demonstrate and bring out the media simultaneously to record it. Start with inviting daughters of high officials to take part in activities. Aim high and succeed!”

-Felicite Rwemarika, ASKOF

“Realise the power you bring to the table. Get your story out to the world!”

-Faye Yoshihara, Consultant

“Remember: it is easier to get more donations than more donors. Big donations often start with a small amount.”

-Faye Yoshihara, Consultant

“It is all about relationships, not technology! Technology should enable relationships with your beneficiaries and stakeholders, not hinder it.”

-Ted Hart, e-Philanthropy

Fundraising = Friendraising

“Cultivate Prospects - Build Relationships - Raise Money.”

www.ePhilanthropy.org

“Sport :“L’important c’est de participer”

- Pierre de Coubertin

“Nothing great was ever achieved without enthusiasm”

- Ralph Waldo Emerson

“My theory is that men are no more liberated than women.”

- Indira Gandhi

“I do believe very much that women's participation in sport is a reflection of the position of women in society in general. The entrance of women into these sporting spaces often coincides with women's entrance and active participation in civil society and politics. It goes both ways. When women gain respect on a sports field, they gain respect in other areas because of the importance sport has in many of today's societies.”

- Nawal El Moutawakel

Founder of the Association Marocaine Sport et Développement



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Three Calls For Action

Call for action I

Ziba Cranmer from Nike announces the '*Change maker online-competition on sport for social change*' at the Next Step Conference. Organisations are invited to submit project ideas. Three ideas will be selected by a high profile committee and will be funded by Nike. Information will be posted on www.nextstep2007.org

Call for action II

Organisations are invited to put their contact details and information about their mission, programs and projects on the website www.sportanddev.org for free. This will help networking and support developing partnerships.

Call for action III

The conference organisers invite all NGOs active in the field of gender equity in sport for social change, to go online on Global Giving. Nike financed the launch of the sports section on Global Giving and will help drive traffic to the site. The 4.5 bln dollar market of online charity becomes accessible by starting a page on www.globalgiving.com/sport.html Global Giving has as valuable proposition a strong focus on 'due diligence'. This is a very important selling point for donors. Fill out the necessary forms and provide the information needed. Being online together helps to create a movement and a strong voice. Nike, through the Sport for Social Change Network, is offering ten \$1,000 grants in the name of the late Geoffrey Chege, CARE International's East Africa Regional Director. The grant is open to projects appearing on the website and is first-come, first-awarded to projects receiving donations from 25 new donors after February 9, 2007. Once a project has recruited 25 new donors, a \$1,000 donation will be made to the project in Chege's name.



Introduction

How to read this conference report

In this report a summary of the contents and results of the conference is presented. It only contains the highlights. For more information, tools, workshop presentations, photo gallery and a link to a movie about the conference and the Course Feminine, start the CD-ROM enclosed in this report or go to www.toolkitsportdevelopment.org/casablanca2007

Organising team

The conference “Gender Equity in Sport for Social Change” took place in Casablanca, Morocco May 19-22, 2007. The four-day meeting with practitioners from all over the world focussed on how sport can further enhance women’s role in society.

The conference is initiated by Nike and organized in cooperation with Association Marocaine Sport & Développement (AMSD), Mama Cash, NCDO, Swiss Academy for Development (SAD) and Women Win. It has been attended by forty NGO’s who run development programs in more than twenty countries.

Special guests of the conference were the Olympic Champions: Daley Thompson (Athletics, UK), Heiki Dreschler (Athletics, Germany), Donna de Varona (Swimming, USA) and Marie-José Percé (Athletics, France). Honoured hostess of the conference was Nawal El Moutawakel; she was the first African woman to become an Olympic Gold medallist (Athletics, Morocco) and is founder of AMSD.

Networking and capacity building

It was the second year of the conference discussing strategies to use sport as a tool for gender equity. As main results the participants noted that they were able to network and exchange strategies to strengthen the position of women through sports and to overcome obstacles specifically linked to girls’ participation in sports.

Additionally, the attendees participated in workshops focused on advocacy, networking skills, creating a website and developing different funding strategies. The value and potential of sharing lessons learned and sharing knowledge was a central subject in parallel workshops. Vital part of the conference was an introduction to creative Monitoring & Evaluation tools. The participatory video created by participants during the conference is one of the best examples. The video can be watched on www.insightshare.org/video_main_casablanca.html

Challenge for the future

In 2006 the organisation and management was done mainly by Nike, supported by AMSD and NCDO. This year Maria E. Bobenrieth, director of Nike EMEA CR, was proud to commence that the conference became a joint effort of six partners. The organisers hope that the seeds sowed during this conference will grow and flower in the year to come, so the Sport & Development community can harvest the results during the conference in 2008, advancing the movement Gender Equity in Sport for Social Change step by step.



Main aims, results and presentations

Main aims

The main aim of the Casablanca conference is to help make the movement Gender Equity in Sport for Social Change stronger. In order to realise ambitions, capacity has to be developed in the field of networking and advocacy, fundraising, communication, marketing and monitoring & evaluation. Organisations working in the field need to use each others strong points and to build on lessons learned. The work done by participants during the conference is a great asset to the overall sharing of knowledge. Simultaneously, taking part is a great opportunity to get linked up with a network. Hence, the conference resulted in collaboration and partnerships across regions and countries. Participants learned practical skills, tools and knowledge to reach the next level of organisational development.

Making the case: convincing others and getting them onboard

Last years conference brought to light that organisations need to learn how to ‘make the case’: learn how to convince people of the potential of sports to realise gender equity and social change. It takes special strategies and tactics to get organisations and individuals on board. When an organisation only focuses on *sending* a message and is not *listening* to potential donors & partners and their needs, sustainable effects are rare. A joint effort is needed to establish a societal change like gender equity. These changes take a long and winding road. Without broad support –as well from grass roots level as from government, business and other sectors of society- efforts will be futile.

From sand grain to pearl

Of course change often starts with a small step, a pebble in a pond; a sand grain in an oyster, the start and centre of a pearl to be. Practices presented during the conference showcase that small changes from a societal perspective can trigger larger changes in the near future.

Challenge for the next year

The 2007 conference focused on how to get the support needed to realise ambitions. An organisation or project needs a clear mission and a value proposition; networking is needed to develop partnerships; fundraising and communication should be professionalized so people *want* to donate, become a member and participate. Furthermore, it is essential for the development of the field that organisations cooperate and share lessons learned. Valuable expertise and best practices are available and should be used. Dissemination of knowledge and experience helps to make a leap and prevents the reinvention of the wheel. With the right mindset, knowledge and tools, participants can snowball their effects in the year to come. *The organisers are looking forward to hearing about your successes and lessons learned in 2008!*

Subjects

The conference focussed on the following subjects:

1. How to develop new funding strategies and how to diversify the donor base.
2. Advocacy and networking to support realising aims.
3. Monitoring and evaluation methods which can help improve the quality of sport and gender projects.
4. Sharing lessons learned from experiences in the field and in other program areas.



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Opening with special guests

Nawal El Moutawakel payed a wonderful visit to the opening of the conference bringing special guests: Olympic Champions Daley Thompson (Athletics, UK), Heiki Dreschler (Athletics, Germany), Donna De Varona (Swimming, USA) and Marie-José Perec (Track; France) and Marvellous Marvin Hagler (Boxing, USA). Nawal also attended parts of the conference and gave an inspiring closing speech.

The complete text of the speech of Donna de Varona and an interview with Nawal El Moutawakel can be read on the CD-ROM enclosed in this report and on:

www.toolkitsportdevelopment.org/casablanca2007

Visit to Urban Dance project of 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. Watch the movie of a performance during the conference on:

www.insightshare.org/video_dance_casablanca.html

After the conference the project was posted on Global Giving so donations can be made online now; go to: www.globalgiving.com/sport.html



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Sharing best practices

The first day participants share and highlight personal experiences and best practices, giving them insights in conditions for success and ways to overcome barriers. Moreover, participants get acquainted with each other, laying the groundwork for future partnerships. All interested are invited by Nike to put their stories and projects out and 'go live' on internet without costs.

Leeda Yaqoobi, Afghan Women's Network (Afghanistan)

www.afghansports.org

Leeda explains about her Women sports project in Pakistan and Afghanistan aiming to empower women for equal participation in society. It is important to involve parents to explain the benefits of sport in order to prevent resistance during implementation. By encouraging parents to let girls play sport, they bring positive change and break down cultural barriers.

"Today we are free to play soccer and hope to inspire more girls in Afghanistan to play. We want girls in Afghanistan to see what is possible for them now that they can play soccer and go to school and be whatever they want to be."

- Shamila Kohestani, Captain of the Afghanistan Women's National Team

Felicite Rwemarika, Association of Kigali Women Footballers (AKWOF, Rwanda)

www.globalgiving.com/pr/1700/proj1618a.html

Women were the most vulnerable in Rwanda after the genocide. Sport helped them to overcome their trauma and overcome barriers. Girls that have been in the first teams have now graduated and became professional sports women. AKWOF promotes girls and women's rights and self-confidence through sport, especially football. We assist Rwandan women to have a forum for integration and reconciliation. We use sport to promote awareness among Rwandan women about the dangers of the HIV/AIDS Pandemic and provide a meeting point between the elite and uneducated women for exchange of ideas. AKWOF trains female trainers, coaches, referees and match commissioners. We are currently working on the creation of the Women Soccer Federation and a professional women's Football Team.

"Genocide left women survivors traumatized and with no more value for life. In 1997, we ladies decided to rub off history and took initiative to encourage women football for unity & reconciliation."

- Rwemalika Felicite, Founder, AKWOF

Emma Ntwatwat, The Kids League (Uganda)

www.kidsleaguefoundation.org

Kampala Kids League is a voluntary organisation promoting sporting skills, team spirit, activity and fun for children. There are many barriers which hinder girls from doing sports in Uganda: no female coaches, no role models, cultural stereotypes and also lack of sanitary protection while doing sports. Emma presents their project where the KKL collaborates with a professor to develop sanitary towels made of papyrus –environmentally friendly and locally produced. These will be put into a sports kit that is handed out to girls so they can participate in programs, giving them the freedom to do sports. Kampala Kids League works with child soldiers in the North of Uganda and implements sports programs to get kids back into school.

"Approach commercial sponsors, mix children of different backgrounds and societal status, break barriers!"



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- Emma Ntwatwat, The Kids League (Uganda)

Seham Ibrahim, Tofuly Foundation (Egypt)

www.ashoka-arab.org

Seham Ibrahim tells how she started the organisation 'Care with love' in 1998, working with street children in a slum in Cairo. Muslim women have civil rights, but in reality, women still face discrimination; and street girls have no rights at all. Aim of the organisation is to hand over responsibility to the street children so they can take charge of their own lives. Care with love has now established the first gym for street girls in Egypt. Girls learn karate as an instrument for self-defense. How this sport was chosen? A street girl said: "I am getting older now and I am beautiful so I will be harassed by many men...I want to learn karate!"

"The deeper you go into society, the more success you have. You need a clear statement to get through. Ours is: 'It is my right to live my childhood.'"

- Seham Ibrahim, Tofuly Foundation (Egypt)

More best practices

Many other best practices have been shared during the conference and workshops. To get valuable information about other best practices, go to:

www.toolkitsportdevelopment.org/casablanca2007

www.globalgiving.com/sport.html

www.sportanddev.org

A participatory film of the Casablanca conference, the Course Féminine and visits to projects is shot by social change makers from all over the world and by local inhabitants. Watch the movie created on: www.insightshare.org/video_main_casablanca.html



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Conference subjects

On-line Philanthropy & Diversifying Fundraising Strategies

By Faye Yoshihara (Pontes Consulting)

This plenary session of the conference focussed on diversification of funding streams through internet based fundraising platforms and self-financing strategies. In workshops, participants explored how technology tools can help grass-roots organisations increase awareness of their programs and diversify their donor base and donor communication strategies. Global Giving – a website for linking projects and potential funders – was introduced. Project leaders were shown how to take the first steps to start fundraising on-line. Furthermore, the workshop presented examples of income generating strategies. Participants determined whether this could be an appropriate strategy for their organisation. They learned about self-financing strategies with the NESsT process. And they evaluated their own website with the ePhilanthropy tips & checklist. Inspiration and ideas to improve fundraising have been taken home.

All instruments and tools - including background information – are offered on the enclosed CD-ROM and on the conference website: www.toolkitsportdevelopment.org/casablanca2007

Tips and tools for online strategies from the ePhilanthropy Foundation

The online philanthropic market has grown to a staggering \$4.5 billion in 2005. USA donations make half of the market. Online fundraising will continue to grow and develop so it is important to get on board. There are many organisations providing support and knowledge on internet for NGOs that want to make the next step, for instance the ePhilanthropy Foundation.

Sport section launched on Global Giving

GlobalGiving connects the public with grassroots charity projects around the world. The organisation ensures that 85-90% of donations gets to the local project leaders within 60 days. It's a direct connection between givers and project leaders.

After Casablanca 2006 it was clear that participating organisations want to broaden their reach. Organisations in the field of sport and development have to diversify their fundraising strategies and find new ways to look for donors. Nike therefore has sponsored the set up of a sports section on the website of Global Giving. This instrument will help to create a movement. The address is www.globalgiving.com/sport.html

Advocacy & Networking: Connect and Commit People

By Esther Vonk (Mama Cash) and Astrid Aafjes (Women Win)

The central focus in this workshop was communication skills. Communication is essential to get attention for one's story and to connect and commit people to one's organisation and its projects. The workshop introduced and demonstrated 'the Elevator Pitch', an effective tool with which participants practiced making their case and presenting their organisation and project in an attractive and convincing way. When the skill is mastered to tell and communicate clearly and to the point what you do and what you want -tailored to the listeners needs and percep-



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tions-, advocacy and networking will become far more effective. *The Elevator Pitch and more information about Advocacy and Networking can be found on the CD-ROM enclosed in this report and on the conference website www.toolkitsportdevelopment.org/casablanca2007*

Participatory Video: a catalyst for social change

By Chris Lunch (Director Insight) and Emilie Flower (Insight PV Project Manager)

Insight is an organisation pioneering the use of Participatory Video as a tool for empowering individuals and communities. Participatory Video is a set of techniques to involve a group or community in shaping and creating their own film. The idea behind this is that making a video is easy and accessible, and is a great way of bringing people together to explore issues, voice concerns or simply to be creative and tell stories. This process can be very empowering, enabling a group or community to take action to solve their own problems and also to communicate their needs and ideas to decision-makers and/or other groups and communities. As such, PV can be a highly effective tool to engage and mobilise marginalised people and to help them implement their own forms of sustainable development based on local needs.

Opening communication channels for project recipients is the key to developing successful participant-led projects, with sustainable and far-reaching impacts. Development practitioners can use Participatory Video (PV) for catalysing local action. Moreover, PV leads to strengthening citizens' voice -particularly the poor and marginalised- and enables people to have a greater impact on decision-making processes and advocacy for social justice.

During the workshops participants' learned about the potential of PV, its uses and underpinning principles, and how it can add value to participatory approaches. Furthermore, participants were offered hands on experience of Participatory Video games and exercises towards building consensus and expressing their ideas clearly and accessibly. A PV movie was made about the conference and the Course Feminine. Watch the movie created on: www.insightshare.org/video_main_casablanca.html

Monitoring and Evaluation

By Marianne Meier (SAD), Valeria Kunz (SAD), Aparna Nayampalli (MamaCash), Heather Cameron, (Box Girls/Nike Consultant), Veerle Kets (King Boudewijn Foundation).

Monitoring & Evaluation (M&E) is perceived as a burden by many grassroots organisations. There is often a lack of motivation, and/or capacity (time) and/or know-how and/or funds. Due to the fact that M&E requests are often basically donor-driven, most reports mainly contain only positive results and rarely failures or difficulties. In addition, different theories and standards of M&E of different stakeholders create confusion among grassroots organisations. These factors commonly reduce the quality of collected data to the disadvantage of all stakeholders, but most of all at the expense of the target groups, because project improvements remain static.

The workshop on M&E raised awareness that M&E is not an imposed control instrument by the donor or an optional accessory ("nice to have") of any project. To summarise, M&E can be used for three reasons:

- Steering: steering and adjusting current programmes and projects.
- Learning: learning more about what works and what does not.



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- Monitoring: accounting for the resources used in the light of objectives formulated in advance and results achieved.

M&E should be a constitutive part of every project design (“must be”), a dialogue on development and its progress between all stakeholders and a participatory and creative approach of measuring change (ownership). Grassroots organisations as well as donors were encouraged to broaden their understanding of traditional M&E, thus becoming a real learning tool, which is on the one hand more motivating for the staff, and on the other hand cost-effective. During the workshop participants gained understanding of M&E as a dynamic, participatory approach and broadened their perspective on M&E. Presentations of case studies and experiences of participants illustrated how M&E can help to improve the performance of organisations.

The presentation of the workshop can be found on the CD-ROM enclosed in this report. For more information on M&E in general, visit: www.toolkitsportdevelopment.org

Cooling down: Identify & show lessons learned

Tessa Kocken (NCDO) & Peter Paul van Kempen (on behalf of NCDO)

This workshop aimed at identifying key lessons of the conference and valuable information the attendees gained and should share. The workshop presented an overview of all previous lessons learned in the field of gender equity in sport for social change. Secondly, participants trained their communication & advocacy skills by developing creative ideas for effective transfer of this knowledge to target groups. Teams of participants created their version of the ‘Casablanca conference report’, choosing the content, medium and distribution strategy and showing their lessons to the world. The results presented incorporated important guiding principles like: audience, main message, medium, effectiveness & usability, and marketing value.

The teams of participants presented a range of creative ideas for effective knowledge transfer: organising mini-conferences locally, showing the PV video, marketing the conference website, developing a photo book, using the participants as a channel and letting them distribute copies of the report in their own networks. An important conclusion was that much can be gained by bridging the gap between the sectors gender, sport and development which now operate partly in isolation. Bringing these three fields closer together will result in a bigger intersection, thus higher impact. Potential actions to accomplish this are: creating attention for the subject on conference panels, university exchanges, training of NGO staff, and observing diversity, making sure that South gets more involved.

Now let’s get to work and show our lessons learned to the world!

For a list of the Conference participants 2007, more information, tools, tips, links, right free photos, participatory videos and much more....start the CD-ROM enclosed in this report or go to: www.toolkitsportdevelopment.org/casablanca2007



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Background information on gender equity

In many developing 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 generally just set up 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 can make a significant contribution to improving the position of women. 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 preconceptions boys and men have about girls can be eliminated. 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 programmes and projects.

More information on how to work effectively on gender equity in sport for social change? Go to www.toolkitsportfordevelopment.org/casablanca2007

Why attention to gender?

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 sport. Participation in sports activities, as long as it is organised 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, 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. So the conference organisers challenge all people in the field to unite forces and create a movement that changes the world.



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On-line Philanthropy & Diversifying Fundraising Strategies

By Faye Yoshihara (Pontes Consulting)

Summary

The section of the conference focussed on diversification of funding streams through internet based fund-raising platforms and self-financing strategies. The working groups explored how technology tools can help grass-roots organizations increase awareness of their programs and diversify their donor base and donor communication strategies. Global Giving application forms targeting small donors were filled in by project leaders who wish to take the first steps to begin fundraising on-line. Examples of organizations that are using income generating strategies for financial sustainability were presented and participants determined whether this is an appropriate strategy for their own organization to consider. They learned about self-financing strategies with the NESsT process. Furthermore they evaluated websites with the ePhilanthropy process of tips & checklist.

Introduction: What is your tofu?

Fay Yoshihara pointed out that one of the key take aways from last year was: we need to learn how we can we diversify our fundraising strategies. So this workshop will focus on that question. A strong metaphor is that of a vegetable market. Usually you see a number of stalls selling the same products. There is hardly any differentiation. Recently Fay Yoshihara came across a vegetable vendor in Nairobi who as only vendor sold tofu. She asked the man: “why do you sell tofu?”. And he explained that he wanted to be different compared to his colleagues’ vegetable stalls. A clear example of how market differentiation is needed to stand out from the crowd. Knowing your product –your value proposition-, knowing the unmet needs of your donors and knowing the market is essential to create long term financial success.

Realise the power you bring to the table

Looking at business life cycle, you can distinguish between different categories of capital which are needed to create value. The World bank and Inter-American Foundation defined the following categories:

- Natural Capital supplying raw materials: conservation, biodiversity, energy efficiency, cleaner production.
- Human Capital supplying design and development, marketing, sales and distribution: knowledge, experience & skills embodied in the population. Access to education, training, nutrition, health services and the role of women.
- Built Capital supplying retail channels, events & inspiration: machines and equipment, building, building and infrastructure, urban land.
- Social Capital supplying consumer use and telling the stories. Social Capital links economic, social and political spheres. Strengthens democratic institutions & public accountability.
- Financial Capital: GDP, Profit and Loss (P&L), Balance sheet.



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The tables are turning: businesses want to contribute to the wellbeing of the world

Remember that most business people nowadays want to support efforts to make this a better world. In the book 'Make poverty business' (Wilson, Greenleaf Publishing) tips are given for business people to define their so called **Development Value Proposition**. The tables are turning. They have to find out what the beliefs are of NGOs. The book tells business people to approach a local branch of the World bank...but naturally it would be better if they would approach participants working for grass roots organisations. Business is trying to meet philanthropy half way, providing opportunities for future cooperation. Let's use these opportunities!

Common language

Faye Yoshihara points out that it strengthens negotiations when NGOs start to use the definitions businesses use and start to think and talk in these terms to potential financiers. Because this is the way they think and a common language is the basis for a sound agreement for future cooperation. All of the participants have a mission and a vision. Maybe not clearly defined yet, but it is there. Trying to reach donors, you should know who you are talking to and which language is effective. What is needed is a sound case statement, a clear value proposition.

Grass root organisations are often not aware they have access to social and human capital. They underestimate the value they possess. Governments and the private sector start to realise that they need NGOs to reach people. For long term success organisations need to create an emotional connection with the public. Watching the Nike swoosh go over the finish line in Casablanca can have a positive effect on the value of the brand Nike. Corporations want to establish a relation with communities and audiences. So realise the power of the individuals that your organisation and project reaches! This value should be inserted in negotiations with potential donors. So the participants are asked to look at their organisations and projects and define the power they bring to the table; their value proposition.

Types of Donors (broad generalizations only)

Different types of donors can be distinguished. It is important to realise the differences.

Global institutions (\$500k+)

For example, multi/bi-lateral donor agencies, multi-national foundations and NGOs. Fundraising in this sector is a complex, time-consuming process: it takes about 1-2 years to get funds. To write proposals requires extensive up-front application time, but once funding is received there are few changes. Donor management is primarily done through visits and M&E. Decision makers want the process & outcomes to be well documented. So the budgets are big, but the investment and effort needed for success are big as well

National institutions (\$50k to \$1m)

For example government agencies, donor agencies, large national foundations and NGOs. These organisations understand cultural context. The proposal processes, donor management and M&E requirements are variable. Often they want to impact specific citizen groups.

Private Sector/Corporate (\$10k to \$500k)

Multinational and National. Often they start funding a certain project and organisation as a pilot, with potential for long term strategic partnerships. The proposal process is simple but expect



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quick turn-around, on-going interaction and the ability to react to learning during execution. These organisations want a value-chain partner.

Small Donors (\$10 to \$5000)

Individuals and social networks of friends & family. They may ask for donations to a meaningful cause rather than presents for birthday, wedding and other celebrations or remembrances. They want to make a direct person-to-person connection on a specific topic.

Value Proposition

Introduction

A value proposition differentiates your organization from others and articulates the specific value the organisation will deliver and to whom. For successful fundraising, participants need to develop a strong value proposition:

- Clear and concise.
- Focus on the unmet needs of your 'customers' – donors and beneficiaries.
- Helps improve operational effectiveness by focusing on what one does well.
- Differentiates your organization from others working in the same geography/issue.
- Tailor your value proposition for different types of 'customers'.

How to Develop a Value Proposition

Faye Yoshihara recommends to start with an analysis of your Strengths (S) and Weaknesses (W). These are the first steps of a SWOT analysis. This is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal (SW) and external factors (OT) that are favourable and unfavourable to achieving that objective. It helps develop options to deal with external threats and exploit opportunities by matching external possibilities with internal capabilities.

An analysis of Opportunities and Threats will be used to develop market based funding & self-financing strategies.

Value Propositions may stem from your mission, purpose or objectives. So look at at your mission/vision/purpose and key objectives. Are they aligned with your Strengths? Are you dealing effectively with your Weaknesses?

Examples of value propositions:

- **MYSA:** A self-help youth program linking sports with environmental cleanups, hiv/aids prevention, leadership training and other community service activities.
 - Creates opportunities for young persons to develop physically and personally while engaging in community development.
 - Promotes life skills and empower young people to participate in activities that affect them and their environment.
 - Mainstreams citizenship and promote responsibility in environmental issues.
 - Encourages many females to participate in sports, thus providing many sporting opportunities and opportunities through sports for the girl child.



- **Gauteng North Sports Council:** Skills & Values through Sport, a character and morality building programme through sport, incorporating “Kicking Aids”. A school-based sports program which incorporates sports skills in 9 codes, Olympism, Wellness & Environment that can be replicated nationally in deprived communities.
- **Care with love:** Addresses community needs and national government goals. New job opportunities are created through appropriate education and training without burdening the national budget.
- **Alive and Kicking:** Makes cheap, tough, repairable footballs, netballs and volleyballs using African skills and African leather. We build the capacity and accessibility of sport within deprived communities using sport as a vehicle for health education and awareness.

Tailoring a value proposition for different “customers”

Movimento Hip Hop (Mh20) of Fortaleza Brazil is a good example of an organisation having formulated their value proposition in several ways in order to connect to different audiences. Language is the key: always be aware who you are talking to and in which terms these people frame the world.

- Mh20 works with young people to create graffiti art, perform rap music and design & market products for sale to a wide audience through shops, production houses, talent agencies and a recording company.
- Mh20 helps young people build entrepreneurial skills, tackle social problems and find their creative voice while securing a steady stream of income which in turn leads them away from participation in criminal or gang activity.
- Mh20 balances the goals of social and economic empowerment to draw and sustain young people.
- Recognizing the negative aspects of hip-hop culture, the members of Mh20 also talk through ways to promote gender equity and prevent violence, conducting all business of Mh20 collectively.

The participants developed targeted value propositions for their ‘dream donor’. Faye Yoshihara stressed that one has to be realistic. The proposition has to be based upon the Strong-Weak analysis and has to be consistent with the mission of the organisation.

Next the formulated value propositions are evaluated:

- Are they clear and concise?
- Do they focus on the unmet needs of ‘customers’ – donors?
- Do they help improve operational effectiveness by focusing on what you do well?
- Do they differentiate your organization from others working in the same geography/issue?

On-line Philanthropy

Introduction

Before you can develop a sound internet marketing strategy you need answers to the following questions: What do you want to achieve on-line? And in which position are you now? There are websites that provide you with info, tools and support for online fundraising and marketing efforts. In this paragraph these elements are elaborated.



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Where are you now?

There are different ways for being present on the web, listed below, the third option being the strongest:

- “Free” email address (example: yourname@hotmail.com)
- Email address & use of an associated organization’s website (example: yourname@toolkitsportdevelopment.org)
- Your own email address & website (example: yourname@yourNGO.org, website: www.yourNGO.org)

It is important to realise that fund raising is actually friend raising: it is a relationship you are building. A donor may start with as little as 10 dollars, it might go from 20 to 50 dollars a month and when a sustainable relation is established a donor in the end might donate thousands in his legacy.

Tips and tools for online strategies from the ePhilanthropy Foundation

www.ephilanthropy.org

The online philanthropic market grew to \$4.5b in 2005. USA donations make half of the market. Online fundraising will continue to grow and develop so it is important to get onboard. There are many organisations providing support and knowledge on internet for NGOs that want to make the next step, for instance the ePhilanthropy Foundation.

The ePhilanthropy Foundation is “the global leader in providing training to charities for the ethical and efficient use of the Internet for philanthropic purposes through education and advocacy”. The foundation provides educational services via conferences, live eTour seminars, the eZine newsletter, and in over 50 online eLearning courses. It helps large and small nonprofit organizations learn to utilize the best Internet practices and services, in order to build and enhance relationships with supporters, to raise money, and to build trust among donors in their use of the Internet to aid in various philanthropic endeavours.

Why use a website?

First you have to decide what purpose a website would serve for your organisations and what you would like to achieve. Options are:

- Communications/Education/Credibility
- Donations & Members
- Event Registration & Management
- Prospect Research
- Volunteer Recruitment & Management
- Relationship Building & Activism

Remember it is still about relationships not technology! Faye Yoshihara stresses that technology needs to enable a relationship and should not be the centre of attention.

What Works On-Line (ePhilanthropy.org)

ePhilanthropy uses the following slogan which demonstrates the ultimate building block of successful fundraising: relationships!

Cultivate Prospects - Build Relationships - Raise Money



The foundation supplies useful tips, both from a donor point of view as from the perspective of the fundraiser. These last tips are of course tailored to the way donors look -and are stimulated to look- at charities and online fundraising activities.

<http://www.e philanthropy.org/site/PageServer?pagename=givingtips>

THE TEN RULES OF e PHILANTHROPY EVERY NONPROFIT MUST KNOW

ePhilanthropyFoundation.Org (copyright 2001)

Rule #1: Don't become invisible

If you build it, they won't just come. Building an online brand is just as important and just as difficult as building an off-line brand

Rule #2: It takes "know how" and vision

Your organization's website is a marketing and fundraising tool. NOT A TECHNOLOGY TOOL. Fundraisers and marketers need to be driving the content, not the web developer.

Rule #3: It's all about the donor

Put the Donor First! Know your contributors, let them get to know you.

Rule #4: Keep savvy donors; stay fresh & current

Make online giving enjoyable and easy. Give the donor options. Use the latest technology. Show your donor how their funds are being used.

Rule #5: Integrate into everything you do

Your website alone will do nothing. Every activity you have should drive traffic to your site.

Rule #6: Don't trade your mission for a shopping mall

Many nonprofit websites fail to emphasize mission, instead turning themselves into online shopping malls, without even knowing why.

Rule #7: Ethics, privacy and security are not buzzwords

Many donors are just now deciding to make their first online contribution. They will expect that your organization maintains the highest standards of ethics, privacy and security.

Rule #8: It takes the Internet to build a community

Many nonprofits (particularly smaller ones) lack the resources to communicate effectively. The Internet offers the opportunity to cost effectively build a community of supporters (for example Hyves, You Tube).

Rule #9: Success online means being targeted

The website alone is not enough. You must target your audience and drive their attention to the wealth of information and services offered by your website. Permission must be sought before you begin direct communication via the internet.

Rule #10: ePhilanthropy is more than just e-money

ePhilanthropy is a tool to be used in your fund raising strategy. IT SHOULD NOT be viewed as quick money. There are no short cuts to building effective relationships. But the Internet will enhance your efforts.



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Ten tips when going online

Tip #1 – Clearly display name, logo & mission

Tip #2 – Register with local, state and federal authorities (as required)

Tip #3 – Make it easy for donors to get quick answers to questions

Tip #4 – Make sure your website uses encryption technology whenever you request sensitive or confidential information

Tip #5 – Provide multiple opportunities & methods for gifts to be made both on-line and off-line

Tip #6 – Post a comprehensive privacy policy

Tip #7 – Provide quick documentation of gifts made

Tip #8 – Provide on-line and off-line contact information

Tip #9 – Provide method for communication/information/education (i.e. newsletter, etc)

Tip #10– Provide information on how donations made are used to support your mission (stewardship)

Download quick guides:

<http://www.ephilanthropy.org/site/PageServer?pagename=AllGuides>

Global Giving: online marketplace for international giving

Sport section supported by Nike on Global Giving launched

After Casablanca 2006 it was clear that participating organisations want to broaden their reach. Organisations have to diversify our fundraising strategies and find new ways to look for donors. Nike therefore has sponsored the set up of a sports section on the website of Global Giving. This instrument will help to create a movement. The address is www.globalgiving.com/sport.html

NIKE, through the Sport for Social Change Network, is offering ten \$1,000 grants in the name of the late Geoffrey Chege, CARE International's East Africa Regional Director. The grant is open to projects appearing on this page and is first-come, first-awarded to projects receiving donations from 25 new donors after February 9, 2007. Once a project has recruited 25 new donors, a \$1,000 donation will be made to the project in Chege's name.

About Global Giving

GlobalGiving connects the public with grassroots charity projects around the world. The organisation ensures that 85-90% of donations gets to the local project leaders within 60 days. It's a direct connection between givers and project leaders.

- Mission: Build an efficient, open, thriving marketplace that connects people who have community and world-changing ideas with people who can support them.
- Get on-line, without building a website, but be prepared to engage in a marketplace.
- Think Small and Be Specific: Learn what donors are giving to and why.
- Access tools & resources: Lessons for creating a great donor experience, best practices from your peers, tools to promote your projects.
- Centralized track record and due diligence: A history of your organization's projects and complete due diligence.



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- Donor tax deductibility: Enables US & UK donors to get involved in your work.
- Donor Feedback: Global Giving lets donors comment on your updates and projects.
- Sport for Social Change Homepage at www.globalgiving.com/sport .
- Project leader support & peer network at www.ggconnect.org.

How it works

- Project Leaders from around the world post their causes and details about what they need on GlobalGiving.com.
- Potential donors browse and select from a wide offering of projects, organized by geography or by themes such as health care, the environment, and education, and pick the ones that match their interests and passions.
- Donors make a tax-deductible donation using a credit/debit card, check, PayPal, or stock/wire transfer.
- The donations reaches the project within 1-2 months and makes an immediate impact, and the donor gets regular updates telling which difference the gift is making.

Global Giving: think small and be specific

To post a project on GlobalGiving, think small and be specific. The website reaches a wide range of donors, those who can give you \$5000 and those who can give you \$10. People can “adopt” a project and rally friends and family to raise the entire amount asked for, so it is recommendable to ask for small pieces.

- If this is your first outreach online, we recommend building a track record and posting smaller budgets, say in the \$10,000-\$20,000 range. This range seems more manageable when you have people who adopt your project. Donors say that seeing a smaller project need makes them feel that their donation would have more of an impact.
- Be specific in what you ask for. Donors are drawn to projects where they see who will benefit, how they will benefit and what activities will deliver these benefits. It may be best to start with a smaller, targeted piece of the entire project budget
- Break your project into a smaller component and make sure your donation options match accordingly.

Remember: it is easier to get more donations than more donors. Big donations often start with a small amount.

Global Giving gives you access anywhere in the world to philanthropists in the UK & USA.

Go online: This is about getting your story out!

Faye Yoshihara invites participants to go online on Global Giving; Nike will help drive traffic to the site and take advantage of the challenge grants! Your project will also be cross marketed and shown to people with an interest in specific issues—for example- health, education or environment.

Think about who you are talking to. In five years donations online grew to a staggering 4,5 billion dollars and is still growing. The number of donating platforms is amazing and expanding as well. And they are not only about money. Remember, there are five types of capital, and an organisation like Nabuur (www.nabuur.nl) offers human capital (volunteers). Global Giving has as valuable proposition a strong focus on ‘due diligence’ and this is a very important selling point for donors. Naturally they want their money to be invested in a wise way by trustworthy organisations. Due diligence (research and analysis of a company or organization done in prepara-



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tion for a transaction) gives guarantees that certain standards are met. In other words, to a potential donor, due diligence means "making sure your money is wisely spent on what you are told you are paying for."

The participants practiced getting their project online on Global Giving. They answered the following questions, answers were discussed and elaborated.

- What is a Snappy Project Title? (50 characteristics, concrete and easy to remember)
- Who are your beneficiaries?
- How are you benefiting them?
- Where is the project based?
- Project Summary (200 characters):
- What are you doing?
- How are you doing it?
- What will you accomplish?

Nonprofit Enterprise and Self-sustainability Team (NESsT)

www.nesst.org

Introduction

NESsT (Nonprofit Enterprise and Self-sustainability Team) provides exercises to get insight in the opportunities and challenges for self-financing ('Get Ready Get Set' kit which can be bought online for 60 dollars including shipping.)

"NESsT is dedicated to finding lasting solutions to systemic poverty and social injustice through the development of social enterprises -- mission-driven businesses that increase the financial sustainability and social change impact of civil society organizations."

"Get Ready, Get Set" Steps

Is self-financing right for your organization? NESsT "Get Ready, Get Set" Steps help to find an answer to this question:

- Getting Ready – Understanding self-financing and the key risks & contributions it may have to your organization
- Defining the Way – Assess your funding mix & the cost/benefits of fundraising versus self-financing
- Assessing Readiness – Determine if you are organizationally & financially ready for self-financing & social enterprise
- Selecting an Enterprise Idea – Identify the idea(s) which best meet your criteria and core competencies
- Conducting a Pre-Feasibility Study – Determine which of your idea(s) have the most potential to achieve your self-financing goals. Requires at least 7 full days of time over a 4 to 8 week period
- Feasibility Study – Requires 2 to 3 months
- Business Plan – Requires 2 to 3 months

Market based fund raising & self-financing strategies

When you start to explore self-financing strategies, you have to know your product, you have to know what you bring to the market place. Besides knowing the strong and weak points of



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the organisations one needs to identify external elements: What are your Opportunities and what are your Threats?

The following three steps help you to identify your best opportunities:

- Leverage your “5 Capitals”:
 - Social
 - Human
 - Environmental
 - Built
 - Financial
- Support your mission/purpose. This is very important! Otherwise you might damage your core activities.
- Acknowledge the risks.

When you have identified the biggest threats, try to identify ways how to address these threats. Think about the following options:

- Advisors and Technical Assistance?
- Capacity Building?
- Outsourcing?
- Partnerships?

Sustainable Fundraising Keys:

- Understand your organizational strengths & weaknesses
- Understand your donors, their objectives & funding strategies
- Move to strategic diversification of funding sources without defocus
- Effective marketing of your organization to donors and the marketplace
- Delivering on your value propositions to ‘customers’

Offer solutions to unmet needs of potential donors, that is the key to success. Under promise and over deliver!



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Advocacy & Networking: Connect & Commit People to your Work

By Esther Vonk (Mama Cash) and Astrid Aafjes (Women Win)

Summary

This workshop focussed on communication skills. Communication is essential to get attention for your story and to connect and commit people to your organization and projects. Participants used a tool, the 'Elevator Pitch', to make their case and present their organisation and project in an attractive and convincing way. When you master the skill to tell and communicate clearly and to the point -tailored to the listeners needs and perceptions- what you do and what you want, advocacy and networking will become far more effective. The Elevator Pitch and more information about Advocacy and Networking can be found on the conference website.

What is advocacy?

Advocacy is the act of arguing on behalf of a particular issue, idea or person. Individuals, organizations, businesses, and governments can engage in advocacy. An example of advocating for a particular issue is attempting to persuade others of the importance of implementing UN Security Council 1325, on gender and peace building. Advocating for an idea can include a wide range of subjects and activities, which can include writing letters to editors, contacting political representatives, organizing community meetings, distributing public education materials, participating in a public protest, or other means to communicate one's views for the purpose of policy and social change.

In short, advocacy is the effort to influence decision makers:

- To increase peoples knowledge
- To influence peoples definition
- To influence peoples behaviour

How to advocate?

Advocacy is a skill that you learn by doing. However, there are important guidelines:

- Know your counterpart. You have to understand how he/she feels and thinks about the issue you want to talk about.
- Know your product & yourself. It is important to have a clear view of your value proposition and the power you bring to the table.
- Know what you are asking for. Often it is best to develop a relationship step by step, so start with something. Small.
- Be courteous and maintain a friendly attitude: you never know who you will meet again in the future and which positions people will have.

There are several strategies to use for advocacy. Communication strategy and materials are key. Think about the following elements:

- Media
- Campaigns
- Events
- Publication of reports



- Internet
- Letters to relevant people

What is networking?

Networking is to create a relevant base of stakeholders that can contribute to your cause. Networking means exchanging information and establishing personal connections. Networks increasingly are seen as playing an important role in the way problems are solved, organisations are run and the degree to which individuals achieve their goals. Networks play a role in influencing the spread of new ideas and practices. Increasingly Internet networking is becoming popular, enabling people to share ideas at international and national scales as well as locally.

Why is networking important?

Networking ensures that your organization is better embedded with other organizations. Furthermore, by networking you are able to exchange and share information, strategies and knowledge. Who do you network with? Anyone who can be a stakeholder to your organization:

- Beneficiary
- Donor
- Ambassador
- Colleague organization
- Politicians

How do people network?

People network in many different settings: on the telephone, in hallways, in company lunchrooms, at professional conferences, at trade shows, company meetings, classrooms, lounges, hallways, elevators, in airports and airplanes, trains and buses, restaurants, hotel lobbies and waiting rooms and so forth. Networking needs opportunities to make new contacts and good social skills and can be carefully planned or spontaneous.

To maximise efforts of networking, segment the people in your network according to their interest and power to make changes for your objectives. Those with high power and interest to make change are important to you and need to be managed closely to be an ally. Those with less interest and influence need to be informed. Some tips on how to network are:

- Stay in touch with people you like and respect them even if they can't help you immediately.
- Talk to people you don't know, everywhere you go.
- Become a better listener, ask questions.
- Practice your presentation skills.
- Keep your brochures, business card ready.
- Follow up on any lead, no matter how minor.
- Remember people's names and what they do.

The participants practiced their communication skills. An effective exercise is the 'Elevator pitch'. It helps to tell potential beneficiaries who you are and what you want, making connections more effective.

Monitoring and Evaluation

By Marianne Meier (SAD), Valeria Kunz (SAD), Aparna Nayampalli (MamaCash), Heather Cameron (Box Girls/Nike Consultant), Veerle Kets (King Boudewijn Foundation).

Summary

M&E is a burden for many grassroots organizations. There is often a lack of motivation, time, know-how (capacity) and/or funds. Due to the fact that M&E requests are often basically donor-driven, most reports mainly contain only positive results and rarely failures. In addition, different theories and standards of M&E of different stakeholders create confusion among grassroots organizations. These factors commonly reduce the quality of collected data to the disadvantage of all stakeholders, but most of all at the expense of the target groups, because project improvements remain static.

M&E should not be an imposed control instrument by the donor or an optional accessory (“nice to have”) of any project. M&E should be perceived as a dialogue on development and its progress between all stakeholders and want to share experiences, innovative tools, skills and techniques. We want to encourage grassroots organizations as well as donors to broaden their understanding of traditional M&E, thus becoming on the one hand more motivating for the staff, and on the other hand cost-effective. During the workshop participants gained understanding of M&E as a dynamic, participatory approach and broadened their perspective on M&E. Practical examples and case studies using creative M&E were discussed.

What is Monitoring and Evaluation?

Monitoring is the systematic collection, analysis and use of information from projects and programmes 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).

‘Monitoring and evaluation (M&E) of development activities provide government officials, development managers, and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders. Within the development community there is a strong focus on results — this helps explain the growing interest in M&E.’ (World Bank, 2004, Monitoring & Evaluation, Some tools & approaches)

‘Monitoring means comparing actual progress in activities and results to the objectives formulated in advance. Generally this will give you little more than a broad indication of whether these objectives were achieved.’ (War Child, Planning, Monitoring and Evaluation, 2006).

Evaluation is assessing as systematically and objectively as possible an ongoing or completed project, programme or policy. The object is to be able to make statements about their relevance, effectiveness, efficiency, impact and sustainability. Based on this information, it can be determined whether any changes need to be made at a project, programme or policy level, and



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if so, what they are. What went well, where is there room for improvement? Evaluation thus has both a learning function – the lessons learned need to be incorporated into future proposals or policy – 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, as much use as possible is made of information from previous monitoring. In contrast to monitoring, where emphasis is on the process and results, evaluation is used to provide insight into the relationships between results (for example, the strengthened capacity of an organisation), effects (for example, improved services / products) and impact (for example, improved living conditions for the ultimate target group).

Three reasons

To summarise, M&E can be used for three reasons:

- Steering: steering and adjusting current programmes and projects.
- Learning: learning more about what works and what does not.
- Monitoring: accounting for the resources used in the light of objectives formulated in advance and results achieved.

M&E is thus not an imposed instrument of control, an optional accessory of any project (“nice to have”) just used for showing success stories. M&E should be a constitutive part of every project design (“must be”), a dialogue on development and its progress between all stakeholders and a participatory and creative approach of measuring change (ownership).

Participatory M&E

There is a lot of potential of participatory M&E approaches. Examples are:

- Most Significant Change (MSC) technique.
- Singing / Dancing.
- Photo/Video monitoring.
- Story-telling / Poetry.
- Web blogs / Diaries.
- Theatre / Performing Arts.
- Painting / Sculpture.

Participatory M&E is a learning and growing process on three different levels:

1. Personal, individual.
2. Organizational, institutional.
3. Community / families / neighbourhood.

With this approach target groups benefit from M&E efforts because project and staff are improving. It is accepted to reveal failures, thus raising reliability and transparency. Unexpected outcomes are considered. Results can be used for fundraising (PR, marketing) and add credibility. It is also fun and motivating for the staff and target groups.

It is recommended to combine traditional, standardized M&E tools with alternative, innovative M&E tools. Two examples from Africa are available:

- Moving the Goalposts Kilifi (MTGK), Kenya: ‘Problem tree’
- “Problem tree” Kalusha Foundation, Zambia, ‘Poetry Club’



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Participatory Video: a catalyst for social change

By Chris Lunch; Director of Insight and Emilie flower; Insight PV Project Manager

Summary

Insight is an organisation pioneering the use of Participatory Video as a tool for empowering individuals and communities. Insight's Participatory Video methods value local knowledge, build bridges between communities and decision-makers and enable people to develop greater control over their own development and the decisions affecting their lives. Participatory Video enhances research and development activity by handing over control to the target communities from project conception through to implementation, monitoring and evaluation. Opening communication channels for project recipients is the key to developing successful participant-led projects with sustainable and far-reaching impacts. Development practitioners can use Participatory Video (PV) for catalysing local action. Moreover, PV leads to strengthening citizens' voice -particularly the poor and marginalised- and enables people to have a greater impact on decision-making processes and advocacy for social justice.

During the workshops participants' learned about the potential of Participatory Video, its uses and underpinning principles, and how it can add value to participatory approaches. Furthermore, participants were offered hands on experience of Participatory Video games and exercises towards building consensus and expressing their ideas clearly and accessibly. A PV movie was made about the conference and the Course Feminine. Watch the movie created on www.insightshare.org/video_casablanca.html

Insight's Vision: Amplifying voices, connecting worlds, inspiring transformation.

Participatory Video In a Nutshell

What is PV?

Participatory Video is a set of techniques to involve a group or community in shaping and creating their own film. The idea behind this is that making a video is easy and accessible, and is a great way of bringing people together to explore issues, voice concerns or simply to be creative and tell stories. This process can be very empowering, enabling a group or community to take action to solve their own problems and also to communicate their needs and ideas to decision-makers and/or other groups and communities. As such, PV can be a highly effective tool to engage and mobilise marginalised people and to help them implement their own forms of sustainable development based on local needs. PV has the following characteristics:

- Footage is shared with the wider community at daily screenings.
- A dynamic process of community-led learning & exchange is set in motion.
- Communities always have full editorial control. Initial editing conducted preferably in the field.

If a picture speaks a thousand words..... a video must speak a million!

In a nutshell, PV, as practiced by Insight, works like this:



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- Participants (men, women and youth) rapidly learn how to use video equipment through games and exercises.
- Facilitators help groups to identify and analyse important issues in their community by adapting a range of Participatory Rural Appraisal (PRA)-type tools with PV techniques (for example, social mapping, action search, prioritising, etc).
- Short videos and messages are directed and filmed by the participants.
- Footage is shown to the wider community at daily screenings.
- A dynamic process of community-led learning, sharing and exchange is set in motion. Completed films can be used to promote awareness and exchange between various different target groups. Insight has worked with pastoralists, farmers, marginalised communities and youth in rural and urban settings, street children, refugees and asylum seekers, people with mental health problems, learning difficulties and physical disabilities.
- PV films or video messages can be used to strengthen both horizontal communication (e.g. communicating with other communities) and vertical communication (e.g. communicating with decision-makers).

What PV can offer

In summary, PV can be used because:

- PV engages: Video is an attractive technological tool, which gives immediate results.
- PV empowers: A rigorous but fun participatory process gives participants control over a project.
- PV clarifies: Participants find their voices and focus on local issues of concern.
- PV amplifies: Participants share their voices with other communities, including decision-makers.
- PV catalyses: Participants become a community, which takes further action.
- PV is inclusive and flexible: Insight have worked with a wide range of groups in the UK and internationally.
- PV is accessible: Findings, concerns and living stories are captured by communities themselves on video; projects can be documented and evaluated; policy information and decisions can also be transferred back to the community level through PV.
- PV equips people with skills and positive attitudes: Skills developed include good group-working skills, listening skills, self-esteem building and motivation techniques; PV projects encourage better awareness of community, identity and place; PV develops an active role for participants in improving their quality of life.
- PV disseminates good practice: A range of impressive initiatives and suggestions can be documented by those directly involved, cheaply and effectively, and shared across the country and even further abroad.
- Policymakers can be deeply affected by powerful stories and images captured in this way at, and by, the grassroots.

Applications for PV

PV has the following applications:

- Participant-led M&E
- Project consultation & implementation
- Horizontal and vertical exchange linking groups, donors, decision makers
- Exchange visits
- Stakeholder workshops & conferences
- Conflict resolution.



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For more information, Insight offers a handbook for Participatory Video making on their website. www.insight.org

Example of Participatory Video for Monitoring and Evaluation

Combining Participatory Video with the "Most Significant Change" Approach

Background

The Most Significant Change (MSC) Technique is a form of participatory monitoring and evaluation. The approach is akin to traditional forms of communication and storytelling, used to provide data on project impacts and outcomes so programs can be assessed and managed in a more participatory way. In Nov/Dec 2005, Insight combined Participatory Video with stories of Most Significant Change in order to evaluate the last five year's work of the Development Research Centre on Citizenship, Participation and Accountability (Citizenship DRC), an international network of researchers and practitioners from Angola, Bangladesh, Brazil, India, Nigeria, South Africa and the UK.

What was done

Insight trained development researchers and practitioners from the Citizenship DRC in Participatory Video in order to record their stories of Most Significant Change that occurred as a result of the DRC programme. A completed video was shown to the planning meeting on the last day of the workshop.

How was it done

Twelve DRC researchers took part in a 2 day introductory Participatory Video training. They learnt how to use the video equipment through participatory games and exercises. We discussed the Most Significant Change approach and how to produce their MSC video stories. The domains of change that formed the basis of their stories were: change on the community level, institutional level, personal level or any other area. These trainees then used their new Participatory Video skills to reach out to other delegates at the DRC conference and interview them about their own MSC stories. The material was edited in the evenings and presented to all the delegates on the final day. This was the point when delegates were given the chance to evaluate the different stories and decide which was most significant and why.

What was achieved/outcomes

9 short MSC stories were developed by the participants; these were all very individual and creative including the use of role play, drawings, & photographs. Those who attended the 2 day Participatory Video training want to use the methods in their wider DRC action research work. Many other delegates saw the value of this tool for promoting broader participation in the process of knowledge generation and representing local views and knowledge. Delegates got to know each others' work better through the short films, a number of key areas of change were highlighted and those that took part were able to take back copies of their films to show to colleagues, family and friends as they found their stories communicated an aspect of their work in a very clear and accessible way.

Insight has been invited to become one of the DRC network partners and to provide Participatory Video capacity building to all 7 DRC countries. Following the conference, the UK's Department for International Development (DFID), invited Insight to give Participatory Video training at their Social Development Advisors retreat in September 2006



Impact

The delegates who took part enjoyed filming and it generated a lot of laughter. The simplicity of the MSC approach combined well with our storyboard approach helping individuals move from words to a more visual language, encouraging them to be creative and simplify their messages. As a creative and fun process it forced people to think and act a bit differently than they usually would in a formal conference context, and helped develop an open environment for sharing and exchange.

What next?

From this initial experiment we feel that Participatory Video could be used to great effect in an MSC evaluation process. This will encourage wider participation and have a wider spread effect. This is a better method for illiterate groups and enables greater participant control over their story. Sharing of stories can occur more easily, it opens up new possibilities for wider communication/dissemination, and potential for broader community consensus building. We hope to build this into ongoing monitoring and evaluation of the DRC's work over the next 5-year phase.



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Cooling down: Identify & show lessons learned

By Tessa Kocken, NCDO & Peter Paul van Kempen (on behalf of NCDO)

Summary

This workshop was aimed at identifying key lessons of the conference and of valuable information we gained and should share. Furthermore, participants trained their communicating skills by developing creative ideas for effective transfer of this knowledge to target groups. Teams of participants created their version of the 'Casablanca conference report', choosing the content, medium and distribution strategy and showing their lessons to the world. The results were presented incorporating important guiding principles like: audience, main message, medium, effectiveness & usability, and marketing value.

Many creative ideas were presented, ranging from organising mini-conferences locally, showing the PV video, marketing the conference website, developing a photo book, using the participants as a channel and letting them distribute copies of the report in their own networks. Also it was suggested that a lot could be gained by bridging the gap between the sectors gender, sport and development which now operate partly in isolation. Bringing these three fields closer together will result in a bigger intersection, thus higher impact. Potential actions to accomplish this are: panels at conferences, university exchanges, training of NGO staff, and observing diversity, making sure that South gets more involved.

Conditions for learning and sharing Lessons Learned

It is important to gain knowledge from experience during the implementation of projects and programs. This implies that monitoring and evaluation is taken seriously. In order to learn, one must reflect upon actions and effects. Furthermore, there must be a willingness to share lessons learned with others. Coordination and cooperation with other initiatives is essential. It is a matter of giving and taking. We must use available networks and at the same time try to think beyond our own projects and daily busy-ness/business. This way everyone involved can offer attractive and informative Lessons to 'the world', so the whole theme (including yourself) benefits!

Channels/tools

There are several tools available to communicate and share lesson learned, for example:

- Toolkit www.toolkitsportdevelopment.org
- Online communities www.sportanddev.org
- Media / video / internet
- Publications / Conference reports
- Advocacy + Networking



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(she changes the world)

When transferring lessons learned, the following questions provide a guideline:

- What is the target audience?
- What are key lessons and most valuable info?
- What should be the content? Which structure?
- Which medium and format would be effective?
- Think of catching and fitting Title
- Which distribution/PR strategy is effective?

Let's get to work and show our lessons learned to the world!



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Interview with Nawal El Moutawakel

Swiss Academy for Development

1. Nawal, you are both the first woman from a Muslim country and the first Moroccan to have won a gold medal in the history of the Olympic Games. Since your victory in 1984 in the 400m hurdles, what do you think the most significant changes affecting women in sport have been?

Over the past 30 years, there has been real momentum towards gender equality in sport and this has taken place in a context where socio-economic development, access to education and health, and cultural approaches are determining factors. It is therefore on these basis and also because of the work and determination of pioneering women in many countries around the world that nowadays we see young girls engaged in physical activity at recreational/leisure and professional levels. Much has been done but much more remains to be done, though.

I also think that one of the biggest changes for women in sport have been the increased visibility of women in the sporting arena, specifically in the media. More and more women's sporting events are being televised and with the spread of satellite television and the Internet, societies around the world are seeing women playing on the world stage and this has had an enormous impact.

2. The common stereotypes about Muslim women include it being unacceptable for women to participate in sports. You managed to challenge this stereotype. In your opinion, what are the main challenges Muslim women who wish to be involved in elite sports face?

Stereotypes and taboos about women in sports exist everywhere. It is clear that in some countries women's sport is still in its infancy. In Islam sport has always been recommended, tolerated and accepted. However, the level of acceptance differs from country to country and from tradition to tradition. Historically, even in Europe and North America, it has been difficult for women to even attend sporting events as spectators.

At certain times, the reasons for rejecting the participation of women in sport were medical, which claimed that physical harm could endanger childbearing as well as physical appearance. Many believed that women would lose their grace and beauty by playing sports. Because of these societal perceptions, women athletes struggled to define their identity. For these women, combining grace and glory with being strong, slim and athletic seemed unthinkable for several decades.

Now Arab and Muslim women are breaking records and competing in international sporting competitions. Muslim women (Egypt) have been competing at the Olympic level starting in the 30s and things have been progressing slowly since then. What is needed is time and patience.

It is very important for Muslim women who wish to be involved in elite sports to renew their self-consciousness. For a very long time, gender discrimination and prejudice have been a part



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of women's self-consciousness, and for females this is an interior barrier to becoming elite athletes or sports leaders.

Because there is an obvious difference in the number of men and women in sport, women have always attracted more attention than male members. In order to avoid becoming the center of attention, many females have unwillingly accepted to portray the traditional image of being insignificant and ordinary. These women gave society the impression that they were untalented, ordinary and had very little ability and this resulted in the upper class of male athletes ignoring them.

Also, large numbers of women still get married early and become mothers at a very young age. Because they live isolated lives after marriage, these women do not have the ability to become athletes. This is not specific to Muslim women only, but can also apply to women in Asia and Africa, even in Europe...

3. You act as a role model for aspiring female athletes in Morocco, in Africa and all over the world. What do you consider to be the major obstacle for female athletes in Morocco to reaching their full potential?

In Morocco, our government policies ensure the maintenance of physical education at all levels of education, both for girls and boys in schools and also clubs throughout the country. Compared to the past, the opportunities for girls and boys are almost equal. Girls are offered the opportunity to play the same sports in the same stadiums and venues and are given similar prize money when winning medals at world and Olympic level. Yet, the problems that exist now are a lack of women in decision-making bodies and leadership positions in the sporting world such as presidents of clubs, federations and international sports organizations, as well as referees, coaches, trainers and journalists. Often times, women are given token positions and find themselves at the edge of authority with no real function. All these can be considered major obstacles for female athletes to reaching their full potential in sport. At present, our "Women and Sport Commission" within our NOC is working hard to implement advocacy means by using more women athletes as role models and inspiring young girls to engage in sport. Hopefully, this will encourage more young girls to practice a sport of their choice and more women to take responsibility for their sporting careers and have enough confidence in their own abilities and experiences.

4. Do you think that women's participation in sport is a reflection of the position of women in society in general?

Yes, I do believe very much that women's participation in sport is a reflection of the position of women in society in general. The entrance of women into these sporting spaces often coincides with women's entrance and active participation in civil society and politics. It goes both ways. When women gain respect on a sports field, they gain respect in other areas because of the importance sport has in many of today's societies.

5. You founded the "Association Sport et Développement". What inspired you to establish this association? What are the objectives of the association?

I established the "Association Marocaine Sport et Développement" in 2002 with the goals of empowering Moroccan women and youth through sports. Growing up as an athlete, I realized just how much of an impact sport had in my life and in shaping who I became and I want to give that opportunity to young people and women in Morocco. AMSD is composed of Olympic



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champions, former athletes, doctors, lawyers and educators, men and women passionate about using sport for social change.

Among the main goals of the “Association Marocaine Sport et Développement”:

- to use sport as social and professional development for women and the youth of Morocco.
- to promote health and well being through physical activity and sport.
- to use sport as a tool for education and culture and a way of promoting respect, dignity and women's rights.

6. Tell us about the Course Féminine. What motivated you to organise this event? Do the same participants turn up every year? What is the atmosphere like during the race?

The Course Feminine is an Annual all Women's 10 K run in Casablanca which is considered the largest and most populated city in Morocco. The runner's path winds through the city's wide streets, passing under the cover of white art deco architecture. They pass by the grand Mosque of Hassan II, and are cooled by the breeze of the Atlantic Ocean. Casablanca is a city of all extremes.

The Race called « Run for Fun » is one of the largest sporting opportunities for women in all of Africa as well as the Arab and Muslim world.

I started the event in order to showcase the spirit, power and solidarity of women participating in sport. I wanted to give women a day to be able to freely participate in sport together and this run was a perfect way to do that. We started out with less than 2,000 participants in 1993 and this year we secured the participation of over 25,000 girls and women between the ages of 15 – 75 years old. Participants came from all across Morocco. The race also attracted top international runners from Kenya, Ethiopia, Tanzania, South Africa, UK, USA, France, Spain, Egypt, Tunisia and the Netherlands.

The 2001 race was launched by His Serene Highness Prince ALBERT of Monaco, and His Royal Highness Prince Moulay Rachid of Morocco attended the medal ceremony.

In 2002, the race starting gun was shot by Edwin Moses, Olympic 400mH Champion and President of the Laureus Sports for Good Foundation; Michael Johnson, multiple World and Olympic Champion and double record holder in the 200m and 400m; and Emerson Fittipaldi, Formula 1 Champion from Brazil.

In 2003, President of the IAAF Lamine Diack attended the event and in 2005 Frankie Fredericks, Olympic sprinter from Namibia was in attendance.

In 2007, the following Olympic Champions came to Casablanca to support my team and myself in our efforts: Daley Thompson (Track) U.K, Heiki Dreschler (Track) - Germany, Donna De Varona (Swimming) - USA and Marie-José Perec (Track) – France.

This year, in our 9th edition of this race, our objective was to include young women from rural areas into the race and so partnering with Laureus Sport for Good Foundation and the Regional Academy of National Education in Casablanca, we embarked on a 5-month pilot project for young girls in rural areas around Casablanca. The culmination was the girls' presentation of the project to the Laureus Foundation and their participation in the Course Feminine. The atmos-



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phere of the race is electric. You can feel the energy throughout the whole day, every one's adrenaline is up and everyone has an incredible time.

The Association seeks to continue the growth and strength of this annual event and aims to organise similar races all around the country giving Moroccan women equal opportunities.

7. Sport is sometimes thought of as 'character-building'. To what extent do you think sport can contribute to the empowerment of women? Do you think it is more effective than other approaches (e.g. through the arts)?

Sport is a great tool for empowering women and young girls because it provides many opportunities for developing character and personality as well as opportunities for good physical health needed to overcome challenges and difficulties. Sport also provides positive feedback, enjoyment and accomplishment. It provides sensations of reward through winning, team spirit and applause for success. It enables you to learn from losing as well.

Sport also combines physical and mental abilities and teaches leadership skills, self-respect and decision-making. Historically sport is an important part of our society and by allowing women and young girls to participate in this activity, which is often seen as very male, they begin to feel on a more equal level with men. It also provides a great community for women to come together and demonstrate their strengths and skills.

8. As an African, do you think the trail your triumphs have blazed has helped other Africans to see the potential benefits of sport?

In Africa girls and women are not afforded the same opportunities as boys and men. In sport, this disparity is very pronounced in the lack of girls' participation in sport in schools, youth centers and sports clubs.

A lack of resources and infrastructure has also kept women away from sport. Though Africa seeks to change this inequality, progress takes time. Moreover, because of economic difficulties, not to mention cultural traditions, politicians place sport far behind other priorities. What should be understood is the power of sport to change lives of the youth for the better.

If African women and girls are given more of a chance to participate in sport, the benefits will be beyond measure. Sport help develop self-esteem and confidence, improve physical and mental well-being, serve as a medium of communication and empower individuals to improve themselves and their communities.

These are only a few of the positive outcomes to expect by including African women and girls in sport. Olympic and World champions like Nezha Bidouane (Morocco), Hassiba Boulmerka (Algeria), Maria Mutola (Mozambique), Tegla Laroupe (Kenya), Tulu (Ethiopia), Hasna benhassi (Morocco), the Nigerian Relay Team and many others are all great heroes who created hope by opening up the door of excellence.

As an African, I am honored to see that my triumph in 1984 has helped many African women athletes to see the potential benefits of sport.

9. On the other hand, do you think African youth aspire only to become professional athletes as they feel they will not excel as much in other endeavours?



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Young African athletes need to trust themselves, stand on their own feet and strive to make a better life. They must overcome inner psychological barriers, renew self-consciousness, improve their educational background and adopt a positive attitude. It is only through their own hard work that they can make a better world for themselves.

These young athletes also need to reach out to other sectors of society. They need to develop new partnerships in order to build bridges with other sectors working on developing the role of athletes in society.

There is also much to be gained by joining forces with athletes in positions of responsibility in business, politics and the sports industry, whose experiences and skills could certainly contribute to finding solutions.

10. What do you think are the main challenges African athletes face when they compete internationally?

The main challenges that African athletes face when they compete internationally are as follows:

- Lack of speaking languages other than their dialect
- Lack of self confidence
- Lack of sponsors
- Difficulty of finding the right manager
- Lack of financial support
- Lack of family support
- Lack of adequate infrastructure
- Change of nationality of origin

It is therefore the responsibility of all of us – from the sports world and beyond - to provide to the young African the same opportunities as their peers in other continents to practice sport in the best conditions.

Africa has a great sporting richness. Let's do our utmost to ensure that Africa and its athletes continue to play a role on the international sporting stage.



Opening speech by Donna de Varona

Background info

Donna De Varona was the youngest swimming competitor at the 1960 Rome Olympics and broke 18 world swimming records at the 1964 Olympic Games. However, Donna found when she applied for a university sports scholarship, that they were not available to women. She went on to become the first female sports broadcaster, won, among others, an Emmy award and Gracie award for her broadcasting work, and served for four terms on the President's Council on Physical Fitness. Donna was a founding member and first president of the Women's Sports Foundation and was 'a moving force in the Congress' passage of the 1978 Amateur Sports Act and the landmark Title IX legislation' (Master of the Game Award Luncheon Programme, 26 September, 2003).

One person can make a difference

"It is amazing what one person can do. Look at Nawal.

I was at my first Olympics when I was just thirteen. I was very lucky. Because at that time in the USA –it is hard to believe now- girls were not allowed to play sports in high school or college. Most of our sports were done through by the YMCA or a new club run by wonderful parents which wanted their daughters to have the opportunity to be an athlete.

My dad was a great football player (American) and he also was a rower. His dream was to go to an Olympic game. His father left him when he was a very young boy, his mother was deaf so sport gave him a chance. Because he was a good football player he could go to college. He was in the best rowing team of the country but than World War II broke out and he could not realise his Olympic dream. Politics intervened and he did not get to go to the games.

So he decided when he had children, to give them every opportunity in sports. Because sport had saved his live, gave him the chance to study, gave him friends and a connection to the world.

All of us in this room knows how important it is to have values, to matter, to care and to have somebody that cares about you. He found those values and essential live elements through sport. So when his son was born he decided to he would introduce him to sports... he did however not really know what to do with his daughter

But everywhere my poor brother went, I went with him. He would play football and I would go out and watch him. He would play baseball and I would go with him and pretty soon I was picking up the bat. So I literary became the 'bat girl', which was a game for little kids. They would not let me play because I was a girl –because that was the way they thought than- so I would pick up the bat. I spend my allowance to buy bubble gum for the boys so they would let me in the dug out and be near the game. And pretty soon the man that helped give out the uniforms said: "you really want to be on the team so I will let you be the bat girl". And what I realised than is that if you make yourself indispensable, when you provide something, you have a better chance of being part of the team. And sometimes when you are not allowed in, that's what you need to do.



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(she changes the world)

When I wanted to get into sports broadcasting, the same thing happened. There were no women. I decided to be helpful to the news people, gave them information about swimming matches, about the times and who they should look for.

I went to the Olympic games when I was thirteen. My father said: when you go to the Olympic games you will see the Torch bearer. I will never forget, standing in the opening ceremony, looking up at this huge basketball player –I was this tall- and thinking “I will never see the torch bearer, I am too short!”

And this man I did not know, reached down and picked me up and put me on his shoulder and I had the best seat in the house. He has been my friend ever since. His name is Walt Bellamy, he is an African American. This was in 1960, this was before civil rights. And without a word we became life time friends.

In the USA in the 1960s we thought if we would bring the Civil Rights movement, the Feminist movement and sports people together and form groups we could change society. We became friends doing it, many famous sports people at that time like Mohammed Ali. And in the end, we maybe made a change for others.

Take for example Billy Jean King, a famous tennis player at that time. I made a decision to meet her, approached her and we decided we should start a movement, a foundation for women. Because at that time women were not playing for equal prize money, not playing in ‘sports for college’, not getting degrees in college as doctors or lawyers. We decided to come together, go to our government leaders and form a group –with the man- and look at our constitution. The conclusion is that you can not discriminate against women, in any educational system that receives federal funds. You can not discriminate in law, business or medicine and you can not discriminate on the playing field. It says in our constitution that we are all created equal but at that time we were not given equal chances!

But I also learned that freedom is not free and equal opportunities are not either. The best way to get them is to work together, to cooperate. So the federal government finally passed a law, called title 9 of equal education and Act. This law made it possible for women to go to Yale or Harvard and study to be astronauts, doctors or news women. That law was passed in 1972.

And twelve years later in 1984 I was covering the Olympics in LA and I saw this wonderful woman qualifying for the 400meters hurdles, winning gold and she was from.... Morocco. I was amazed!

(The 400 meters hurdles was put into the Olympics together with the Marathon because women went to Peter Bros and said: “you have to add these events!”)

How did that happen, that a woman from Morocco won gold? I went to my producer and I said: “we have to cover that story!” I wanted to meet that woman. I went to Morocco and learned that Nawal had learned to run here, it had been a hard struggle. Nawal clearly had an incredible determination which had made the impossible possible, that determination could change the life of anyone.

She got a title nine scholarship in the USA before she went to the Olympics, she came to the USA and trained there. So I thought, there is a connection! In ‘84 we opened the door to hurdles, in the USA we love stories about people from all over the world. So I covered the story and we became life time friends.



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And now, so many years later, I came back here to celebrate the 35 year Anniversary of title nine. And I came to Morocco to cover this race. Because right now in the USA these laws are being pushed back, we have to keep fighting for them. So I came to cover the race and want to show on television the opportunities for women equality and to show that if we work hard enough, we will succeed . We have to show others how opportunities in some places can open up doors for others. And how people can take these opportunities to the table and show others the chances there are for gender equity and bring change to their own lives and many others.

I feel honoured I am here, and feel so fortunate. I am proud that I convinced my producer that he should make this documentary about Nawal and the course Feminine.

Embrace Nawal because she proves that one person can make a difference!"



Websites

Organisers and participants websites

www.afghansports.org
www.amsd.ma
www.ashoka-arab.org
www.caarn.org
www.cwlegyp.org
www.fasd.nl
www.few.org.za
www.frauenamateurboxen.de
www.idrettsforbundet.no
www.iwg-gti.org
www.kbs-frb.be
www.kidsleaguefoundation.org
www.mamacash.org
www.mysakenya.org
www.ncdo.nl
www.nikeresponsibility.com
www.sad.ch
www.sportanddev.org
www.sportdevelopment.org
www.toolkitsportdevelopment.org
www.uksport.gov.uk
www.womenwin.org

Websites with useful information

<http://www.un.org/womenwatch/>

Information and resources on gender equality and the empowerment of women. An overview of gender mainstreaming has been developed which outlines the lessons learned from implementation of the strategy and provides some guidance on approaches and methods in different areas of the work of the United Nations.

<http://www.unifem.org/>

United Nations Development Fund for Women

<http://www.worldbank.org/gender>

Information on the World Bank's Gender Action Plan. Resources, Statistics and Best Practices. World Bank Gender Mainstreaming Strategy Paper is also available as a download. This paper presents the World Bank's strategy for mainstreaming gender-responsive actions into its development assistance work.

<http://www.adb.org/Gender/checklists.asp>

Sectoral gender checklist (downloadable) developed by the Asian Development Bank to assist ADB staff and consultants to address gender issues in the preparation of projects in different sectors. These checklist and Best Practices provide step-by-step guides to promote gender inclusiveness of projects and programmes.

<http://www.undp.org/women/>



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UNDP Gender advises, supports and facilitates United Nations Development Program (UNDP) activities related to gender. This site provides an extensive range of online resources, including the newsletter UNDP Gender Beat.

<http://www.olympic.org/uk/organisation/commissions/women/index-uk.asp>

International Olympic Committee (IOC) - Women and Sport

<http://www.popcouncil.org/genfam/index.html>

Population Council research in this area explores how social, economic, and cultural factors such as gender roles and responsibilities affect individuals' reproductive and sexual health.

<http://www.awid.org>

The Association for Women's Rights in Development (AWID) is an international membership organization connecting, informing and mobilizing people and organizations committed to achieving gender equality, sustainable development and women's human rights.

<http://www.ohiou.edu/sportsafrica/womengender/>

Presentations of the Women, Gender and Sport in Africa symposium February 24 th, 2006.

<http://www.iwg-gti.org>

The International Working Group on Women and Sport (IWG) is an independent coordinating body consisting of representatives of key non-governmental organizations from different regions of the world. It has the over-arching objectives of promoting and facilitating the development of opportunities for girls and women in sport and physical activity throughout the world.

<http://www.iapesgw.org>

International Association for Physical Education and Sport for Girls and Women (IAPESGW)

<http://www.sportsbiz.bz/womensportinternational/>

The mission of Women Sport International is to develop sport for women around the globe through the application of research, education and advocacy.

<http://www.ews-online.org>

European Women and Sport Group (EWS)

<http://www.canada2002.org/e/toolkit/index.htm>

Ensuring sport and physical activity is accessible and affordable to all people should be a priority for all decision-makers. However, for girls and women special efforts are needed if the gender gap is ever to be eliminated. This toolkit contains 20 tools to help bring about change in communities, organisations and institutions.

www.feminoteka.pl

<http://www.mtgk.org/>

<http://www.globalgiving.com/pr/1700/proj1618p.html>

www.un/sport2005/

www.whatworksforwomen.org.uk

<http://www.mamacash.nl/site/en/news/index.php#sports>



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Useful documents and resources about gender equity

These resources are available on www.toolkitsportdevelopment.org/casablanca2007

- A 3-year intervention research project for out-of-school girls in four villages in Minya, Upper Egypt Ishraq: Safe Spaces to Learn, Play and Grow (pdf)
- A consolidation of successful strategies and tools for change are contained in this legacy: The Montreal Tool Kit (pdf)
- Brighton declaration on women and sport, 1994 (pdf)
- Checklist Worldbank: The checklist is meant to assist staff and consultants in implementing the Bank's policy and strategic objectives on gender and development (pdf)
- Gender checklist Gender for Peace Support Operations (Security Council resolution 1325) (pdf)
- Gender differences on cognitive, motivational and affective responses withing Tanzanian PE Context, An achievement goal approach, Cyprian Maro, Norwegian University of Sport and Physical Education (pdf)
- Gender equality as smart economics: a world bank group gender action plan 2007-2010 (pdf)
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