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**Title**

**DEVELOPMENT OF A MONITORING AND EVALUATION SYSTEM IN  
SUPPORT OF THE COMMUNICATIONS STRATEGY OF THE NAMIBIA  
VOLLEYBALL**

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## **1. THE CONTEXT, THE RESEARCH QUESTION, AND A DISCUSSION OF WHY THE RESEARCH PROBLEM IS IMPORTANT.**

### **1.1. Discussion of the context**

Tracking and analyzing progress toward achieving specific goals and objectives is essential for organizations to measure their success. Monitoring and evaluation (M&E) provide a comprehensive solution to help organizations in membership growth and or retention, develop M&E frameworks, collect stakeholder data, aggregate data in real-time, and analyze results to make data-driven decisions. Monitoring and evaluation are processes that involve collecting and analyzing data to measure progress toward achieving specific goals and objectives (Kariuki, 2014). This process helps organizations identify success, recognize gaps, and to make informed decisions on how to improve their programs and projects.

Within this context, the research will address how a monitoring and evaluation system can be developed which contributes to the identified goals in the communication plan of the Namibian Volleyball Federation. However, while we recognize the need for review of monitoring and evaluation throughout the activities of the Federation, and specifically in support of the six priority areas identified in the NVF Strategic Plan, for reasons of limits in terms of time and human resources (a single researcher, the author), this study will focus specifically on Priority 6 of the Plan, relating to its communication strategy.

### **1.2. Research questions**

**The research is informed by the following key research question, and subsequent subsidiary questions:**

1. What are the specific needs and objectives of the Namibia Volleyball Federation regarding monitoring and evaluation for better decision-making in the area of communications?

- 1.1 How can the Namibian Volleyball Federation ensure that monitoring and evaluation systems are aligned with the federation's strategic goals and objectives in this area?
- 1.2 What key performance indicators (KPIs) should be identified and prioritised to measure the success and effectiveness of the Namibian Volleyball Federation's communications strategy?
- 1.3 What best practices and lessons learned can be derived from other sports organisations in the region or globally to improve monitoring and evaluation for communications with the key stakeholders of the Namibian Volleyball Federation?
- 1.4 What are challenges and obstacles that may hinder the development and implementation of a monitoring and evaluation system to support the communications strategy of the Namibian Volleyball Federation?

While the focus of this MEMOS project will be on the area of *communications*, it is intended that the study will identify lessons and approaches which can inform other priorities in the Federation's Strategic Plan.

### 1.3. Significance of the study

Implementing robust M&E practices enhances project performance by providing real-time information on progress, enabling timely adjustments and course corrections. Moreover, it ensures accountability by promoting transparency and demonstrating the impact of the initiatives to external stakeholders. Additionally, effective M&E strengthens the credibility of organizations, making them more attractive to potential funding and support.

By systematically collecting and analyzing data, the Namibia Volleyball Federation can make evidence-based decisions, improve service delivery, and achieve better outcomes. Technological advancements have revolutionized M&E, offering data management systems and digital monitoring solutions that streamline the process, enhance data accuracy, and facilitate real-time reporting (Eval Community, 2024).

Examining case studies of M&E successes and failures will provide valuable insights and lessons for future endeavours. By learning from past experiences, organizations can refine their M&E approaches, avoid common pitfalls, and maximize their impact on society. Embracing

data-driven decision-making and technological advancements will enhance the impact of M&E efforts. By leveraging the power of data analytics, organizations can gain deeper insights into the effectiveness of their projects and programs.

M&E is an essential and dynamic process that empowers organizations to achieve their goals by improving membership growth or retention, leveraging data to drive positive change. By embracing best practices, addressing challenges, and staying abreast of emerging trends, organizations can strengthen their M&E efforts, improve outcomes, and contribute to the betterment of society.

## **2. A REVIEW OF THE RESEARCH LITERATURE**

### **2.1. Conceptualizing Monitoring and Evaluation (M & E)**

Scholars converge on the idea that monitoring and evaluation is necessary for effective development. Kariuki (2014) defines monitoring as a continuous assessment of the function of project activities in the context of implementation schedules and the use of project inputs. Valadez and Bamberger (2004) further add that monitoring is a programme activity that determines whether project activities are implemented as planned. Midgley (2017), states that monitoring is an ongoing process that involves the organized gathering of information on particular indicators. This practice serves to inform management and key stakeholders about the status of a development initiative, highlighting how much progress has been made towards achieving objectives and effectively utilizing allocated resources.

UNICEF (2003) highlights two types of monitoring: situation and performance monitoring. Situation monitoring measures change in a condition or set of conditions or the absence of change, while performance monitoring seeks to measure progress in achieving specific objectives about an implementation plan. The International Federation of Red Cross and Red Crescent Societies (IFRC) (2011) focuses on different typologies of monitoring. IFRC guidelines on project or programme monitoring and evaluation identifies seven types of monitoring. These are results monitoring, process or activity monitoring, compliance monitoring, situation or context monitoring, beneficiary monitoring, financial monitoring, and organisational monitoring.

It is also important to discuss the rationale behind conducting monitoring. Kariuki (2014) focuses on two primary reasons that makes monitoring necessary. Monitoring of projects or development interventions help to identify, at predetermined times, shortcomings with regard to achieving intended objectives (Kunwar and Nyandemo 2004). Once more, monitoring serves as a tool for swiftly pinpointing issues, which are subsequently relayed to decision-makers for corrective measures.

Patton (2018) states that evaluation is the use of social research procedures and processes to systematically interrogate the effectiveness of social intervention programmes adapted to their political and organisational conditions. Becker, Jahn & Wehling (2017) define evaluation as the assessment of the effectiveness of a programme in meeting its objectives, or the assessment of the relative effectiveness of two or more programmes in meeting common objectives. Evaluation seeks to answer the effectiveness, efficiency, impact, efficacy, relevance, and sustainability of a development intervention. United Nations Children Fund (UNICEF) (2003) refers to the above as evaluation criteria. Evaluations are carried out by outside or impartial evaluators. As noted by the World Bank Group (2013), this approach enhances objectivity. Foremost among these is the opportunity to compile evaluation outcomes and provide insights to decision-makers, helping them refine project management for the benefit of participants.

### **2.1.1. Conventional and Participatory Evaluation**

Evaluation can be seen through two main lenses: participatory and traditional. The participatory approach emphasizes the active engagement of key stakeholders, including primary participants, in various phases of a project, such as planning, designing, implementing, monitoring, and assessing outcomes (Kusters, et. al. 2018). The following section adapted from Estrella (1997) is designed to compare these two approaches of evaluation.

### **2.1.2. Conventional Evaluation**

This aims at making a judgment on the program for accountability purposes rather than empowering program stakeholders. It strives for the scientific objectivity of monitoring and evaluation findings, thereby distancing the external evaluators from stakeholders. It tends to emphasize the need for information on program funding agencies and policymakers rather than program implementers and people affected by the program.

### **2.1.3. Participatory Evaluation**

This is a process of individual and collective learning and capacity development through which people become more aware and conscious of their strengths and weaknesses, their wider social realities, and their visions and perspectives on development outcomes. This learning process creates conditions conducive to change and action (Karamouz, Kerachian, Zahraie & Nejhad, 2012). It emphasizes varying degrees of participation from low to high of different types of stakeholders in initiating, defining the parameters for, and conducting Monitoring and Evaluation. It is a social process of negotiation between people's different needs, expectations, and worldviews.

## **2.2. Core Objectives of Monitoring and Evaluation**

Monitoring and evaluation, though separate components, are fundamentally aimed at gaining insights into your actions and their execution by concentrating on various key and shared goals such as relevance, efficiency, effectiveness, impact, sustainability, causality, and alternative strategies.

### **2.2.1. Relevance**

The term relevance refers to whether the program examines the appropriateness of results to the national needs and priorities of target groups (Organisation for Economic Cooperation and Development (OECD) (2024). Some critical questions related to the relevance include:

- Are the program results address the national needs?
- Are they in conformity with the program's priorities and policies?
- Should the results be adjusted, eliminated, or new ones are added in the light of new needs, priorities, and policies?

### **2.2.2. Efficiency**

Efficiency tells you whether the input into the work is appropriate in terms of the output. It assesses the results obtained with the expenditure incurred and the resources used by the program during a given time (Mihaiu, et. al. 2010). The analysis focuses on the relationship between the quantity, quality, and timeliness of inputs, including personnel, consultants, travel,



training, equipment, and miscellaneous costs, and the quantity, quality, and timeliness of the outputs produced and delivered.

### **2.2.3. Effectiveness**

Effectiveness is a measure of the extent to which a project (or development program) achieves its specific objectives (Cabrera, Colosi & Lobdell, 2018). If not, the evaluation will identify whether the results should be modified (in the case of a mid-term evaluation) or the program be extended (in the case of a final evaluation) to achieve the stated results.

### **2.2.4. Impact**

Impact implies if an action made a difference to the problem situation you were trying to address. In other words, was your strategy useful? We look to an extent to which the monitoring and evaluation actions and decisions are implemented, as well as to which the program or project has met the overall goals and objectives.

### **2.2.5. Sustainability**

Sustainability refers to the durability of program results after the termination of the technical cooperation channelled through the program. Some likely questions raised on this issue are:

- How likely is it that the program achievements will be sustained after the withdrawal of external support?
- Have program activities been integrated into current practices of counterpart institutions and/or the target population?

### **2.2.6. Causality**

An assessment of causality examines the factors that have affected the program results. Some key questions related to causality, among others, are (Ayatollah, et. al. 2018):

- What particular factors or events have modified the program results?
- Are these factors internal or external to the program?

### 2.2.7. Alternative strategy

Program evaluation may find significant unforeseen positive or negative results of program activities. Once identified, appropriate action can be taken to enhance or mitigate them for a more significant overall impact. Some questions related to unanticipated results often raised are (Rallis & Bolland, 2004):

- Were there any unexpected positive or negative results of the program?
- If so, how to address them? Can they be either enhanced or mitigated to achieve the desired output?

## 2.3. Types of Evaluation Methods

There are several ways of doing an evaluation. Some of the more common methods one might come across are self-evaluation, internal evaluation, rapid participatory appraisal, external evaluation, interactive evaluation as well as self-evaluation.

*Self-evaluation* -This involves an organization or project holding up a mirror to itself and assessing how it is doing, as a way of learning and improving practice (Karamouz, Kerachian, Zahraie & Nejhad, 2012). For this, an organization must engage in introspection. It demands a level of honesty and self-reflectiveness that can be challenging.

*Internal evaluation* - This is intended to involve as many people with a direct stake in the work as possible. This may mean project staff and beneficiaries are working together on the evaluation. If an outsider is called in, he or she is to act as a facilitator of the process, but not as an evaluator (Springett, & Wallerstein, 2008).

*Rapid participatory appraisal* - This is a qualitative way of doing evaluations. It is semi-structured and carried out by an interdisciplinary team over a short time. It is used as a starting point for understanding a local situation and is a quick, inexpensive and useful way to gather information (Müller, et. al. 2010). It involves the use of secondary data review, direct observation, semi--structured interviews, key informants, group discussions, games, diagrams, maps, and calendars (Cabrera, Colosi & Lobdell, 2018).

*External evaluation* - This is an evaluation done by a carefully chosen outsider or outsider team with adequate experience and expertise (Shapiro, n.d).

*Interactive evaluation* - This involves a very active interaction between an outside evaluator or evaluation team and the personnel in an organization or project being evaluated (King & Stevahn, 2013).

## **2.4. Monitoring and Evaluation Processes**

M&E creates the ability to check the bottom line of development work. In the realm of development, "bottom line" signifies impact on the issue at hand, whereas in the business world, it pertains to venture profitability. (Cabrera, Colosi & Lobdell, 2018). In monitoring and evaluation, profitability is not the goal; rather, the primary concern is to assess whether change occurs, compared to the previous state. Systems for monitoring and evaluation serve as a powerful tool for delivering ongoing insights into how well projects are meeting their objectives. Furthermore, these systems assess the effectiveness of various project components in execution and recommend enhancements, in addition to gauging the overall potential of the project to fulfil its broader goals. (Becker, Jahn & Wehling, 2017).

## **2.5. Challenges of Sports Federations in Establishing M&E Systems**

Cabrera, Colosi, and Lobdell (2018) highlight that nations with emerging economies encounter significant hurdles when it comes to setting up (M&E) systems. It's crucial to recognize that the creation of an M&E system is a substantial endeavour that requires considerable time, rather than being something that can be achieved instantly. It is acknowledged that developed and developing nations require effective information systems; therefore, the effort to build an M&E system should not be regarded, as Midgley (2017) suggests, as "too complicated, too demanding, or too sophisticated" for countries in Africa to pursue.

Challenges faced by African nations in designing M&E systems are similar to those faced by developed countries. Significant challenges faced by African states relating to the design of their M&E systems are demand and ownership of such systems. The lack of an evaluative culture (Marra, 2019) contributes to the lack of demand for M&E capacity-building, particularly in the public sector. Even, in civil society, access to M&E systems and the related activities is a function of donor requirements than the demand for such systems.

Some African countries lack strong and effective institutions for governance and administration. Thus, they need an assortment of civil service reforms, legal reforms, and

regulatory frameworks, as suggested by Marra (2019). While international development organizations are assisting the developing countries in this regard, it then becomes a double burden to build strong and effective institutions, and also establish M&E systems. Hence, it is suggested that at minimum a traditional implementation-focused M&E system capable of producing baseline data that particularly show where the developing countries are currently at with regards to a given policy or programme (Becker, Jahn & Wehling, 2017).

Adding to the difficulties that developing countries are facing regarding establishing M&E systems is the lack of capacity among the workforce. This is exacerbated by the emigration of well-qualified people to other regions, particularly in Zimbabwe, where it is estimated that over 2 million individuals with key elements of human capital (Muriu, 2010).

While Kenya has made strides in developing its M&E systems, there is still a significant gap in technical expertise, inconsistent data collection and insufficient funding for M&E activities (Muriu 2014).

Similarly, Ethiopia faces a shortage of skilled personnel to manage and implement M&E activities, especially at local level. With institutional frameworks supporting M&E often underdeveloped, leading to poor coordination and oversight of M&E activities. In addition, the lack of consistent funding hampers the establishment of robust M&E systems and limits the capacity to follow through on M&E discoveries (Taye 2011).

In Uganda, M&E systems are hampered by a lack of trained professionals capable of effectively implementing and sustaining systems. Additionally, data accessibility and weak accountability mechanisms results in poor implementation of recommendations from M&E activities, undermining the overall impact of these systems (Ssengooba, McPake & Palmer, 2012). The above examples emphasize the common challenges faces by developing countries in building and maintaining effective M&E systems with particular issues around capacity, resources, and institutional frameworks being recurrent themes.

Establishing Monitoring and Evaluation (M&E) systems in National Volleyball Federations like the Namibia Volleyball Federation (NVF) poses many challenges, because resources, technical expertise and organisational structures are limited.

In Nigeria, the Nigeria Volleyball Federation struggles with fragmented and inconsistent data collection methods. Which makes it difficult to monitor the performance of athletes, track the progress of development programs, or evaluate the impact of their communication strategies.

In addition, there is a shortage of staff with the technical know-how to design, implement, and manage M&E systems effectively. This gap limits the federation's ability to assess and improve its programs and strategies (Eke 2019).

The Kenya Volleyball Federation faces difficulties in ensuring consistent implementation of M&E systems across different regions. The decentralisation of volleyball activities in Kenya leads to variations in how M&E is conducted, making it hard to gather comparable data nationwide. The Federation has limited financial and human resources, making it challenging to maintain a comprehensive M&E activity.

The Philippines Volleyball Federation experiences difficulties in coordinating its communication strategies across various regions and platforms. This fragmentation complicates the implementation of a unified M&E system that can track the effectiveness of these strategies. Similarly, political influences within the federation and its management structure can hinder objective evaluations. M&E processes may be manipulated or deprioritized based on political considerations, leading to a lack of transparency and accountability. There is also a notable lack of technical capacity in terms of both personnel and technology. The Federation struggles to recruit and retain qualified M&E professionals, and there is insufficient investment in modern data collection and analysis tools (Santos 2021).

While the Zambian Volleyball Federation lacks a comprehensive M&E framework to guide its activities. This results in ad-hoc evaluations that do not provide a full picture of the Federation's progress or challenges. Financial constraints are a significant challenge, limiting the ability to conduct thorough M&E activities. The Federation struggles to engage stakeholders effectively in the M&E process. This leads to a lack of feedback from key groups, such as players, coaches and sponsors, which in turn impacts the effectiveness of the evaluations conducted (Chisanga 2018).

Poor data management is one of the many challenges for the Pakistan Volleyball Federation. With inadequate systems for collecting, storing and analysing data related to players performance, event outcomes and communication effectiveness. This results in minimal prioritization of M&E activities, with little emphasis on training staff or developing robust systems. There may be resistance to external evaluations or transparency in reporting (Ahmed 2017).

These examples highlight the various challenges faced by national volleyball Federations such as the Namibia Volleyball Federation in implementing and sustaining M&E systems, ranging from technical and financial constraints to issues related to organisational culture and governance.

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## **2.6. Addressing the challenges**

Addressing these challenges will take time and professional application. One approach is to create a standard or common definition of what constitutes a functional M&E system. A system is defined as a group of interacting, interrelated, or interdependent elements forming a complex whole (Markiewicz & Patrick, 2016), and systems thinking is about gaining insight into the whole by understanding the linkages and interactions between the elements that comprise the whole system (Patton, 2018). Applying such a systemic approach to M&E systems building, requires identifying the components of the system (understanding that they are interrelated) as a means to describe the system and ensuring that each component is functional to ensure that the system is functional.

## **3. METHODOLOGY**

### **3.1. Research design**

To evaluate the nature and quality of M&E practices in the Volleyball Federation, it will first be necessary to identify what those practices are; to assess the extent to which these practices support the pursuit of the strategic priorities of the organization, and its strategic plan, evaluating how effective and efficient the M&E system is in supporting the pursuit of the communication strategic objectives.

It will also be important to ascertain how strategic goals are translated into operational measures in the form of key performance indicators, and to identify elements of good and bad practice in the M&E system within the communication strategy of the Namibia Volleyball Federation.

To achieve these goals, the study will investigate current practice in M&E in the Federation, adopting a **qualitative approach**. Qualitative research is described as an unfolding model that occurs in a natural setting that enables the researcher to develop a level of detail from in depth involvement in the phenomenon under investigation (Check & Schutt, 2014). Thus importantly, qualitative research can enable the researcher to interrogate a social phenomenon from the participants' point of view (Cresswell, 2014).

### **3.2. Data collection method**

The primary objective of conducting interviews is to gather valuable information from Namibian Volleyball Federation's board members, clubs, players, Namibia School Sport Union (NSSU) and Namibia Sports Commission (NSC) for this research, enabling a comprehensive understanding of phenomena within their social context, which, in this case, pertains to the sports environment. To achieve this, the researcher will employ semi-structured interviews as the data collection method of choice. Where one-on-one interviews with ten selected participants using a semi-structured interview guide will be conducted. Semi-structured interviews facilitate a focused yet adaptable mode of communication among participants, centred on a predetermined subject matter of interest (Anderson & Arsenault, 2000).

### **3.3. Data analysis procedures**

Bogdan & Biklen (2018) posit that data analysis is the disaggregating data into manageable themes, patterns, trends and relationships. Audio recordings will be transcribed verbatim to facilitate data analysis. The researcher will use thematic analysis to identify recurring themes, patterns, and insights within the interview data. Based on the research questions and emergent themes, a coding framework to systematically categorize and analyse the data will be developed.

Data will be coded and put into themes. This approach will be used since it is a qualitative approach that will be used for conducting this research. The thematic analysis shall be developed basing on themes relevant to the Federation's objectives such as athlete development, stakeholder engagement, competition performance and administrative efficiency. After coding the information, it shall be summarized and the data will be condensed into manageable units. To present visual integration, charts and tables shall be utilised. The

coded data will be analyzed to draw conclusions and generate insights related to factors influencing the monitoring and evaluation of the Namibia Volleyball Federation's communication strategy.

### **3.4. Sampling procedure**

Unlike quantitative research, qualitative sampling aims for depth rather than representativeness. The researcher will employ a purposeful sampling method. Also known as purposive or selective sampling, this method involves intentionally selecting participants who can provide relevant and insightful information related to the research objectives. The researcher shall select ten participants who meet specific criteria relevant to the research objectives. For example, the researcher may choose experienced current and former board or executive members who have participated in the implementation of the Federation's communication strategy, or administrators with extensive experience in volleyball or sports governance.

### **3.5 Data Collection Plan**

The researcher will use semi-structured interviews to obtain and collect data on the monitoring and evaluation of the Namibia Volleyball Federation's communication strategy. The information will be collected from Namibian Volleyball Federation's board and executive members, clubs, players, Namibia School Sports Union (NSSU) and Namibia Sport Commission (NSC) for this research. This will enable a comprehensive understanding of phenomena within their social context, which, in this case, pertains to the sports environment. Qualitative research will be conducted through semi-structured interview questions, such as asking the respondent the list of prepared questions to answer. By conducting interviews with NVF executive and board members, the researcher seeks to gain insights into their experiences, perceptions, and opinions regarding different aspects of the monitoring and evaluation NVF's communication strategy.

When qualitative research takes the form of an interview, the researcher will give semi-structured interview questions to the participant to answer. The research will utilize a thorough semi-structured questionnaire, which will be designed and tested prior to the commencement of the official investigation. The planned interview questions will be administered in two



portions, with both items directly addressing the five questions that the proposed study has answered.

Blair and Blair (2015) note that there are instances when qualitative methods prove more effective, while at other times, a quantitative approach is preferable. Each interview is expected to last approximately 30-45 minutes, providing ample time for in-depth exploration of the research questions. Interviews will be conducted in a private and comfortable setting to ensure confidentiality and encourage open dialogue with all participants' consent, interviews be audio-recorded to capture detailed responses accurately. The researcher will also take detailed field notes during the interviews to supplement the audio recordings and capture non-verbal cues and observations.

*Ethical Conditions:* Before conduction the interviews, the researcher will obtain informed consent from all participants ensuring they understand the purpose of the research, their role and their rights a participant. Maintain the confidentiality and anonymity of the participants by using pseudonyms and securely storing all data collected. There will be a need to also emphasize that participation in the study is voluntary, and participants have the right to withdraw at any time without consequences. The researcher will ensure the secure storage and handling of all research data to protect participants' private and confidentiality.

### **3.6 Data analysis plan**

Data analysis involves the careful evaluation, inspection, transformation, and presentation of data with the goal of uncovering insightful and valuable information that can inform decision-making on various issues. (Welman, Kruger & Mitchell, 2008). This analysis is done by the different methods with different names in all domains of research. Data analysis is widely used in business, social and scientific to make decision professionally (Burke, 2013).

The researcher used interview guides to obtain and collect data for this research. The interview guide was designed and tested prior to the commencement of the official investigation. The information was collected from Namibian Volleyball Federation's board members, clubs, players and NSC for this research, enabling a comprehensive understanding of phenomena within their social context, which, in this case, pertains to the sports environment.

The interview guides were administered in two portions, with both the items directly addressing the six questions that the proposed study had to answer that is a small sample (3 participants were interviewed) as well as the full data collection to be done at a later stage. This data analysis plan and initial results, presents the findings collected from the three participants to assess if the researcher developed meaningful questions which could be answered.

To analyze the data, the following steps were employed on the information collected from the three participants:

### *Preparing and organizing the data*

After collecting required data from the participants, the researcher ensured created detailed notes from the collected data. When creating these notes, each key component of the interview guide such as elements of demographic data, as well as notes on every research question that informed the research were considered.

### *Review and explore the data*

This step required that the researcher read and review the data, to ascertain what it contains. This enabled the researcher to identify similar points stated as well as contrasting statements.

*Create initial codes:* Thematic analysis coding was employed to identify recurring themes (Burke, 2013). Identifying initial themes was essential, as it enabled the researcher to address every code generated, ultimately providing a comprehensive understanding of the topic.

*Review those codes and revise or combine into themes:* after the creation of initial codes, the researcher revised the themes to identify any recurring themes, language, opinions, and beliefs.

*Present themes in a cohesive manner:* the audience, purpose, and content of the study was considered, when conveying the messages contained in the data. The researcher then ensured that the presentation of the most suitable themes. Examples of themes that are generated by this study are Board and staff communication tools, the establishment and media kit updates and media contact list annually, website development, as well communication strategic action priorities.

## 4. Results, Discussion and Interpretation of Findings

### 4.1 Introduction

In this chapter, the study data is analysed, presented, interpreted and discussed. This chapter starts by providing the demographic data of the respondents followed by the data results and analysis with respect to previous research findings and literature.

### 4.2 Demographic information of participants

#### 4.2.1 Gender of participants

The first demographic question was meant to reveal the gender of the participants who took part in this study. The findings are as shown below.

*Table 4.2 Interviewees*

| <b>Gender</b>                   | <b>Percentage %</b> |
|---------------------------------|---------------------|
| Male                            | 50                  |
| Female                          | 50                  |
|                                 |                     |
| <b>Age Group</b>                |                     |
| 20-40                           | 60                  |
| 40- 60                          | 40                  |
| 60 +                            | -                   |
|                                 |                     |
| <b>Seniority of role</b>        |                     |
| Current or former Board Members | 45                  |
| Former Executive Members        | 5                   |
| Executive members               | 40                  |
| Former executive members        | 5                   |
| Key stakeholders                | 5                   |

  

| <b>Experience</b> |    |
|-------------------|----|
| Less than 3 years | 25 |
| 5 years           | 25 |
| More than 7 years | 40 |
| Above ten years   | 10 |

It was revealed that of the total participants who took part in the study 50% of them were female, whilst another 50% were males. The research was well balanced as it comprises both the views of females as well as males, ensuring the results are not gender biased. This further implies that the information documented has a gender-neutral balance of responses on the subject matter.

#### **4.2.2 Age of participants**

The participants were asked to reveal their age groups. It was indicated that a number of age groups managed to take part in the study that is 40% of the participants were between the age group of 20 - 40 whilst another 60% belonged to the age group of 40-60 years. In addition, different age groups have different levels of knowledge on the subject matter under discussion.

#### **4.2.3 Current role**

This line of questioning served as a means to understand the current role or position of the participants within the Namibia Volleyball Federation. The respondents indicated their different roles, ranging from 40% executive members, 45% board members, 5% former executive members, 5% former board members and 5% key stakeholders.

#### **4.2.4 Experience with the Federation**

The other demographic question sought to understand the experience of the participants in terms of years of voluntary service to the federation. It was revealed that participants have been involved with the Federation ranging from 2 to over 10 years. For instance, 25% indicated that they had been with the federation for less than 3 years, 25% stated that they have been volunteers for about 5 years, 40% indicated that they had between volunteers for about 7 years, while 10% specified that they have been with the Federation for over ten years.

#### **4.2.5 Involvement in the Federation's communication strategy**

Most volunteers, about 90% indicated that they have been part of the implementation process of the communication's strategy. This suggests that every Federation volunteer has a direct or indirect role when it comes to the implementation of the Federation's communication strategy. It was revealed that, 65% of the respondents are directly involved in the implementation, while

20% are indirectly involved. Therefore, the volunteers and other key stakeholders have influence in the federation's decision-making process.

#### **4.3 Development of a Monitoring and Evaluation System in support of the communications strategy of the Namibia Volleyball Federation**

To ensure easy data collection, the researcher created core themes which were developed to align with the research objectives. This section of the chapter is a presentation of the core themes of the study, presenting strategies of monitoring and evaluation and how it will aid the communications strategy of the Namibian Volleyball Federation. Each core theme of this research is to be presented as a sub topic below.

##### **4.3.1. Establish and update member contact register**

The research question was very important as it ensured that before going any further one gets to see if the participants know what they were asked. The following are some of the noted responses from participants:

###### ***a) Does your organisation collect and maintain membership data?***

Those who held more senior posts indicated that the organization was collecting and maintaining membership data. For example, two of the more senior interviewees shared the same view that the organization collected and maintained membership data.

Interviewee 3 (male; member of the federation's executive; age group >40) stated, *"Yes, the Federation collects membership data yearly through online registration links provided to associations and members. The database is then created and maintained by the Federation, with access given to all regional chairpersons."* In addition to that, interviewee 6 (female, current board member; age group >40) revealed that, *"The federation collects membership data on annual basis"*. Therefore, the research results indicates that the organization does collect as well as maintain membership data.

###### ***b) Is there a particular individual responsible for the collection and updating of this information?***

The findings suggested that employees with greater experience or longer tenure at the company possessed more comprehensive details than their less experienced counterparts. Interviewee 8 (female, executive member; age group >40) revealed that, *"Yes, there are individuals who are*

*part-time managers of Federation information systems. We have the Secretary General who does the administrative part in terms of record-keeping and so on we have the technical director as well who actively engages the different Association legs to collect this information that is required for our database. Also, in terms of updating the information. We know that we have window periods that that come around as far as our events calendar is concerned. So, we use those opportunities to update the players' movements. We also find and keep data on members who go through the Federation's capacity building initiatives. We certified them, for example in coaching capacities and we then keep updating our databases. So, it is important to constantly keep updating our data through our own programs."* However, interviewee 2 (male, stakeholder, age group >60 indicated that *"to be honest I am not really familiar with the Federation's internal operations"*. Thus, the thorough insights shared by the senior internal staff demonstrate their thorough understanding of the daily operations of their Federation, in contrast to certain external stakeholders who remain uninformed.

### ***c) Is the collection of information monitored?***

The research participants were also asked to indicate if relevant information was being monitored. The data which was collected from participants especially those in the age groups of 40 to 60 indicated to have a great knowhow. Their responses showed that information of the company is monitored. For instance, Interviewee 2 (male, stakeholder, age group <60 said that, *"Yes, it is monitored. The Federation's different commissions are responsible for monitoring databases within their departments and reporting back to the Secretary/CEO General and Technical Director."*

In addition, interviewee 9 (female, former board member, age group <60 stipulated that, *"Yes, it is definitely monitored. Sorry because you must remember that the Federation has the different structures that we refer to as commissions. So, then you find that the commissioner for example, coaches commission who constantly monitor the coach's database the commissioner for referees will also be responsible for monitoring the database of that particular commission or department. So, we use the different Commissioners to monitor their departments and then they report to the Executive through CEO, technical director or during the AGM."*

The participants indicated how an M&E system can be developed which will aid the federation's communication strategy and improve decision-making in the Namibian Volleyball Federation.

#### 4.3.2. Board and staff communication tools

##### *a) Is the board and staff members provided with communication tools?*

From this research question, it was revealed that all the participants agreed that board and staff members are provided with some communication tools. For example, Interviewee 10 (male, board member, age group >40) said that, *“They are provided with basic tools for effective communication between the structures of the NVF. I’m referring to tools like WhatsApp groups, online communication platforms such as google meet, Microsoft Teams and Zoom. The NVF has its own email addresses that is distributed to the different members. But the idea here is that in the long run the Federation will then then have funding to be able to provide actual physical tools such as laptops and cell phones for improved communication among its members.”*

Interviewee 6 (female, current boarder member; age group >40) indicated that, *“Yes, we also do engage mostly on telephone communication on some matters, but because the federation in one organization that is really still underfunded. We mostly depend on the WhatsApp groups. The email group is our key communication platform between the board members and stuff”*. The above indicated responses illustrated that board and staff members are provided with some form of communication tools which better eases communication.

##### *b) Are the communication tools being monitored?*

Another research question of the study seeks to reveal if the communication tools were being monitored. Those who held more senior posts tended to be more critical of their organisation’s communication tools. For example, two of the more senior interviewees shared the view expressed by Interviewee 1 (male; member of the federation’s executive; age group >40) who argued that *“Yes, they are monitored. Communication on platforms like WhatsApp is often minuted by the secretary general, and email communication has timely response turnaround time and captured for record-keeping”*. As part this group, the younger members of the interviewee group tended to be also aware that communication tools were being monitored. For instance, Interviewee 4 (female; stakeholder; age group <40) indicated that, *“The executive is responsible to its board to report on the progress of its communication strategic implementation. So whatever communication happens on any platforms, for example communication that happened on WhatsApp in some instances or most instances is minuted. The email of course that is an important communication tool for whatever communication also*

*happens that is really being captured by the NVF for record keeping.”* The given responses clearly illustrate that information is being managed with the goal to enhance productivity.

**(c) Establish and update media kit and media contact list annually: if it is being monitored, can interviewees share insights into the process of updating the media contact list annually and indicate kinds of interaction if there is with media stakeholders.**

For this question junior staff and senior staff shared similar sentiments for example:

Interviewee 10 (male, board member, age group >40) said that, *“Yes, media is a key strategic deliverable for the NVF. So, it is very important that we establish and update our media kit on an annual basis. So, we have a media contact list that we review and update constantly. Also, through the monitoring process, we then find new stakeholders that are not part of our media list and then added to the list. We also have a media liaison officer who is responsible for this activity. We really do monitor aggressively because we really want to know who our new stakeholders are. Once we’ve engaged those stakeholders, we then add them that contact list.”*

Interviewee 9 (female, former board member, age group <60) indicated that, *“Well, number one, we have all our media partners in one WhatsApp group for ease of sharing information. We also have an email communication list that we update from time to time as we get new media partnerships. We then would then, you know update these two groups that I just mentioned but most importantly as well. We collaborate with the media houses to like the NVF social media pages to ensure that they are all informed about our different events that are being undertaken by the NVF.”* and *“There’s constant engagement with media stakeholders through platforms like WhatsApp, emails, and social media. We inform them about our event calendar for the year and send them special invitation for coverage. There’s definitely a media engagement strategy. The social media platforms play a key role in terms of interaction as in the media because we really share our activities to their platforms. So that is a wide audience Outreach. So, it is really a daily, weekly and monthly or even annually engagement that we don’t stop constantly engage with the media.”* The provided responses indicate that the organization has established and has an updated media kit and their media contact list is updated continually. It was noted by the researcher that it would be beneficial if they can share insights into the process of updating the media contact and to indicate kinds of interaction, they have with media stakeholders.



### 4.3.3 Developing a website

#### *a) Is it being monitored? if so, how?*

Another research question entailed determining if the Federation's website is being monitored. The respondents identified how it is being monitored. The following were the noted responses, Interviewee 3 (male; member of the federation's executive; age group >40) said,

*"The website is one of our key strategic deliverables, but at the moment it is not being monitored because of issues around capacity. Hence, I will say, we don't have constant monitoring of the website. The indicated responses have demonstrated that the website is not being managed well to ensure efficiency and being up to date.*

#### *b) What were the main objectives behind the decision to develop a website for the federation?*

The gathered responses for this research question indicated that, all participants fully understood the main objectives that were behind the decision to develop a website for the federation. For instance, Interviewee 6 (female, current board member; age group >40) revealed that *"Well, the idea behind the website really was for better public outreach and to have a central point where the public can reach the NVF. To have an online platform where both our internal and external stakeholders can read about the aspiration and vision of the NVF. But most importantly we use the website to upload a lot of governance documents for the NVF. We have a lot of documents in that aspect and talk about the Constitution and talk about the sports regulations and so on. So, if any member of the public is interested really in reading more about the NVF's operations, they simply go to our website. They will then get all the resources related to the federation on our website. So, it's a key aspect for public Outreach."*

#### *c) What form of content is shared and how has the website contributed to the overall communication goals of the NVF?*

This research question sought to reveal the form of content shared through the website. For this research question, Interviewee 3 (male; member of the federation's executive; age group >40) said, *"Most importantly we use the website to upload a lot of governance documents for public access. We have a lot of documents, such as the Constitution and other regulations for which any member of the Public can be interested in. Content on current happenings in terms of activities as per our calendar, event posters and pictures, adverts and critical information to*

*be easily accessed by the media and the public. It has improved transparency and easy access to information for our stakeholders.”*

Interviewee 4 (female; stakeholder; age group <40) indicated that *“The content available on the website includes the NVF structures from the associations to the national level. You can as well find the annual event calendar and some pictures from previous events”* These research participants indicates that a variety of content is shared on the website, but most of this content is focused on governance documents, annual event calendar, previous event pictures and advertisements.

***d) Which type of stakeholders are contacting the federation most, and on what topics? Are the stakeholders satisfied with the service they receive?***

Interviewee 7 (male, board member, age group >60) said that *“Well, I think the key ones, of course the sponsors where we then discuss the different sponsorship programs and opportunities, the different events that sponsors would like to see. The media is very key. We also then discuss the different events that would like the media to cover and update the nation on the NVF’ strategic plan deliverables. We have stakeholders such as the regional association’s structures where we collaborate on the volleyball development issues. We have for example, the CAVB and the FIVB as some of our strategic partners and continue to support the NVF’ strategic objectives through the material support as well as capacity building programs and of course, we have our players and coaches that we collaborate with on matters about game enhancement. We have individuals from the rural areas requesting for volleyball material support.”* Yes, we believe stakeholders are satisfied, evidenced by positive feedback received across media platforms and from supervisory bodies.

*Yes, we believe so. We believe that volleyball is a sport that has proved to be available across the country and is a brand that is growing. This is evident in the positive feedback that we received across our media platforms and from our key stakeholders. Here I'm talking about the Namibia Sports Commission, the government in particular are very happy in terms of the progress that volleyball has taken over the years. I think what's key and the biggest measurement is that the Namibia Sports Commission has recently upgraded/re-categorized the Namibia Volleyball Federation from the development category 4 years ago, to a priority sport code category in 2023. I'm talking about moving from category C to B as evidence that volleyball has become one of the fastest growing Sports in Namibia. Which is a great indication that we on the right path and that our stakeholders are impressed with the progress so far.”*

Interviewee 1 (male member of the federation's executive; age group >40) said that *"as a federation we are expected to communicate to all our stakeholders, such as clubs, players, sponsors, media, the FIVB, CAVB, as well as the Namibia National Olympic Committee and the Namibia Sports Commission. With such communications mostly focussed on feedback or activity reports, volleyball events, database, and new training opportunities for referees, coaches and administrators."* For this question, the participants indicated that "It is mostly the sponsors, clubs and players who constantly contact the federation regarding different events and sponsorship and training opportunities available. The media on the other hand are more focused of volleyball news to cover. Key stakeholders such as the affiliated associations, the FIVB and CAVB are also key partners with constant communication with the federation. From this response, it can also be established that key stakeholders are indeed satisfied with the services received from the Federation.

***(e) What is the time scale for review of the website?***

A further inquiry in the study sought to determine the timeline for evaluating the website. Interviewee 1 (male; member of the federation's executive; age group >40) stated that, *"At the moment we have been challenged by capacity issues. So, we do not really update the website on a daily basis. We sort of are reactive in terms of updating the website when there's an event. We do get on the website but in most cases only load the content that is relevant occasionally than it is expected website. We also take time to remove outdated data from the website."*

Interviewee 3 (male; member of the federation's executive; age group >40) said that, *"At the moment on the website update on a daily basis, if we have to put it on a scale, I don't think I'll give you some honest answer because as I indicated earlier on that we don't really have a personal or a person who's capacitated to deal with the website on a daily basis."*

Interviewee 9 (female, former board member, age group <60 indicated that, *"Really, we don't have a specific time scale, but I can say it's basically not on daily basis, because you might find that if you go on today, its current planned events are not on yet, but this happens here and there. So, there is not really a specific time scale."* The provided responses indicates that the website is not updated on a daily basis and there is no specific time scale yet. With the lack of committed personnel to carry out the task being the reason given by majority of the interviewee.

***(f) What challenges or successes have been experienced in maintaining daily updates of the website?***

The research question of the study aimed to reveal the challenges or successes which have been experienced in maintaining daily updates. For this question, different age groups of responses had different responses. For instance, Interviewee 3 (male; member of the federation's executive; age group >40) said, *“As a federation in maintaining the daily updates. The challenge is the lack of a key personnel dedicated to running the website on a daily basis. Secondly, I will say, the cost of developing a fully-fledged website and keeping it maintained is high. We have so far successfully managed to implement it and it continuously serves as a brand awareness for the NVF, with most of our external stakeholders able to access some information from a distance. This is also a step in the right direction in terms of our key communication strategic goal.”*

Interviewee 9 (female, former board member, age group <60 indicated that, *“I will say we haven't been consistent when it comes to website daily update since its inception. This can be anticipated to us not really having someone dedicated to the website. The website was developed by a volunteer 3 years ago, and us taking over the administration rights without a skilled person has been our biggest challenge”*.

Interviewee 8 (female, executive member; age group >40) on the other hand revealed that, *“there is a high cost involved in the development and effective running of a website.”*

The participant's responses indicated that, the greatest challenges of the organization included a lack of consistent when it comes to updating the website, lack of an expert as well as high cost of developing and running a website daily.

#### **4.3.4 Maintain our website as well-presented and up-to-date for all volleyball events in Namibia.**

##### **(a) Is the website being monitored, if so, how?**

Another research objective of the study aimed to reveal if the website is currently being monitored. Interviewee 4 (female; stakeholder; age group <40 indicated that,

*The website is not presented the way it should be because I know there is a review going on now, the technical team wants to revamp it. You might find some outdated information that are there, and it was also a question to say when an information should be declared outdated.*

Interviewee 6 (female, current board member; age group >60 revealed that, *“The answer is yes, but not so fully, because at the moment like I have mentioned that we are having challenges*

*of not having a full time skilled dedicated person. So, we are not really reaching out to our targets as we would like to, as far as the website is concerned. But we still now and then try to monitor by analysing the number of visits by different stakeholders who access the website on a monthly basis.”*

Interviewee 7 (male, board member, age group >60) responded, *“I can say no. Because, although the website is existing, we do not do daily monitoring as expected, so that we can measure its effectiveness at the moment.”*

For this research question participants had different sentiments. Some felt that the website is being monitored, though it's not monitored the way it should be, yet some of the participants felt that it is not being monitored at all.

#### **4.3.8 What are the challenges the federation has encountered in the development and implementation of a monitoring and evaluation system to support its communications strategy?**

The participants indicated a number of challenges that the Federation faced in its attempt to develop and implement a monitoring and evaluation system to support its communication strategy. For instance, Interviewee 4 (female; stakeholder; age group <40 indicated that, *“Lack of fulltime staff members to fully dedicate their time to the implementation and evaluation of the communication strategy’s deliverables, this also speaks to the lack of M&E professionals within the NVF. Lack of support and funding from the central government, the lack of an M&E framework to guide the monitoring and evaluation process of the NVF projects, Minimal feedback provided by athletes during the affiliate’s satisfaction surveys, The lack of buy-ins from stakeholders and Technology shortfalls and a lack of proper monitoring tools within the federation.”*

Interviewee 3 (male; member of the federation’s executive; age group >40 also argued that, *“We have lack of funding, we still need more funds to fund the implementation of our key communication strategic goals. The lack of the monitoring and evaluation frameworks. The lack of human capacity who are well vested in sports governance and who can be fulltime employees of the federation.”*

Interviewee 8 (female, executive member; age group >40) revealed that, *“The lack of understanding of the M & E frameworks, Lack of manpower, considering that all Federation staff members are volunteers with full time jobs, the lack of M&E expertise, the lack of funding and evaluation tools, and poor planning to implement the M&E framework, No by-ins or support from key stakeholders and High staff turn-over.”*

#### **4.3.9 How can such challenges be addressed in order to enhance the implementation of an M&E systems to support the communication strategy?**

The other research question aimed to identify the strategies that can be utilised so as to enhance the implementation of an M & E systems to support the communication strategy.

Interviewee 1 (male; member of the federation’s executive; age group >40 ) said that, *“More knowledge required in the monitoring and evaluation area, funding and more capacity building initiative in the monitoring and evaluation area, more consultations with key stakeholders before, during and after the implementation of the M&E framework, To have fulltime staff members to implement the federation M&E systems to support its communication strategy, bench marking with other national and international federations that are doing well in the area of the M&E of a communication strategy.”*

Interviewee 9 (female, former board member, age group <60 indicated that *“By attracting more sponsors to assist in funding some of the federation’ strategic objectives. Mobilize for more government financial support, which will then supplement what we get from other stakeholders such as sponsors. More capacity building programs that will assist the federation in addressing the skills gap within the federation leadership. By developing the monitoring and evaluation framework tools to assist the federation on data collection and analysis.”*

Therefore, an adoption of the above given strategies can help in improving the current M & E systems to support the communication strategy.

#### **4.3.10 In which area of communication strategy’s M&E is most and least successfully carried out? Why is this the case?**

The participants revealed that the M & E is least successful in the following areas.

Interviewee 3 (male; member of the federation’s executive; age group >40, Most successful: *The identification of new key stakeholders – In my view this has been the most successful area of the NVF’s communication strategy’s M&E, due to the reason that in 2022 the NVF president*

*recommended to the board the establishment of a sponsorship committee that has the responsibility of identifying new stakeholders for the federation. This committee, which is chaired by the NVF president has been working tirelessly in terms of getting new stakeholders on board, with constant feedback provided to the board. Two years since its inception, the federation has succeeded in attracting one of the biggest sponsors, which will see the federation implementing some of the key strategic goals successfully.*

*Least successful: The website update on a daily basis and the introduction of a newsletter for the stakeholders are in my view the least successful, due to that lack of dedicated personnel or skilled volunteers dedicated in implementing the strategies.”*

*Interviewee 9 (female, former board member, age group <60 indicated that, “Stakeholder management aspect is one of the communication strategic areas that the federation has done very well. The success can be due to the many platforms that are put in place as communication tools for the federation. The secretary general as well as the marketing director are also dedicated personnel to carry-out the daily communication aspects with key stakeholders. I believe the federation still has more to do in terms of the website management, hence for me this is one of the least successfully carried out”*

*Interviewee 10 (female, former board member, age group <40 indicated that, “Okay, let me say one of the most successfully carried out area of the communication strategy is on the production of sponsorship reports, this has been more successful with our current sponsor Bank Windhoek. With the report then being evaluated by the sponsors, and feedback provided to us timely. With the least successful, I will point out the website updates on a daily basis, honestly speaking this has been a challenge, for the fact that the federation does not have dedicated skilled personnel to handle the daily updates.”*

#### **4.3.11 What actions should be done to successfully implement the M&E plan for all key indicators of the NVF’s communication strategy?**

*Interviewee 2 (male, stakeholder, age group <60 said, “Maybe for us to introduce the methods for the Federation as a guiding tool by using the logic model. The logic model is a planning tool that we can use to clarify and graphically display the rational in the desired outcome of an intervention. So, this will identify what needs to be monitored. The good thing is that once we develop the logic model, all other things like the capacity building of staff members will be listed and well clarified.”*



Interviewee 4 (female; stakeholder; age group <40) indicated that *“In my view, the successful implementation of the M&E for all key indicators of the NVF’s communication strategy depends on the provision of sufficient funding, as well as the recruitment of fulltime skill personnel who will be on daily basis dedicated to implementing the strategic objectives of the organization. By providing more capacity building programs to those tasked to implement the communication strategy’s monitoring and evaluation.”*

Interviewee 10 (male, board member, age group >40) said that *“Employ full-time staff members, the sourcing of more funding for the implementation the M&E systems to support the communication strategy, hire expertise and capacity building initiative in the monitoring and evaluation area and Get by-ins from all key stakeholders to support the implementation plan.”*

#### **4.3.12 What should be done to improve the performance of the organization, and the monitoring and evaluation of the performance?**

This research question aimed to reveal recommendations related to issues of organizational performance, and the monitoring and evaluation of said performance. To this question, the participants identify a number of recommendations such as Interviewee 6 (female, current board member; age group >60) who argued that the organisation should,

*“Introduce more capacity building initiatives in the area of sports governance and management, A robust analysis of the current strategic plan in order to identify gaps for improvement, Acquire monitoring and evaluation tools required for the implementation of M&E systems for the communication strategy, Do quarterly reviews on all the federation strategic deliverables, Introduce a performance management system for all federation staff members, More stakeholder engagements to be implemented as a way to get feedback on the organization’s performance and Introduce online surveys to measure the stakeholder’ satisfaction.”*

Interviewee 2 (male, stakeholder, age group <60) said,

*As alluded in some of my previous responses, the improved performance of the NVF can be attached to the provision of fulltime staff, who will be attached to delivering different key strategic objectives and their performance to be continuously evaluated. With the current growth of the game in the country, more volunteers will be required across the country to assist in implementing the federation’s development plan.*



*Introduce performance management system to be able to measure and evaluate performance. Do quarterly reviews of the federation implementation plan and address challenges hindering the successful implementation of its key strategic objectives.*

Interviewee 9 (female, former board member, age group <60 indicated that,

*On that one at the moment that is what we are actually looking at implementing, is to conduct the regular evaluation of the NVF performance and all to strengthen the current M&E through a performance review by introducing a performance agreement for all individuals in the leadership structure. Meaning we will need M&E expertise to assist in developing or design a Monitoring and Evaluation plan, with the provision to capacitate staff members who will be responsible for the role out of the plan.*

With the above responses, one can conclude that organisational and M&E performance will require staff development initiative in the area of M&E, acquire advanced M&E tools, introduce quarterly reviews, the enhancement of stakeholder engagement, introduce performance management systems, as well as M&E technical expertise.

#### **4.3.13 What best practices and lessons can be learned from other sports organisations in the region or globally to improve monitoring and evaluation for communications with the key stakeholders?**

The interviewees indicated that many lessons can be learned from other sports organisations in the region to improve monitoring and evaluation for communications with the key stakeholders such as,

Interviewee 3 (male; member of the federation's executive; age group >40

*The establishment and development of monitoring and evaluation frameworks, focus on building for capacity for the federation in the area of financial management, marketing, governance, sports and event management, Government funding support for smaller federations like the Namibia Volleyball Federation, Political will for government to invest more money in sports, Develop and maintain a fully-fledged website and keep it updated on a daily basis and to try and professionalize the game of volleyball in the country, which will allow it to generate own income and be able to attract human capacity and sponsors.*

Interviewee 6 (female, current board member; age group >40 revealed that,

*I will say that the Namibia Volleyball Federation still has a lot to learn in terms of the monitoring and evaluation of its communication strategy aspect. This includes the quest to professionalize the game of volleyball in the country, which will enable us to attract more funding and sponsorships. Invest more in capacity building programs for its leaders and affiliates. Invest more in the monitoring and evaluation technologies which will assist in addressing the lack of M&E experts.*

Interviewee 7 (male, board member, age group >60) said that,

*Um, okay, what can be learned from maybe other sports organization and we were recently just looking into that, and we have realized that others do conduct forums where different topics are discuss with regard to the sport organizations, activities, mandate and all that. So that is really one thing that we have realized and I think for us can as well work. Well, where we can conduct the forum where we bring all our stakeholders from all our affiliates such as the sponsors and everyone. These forums can then be used as a platform to discuss different issues, such as funding, governance, event management, and many others, as a way to have a broader engagement with key stakeholders to get their inputs and create a sense of ownership. To also move into commercializing the game of volleyball in the country and be able to run it on business principles.”*

The above recommendations are made in line with the issue of how to develop a system of monitoring and evaluation to support the communication strategies of the Namibian Volleyball Federation from the participants and should the federation utilize these, it can result in high productivity rate as it will ensure better service. The recommendations provided by participants were similar, to those provided for in the most literature.

## **5. Key findings and Implications**

The study revealed that an effective M&E system for the NVF’s communication strategy should include;

- Clear performance indicators
- Regular data collection and analysis
- Feedback mechanisms
- More funding initiatives
- Full time personnel and expertise in communications

- The establishment and implementation of an M&E framework
- Continuous training or capacity building programs
- Quarterly reviews of the communication's strategy's performance
- The introduction of performance agreements for volunteers (PMS)
- Sufficient budget for the M&E implementation plan
- Political will and government support
- Digital M&E tools
- The introduction and implementation of the logic model
- Stakeholder involvement emerged as critical components for the system's success.

By establishing a robust M&E framework, the Federation will be better equipped to track progress and identify communications areas needing improvement, thereby ensuring that resources are allocated efficiently. This increased level of transparency will build trust among stakeholders, including athletes, sponsors, and the general public, as they will have access to clear and accurate reports on the federation's activities and outcomes, therefore leading to more informed and effective management decisions.

Moreover, the M&E systems in the area of communications will significantly improve accountability within the organization. With well-defined metrics and regular evaluations, volunteer staff and management will be held responsible for their performance and contributions toward the Federation's goals. This accountability can create a culture of continuous improvement, as individuals and teams will be motivated to meet and exceed their targets. Additionally, the system will facilitate the identification and rectification of issues promptly, preventing minor problems from escalating into significant setbacks for the NVF's communications strategy.

Finally, strategic planning will be greatly enhanced by the insights provided through the M&E system. Data-driven decision-making will become the norm, allowing the federation to set realistic and achievable objectives based on empirical evidence. This systematic approach will enable the Namibia Volleyball Federation to adapt to changing circumstances and make proactive adjustments to their communication strategies.

## **Conclusions and Recommendations**

In conclusion, the primary objective of this research was to develop a system of Monitoring and Evaluation (M&E) in support of the communications strategy of the Namibia Volleyball Federation (NVF). The development and implementation of a robust M&E system to support the communications strategy are pivotal for enhancing the NVF's management decision-making process.

The chapter summarized the key findings and recommendations based on the proposed M&E framework. The development of a comprehensive M&E system for the NVF's communications strategy represents a significant step forward for the Namibian Volleyball Federation. By implementing this system, the NVF will be positioned to enhance its decision-making capabilities in the area of communications, improve program outcomes, enhance stakeholder trust and achieve its communications strategic objectives more effectively.

The successful implementation of this system will require a commitment to continuous learning and adaptation, but it holds the promise of driving meaningful improvements in the Federation's operations and impact. By adopting the recommended steps, the NVF can achieve greater transparency, accountability, and strategic alignment, ultimately contributing to the growth and success of volleyball in Namibia.

There is a need for the Namibia Volleyball Federation (NVF) to implement the following proposed practical steps, as both short-term and long-term measures to ensure the successful implementation of the M&E system within the federation:

- **Develop Clear Performance Indicators:** The Namibia Volleyball Federation should establish specific, measurable, achievable, relevant and time-bound (SMART) performance indicators to align with the Federation's strategic objectives to monitor progress and outcomes effectively. It is essential for these indicators to cover all aspects of the federation's operations, including athlete performance, grassroots development, organisational efficiency, and stakeholder engagement.
- **Implement Regular Data collection:** The Federation should consider setting up a systematic approach to gather and evaluate data on essential performance indicators. This initiative will necessitate the adoption of digital tools and platforms to facilitate efficient data management and analysis. By implementing a consistent schedule for data collection, the Federation can maintain current information that supports informed decision-making.

- **Enhance Stakeholder Engagement:** The Federation should ensure regular consultations and updates with key stakeholders such as coaches, referees, players and sponsors to ensure their perspectives and feedback are incorporated.
- **Provide Continuous Training or Capacity Building Programs:** Regular training or workshops sessions for NVF staff, volunteers and other stakeholders will enhance their understanding and skills related to monitoring and evaluation processes.
- **Introduce Performance Agreements for staff and Volunteers:** The NVF should develop performance management systems for staff and volunteers including clear expectations and performance agreements with federation's goals.
- **Resource Allocation:** The Federation will need to allocate necessary resources, including budgeting for personnel, training, digital tools and other necessary resources to support the system's operation. This will also require seeking for external funding or partnerships to supplement NVF's current available resources.
- **Conduct Quarterly Reviews and Monitoring of the Communication Strategy's Performance:** The NVF needs to create and plan a quarterly process to evaluate how well the Federation's communication strategies are working. The review process should include feedback from all stakeholders and adjustments based on the review findings to ensure continuous improvements.
- **Develop Robust Feedback System:** Clear channel for receiving feedback from all stakeholders such as athletes, coaches, media, sponsors and the general public must be created. This may include suggestion boxes, surveys and feedback solicited via online platforms.
- **Initiate More Funding Initiatives:** It is critical for the Federation to explore and look at various funding sources, such as grants, sponsorships, digital revenue opportunities, introduce merchandise sales and fundraising events to secure additional financial resources.
- **Hire Fulltime Personnel and Expertise in Communications:** The federation requires the recruitment of dedicated fulltime staff with expertise in communications and M&E. Personnel will be responsible for data collection, analysing, reporting and communication.
- **Establish and Implement an M&E Framework:** There is a need to develop a comprehensive M&E framework that outlines the processes, tools and responsibilities for M&E. It will be the Federation's responsibility to ensure that this framework is well documented and communicated to all relevant parties.

- **Secure Political Will and Government Support:** It is crucial for the Federation to engage with government officials and policymakers through the Namibia Sports Commission (NSC) to garner political support for the M&E system.
- **Adopt Digital M&E Tools:** The Federation should invest in innovative digital tools and technologies that facilitate efficient data collection, analysis and reporting. This will enhance the accuracy and accessibility of monitoring and evaluation data.
- **Introduce and Implement the Logic Model:** The NVF will require the use of the logic model to map out the inputs, activities, outputs, outcomes and impacts of the federation's programs. This model will provide a clear framework for understanding how different components contribute to the overall goals of the federation's strategies.

By implementing these recommendations, the Namibia Volleyball Federation will be able to enhance its M&E capabilities, leading to improved transparency, accountability and strategic planning. This in turn, will contribute to the Federations overall success and growth.

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