

HARNESSING THE POWER OF SPORT FOR DEVELOPMENT AND PEACE:

RECOMMENDATIONS TO GOVERNMENTS



Sport for Development & Peace
INTERNATIONAL WORKING GROUP

Contents Disclaimer

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HARNESSING THE POWER OF SPORT FOR DEVELOPMENT AND PEACE:

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SUMMARY

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FOREWORD

On behalf of the Sport for Development and Peace International Working Group (SDP IWG), we are pleased to present the Summary of *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments*, to national government policy-makers and the international Sport for Development and Peace community on the occasion of the 2008 Beijing Summer Olympic Games.

The SDP IWG was established in 2004 to articulate and promote the adoption of policy recommendations to governments for the integration of sport and physical activity into their domestic and international development strategies and programs. *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* fulfills the mandate of the SDP IWG to deliver comprehensive policy recommendations to national governments and represents the culmination of a four-year initiative.

The SDP IWG emerged from the work of the United Nations Inter-Agency Task Force on Sport for Development and Peace. It was conceived at a roundtable forum during the 2004 Athens Summer Olympic Games by pioneer governments of Sport for Development and Peace and representatives from the UN. Since that time, participation in the initiative has grown to include more than 50 national governments, ten United Nations agencies, programs and funds, and numerous inter-governmental bodies, sport federations and civil society organizations (please see Appendix 1 for a complete list of SDP IWG members and participants).

Harnessing the Power of Sport for Development and Peace: Recommendations to Governments has benefited from the involvement of diverse stakeholders: SDP IWG members contributed their expertise and input – both at regular meetings and through

targeted consultations; representatives from 35 governments and 40 NGOs participated in personal interviews;¹ and countless stakeholders from key UN agencies, civil society organizations, and the private sector participated in informal consultations on the margins of pertinent international forums and events.

The thematic chapters of the full report (chapters 2 – 6), and the recommendations they contain, have benefited from research evidence presented in a series of literature reviews on Sport for Development and Peace,² as well as from the sound knowledge of various subject-matter experts. As the report has been informed by the participation of the above-mentioned stakeholders, the information it contains provides a compelling and comprehensive overview of how sport can be harnessed to support the attainment of key international development objectives.

The process of developing a report of this magnitude, however, was not without challenges. Although the SDP IWG Secretariat was able to draw on staff, consultants and volunteers to conduct research in a variety of languages (English, French, German, Italian, Mandarin, Portuguese, Russian, and Spanish), some language barriers may have resulted in the unintended exclusion of some evidence. Similarly, limitations on available research and best practices from Sport for Development and Peace initiatives in the developing world may have resulted in a reliance on resources from a developed-country context.³ The SDP IWG Steering Group anticipates, however, that as more governments of developing nations recognize the development potential of sport, a more equitable distribution of evidence will emerge over time.

Despite these challenges, we are confident that *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* will: 1) increase awareness amongst governments about the development and peace potential of sport, and 2) provide government policy-makers with a solid foundation on which to build their own policies, programs and initiatives. We believe that this Summary will provide a synopsis of

1 For more information on what governments and NGOs are doing in the field of Sport for Development and Peace, see other documents published by the SDP IWG: *Sport for Development and Peace: Governments in Action* (2008), and *From the Field: Sport for Development and Peace* (2007), respectively.

2 Literature Reviews on Sport for Development and Peace were prepared by the Centre for International Health and Centre for Sport Policy Studies at the University of Toronto and are available on the International Platform on Sport and Development, <<http://iwg.sportanddev.org/data/htmleditor/file/Lit.%20Reviews/literature%20review%20SDP.pdf>>.

3 Readers should note that in some sections of the report, the application of this evidence to other contexts is not advisable without due consideration.

the key findings and recommendations presented within *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments*, but for more detailed information we invite you to read the full report.

While international momentum around Sport for Development and Peace is growing, more meaningful advances can still be made. We hope that national governments will embrace the power of Sport for Development and Peace and seize the opportunity to make true policy change that will contribute to attaining the Millennium Development Goals.

The SDP IWG Steering Group

Federal Chancellery, Sport Division, Government of Austria

Canadian Heritage, Government of Canada

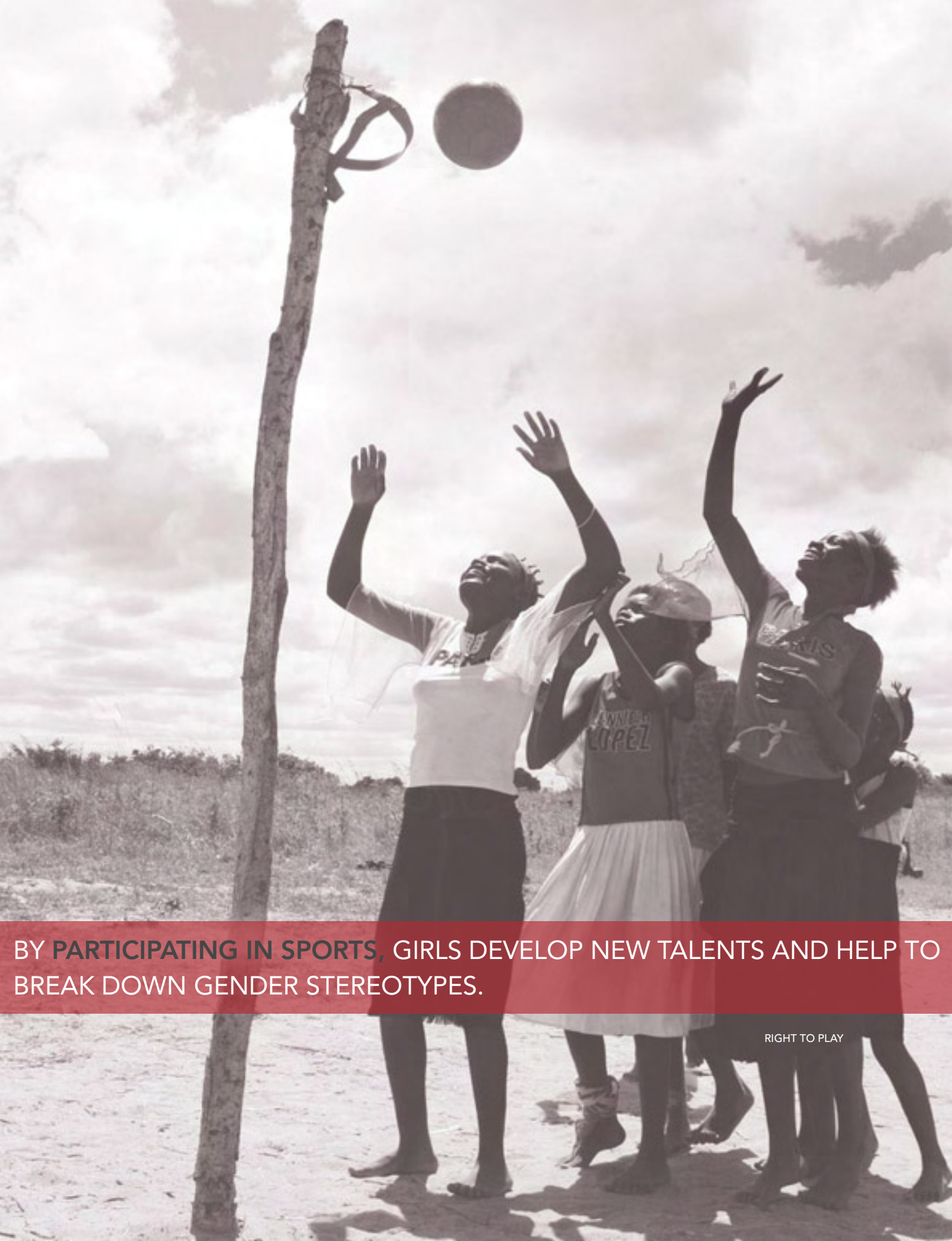
Ministry of Foreign Affairs, Government of Norway

Ministry of Youth and Sport, Government of Sierra Leone

*Swiss Agency for Development and Cooperation & Federal Office for Sport,
Government of Switzerland*

Right To Play

UN Office on Sport for Development and Peace



BY PARTICIPATING IN SPORTS, GIRLS DEVELOP NEW TALENTS AND HELP TO BREAK DOWN GENDER STEREOTYPES.

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ACKNOWLEDGEMENTS

This publication is the Summary of *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments*, the final report of the Sport for Development and Peace International Working Group (SDP IWG). The SDP IWG initiative has been made possible by the generous contributions of Austria's Federal Chancellery, the Department of Canadian Heritage, the Royal Norwegian Ministry of Foreign Affairs, the Swiss Agency for Development and Cooperation, and Right To Play.

On behalf of the SDP IWG, the Secretariat would like to acknowledge all those who have contributed to the SDP IWG initiative over the past four years. We would like to begin by thanking former Norwegian Prime Minister Mr. Kjell Magne Bondevik who called upon governments to come forward to support an international policy initiative on Sport for Development and Peace. Thanks to his passion, the SDP IWG was created at the 2004 Athens Summer Olympic Games.

As advocates and practitioners within the Sport for Development and Peace community, we are grateful to Mr. Adolf Ogi, former Special Adviser to the UN Secretary-General on Sport for Development and Peace (2001 - 2007). His leadership has been at the forefront of the Sport for Development and Peace movement and has contributed greatly to the momentum gained over the last number of years. We are also pleased to welcome Mr. Wilfried Lemke as the incoming Special Adviser to the UN Secretary-General on Sport for Development and Peace. We are certain that the Sport for Development and Peace movement will benefit under his leadership.

The work of the SDP IWG could not have been accomplished without the participation and involvement of the diverse members of the Bureau and Executive Committees. We would

like to thank all these champions for helping advance Sport for Development and Peace globally. We would also like to recognize the members of the Steering Group who have been incredibly dedicated and have provided ongoing guidance, insight and support to the Secretariat and the initiative over the past four years. (Please see Appendix 1 for a list of SDP IWG Steering Group members and SDP IWG participants.)

Gratitude is extended to Mr. Bruce Jenks, UNDP Assistant Administrator, for providing sound direction to the SDP IWG in his role as chair. Moreover, we would like to acknowledge the UN Office on Sport for Development and Peace, the UN Group of Friends, and the UN Office for Partnerships for their ongoing collaboration and support. We would also like to thank the International Olympic Committee and International Paralympic Committee, as well as the various national Olympic committees, namely the Athens Organizing Committee for the Olympic Games (AOCOG), the Torino Organizing Committee for the Olympic Games (TOROG) and the Beijing Organizing Committee for the Olympic Games (BOCOG). Their support was instrumental in facilitating SDP IWG meetings and related events. Finally, we would like to recognize our private sector partner, Johnson & Johnson, for their contribution.

Harnessing the Power of Sport for Development and Peace: Recommendations to Governments was developed in consultation with various government departments, multilateral bodies, sport federations, non-governmental organizations and private sector representatives. Special thanks are extended to the many individuals and entities who participated in these consultations. We would like to acknowledge, in particular, the organizers of the 2007 Next Step Conference; the 2008 World Economic Forum in Davos; and the International Business Leadership Forum for providing us with the opportunity and support needed to host these consultations on the margins of their events.

Creating a report of this magnitude requires subject-matter expertise, research and writing. We would like to recognize Elizabeth Mulholland for playing a pivotal role in developing the final report, as well as for her ongoing policy-related advice to the Secretariat. We would also like to acknowledge Judy Kent, Ken Lodewyk, Jonathan Somer and Elise C. Roy for their individual contributions. Similar thanks are extended to our academic partners at the Centre for International Health and Centre for Sport Policy Studies, University of Toronto, for conducting literature reviews on Sport for Development and Peace, which were used to inform the thematic chapters of this report.

Harnessing the Power of Sport for Development and Peace: Recommendations to Governments has been influenced by other publications produced by the SDP IWG Secretariat. These publications include: *Preliminary Report: From Practice to Policy*;

From the Field: Sport for Development and Peace in Action; and Sport for Development and Peace: Governments in Action. Special thanks are extended to the many individuals from governments and the international NGO community who participated in interviews to inform these publications. Their experiences and insights have enriched the policy recommendations presented herein.

Finally, as head of the SDP IWG Secretariat, I want to express my sincere appreciation to my team – the SDP IWG Secretariat (please see Appendix 1 for list of names). Without their commitment, creativity, and expertise this initiative would not have been possible.

I would also like to convey my appreciation to you, the reader, for expressing an interest in Sport for Development and Peace. The efforts of individuals cannot be underestimated in driving the Sport for Development and Peace movement forward. I believe that your unique perspective, insight and dedication, coupled with the information provided in this report, will ensure you are well-positioned to advocate for local, national, and global action in support of Sport for Development and Peace.



Johann Olav Koss
Head of the SDP IWG Secretariat
President & CEO, Right To Play

TEAM SPORTS OFFER OPPORTUNITIES FOR CHILDREN TO WORK TOGETHER TOWARDS A COMMON GOAL.

RIGHT TO PLAY



1 INTRODUCTION

The information that follows represents a summary of the evidence, key findings, and recommendations outlined in the Sport for Development and Peace International Working Group's (SDP IWG) final report entitled *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments*.¹ For more comprehensive information, including evidence of sport's impact and recommendations specific to the areas of health, child and youth development, gender equity, inclusion of persons with disabilities, and peace-building, readers are encouraged to read the full report.

1.1 WHAT IS SPORT FOR DEVELOPMENT AND PEACE?

Sport for Development and Peace refers to the intentional use of sport, physical activity and play to attain specific development and peace objectives, including, most notably, the Millennium Development Goals (MDGs).

Sport for this purpose includes all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organized or competitive sport, and indigenous sports and games.

Successful Sport for Development and Peace programs work to realize the right of all members of society to participate in sport and leisure activities. Effective programs intentionally give priority to development objectives and are carefully designed to be inclusive. These programs embody the best values of sport while upholding the quality and integrity of the sport experience. Strong Sport for Development and Peace programs

combine sport and play with other non-sport components to enhance their effectiveness. They are delivered in an integrated manner with other local, regional and national development and peace initiatives so that they are mutually reinforcing. Programs seek to empower participants and communities by engaging them in the design and delivery of activities, building local capacity, adhering to generally accepted principles of transparency and accountability, and pursuing sustainability through collaboration, partnerships and coordinated action.

1.2 SPORT'S UNIQUE VALUE AS A TOOL FOR DEVELOPMENT AND PEACE

The concept of Sport for Development and Peace is rooted in the recognition that sport possesses unique attributes that enable it to contribute to development and peace processes. Sport's universal popularity, its capacity as one of the most powerful global communications platforms, and its profound ability to connect people and to build their capacities make it one of the most cross-cutting of all development and peace tools. These attributes also make sport an effective, low-cost means of preventing and addressing a broad range of social and economic challenges.

Sport can also be used as an important means of advancing human rights. The explicit mention of sport, play and physical activity in many international human rights instruments underscores the centrality of these activities to human health, development and well-being and establishes a strong and compelling foundation for Sport for Development and Peace.

Building on the international human rights framework and sport's unique attributes, sport represents a significant, yet largely untapped, source of potential for enhancing and accelerating development and peace efforts worldwide, particularly those related to attaining the Millennium Development Goals. Table 1 highlights the potential contribution of sport in this respect.

While sport alone will not enable the world to achieve the MDGs, sport's attributes make it a valuable component of broader, holistic approaches to addressing each of the millennium challenges. The potential contribution sport can make, combined with the fundamental urgency underlying the MDG targets, unites Sport for Development and Peace proponents in their efforts to engage and mobilize governments in developing nations to include Sport for Development and Peace in their national development frameworks and strategies, and to encourage governments in donor nations to integrate sport into their international assistance strategies.

TABLE 1 CONTRIBUTION OF SPORT TO THE MILLENNIUM DEVELOPMENT GOALS

MILLENNIUM DEVELOPMENT GOAL	CONTRIBUTION OF SPORT
1. Eradicate extreme poverty and hunger	<ul style="list-style-type: none"> • Participants, volunteers and coaches acquire transferable life skills which increase their employability • Vulnerable individuals are connected to community services and supports through sport-based outreach programs • Sport programs and sport equipment production provide jobs and skills development • Sport can help prevent diseases that impede people from working and impose health care costs on individuals and communities • Sport can help reduce stigma and increase self-esteem, self-confidence and social skills, leading to increased employability
2. Achieve universal primary education	<ul style="list-style-type: none"> • School sport programs motivate children to enroll in and attend school and can help improve academic achievement • Sport-based community education programs provide alternative education opportunities for children who cannot attend school • Sport can help erode stigma preventing children with disabilities from attending school
3. Promote gender equality and empower women	<ul style="list-style-type: none"> • Sport helps improve female physical and mental health and offers opportunities for social interaction and friendship • Sport participation leads to increased self-esteem, self-confidence, and enhanced sense of control over one's body • Girls and women access leadership opportunities and experience • Sport can cause positive shifts in gender norms that afford girls and women greater safety and control over their lives • Women and girls with disabilities are empowered by sport-based opportunities to acquire health information, skills, social networks, and leadership experience
4. Reduce child mortality	<ul style="list-style-type: none"> • Sport can be used to educate and deliver health information to young mothers, resulting in healthier children • Increased physical fitness improves children's resistance to some diseases • Sport can help reduce the rate of higher-risk adolescent pregnancies • Sport-based vaccination and prevention campaigns help reduce child deaths and disability from measles, malaria and polio • Inclusive sport programs help lower the likelihood of infanticide by promoting greater acceptance of children with disabilities
5. Improve maternal health	<ul style="list-style-type: none"> • Sport for health programs offer girls and women greater access to reproductive health information and services • Increased fitness levels help speed post-natal recovery
6. Combat HIV and AIDS, malaria, and other diseases	<ul style="list-style-type: none"> • Sport programs can be used to reduce stigma and increase social and economic integration of people living with HIV and AIDS • Sport programs are associated with lower rates of health risk behaviour that contributes to HIV infection • Programs providing HIV prevention education and empowerment can further reduce HIV infection rates • Sport can be used to increase measles, polio and other vaccination rates • Involvement of celebrity athletes and use of mass sport events can increase reach and impact of malaria, tuberculosis and other education and prevention campaigns

MILLENNIUM DEVELOPMENT GOAL	CONTRIBUTION OF SPORT
7. Ensure environmental sustainability	<ul style="list-style-type: none"> • Sport-based public education campaigns can raise awareness of importance of environmental protection and sustainability • Sport-based social mobilization initiatives can enhance participation in community action to improve local environment
8. Develop a global partnership for development	<ul style="list-style-type: none"> • Sport for Development and Peace efforts catalyze global partnerships and increase networking among governments, donors, NGOs and sport organizations worldwide

2 DEVELOPMENT AND PEACE BENEFITS ACHIEVABLE THROUGH SPORT

Sport can be used to advance a broad range of development and peace goals. While the academic research evidence of sport's impact is only beginning to emerge, there is strong qualitative data and anecdotal information to support sport's potential impact on development and peace.² In all cases, however, this impact depends on programs giving priority to development objectives, being well-designed, embodying positive values, empowering participants, fostering local ownership, being inclusive, and ensuring a quality sport experience that is fun and enjoyable.

2.1 PROMOTING HEALTH AND PREVENTING DISEASE

Sport generates health benefits in two ways — through direct participation in sport and through the use of sport as a platform for communication, education and social mobilization. Research has shown that sport can help to:

- **Prevent and manage non-communicable (chronic) diseases** — Sport is a powerful means of increasing physical activity levels, a key factor in preventing and managing chronic disease. Physical activity is particularly beneficial in tackling obesity and reducing related health risks. People who are active on a regular basis also significantly reduce their risk of cardiovascular disease (CVD), cancer, and type 2 diabetes. Sport can also help people who have CVD, diabetes and osteoporosis to manage their conditions more effectively.
- **Prevent and manage infectious diseases** — Sport provides a powerful platform for public education and social mobilization to prevent and manage infectious disease.

It has been used effectively to: increase awareness and prevention knowledge related to HIV, malaria and tuberculosis; improve the health of people living with HIV and AIDS; reduce stigma associated with HIV and AIDS; reduce health risk behaviours; and increase measles and polio vaccination rates.

- **Enhance mental health** — Through physical activity, the acquisition of skills, and positive social relationships, sport can enhance self-esteem and self-confidence, reduce stress and anxiety, and alleviate depression in people of all ages. Among children and youth, sport can also help reduce trauma in post-conflict and post-disaster situations and foster positive adolescent identity formation and development. In older adults, physical activity through sport helps to improve memory and learning, and reduces the risk of cognitive loss through Alzheimer’s and small strokes.
- **Reduce direct and indirect health costs** — Physical inactivity was estimated to contribute as much as US\$75 billion to US medical costs in 2000 and to be responsible for 6% of Canada’s total health care costs. While there is no comparable data available yet from developing countries, sport — through physical activity — has been shown to significantly reduce these costs in a number of developed countries. Workplace physical activity programs in the US have been shown to reduce short-term sick leave by 6%–32%, reduce health-care costs by 20%–55%, and increase productivity by 2%–52%.

2.2 STRENGTHENING CHILD AND YOUTH DEVELOPMENT AND EDUCATION

Sport can contribute significantly to international, national and local efforts to give children a healthy start in life. Sport can help those who haven’t received a good start, and equip youth with the information, skills, personal and social resources, and the support needed to make key life transitions successfully. Research has shown that positive, well-designed, age-appropriate sport and play experiences can help to:

- **Enhance physical health and development** — While the links between physical activity and the prevention of non-communicable disease among children and youth are not as well-documented as they are for adults, regular physical activity helps to: build and maintain healthy bones, muscles and joints; control weight, build lean muscle and reduce fat; prevent or delay the development of high blood pressure; reduce blood pressure in adolescents with hypertension; and lower the risk of cardiovascular disease. Sport and physical activity also help develop general motor abilities that are critical to the lifelong enjoyment of physical activity.
- **Foster psychosocial health and development** — During a child’s first six years, play is essential to the development of physical, cognitive and social-emotional capacities

that enable them to learn and function later in life. In older children, sport helps to reduce anxiety and depression and build self-esteem. In adolescence, sport supports healthy identity formation by reinforcing self-esteem and self-concept and creating opportunities for positive relationships. Fostering self-esteem is particularly important because low self-esteem is linked to: drug, alcohol and tobacco abuse; early and unsafe sexual activity; teen pregnancy; anti-social behaviour; and suicide.

- **Build life skills and positive values** — Well-designed sport programs can also help young people to develop their capacity to face life challenges, acquire important life skills, improve their employability, and increase their willingness to volunteer in the community. Sport can also foster positive values and morals when consistently delivered by involved and caring adults who are committed to providing a positive sport experience. Youth involved in sport are less likely to engage in delinquent behaviour or to be arrested than those who are not. Sport is also being used successfully to address youth gang participation.
- **Help children and youth recover from trauma** — Sport and play activities are believed to activate resilience in children and youth that can naturally help to protect, strengthen, and heal them in times of extreme stress caused by conflict and natural disasters. Sport and play activities contribute to normalization by restoring structured activity, providing a sense of safety and stability, and re-establishing supportive social networks. Programs have also been shown to help youth resolve emotions arising from trauma and to reduce cases of depression. Sport is being used successfully in post-conflict situations to reintegrate former child combatants into communities, helping them rebuild their identities and self-esteem, and acquire education, skills and experience for employment.
- **Strengthen education** — Physical education and sport play an important role in school life, helping to increase enrollment and attendance, raise standards, improve behaviour and health, create an environment more conducive to learning, and develop children's social skills and readiness to learn. Sport has also been shown to promote identification with, and commitment to, school values and to improve academic performance.

2.3 PROMOTING GENDER EQUITY AND EMPOWERING GIRLS AND WOMEN

Gender is a social construct that outlines the roles, behaviours, activities and attributes that society believes are appropriate for men and women. The assignment of these roles and adoption of these traits can create gender inequities — differences between men and women that systematically favour one group to the detriment of the other. A small

but growing body of evidence has begun to establish sport as a viable tool for addressing gender inequity and empowering girls and women. The evidence demonstrates that sport can help to:

- **Enhance girls' and women's health and well-being** — Sport and physical activity can significantly reduce the risk of osteoporosis, breast cancer, and depression — conditions that disproportionately affect women — and improve the health of women during pregnancy. Female sport participation is also linked to lower rates of adolescent sexual activity, pregnancy, and suicide ideation in developed countries. Female sport programs in all contexts can provide a safe venue for girls and women to obtain critical reproductive and sexual health information and to discuss sensitive health issues.
- **Foster self-esteem and empowerment** — Girls and women who participate in sport and physical activity in developed and developing countries benefit from increases in self-esteem, self-perception, self-worth, self-efficacy, self-empowerment, and enhanced personal freedom. These benefits are believed to be linked to participants acquiring a sense of accomplishment, perceptions of improved physical appearance, mastery of skills, positive social interaction, opportunities to lead, and supportive role models and mentors.
- **Facilitate social inclusion and integration** — The interaction of traditional cultural and gender norms and poverty can result, in some contexts, in girls' and women's social isolation and exclusion from mainstream community life. Sport can give women and girls access to safe and sanctioned public spaces, allowing them to gather, develop social networks that extend beyond their families, discuss problems, and enjoy freedom of movement on a regular basis.
- **Challenge gender norms** — Because sport, in most contexts, retains a predominantly masculine culture, the very existence of female athletes can raise questions about masculine and feminine roles. Sport participation enables girls and women to alter their own and others' perceptions about their capabilities and societal roles. Questioning these norms also calls into question the norms that govern boys and men, helping to challenge common understandings of the capacities of both genders.
- **Provide opportunities for leadership and achievement** — Sport programs offer girls and women opportunities to develop their leadership capacities by enabling them to directly acquire leadership skills and experience as peer educators, coaches,

officials, mentors, supporters, and organizers. Female athletes can also act as strong role models, helping to dispel the misconception that sport is not biologically or socially appropriate for women.

2.4 ENHANCING THE INCLUSION AND WELL-BEING OF PERSONS WITH DISABILITIES

Sport helps to improve the inclusion and well-being of persons with disabilities by changing what communities think and feel about persons with disabilities and by changing what persons with disabilities think and feel about themselves. Limited research evidence and a much broader base of qualitative experience show that sport can help to:

- **Reduce stigma** — Stigma consists of unfounded stereotypes, erroneous assumptions, negative perceptions and prejudice. Many discriminatory practices and policies that are barriers to persons with disabilities arise from stigma. By placing persons with disabilities in a context where their skills are highlighted, sport helps to deconstruct images that portray persons with disabilities as passive, inactive and lacking the capacity to participate in community life, replacing these with images of them as active, capable and participating members of society.
- **Enhance socialization** — Persons with disabilities are often excluded from community life from a young age, depriving them of opportunities to develop relationships with others. Sport helps persons with disabilities to acquire social skills they may lack as a result of this isolation, including effective communication, teamwork and cooperation, goal-setting, self-discipline, respect for others, and the importance of rules. Coaches and teammates can provide important role models and help players with disabilities acquire skills they can apply in other aspects of their lives.
- **Promote independence and sport participation** — Sport enables persons with disabilities to become more independent by improving their physical capacities (e.g., coordination, posture, muscle tone, balance, and strength) and by facilitating their socio-emotional development and capacity for self-help. A review of programs in developing countries shows that many programs have resulted in employment for participants as a result of improved self-confidence and social skills.
- **Contribute to empowerment** — Sport is an effective means of building knowledge and awareness among persons with disabilities because it allows for large groups to come together in a fun way. The awareness and confidence that persons with disabilities gain through sport are also often the impetus for engaging in advocacy work, because the communication, leadership, and teamwork skills they develop are easily transferred to this arena.

2.5
**ENHANCING
 SOCIAL INCLUSION,
 PREVENTING
 CONFLICT AND
 BUILDING PEACE**

- **Foster greater inclusion** — Because of its popularity, sport can be a highly effective way for mainstream institutions to introduce greater inclusion of persons with disabilities. The sheer variety and flexibility of sport activities makes them an excellent showcase for strategies of inclusion and adaptation that create shifts in perception and help to generate interest in other adaptations.

Sport alone cannot prevent conflict or build peace. However, it can contribute to broader, more comprehensive efforts. Sport helps to build relationships across social, economic and cultural divides and builds a sense of shared identity and fellowship among groups that might otherwise be inclined to view each other with distrust and hostility. While evaluative evidence on sport's use to meet peace objectives is limited, there is significant anecdotal evidence that sport is being used successfully to:

- **Promote social inclusion** — Sport can help reduce social tensions by reaching out to socially excluded groups. It has been used successfully to connect excluded groups to community services and supports, enhance their human and social capital, rebuild their self-confidence and self-esteem, shine a spotlight on the structural causes of their exclusion and provide solutions. Sport is being used effectively to reduce youth vulnerability to militia and gang recruitment by offering an alternative way to achieve a sense of belonging and purpose, providing a reason to remain in their communities, helping them to adopt a more critical perspective toward involvement in conflict, and enabling them to envision more peaceful ways to play a valued social role.
- **Provide respite in periods of conflict** — Through agreements like the Olympic Truce, sport can open a window for temporary aid and humanitarian relief for civilians in periods of conflict. At the community level, regular, organized sport activity in a safe and supervised setting can provide important opportunities for healthy, secure, stress-free enjoyment for people of all ages, but particularly for children who may be more easily traumatized by conflict.
- **Build trust and establish bridges between groups in conflict** — Sport, at the community and elite level, has been used on many occasions to create bridges and sustain positive relationships between those on opposing sides of conflicts. Sport is also actively used by many peace-keeping missions to build trust with local populations and to help defuse local tensions. Well-designed sport activities that incorporate the best values of sport — respect for one's opponent, fair play, teamwork, and adherence to mutually agreed upon rules — can also help individuals to build the values and skills necessary to prevent and resolve conflict in their own lives.

- **Build peace in post-conflict situations** — Sport provides a shared ritual that can help “re-humanize” opposing groups in each other’s eyes. Shared sport experiences cause participants to increasingly feel that they are alike, rather than different, helping to build empathy and erase the dehumanizing effects of persistent negative characterizations by opposing groups. Sport is also an effective tool for promoting truth-telling processes that are increasingly being used to foster reconciliation after prolonged periods of civil conflict. Regular sport activities are being used with success to address war-related trauma and promote healing. They provide safe spaces that enable victims of conflict to regain a sense of security and normalcy, build positive relationships, and in the case of those with a new disability, to rebuild a sense of confidence in their own abilities. Sport is also useful in helping to rehabilitate and reintegrate ex-combatants, particularly former child combatants, into the community.
- **Promote a culture of peace** — Elite sport’s global popularity makes it a powerful mass communication platform that can be used to promote a culture of peace. Celebrity teams and athletes can be highly influential role models and spokespeople for peace and sometimes act as “icebreakers” between hostile nations, creating openings for dialogue that would not otherwise exist.

3 RISKS AND LIMITATIONS OF SPORT

Well-designed Sport for Development and Peace programs hold significant potential to help drive the attainment of the MDGs and related development goals. Sport alone, however, cannot ensure peace or solve complex social problems. Instead, sport should be positioned as a highly effective tool in a broader toolkit of development practices, and should be applied in a holistic and integrated manner with other interventions and programs to achieve optimal results.

It is important to note that not all sport programs are suitable for all development and peace purposes. Commercial sport programs may not be conducive to social development if their only objective is commercial gain. Similarly, high-performance sport programs may be equally unsuitable for development and peace purposes if they restrict who is allowed to participate (e.g., only elite athletes). This does not mean, however, that professional and high-performance sport events, federations, clubs, teams and athletes cannot play an active role in Sport for Development and Peace. In fact, they have historically played a critical and highly valuable role (e.g., by mobilizing athletes and teams as advocates and role models, establishing sport events as public education platforms, and providing resources for community-based programs) and they will continue to do so.

Society's ills can be found in sport environments, as in all other social domains. As a result, sport brings with it particular risks. These risks can have a negative impact on development and peace aims and must be guarded against if the full positive power of sport is to be realized. Examples of potential risks include the unfair exploitation of talent from developing countries for commercial gain, aggression and violent rivalry among opposing teams and their supporters, and an emphasis on winning at any cost that encourages unethical and unhealthy behaviours (like aggression, doping and other forms of cheating). Risks such as these can undermine the positive values of sport and offer negative role models to young people.

The risks associated with the use of sport for diverse development objectives can be minimized by ensuring that Sport for Development and Peace initiatives are driven first and foremost by development objectives and are delivered according to the principles of transparency, accountability, and sustainability. This approach protects the integrity, inherent joyfulness and positive social value of the sport experience.

4 THE CRITICAL ROLE OF NATIONAL GOVERNMENTS

All governments play an active and crucial role in developing and supporting the sporting life of their nations. This is true at the high-performance level and in community sport systems for people of all ages and abilities. Few governments, however, make intentional and active use of sport on a large scale as a tool for advancing their domestic and international development and peace objectives.

Evidence and experience have demonstrated that sport can be a low-cost, high-impact tool for advancing a broad range of development objectives, in particular, but not limited to, the Millennium Development Goals. At present, the use of sport to advance these goals has largely been confined to numerous small-scale projects, often developed at the margins of existing government policy and program frameworks, with limited funding, capacity and prospects for long-term sustainability.

To fully harness sport's potential, Sport for Development and Peace approaches must be accepted and integrated into the broader development toolkit, and the necessary national policies, investment, and capacity must be in place to permit programs to be scaled-up on a national basis.

Moving to this reality presents a dual challenge. First, development agencies must be aware of, and open to, the use of sport as a tool for development and peace, integrating it into their international assistance policies and programs. Second, national governments must be aware of the power of sport to help them meet their domestic development goals, and they must recognize the importance of integrating sport into their development priorities and strategies. This is particularly important because ownership of policies and initiatives must reside with national governments and, at the project level, with local communities. Ownership is critical to the long-term success and sustainability of initiatives. Without local ownership, initiatives are unlikely to receive the support and commitment required to succeed.

Once key policies are in place, governments must address the challenge of developing programs and ensuring they have the capacity to deliver them effectively. The jurisdictional division of responsibilities with provincial/state and local governments for education and other matters means that many initiatives and programs will require partnerships with other levels of government to secure their active participation and support. Where national governments do not have direct jurisdiction, they may use their convening power, shared-cost partnerships, and other forms of influence to encourage positive action by other levels of government.

In virtually all cases, Sport for Development and Peace programs will involve mobilizing partnerships with a broad range of actors, including sport organizations, NGOs, the private sector, and multilateral agencies, to harness expertise, leverage resources, and coordinate capacity-building and program activity. Many of these partnerships will arise from the policy-making process itself, which should ideally involve the full range of Sport for Development and Peace stakeholders.

4.1 ADOPTION AND IMPLEMENTATION OF SPORT FOR DEVELOPMENT AND PEACE

The process of adopting and implementing Sport for Development and Peace policies and practices will differ from country to country. The process will depend, among other factors, on the current country context, the history of the government's involvement in the issue, the existing political framework, and the government's public policy development process.

While no linear, step-by-step process exists, there are four general areas of activity that most governments embark on when developing and integrating Sport for Development and Peace policies and practices into national and international agendas. These areas of activity include:

- Mobilizing government support and action;
- Policy development;
- Program design and implementation; and
- Resource mobilization, partnerships and collaboration.

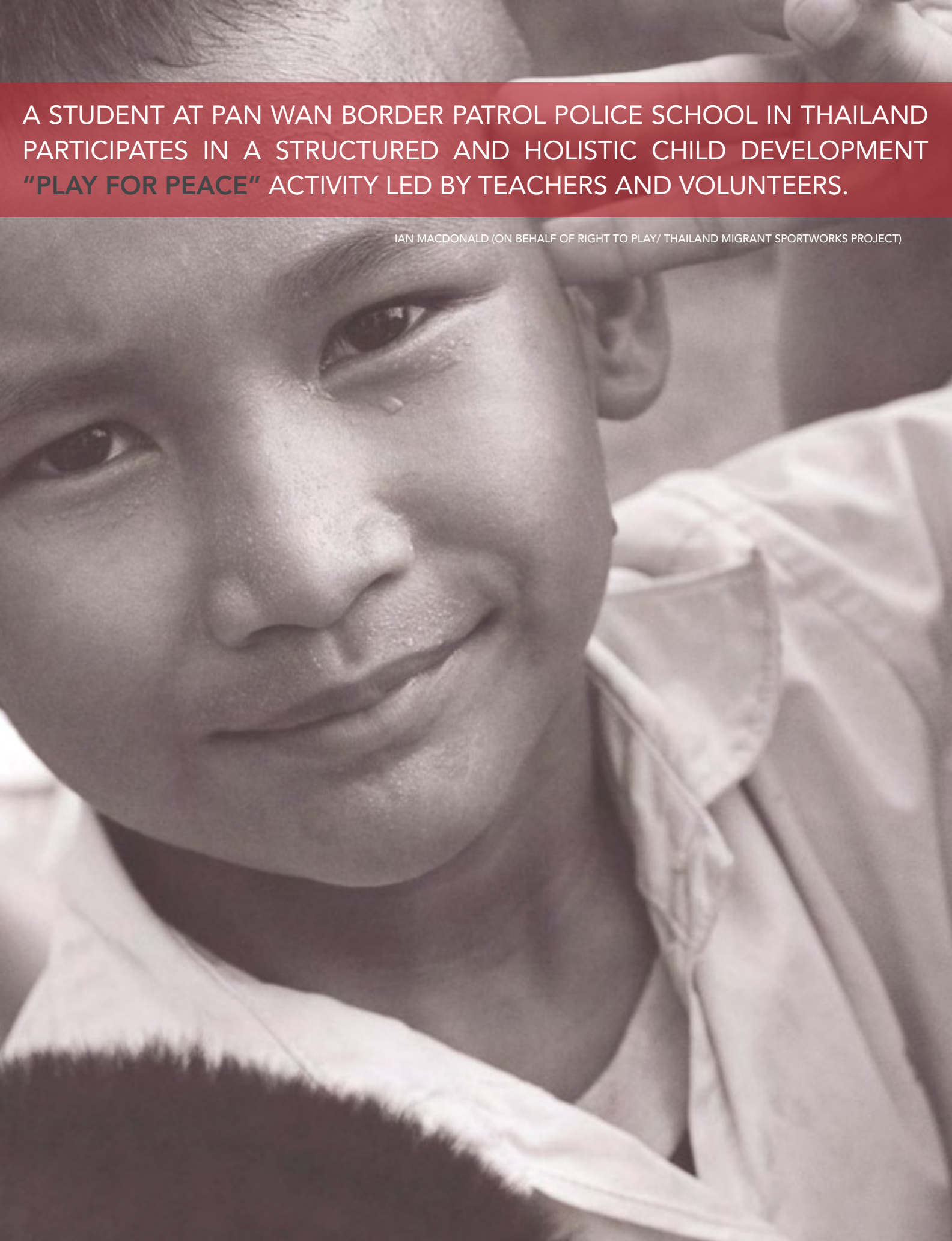
The following sections highlight key considerations within each of these areas, and provide overarching guiding principles and policy and program recommendations to governments. Governments are invited to adopt the recommendations that are applicable to their respective contexts and to adapt them as needed.

4.2 GUIDING PRINCIPLES

Governments interested in mobilizing Sport for Development and Peace purposes are invited to consider the following guiding principles, derived from the experiences of governments, commonly agreed upon development principles (such as those set out in the Paris Declaration on Aid Effectiveness), and generally accepted best practices in policy and program development.

To ensure the relevance, quality, and effectiveness of their Sport for Development and Peace policies and programs, governments are encouraged to adopt the following key guiding principles.

- **Adopt participatory policy and program development and consultation processes** that engage all key stakeholder groups in defining needs, opportunities, and priorities.
- **Apply an evidence-based approach** that makes effective use of research evidence, best practice guidance, and effective consultation and evaluation mechanisms.
- **Adopt a rights-based focus** that recognizes and enforces the right of individuals to sport and play, as set out in relevant international treaties and national laws, and seeks to promote inclusion and prevent discrimination.
- **Commit to learning and development** to continuously adapt and improve policies, programs, processes and relationships.
- **Commit to transparency and accountability** to foster trust, effective partnerships, public support, and successful policies and programs.



A STUDENT AT PAN WAN BORDER PATROL POLICE SCHOOL IN THAILAND PARTICIPATES IN A STRUCTURED AND HOLISTIC CHILD DEVELOPMENT "PLAY FOR PEACE" ACTIVITY LED BY TEACHERS AND VOLUNTEERS.

IAN MACDONALD (ON BEHALF OF RIGHT TO PLAY/ THAILAND MIGRANT SPORTWORKS PROJECT)

5 RECOMMENDATIONS TO GOVERNMENTS

The recommendations that follow have been distilled from the experiences of more than 50 national governments involved in the SDP IWG, and consultations with representatives from United Nations (UN) agencies, sport organizations, non-governmental organizations (NGOs) and the private sector. To be relevant to all governments, the recommendations that follow are necessarily high-level. They build on and reinforce ideas and recommendations presented in the full report and provide a framework for harnessing the power of Sport for Development and Peace.

Governments seeking detailed examples about what other governments are doing are encouraged to consult the SDP IWG's companion report, *Sport for Development and Peace: Governments in Action*, which examines the experiences, challenges and lessons learned from 34 national governments that have been actively developing and implementing Sport for Development and Peace policies and programs around the world.

5.1 MOBILIZING GOVERNMENT SUPPORT AND ACTION

Raising awareness and building support among national political leaders and senior government officials are critical first steps in mobilizing government action around Sport for Development and Peace. In some countries, participation in the SDP IWG has been the catalyst to generate this kind of support. However, in most cases, ongoing outreach and awareness-building within governments by Sport for Development and Peace proponents is required to build the cross-governmental support needed for the broad-based and integrated use of sport to advance development and peace objectives.

RECOMMENDATIONS | Undertake outreach and raise awareness.

Sport for Development and Peace proponents may encounter a general lack of awareness of sport's potential as a development and peace tool. They may find that sport is perceived as a luxury relative to more compelling development needs and is, therefore, unsuitable for investment by developing nations' governments or donor agencies. Systematic outreach and awareness-raising efforts are needed to address this view. It is crucial to communicate and provide evidence that sport can be an effective means of addressing diverse societal challenges and reducing the public costs associated with these challenges.

Position sport as a tool for development and peace.

While sport has inherent value in and of itself, it is critical that it not be positioned as a development goal on its own. Sport is a means to achieve other development goals,

especially those linked to the MDGs. It is also important to be clear about the risks associated with the use of sport in particular contexts, as well as the limits to what sport can achieve.

Access existing knowledge resources.

Governments can now access a modest but growing range of research and knowledge resources that can be used to demonstrate sport's capacity to impact diverse development and peace objectives. These resources can also provide guidance on how to use sport for these purposes. Sport for Development and Peace proponents are encouraged to collect and make use of research evidence, case studies, reports on other governments' activities and materials that provide:

- Evidence of sport's impact in relation to specific development and peace objectives;
- Examples of sport's use for these ends, and
- Evidence-based guidance on how to design effective Sport for Development and Peace policies and programs.³

Build on the priorities of other government departments.

Support for Sport for Development and Peace policies and initiatives is most likely when initiatives are designed to help individual departments and governments achieve their specific priorities and honour their international commitments under relevant treaties, conventions and agreements. Many government departments pursue development objectives that can benefit from the inclusion of sport in their policy and program approaches. Sport has particular relevance for departments targeting health, child and youth development and education, inclusion of persons with disabilities, the advancement of gender equality, and conflict prevention and peace-building. Additional impacts can be demonstrated in the areas of employment, economic development and environmental sustainability.

When building on government priorities, proponents of Sport for Development and Peace are encouraged to:

- Conduct outreach and engagement to inform different departments of the ways that sport can help them to advance their mandate and objectives and create a critical mass of supporters and partners, in leadership positions and at the operational level.
- Contact officials in other departments and provide them with evidence of sport's impact on development goals relevant to them. Forwarding relevant reports and resource documents, meeting with key individuals to discuss how sport can be used to address issues of shared interest, and meeting with those most likely to be interested are all good ways to start.
- Include finance departments in Sport for Development and Peace dialogue because they are the lead department in the budget-making process. Table 2 provides

examples of how to convey the importance of Sport for Development and Peace to achieving finance ministry priorities.

- Engage other departments that can contribute to advancing Sport for Development and Peace in key ways. For example, departments of transportation and urban planning play a critical role in planning and designing community infrastructure like indoor and outdoor sport facilities, trails, etc.

TABLE 2 REDUCED PUBLIC COSTS ASSOCIATED WITH SPORT FOR DEVELOPMENT AND PEACE⁴

SOME WAYS THAT SPORT FOR DEVELOPMENT AND PEACE CAN REDUCE PUBLIC COSTS		
Increased physical activity levels	➔	<ul style="list-style-type: none"> • Reduced health care costs associated with chronic diseases and mental illness • Reduced costs to individuals from lost work and health care expenses incurred due to illness • Reduced employer payroll costs due to reduced absenteeism • Economic benefits from improved productivity
Higher childhood vaccination rates	➔	<ul style="list-style-type: none"> • Reduced health care costs due to reduction in preventable childhood illnesses • Reduced productivity losses due to absences by family members to care for sick children
Reduced adolescent health risk behaviour	➔	<ul style="list-style-type: none"> • Reduced health care costs due to reduction in high-risk adolescent pregnancies • Reduced health care costs arising from diseases linked to smoking • Reduced health care and policing costs from reduced alcohol and drug use
Improved HIV prevention knowledge	➔	<ul style="list-style-type: none"> • Reduced health care and productivity costs as a result of fewer HIV infections
Increased access to reproductive health information and services	➔	<ul style="list-style-type: none"> • Reduced health care costs due to improved maternal and infant health
Increased school enrollment and attendance	➔	<ul style="list-style-type: none"> • Increased economic productivity and reduced social costs due to better educated and more employable youth
Acquisition of transferable skills by youth	➔	<ul style="list-style-type: none"> • Increased productivity and reduced social costs due to higher youth employment
Prevention of youth crime and involvement in armed militia and gangs	➔	<ul style="list-style-type: none"> • Reduced policing and security costs and reduced costs to victims of crime due to lower crime rates and less militia/gang activity
Increased employability of persons with disabilities	➔	<ul style="list-style-type: none"> • Reduced cost pressure on families and income-assistance programs due to increased employment among persons with disabilities
Job creation through sport equipment manufacturing	➔	<ul style="list-style-type: none"> • Reduced cost pressure on income assistance programs and increased productivity from increased employment and skills training

Identify and work with internal and external champions.

As more people, organizations and governments learn about Sport for Development and Peace, champions are likely to emerge who are willing to reach out to, engage, and inspire other potential supporters. These champions can be elected or non-elected officials within the government, or advocates external to government such as athletes and beneficiaries of Sport for Development and Peace programs. Champions are essential to capturing the attention of potential target audiences and demonstrating the power of sport, often in personal and highly compelling ways. Because key champions can be particularly helpful in promoting Sport for Development and Peace within government, it is important to identify them and to find ways to work together.

Establish ongoing mechanisms for inter-departmental collaboration.

Once sufficient interest is established, cross-departmental mechanisms for coordinating policy and program development and implementation are useful. These mechanisms promote knowledge-sharing, help to prevent duplication of effort between departments, and promote a more integrated approach to programming, which is often welcomed by external partners and communities.

Two commonly used approaches for inter-departmental collaboration include:

- Establishing formal and informal inter-departmental working groups. Sport for Development and Peace efforts can be strengthened, for example, when sport and development departments meet and collaborate on a regular basis.
- Creating sub-committees focused on specific areas such as research or capacity-building. Sub-committees can establish clear, shared objectives, a small number of priority goals and a work plan. These steps can help motivate departments to participate and ensure progress in building Sport for Development and Peace knowledge, support and capacity.

Identify and work with key external Sport for Development and Peace stakeholders.

Governments can benefit from engaging and consulting national sport federations and organizations, relevant NGOs, UN and other multilateral agencies, and interested private sector partners. These bodies can act as powerful advocates and provide valuable expertise, insight, resources and partners for government initiatives. National advisory councils or roundtables can effectively mobilize leaders from all sectors and foster more effective policies and programs through coordinated consultation and action.

Liaise with Sport for Development and Peace proponents in other governments.

Governments can benefit from exchanging knowledge and experiences with their peers on a regional basis and participating in international ministerial meetings, working groups, and conferences. Policies and initiatives undertaken in these fora can be useful catalysts for advancing policy and program development at home. They also offer opportunities for coordinated initiatives and partnerships with other governments in areas such as research, capacity-building, and joint programs, increasing the resources available to participating governments.

Utilize other international networks.

Governments can expand on knowledge exchange, coordinated initiatives, partnerships, and resources by participating in broader cross-sectoral Sport for Development and Peace networks and events (e.g., Magglingen and Next Step Conferences, International Olympic Committee Sport for All Congress) which offer access to the knowledge and expertise of Sport for Development leaders from the private sector, sport federations and organizations, NGOs, and the international research community.

Build public support for Sport for Development and Peace.

Public engagement and support is critical to the success of Sport for Development and Peace efforts. This is particularly true when there are questions about whether investment in sport should be a government priority, given other compelling development needs. A clear public message positioning sport as an effective way to meet these needs is essential in these circumstances.

To build public support for Sport for Development and Peace, government proponents are invited to:

- Draw on research evidence and examples from successful programs/projects to tell a compelling story about what sport can do. Involving the media to deliver this message can help build public awareness and support;
- Capitalize on the role that athletes, teams and sport figures can play as advocates; and
- Engage civil society actors in shaping Sport for Development and Peace policies and programs because they can provide important insights and be strong advocates.



CHILDREN WARM UP FOR A **SPORTING** ACTIVITY DURING A PHYSICAL EDUCATION CLASS IN EL SALVADOR.

5.2 POLICY DEVELOPMENT

Once there is sufficient awareness and support for Sport for Development and Peace within a government, policy development is the next step. This can be approached through two primary avenues: 1) establishing a distinct national Sport for Development and Peace policy and related legislation, programs, and investments that flow from this; and 2) integrating Sport for Development and Peace into existing national and international development and sport policies and related legislation, programs, and investments.

Ideally, governments will pursue both avenues because they are mutually reinforcing. However, some governments may feel that a separate national Sport for Development and Peace policy is not appropriate to their needs. A government may choose instead to focus on integrating the use of sport into other pre-existing policies. This may involve including Sport for Development and Peace in:

- National sport policies;
- International assistance strategies and policies;
- National poverty reduction and development strategies; and
- Other key policy frameworks (e.g., health, education, children and youth, indigenous peoples, persons with disabilities, women, settlement of migrants and refugees, and employment).

Because contexts vary across countries, and within countries according to the policy objectives and target populations involved, there are no one-size-fits-all policies or approaches that governments can adopt. Each government must undertake its own consultations and analysis to determine where sport can be used effectively to achieve development objectives and how best to do this. Governments can, however, build on the lessons learned from other governments already making use of sport in this way. These lessons are incorporated in the recommendations that follow.⁵

RECOMMENDATIONS | Determine the need for a national Sport for Development and Peace policy.

In some cases, a separate Sport for Development and Peace policy may be appropriate and necessary to advance Sport for Development and Peace. This must be assessed on a case-by-case basis.

Leverage existing development and sport policies and programs as potential platforms for Sport for Development and Peace activity.

These should be assessed individually to ensure their suitability for the purpose.

Governments of developed nations: **Consider integrating Sport for Development and Peace into international development and international sport policies.**

Sport can be a valuable tool to advance international assistance priorities. Unless Sport for Development and Peace is integrated into international assistance priorities, international and grassroots NGOs will have difficulty securing funding for projects and developing country governments will be denied an important source of funds for scaling-up successful national programs.

Governments of developing nations: **Consider integrating Sport for Development and Peace into Poverty Reduction Strategy Papers and National Development Frameworks.**

Sport can be an effective tool for advancing many of the development objectives already reflected in these strategic documents. This requires that sector-wide approaches and policy frameworks agreed to by developing country governments and donor partners opt for an inclusive approach to sport. Without an inclusive approach, national scale-up of effective programs may be difficult.

Incorporate lessons learned when developing any Sport for Development and Peace policies.

Sport for Development and Peace policies are more likely to be effective if they:

- **Define the terms “Sport for Development and Peace” and “sport” for the purposes of the policy.** There are many ways to define these terms and governments should choose definitions that are relevant and appropriate to their national context.
- **Reinforce the attainment of development and peace objectives, especially the Millennium Development Goals, where appropriate.**
- **Explicitly acknowledge other relevant international obligations and commitments under UN conventions, treaties and other instruments of international law.** Some of these commitments are identified in the full report, *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments*.
- **Commit to ensuring programs, projects, initiatives and events embody and promote the best values of sport.** These values include fair play, respect for others, teamwork, cooperation, inclusion and excellence.

- **Commit to full inclusion.** Governments are encouraged to recognize the importance of sport as a right and give particular attention to ensuring the full inclusion of girls and women, persons with disabilities, people living in poverty, people living in urban and rural communities, indigenous peoples, and other disadvantaged populations as appropriate to each country's context. Inclusion involves ensuring:
 - o Equal access to sport opportunities, facilities and programs;
 - o Participation in policy and program development and implementation; and
 - o Accommodation of the needs and preferences of each group in the selection of sport activities and the design of programs and facilities.

- **Draw on the full range of physical activities, sports and games (traditional and non-traditional) as a means of encouraging participation.**

- **Commit to working in partnership with diverse Sport for Development and Peace stakeholders and other government departments.** Partnerships can facilitate the leveraging of resources (financial, human and physical), expertise, training, facilities, and equipment.

- **Consider community access to sport.** To ensure safe and equitable access to sport, when designing Sport for Development and Peace policies, governments are encouraged to ensure that communities have access to:
 - o Safe, accessible and appropriate sport spaces and facilities;
 - o Low-cost sport and play equipment; and
 - o Trained coaches, teachers, program staff and volunteers.

- **Ensure a supportive legal framework.** Where appropriate, laws and regulations may need to be put in place to make Sport for Development and Peace policies effective.

- **Include a clear monitoring and evaluation framework.** This framework should invite feedback from affected target populations and policy implementation partners, enabling governments to assess the effects of their policies on an ongoing basis and to make necessary corrections.



PUBLIC SPORTING EVENTS DESIGNED TO BE INCLUSIVE **RAISE AWARENESS** IN THE COMMUNITY ABOUT WHAT PERSONS WITH DISABILITIES CAN DO.

HANDICAP INTERNATIONAL - SPORT AND LEISURE ACTIVITIES FOR CHILDREN WITH DISABILITIES, BANGLADESH

5.3 PROGRAM DESIGN AND IMPLEMENTATION

Sport for Development and Peace lies at the intersection of international development and sport. A well-managed and integrated approach to both is essential to ensuring quality programs with maximum impact.

Sport for Development and Peace programs are most effective when they have clear development objectives and are delivered as part of broad, integrated approaches to addressing development issues. At the national level, this means ensuring programs are integrated with other related policy and program efforts. At the local level, this means working closely with organizations and partners to ensure initiatives are locally driven, coordinated, mutually reinforcing, and that they leverage partnerships to optimize available resources.

The recommendations that follow are based on best practices derived from existing programs and generally accepted development and programming principles — most notably the importance of supporting local ownership and capacity development.

RECOMMENDATIONS | Strive to ensure that all Sport for Development and Peace programs incorporate best practices.

Sport for Development and Peace programs are more likely to be effective if they:

- **Possess clear development objectives, goals, target populations, and success indicators.**
- **Actively involve target populations in the design, planning and implementation stages.**
- **Give priority to development objectives over sport objectives.** This way, general community sport programs can contribute to a more equitable distribution of social and health benefits.
- **Embody and actively communicate and reinforce the positive values of sport.** These values include fair play, respect for others, teamwork, cooperation, inclusion and excellence.
- **Deliver a quality sport experience that is fun and enjoyable.** All sporting activities must be supported by appropriately screened and trained coaches, teachers, program leaders and volunteers.

- **Recognize the holistic development of individual participants throughout the life cycle.** Emphasize choice and participation for everyone.
- **Empower participants.** Ensure participants have a direct voice in decisions concerning the program's design and operation, and a role in program delivery.
- **Consider the culture, gender and age of target groups and take into account their material realities, risk factors, specific needs and capacities.** Draw on available best-practice information, input from knowledgeable stakeholder organizations, and consultation with target group members to weigh these factors.
- **Identify and address barriers to participation.** Ensure the inclusion of girls and women, persons with disabilities, individuals living in poverty, migrants and refugees, indigenous peoples, out-of-school and unemployed youth, and other socially and economically excluded groups.
- **Build local capacity.** Plan to deliver, grow and sustain program activities, ensuring the participation of skilled and trained personnel — teachers, coaches, community workers, volunteers, and program participants themselves.
- **Work in an integrated and coordinated way with other national or community level programs, organizations and initiatives to achieve shared objectives.**
- **Leverage resources.** Utilize partnerships, shared initiatives with other organizations, and participation in broader learning and knowledge exchange processes.
- **Adopt and implement child protection principles consistent with the UN Convention on the Rights of the Child.**
- **Deliver activities in an accessible, safe, clean, and hazard-free environment.**
- **Facilitate access to low-cost equipment and other supports to participation.** Ensure the greatest possible participation through access to sport clothing, adaptive equipment for persons with disabilities, sanitary products for girls and women, etc.
- **Raise awareness of the need for broader social and economic changes and supports.** Where necessary, advocate for everyone to enjoy access to quality opportunities for sport, physical activity and play.

- **Commit to sustainability over the long term.**
- **Build in clearly defined monitoring and evaluation mechanisms from the outset.**
Design mechanisms to support ongoing learning and continuous program improvement and invite input from participants, delivery organizations, program partners and the broader community.
- **Share lessons learned with other Sport for Development and Peace practitioners and policy-makers.**
- **Adapt lessons learned from the sport and development sectors.** Tailor lessons learned from other sectors and programs to meet local needs and realities.

Bring together Sport for Development and Peace stakeholders at the national level to address coordination issues.

Coordinating diverse Sport for Development and Peace actors across sectors is an ongoing challenge. Governments can play a leading role in addressing this challenge by convening national stakeholders to address these issues. This has the added benefit of fostering opportunities for partnerships and maximizing the use of limited resources.

Donor governments and agencies: **Uphold the principles outlined in the Paris Declaration on Aid Effectiveness.**

The effectiveness and impact of donor support for Sport for Development and Peace programs and initiatives can be enhanced by:

- Eliminating duplication of effort and rationalizing activities to make them as cost-effective as possible;
- Implementing shared arrangements and simplifying policies and procedures to encourage collaboration and alignment with other donor agencies, developing-country governments and NGO partners; and
- Helping to strengthen partner countries' development strategies and build their capacity to implement these strategies effectively.

Strengthen the capacity of government departments, sport federations and organizations, and other partners to design and administer programs to enhance their quality and sustainability.

Mechanisms for knowledge exchange and training are important and can be implemented on a regional as well as a national basis. In addition to governments of developing nations, multilateral agencies and donor governments have an important role to play in supporting capacity-building efforts.



SCHOOL GIRLS PARTICIPATE IN A STRETCHING GAME DESIGNED TO ENSURE PHYSICAL ACTIVITY IS **HEALTHY, SAFE AND ENJOYABLE.**

5.4 RESOURCE MOBILIZATION, PARTNERSHIPS AND COLLABORATION

Many governments have identified the challenge of obtaining resources to support their Sport for Development and Peace initiatives as a hurdle to be overcome. In some instances, this is due to lack of awareness of sport's potential as a development tool within the government, making it difficult to access resources through regular budgetary processes. In these instances, outreach and engagement with other departments is needed to build greater support. In other cases, there is broad support for Sport for Development and Peace, but governments are faced with general resource constraints that limit the funds available. In these cases, finding ways to expand available resources and optimize their use is critical. Emphasizing both the low cost of sport-based programs, and their effectiveness in preventing or reducing larger health, social, or economic costs is an important strategy (see Table 2 for examples of how Sport for Development and Peace can contribute to reducing public costs).

Governments can mobilize a broad range of resources through collaborations and partnerships internally across government departments and with external partners. Success depends on each government's ability to work through the inevitable challenges that arise from differences between organizations and sectors when it comes to operating cultures, values, processes, and time frames.

RECOMMENDATIONS | Consider the full range of resources that can be mobilized to advance Sport for Development and Peace initiatives.

In addition to funding, there are a variety of resources (e.g., sport, development, technical and management expertise; sporting goods and services; access to facilities; media and communications opportunities; global networks) which can be used to support Sport for Development and Peace initiatives. Governments are encouraged to use collaborations and partnerships to leverage these resources wherever possible. While most governments have significant experience collaborating with other governments, multilateral organizations, and civil society organizations, many have far less experience partnering directly with the private sector on development programs. The International Business Leaders Forum has undertaken valuable research to understand key success factors for Sport for Development and Peace partnerships involving governments and the private sector, as well as potential barriers that governments and businesses must overcome in order to partner successfully.⁶

Harness the power of mass sport events as public education and communication platforms, and deploy elite athletes as ambassadors and role models for Sport for Development and Peace initiatives.

The rise of sport as entertainment and its dissemination through mass media makes sport one of the most powerful and globalized communication platforms in the world.

Global and national professional sport federations and organizations can be highly effective partners for governments interested in harnessing this power for public education and communication campaigns to advance development and peace objectives. The global reach of high-profile sport events has also amplified the reach and impact of star athletes, making them invaluable spokespeople, role models, and partners in Sport for Development and Peace.

Recognize and take advantage of the critical role of civil society organizations as partners in Sport for Development and Peace.

Governments can benefit from identifying key civil society stakeholders and designing processes to:

- Engage them in policy and program development;
- Keep them informed of government Sport for Development and Peace activity;
- Invite their collaboration in leveraging resources for Sport for Development and Peace activity; and
- Facilitate networking and knowledge exchange opportunities.

International and national development NGOs, amateur sport federations and organizations, and local grassroots organizations play a critical role in Sport for Development and Peace.

In most cases, these organizations are:

- Essential intermediaries between governments and the people and communities they are working to assist;
- Primary delivery agents (in addition to schools and workplaces) for many Sport for Development and Peace programs;
- Repositories of community, development and/or sport knowledge, expertise, and leadership; and
- Largely trusted and respected by their members and stakeholders.

As such, these groups are necessary and central partners when it comes to Sport for Development and Peace policy and program advocacy, development and implementation.

Encourage multilateral organizations and regional bodies and commissions to support and participate in Sport for Development and Peace national efforts.

Many multilateral organizations actively promote Sport for Development and Peace efforts, funding grassroots projects, undertaking research, facilitating networking and knowledge exchange, and integrating Sport for Development and Peace into their own priorities, policies and programs. Governments can build on this interest by inviting these

organizations (in particular UN agencies, programs and funds) to participate in national initiatives and engaging them in inter-governmental processes aimed at research, knowledge exchange, policy development, and capacity-building.

Engage municipal and local governments and communities in the design and delivery of Sport for Development and Peace initiatives.

Because most Sport for Development and Peace initiatives are delivered in communities, municipal and local governments are logical partners for national governments. In particular, municipal governments can:

- Provide local insight and expertise;
- Provide access to local sport facilities (for which they are often responsible);
- Ensure programs are integrated with other local efforts to achieve shared objectives; and
- Mobilize local support, resources and participation.

Use of local facilities and efforts to ensure that these are accessible to everyone are particularly dependent on the goodwill and cooperation of municipal and local partners.

Involve formal educational institutions and community-based learning organizations in the design and delivery of Sport for Development and Peace initiatives.

Primary and secondary schools are prime sites for the delivery of Sport for Development and Peace initiatives aimed at school-going children and youth. Post-secondary institutions play a critical role in providing the teachers, coaches and staff who deliver programs with the skills and expertise they need to work effectively. In both respects, schools are essential partners and merit a place in Sport for Development and Peace policy and program design processes.

Involve the private sector in Sport for Development and Peace initiatives.

The private sector can provide a wide range of skills, expertise and resources, including:

- Funding;
- Technical and project management skills;
- Branding, communications and marketing expertise and services;
- Global relationships and networks;
- Management support; and
- Employee volunteering and fundraising activity.

Workplaces are also important delivery sites for some Sport for Development and Peace initiatives such as physical activity, health education, and sport volunteerism.

Maximize the private sector's contribution by actively seeking opportunities to partner with international, national and local businesses.

Engaging businesses, local businesses in particular, can help to build support and capacity and increase the sustainability of local and national Sport for Development and Peace initiatives. Private sector interest in Sport for Development and Peace is likely to increase during the next two to three years, with a series of high-profile sporting events unfolding in developing countries, including the Beijing Olympic and Paralympic Games (2008), the Delhi Commonwealth Games (2010), and the Fédération Internationale de Football Association (FIFA) World Cup in South Africa (2010). At the same time, robust tools to support cross-sector partnerships now exist. Governments and businesses can use these tools to overcome challenges such as a lack of shared language, limited best practice norms, and a sometimes uneven degree of mutual trust between companies, governments, the development community, and sport organizations.

Governments are well-positioned to pursue partnerships with the private sector. They can:

- Invite companies to add a Sport for Development and Peace component to existing and future sport sponsorship and marketing arrangements;
- Suggest linkages between companies' sport sponsorships and their existing corporate sustainability commitments;
- Build on existing company involvement in community-based sport development activities (e.g., encouraging participation, helping to finance start-up of community-based sport organizations, training sports coaches, etc.);
- Solicit the contribution of sporting goods and services (design, production, and distribution); and
- Make connections between government Sport for Development and Peace initiatives and companies' core business objectives (e.g., health development for pharmaceutical companies; community safety and security for tourism industries; and an educated work force for information and communications technology companies).

Optimize efforts to secure partners for Sport for Development and Peace initiatives.

This can be done by:

- **Clarifying the objective of the initiative and its target population(s).** This is particularly important information for potential funding partners who may have specific funding requirements, or for private sector institutions seeking to develop new markets or with already defined corporate social responsibility and philanthropic objectives.

- **Developing clear program parameters that will help define partnership parameters.** For example, establish budget, types of resources required, start and end dates, project milestones, success indicators, plans for monitoring and evaluation, other prospective partners and their roles.
- **Preparing a brief and compelling program rationale.** This should include supporting research evidence or success stories from comparable programs elsewhere to demonstrate that sport can have the intended development impact.
- **Identifying diverse ways in which potential partners can contribute to the Sport for Development and Peace initiative.** Partners can contribute to initiatives in many ways and they are often looking for a more engaged role than simply providing funding. With regard to the latter, however, matched-funding programs⁷ are a potentially effective means to encourage support for Sport for Development and Peace initiatives.
- **Identifying opportunities for direct engagement of the partner's employees.** The opportunity to have staff, board members, or private sector employees directly engaged in community initiatives is important to many partners. All parties benefit and learn from opportunities to feel good about their organization's role in the community (locally or globally). Opportunities for engagement may involve volunteering in programs, fundraising, providing technical expertise or assistance with project management.
- **Describing related sponsorship and marketing opportunities.** Not all partners are seeking public relations opportunities but these can be valuable and can make some opportunities more attractive to partners.
- **Demonstrating the government's clear support for the initiative.** It is important that governments be strongly committed to any partnership opportunities they present to potential partners. Governments must come prepared to discuss the contribution they propose to make — whether this takes the form of funding or other kinds of contributions.

Establish or designate a lead office to serve as the primary point of contact for all Sport for Development and Peace stakeholders seeking or engaged in partnerships with the government.

Stakeholders can find it confusing and sometimes frustrating to navigate different government departments on their own. This can be a significant impediment to collaboration.

A designated office or primary contact can function as a one-stop source of information on all relevant government initiatives for companies, civil society organizations and sport federations and organizations, helping to connect them to initiatives that meet their objectives and needs. This office could also support departments seeking business partners by helping them to identify appropriate target firms, develop effective solicitation strategies, and administer public-private partnership agreements and conflict of interest guidelines.

Consider the full range of fiscal mechanisms available for raising funds to supplement those secured through external donors and partnerships.

These mechanisms may include:

- General government revenues;
- Dedicated taxes (e.g., on alcohol, tobacco, etc.);
- Proceeds from authorized national lottery and gaming programs;
- Interest from special-purpose government endowment funds or foundations; and
- Citizen- or corporate-designated tax revenues.⁸

Governments are encouraged to avoid user fees, as these can be a significant barrier to participation for low-income individuals and families.

Explore tax policy options that provide incentives to communities, businesses, and individuals to support Sport for Development and Peace initiatives, and related tax options for removing barriers to the success of these initiatives.

For example, national governments may give preferential tax treatment (e.g., tax credits or deductions) to: municipal recreational facilities that are fully accessible; companies that implement eligible workplace sport and physical activity programs, donate sporting equipment or services, or financially sponsor Sport for Development and Peace initiatives; and individuals who make financial donations to Sport for Development and Peace initiatives. Governments may also choose to reduce taxes that increase the cost of sport equipment, clothing, participation, and facilities.

Work with other governments and stakeholders to develop regional and international forums and mechanisms for collaborative Sport for Development and Peace research, knowledge exchange, and best practice development.

As interest in Sport for Development and Peace grows, governments are no longer confined to working alone to develop their initiatives. International collaborations have

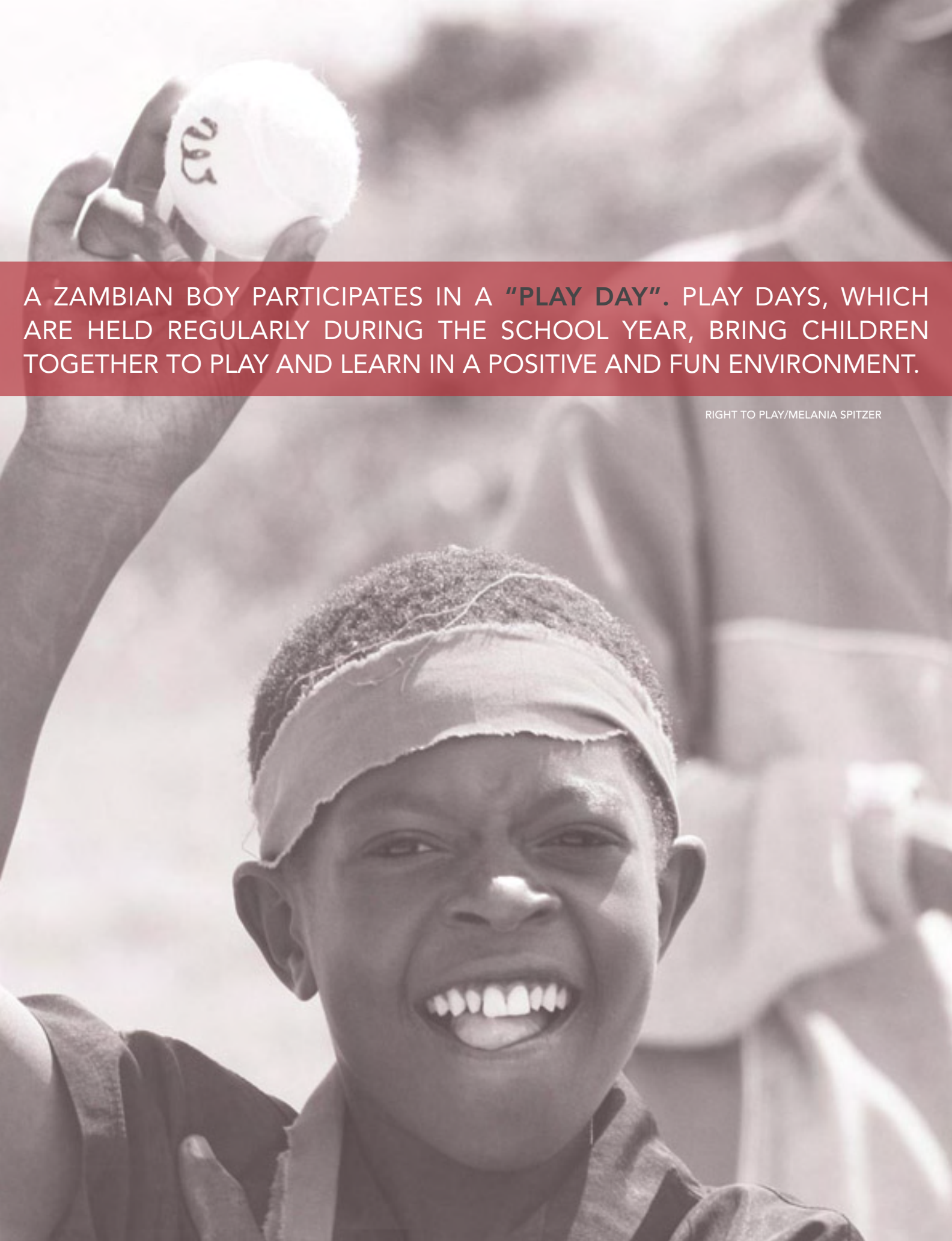
shown that governments and other Sport for Development and Peace stakeholders, including multilateral agencies, benefit when they work together. In particular, all governments benefit from opportunities to exchange knowledge and work with their peers on shared challenges. The International Platform on Sport and Development and the biannual Magglingen and Next Step conferences are excellent examples of existing forums for knowledge exchange. Donor governments and multilateral agencies can help by supporting further coordinated inter-governmental and cross-sectoral efforts in relation to research, knowledge exchange and capacity-building.

Donor governments (and multilateral agencies) may wish to consider giving priority to supporting collaboration in the following target areas:

- Research to evaluate and enhance sport's impact as a development tool;
- Policy development and implementation;
- Program development and implementation;
- Partnership development;
- Resource mobilization;
- Human capacity-building;
- Inclusion strategies and methods;
- Low-cost sport facility and equipment development; and
- Monitoring and evaluation.

In some cases, regionally based collaborations may be most effective because they bring together governments operating in similar cultural or development contexts that are responding to related opportunities and challenges. In other cases, it will be important to involve a broader cross-section of governments to ensure diverse perspectives and contexts are taken into account and that the tools and strategies that are developed are relevant to more than a narrow range of contexts.

Successful collaboration of this kind is likely to make a valuable contribution to the broad adoption and effective implementation of the recommendations outlined here. Governments have diverse experiences, capacities and expertise to share. All can benefit from focused opportunities for joint research, knowledge exchange, and capacity development that enable them to better leverage their own resources, make progress against their goals, and contribute to the progress of Sport for Development and Peace worldwide.



A ZAMBIAN BOY PARTICIPATES IN A "PLAY DAY". PLAY DAYS, WHICH ARE HELD REGULARLY DURING THE SCHOOL YEAR, BRING CHILDREN TOGETHER TO PLAY AND LEARN IN A POSITIVE AND FUN ENVIRONMENT.

RIGHT TO PLAY/MELANIA SPITZER

6 CONCLUSION

Sport alone cannot resolve complex social and economic challenges. It can, however, serve as a powerful education platform, a highly effective tool for social mobilization, a means of strengthening individuals and communities, and a source of profound joy, inspiration and hope. In these respects, sport and development are complementary processes that, when combined, can enable governments and key stakeholders to build a better world.

Today, international momentum around Sport for Development and Peace is growing. With this momentum comes mounting evidence of the value and development power of sport. As the evidence in support of Sport for Development and Peace grows, the recommendations presented herein should evolve to reflect emerging research, experience and best practices.

There is tremendous enthusiasm among Sport for Development and Peace proponents to fully harness the development power of sport. Although significant progress has been made, much work remains. By embracing sport as an innovative tool for development and peace today, and by joining together in collaborative undertakings in the future, governments can strengthen their efforts to attain the Millennium Development Goals.

ENDNOTES

1-8

- 1 Sport for Development and Peace International Working Group, *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* (Toronto: SDP IWG Secretariat, 2008). To obtain the report, contact the SDP IWG Secretariat online: <IWGSecretariat@righttoplay.com> or see Right To Play online: <<http://www.righttoplay.com>>.
- 2 All references and supporting evidence contained in this Summary can be found in the full report *Harnessing the Power of Sport for Development: Recommendations to Governments*.
- 3 For further information on where to find research evidence, case studies, reports on activities of other governments, and other related material, please consult the Resources section in the Appendix of the full report.
- 4 Evidence supporting the information presented in this table is provided in Chapters 2-6 of the full report.
- 5 For more information on the work governments are currently doing in the area of Sport for Development and Peace, see the SDP IWG Secretariat's compendium report *Sport for Development and Peace: Governments in Action* (Toronto: SDP IWG Secretariat, 2008).
- 6 For more information, governments are encouraged to consult the International Business Leaders Forum's 2008 report, *Shared Goals Through Sport*, (London, UK: 2008), online: International Business Leaders Forum <http://www.iblf.org/media_room/general.jsp?id=123994>.
- 7 These are programs wherein the government commits to match all funds raised through funding partnerships up to a maximum amount. These programs are attractive to funders because they increase the impact of donations.
- 8 This refers to revenues derived from formalized opportunities for citizens or corporations to designate a portion of their tax payments to a particular program or expenditure area when they file their tax returns.

APPENDIX 1

SPORT FOR DEVELOPMENT AND PEACE INTERNATIONAL WORKING GROUP (SDP IWG) MEMBERS AND PARTICIPANTS

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BUREAU AND
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Argentina	Guatemala	Peru
Australia	India	Russia
Austria	Israel	Rwanda
Azerbaijan	Jordan	Sierra Leone
Benin	Kenya	South Africa
Brazil	Lebanon	Spain
Burundi	Malawi	Sri Lanka
Canada	Mali	Sudan
Cape Verde	Malaysia	Switzerland
Chad	Mozambique	Tanzania
China	Namibia	Thailand
Colombia	Netherlands	Uganda
Costa Rica	Nigeria	United Kingdom
El Salvador	Norway	Zambia
Ethiopia	Pakistan	Zimbabwe
Germany	Palau	
Ghana	Palestinian National Authority	

UN AGENCIES, PROGRAMS AND FUNDS

International Labour Organization (ILO)
United Nations Children's Fund (UNICEF)
United Nations Development Program (UNDP)
United Nations Educational, Scientific and Cultural Organization (UNESCO)
United Nations Environment Programme (UNEP)
United Nations Fund for International Partnerships (UNFIP)
United Nations High Commissioner for Refugees (UNHCR)
United Nations Human Settlements Programme (UN HABITAT)
United Nations Office for Partnerships (UNOP)
United Nations Office on Sport for Development and Peace (UNOSDP)

INTER-GOVERNMENTAL AGENCIES

African Union (AU)
European Commission (EC)
Supreme Council for Sport in Africa (SCSA)
Fédération Internationale de Football Association (FIFA)
International Olympic Committee (IOC)
International Paralympic Committee (IPC)

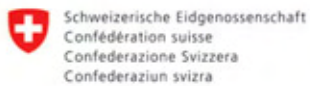
SPORT FEDERATIONS

Commonwealth Games Association of Canada (CGAC)
Handicap International
International Council of Sport Science and Physical Education (ICSSPE)
Northeastern University
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