



Wilton Park



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Report

Sport for development: a catalyst for change

Monday 22 – Wednesday 24 June | WP1227

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Executive summary and next steps

- Sport is increasingly being used to good effect as a tool for achieving broader global development objectives.
- Many and varied organisations using sport for development are demonstrating longer-term benefits of their programmes whether in addressing poverty or tackling violence, empowering girls, improving health, increasing skills for employability of the individuals and communities they are working in, community cohesion, promoting respect, or other development benefits. This is in addition to the more general personal development and/or behaviour change that sport can play.
- The Wilton Park meeting identified ways to take forward sport, as a tool for development, to the next level within the broader global development agenda.
- It also highlighted what success might look like for sport for development (S4D) programmes, the impact they are having and how to measure this, and best practice for programmes.
- There is an existing network of 'sport for development' non-governmental organisations. The purpose of this Wilton Park meeting was to bring some of them together with other development organisations (international, governmental and civil society), between them focusing on many different areas and sectors, and to consider how they might be able to use sport as a means to achieve their objectives, such as economic empowerment, peace and security, or the transmission of key messages around education and health.

What next for Sport for development?

- Sport is to be specifically recognised in the Sustainable Development Goals (SDGs) expected to be ratified by world leaders in September 2015¹. There is therefore a golden opportunity for sport for development (S4D) to be integrated within mainstream development and aid programmes; for organisations using S4D to promote their work within the development community; and for them to play a greater role in shaping broader development policy.
- To support the work of NGOs working on S4D initiatives BOND in the UK is setting up a networking group for its member organisations. International Inspiration will provide a secretariat, with the British Council, UNICEF and Comic Relief part of the steering group.
- Increased sharing of best practice between S4D organisations, particularly those that are “Best in class” in their development focus, evaluation of impact, programme work.

Conclusions

- As the S4D sector matures organisations need to focus on the broader policy objectives they want to achieve whether seeking economic outcomes, improving health, supporting human rights, encouraging peace for example. This needs to

be at the forefront of their objectives and proposed outcomes.

- In parallel they need to work more closely with the broader development sector, embedding their activities and contributing to the dialogue and advocacy on relevant development issues. The inclusion of sport within the SDGs should provide greater leverage for S4D organisations than previously.
- To be better recognised within the broader development sector the longer term impact of sport on individuals and communities, and on development objectives, has to be captured and demonstrated. Clearer indicators and greater focus on evaluation impacts that are shared across the international development sector need to be incorporated into programmes. A lot of work still needs to be done by S4D organisations to capture robust empirical, qualitative and quantitative evidence.
- Other aspects of sport should be increasingly harnessed to play a powerful role in development. Major sporting events provide legacy opportunities for long-lasting change of individuals and communities, not just in the host countries but internationally and S4D organisations can be at the forefront of maximising the impact of such events through legacy planning and implementation.
- Sport's stars can be powerful advocates for development, acting as ambassadors and voices for change, for example in health campaigns.
- Sports-based or S4D focused organisations, can learn from one another whether they are small-scale, individual initiatives, large-scale programmes led by international organisations, corporates or sporting associations. Sharing best practice about approaches to programme design, or tools such as monitoring and evaluation, will enhance their programmes, achievements and impact.
- A greater focus is needed by S4D organisations on how they set up and manage partnerships with funders, corporates or other entities. Such partnerships are increasingly being developed to enhance the S4D programmes and impacts. To maximise the benefits they need careful planning and "gates and breaks". Outcomes of projects need to be clear and planned at the outset with provision for impact assessment built in.

Introduction

1. Nelson Mandela said "Sport has the power to change the world...it has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair. It is more powerful than government in breaking down racial barriers." (2006)
2. The 1978 UNESCO charter recognised sport as a fundamental right of human beings but internationally there is still a long way to go to comply with this obligation or to get beyond sport being merely an instrumental approach.
3. Whilst many governments are not yet sufficiently committed to sports there is a generally accepted recognition of the role sport can play in human development, enabling individuals to develop skills, confidence and team work. Sport is also proving to be a powerful tool for broader development for communities.
4. Programmes using sport for development have very diverse and sometimes multiple aims. Some examples shared at the Wilton Park meeting included: enabling the personal development of children in Syrian refugee camps (as evidenced by UNICEF); putting youngsters outside their comfort zone (for example Fight for Peace working with gang members); providing training in skills to boost employability and build entrepreneurship, potentially running social enterprises to employ trainees (the Jala Pelo Foundation); creating competitions to build teams (for example the Cup for Heroes in Africa) and encourage volunteerism around this (SCORE in Southern Africa);

changing attitudes, mind-sets and enhancing rights (for example the Sport in Action programme around Gender Based Violence to challenge young boys and men); providing access for those with disabilities; ensuring equality for girls (WomenWin). These are just some of the multiple approaches taken and examples shared at the Wilton Park meeting.

5. Sport for development is not new. But there are a growing number of sports based organisations with broad developmental objectives. These can range from small, local NGOs based on one activity, to large organisations, including multilateral bodies, operating in multiple countries, to international sports clubs or associations/federations providing development-based activities, to corporates supporting sporting based entities as part of an enhanced CSR approach.
6. The increasingly wide range of different entities and funding partners is adding to the current vibrancy of the sport for development sector, providing opportunities for collaboration and for developing the sector as a whole.
7. However, the role of sport as a significant tool for change or a catalyst, is undervalued and underused within mainstream development programming of donors and others involved in international aid. Its approach, if mobilised, could provide huge value.

S4D and its role in a changing international development landscape

8. S4D should be seen within the context of the post 2015 development agenda. The universal Sustainable Development Goals to be agreed at the UN Summit in September 2015 will set the direction of international development for the next 15 years. Sport can contribute to all 3 of the overarching SDG pillars: as an enabler towards economic growth; equity (to 'leave no one behind'); and sustainability.
9. Since the Wilton Park meeting the final SDG document to be ratified in September has been published and sport is the focus of paragraph 37 (see footnote 1), whereas there was no mention of sport in the previous Millennium Development Goals. This is a powerful acknowledgement and enabler for S4D, providing an opportunity for the sector to scale up, learning from experiences of the last 10-15 years.
10. It will be important to identify the indicators being developed alongside the SDGs to see how they can best be used to measure impact in the S4D field, for example on human rights, or health or economic indicators.
11. In addition to the SDGs there is a changing development landscape, with many new players involved, including the growing trend of social impact investing, rather than more traditional philanthropy. Many large corporations are putting the social agenda at the heart of their business strategy, for example Barclays², or impact investors. There is also a shift in approach of the younger generation who want to make a change and can do so, to make a positive social impact and driving this from inside an organisation or corporation.
12. S4D organisations need to recognise this changing landscape as they build partnerships, including with the sectors and organisations working for similar outcomes but which are not using sport as their entry point. They are also encouraged to sit at the table with agencies working more broadly on policy issues to see how they can contribute to the post-2015 development agenda.
13. This can include playing a meaningful role in influencing policy. This may be easier for large sporting bodies and businesses with lobbying representation, than smaller NGOs. However, there are opportunities for all the civil society and NGO organisations to play a role in influencing policy, for example working with the UN bodies on policy issues which have a bearing on sports directly, or contributing to the Permanent Consultative Council on Sport and Physical Education in UNESCO.³
14. Equally, through the new group being established by BOND for its NGO members involved in S4D in the UK. This will support the integration of sport within mainstream development, provide a forum and platform to share best practice and promote sector

learning, strengthen effectiveness of S4D initiatives and engage and mobilise the wider sporting community in supporting sustainable development.

15. S4D can also be a powerful advocate for human rights. A report by the Human Rights Council (OHCHR) due in September 2015 includes human rights issues around sport. Workers' rights, property and housing rights, and non-discrimination rights have become more relevant for some across the sports field.

Sport as an enabler

Sport for economic outcomes

16. Many NGO's recognise that the issues S4D programmes are currently addressing (poor health, risky behaviour, gang involvement for example) stem from a lack of future prospects and skills of the beneficiaries, and widespread youth unemployment.
17. Sport is increasingly being used to deliver economic outcomes, such as entry into work or education. It is commonly accepted that sport can impart 'life skills' that are transferable into the workplace, such as communication, confidence, teamwork, leadership and taking direction.
18. Supply and demand needs to be considered when developing sport-related programmes with an economic objective. Programmes that are training young people with tangible skills need to ensure there is a pipeline of viable work or education outcomes for young people to progress into. S4D practitioners and organisations can achieve this through ensuring each beneficiary profile is 'mapped' from entry, and through continual engagement with staff.
19. Cross sector partnerships can also help address supply and demand, for example NGOs partnering with potential employers at the outset of a programme.
20. Another approach, as demonstrated by Kick4Life, is for a S4D programme to use a more holistic approach where training and work outcomes are provided.⁴
21. Sport can also contribute to economic inclusion, creating employment opportunities for women and girls directly through sport, or through affiliated services enabling women access to employment and sustainable livelihoods.
22. Sport can therefore prove to be an engine for local economic development and job creation providing employment opportunities as well as stimulation for other goods and services such as through, tourism, retail and maintenance.
23. The sport industry itself should not be ignored as a potential employment outcome, but S4D programmes should be wary of only providing sporting qualifications, for example not all beneficiaries will be successful in finding work as a football coach.

The influencing power of sport: peace, stability and equity

24. Sport provides a universal language, able to cross cultures and enabling sport-related interventions to bridge divides and instability in the most challenging of environments.
25. On a global level, sport can serve as a compelling symbol for peace, illustrated by the example of a women's football match following their freedom from the Taliban. Such sport interventions provide opportunities for younger people to play in secure and safe environments where they do not feel marginalised or threatened. They can be set up on the ground quickly and are very visible to the wider community.
26. If used well sports-based programmes can contribute to peace, stability and equity. It can be an effective tool to: act as a sanctuary for marginalised individuals; provide respite in the midst of conflict; reduce political tensions and build relationships; provide opportunities for younger people to play in secure and safe environments and where they do not feel marginalised or threatened; integrate refugees, migrants and asylum seekers; be a bridge between opposing people fighting for scarce resources; augment reconciliation and connect individuals to communities; support rehabilitation,

reintegration, and reconstruction; and provide an alternative to participation in criminal gangs and armed militia.

27. The exact role S4D can play using sport as an intervention tool for both preventing conflict and as a vehicle for building peace is still relatively unclear. Further work to identify the scope and the desired impacts and the application which sport programmes could achieve would be beneficial. In many instances sport interventions in this area have focused on reaching a small number of people. How it can be scaled up effectively also needs to be better assessed.

Using sport-related campaigns to improve health

28. Sport can also be used to advocate behaviour change, for example during the Ebola outbreak, or in tackling malaria or HIV. High-profile individuals or teams can be asked to lead campaigns, raising awareness and providing health-focused education, as well as acting as role models.
29. Football, with its unique ability to capture people's attention internationally unlike most other sports, can be an influential catalyst, with nationally and internationally recognised footballers being used successfully to front campaigns for example the United Against Malaria (UAM campaign).⁵
30. Campaigns can also be used to engage new audiences in broader development work, for example TEAM UNICEF supports the Community of sports lovers, brands and federations united by sport and keen to make a contribution.⁶ Or through leveraging thousands of individual sports supporters to assist with fundraising efforts, for example as UNICEF did at the opening ceremony of the Commonwealth Games in Glasgow in 2014.

Improving S4D programmes

31. For S4D organisations to become successful enablers of broader development goals they are encouraged to improve their programmes, performance and impact. They can learn from the growing body of good practice and "best in class" to maximise their potential. This can include building successful partnerships, effective scaling up, sustainability, inclusiveness and equity, and effective monitoring.

Building and maintaining partnerships

32. There has been a significant increase in cross-sector partnerships in S4D involving NGOs, corporates, donors and other organisations. S4D NGOs also increasingly recognise the need to build partnerships with the sectors and organisations working for similar outcomes but not using sport as their entry point. Such strategic, transformational partnerships have increased the potential for impact but can be complex to initiate and manage.
33. Recommendations for effective and successful partnerships in S4D include:
- choose partners carefully and understand each other's values;
 - recognise the different drivers between civil society organisations (CSOs) and large corporates, for example CSOs want to better understand companies' targets and what a company might want from a CSO partner or supplier; partnering with CSOs can help companies change themselves. For CSOs, engaging the private sector can influence their organisation infrastructure and growth. Critique from another organisation can provide valuable insights, and encourage change and improvements;
 - discuss objectives, identify outcomes and understand expectations at the start to ensure they are shared between all the partners. What does each partner want to achieve? Is it worth reaching? How to integrate this with broader development work? This will help to answer other questions such as where are the systems and best practice approaches in this area?

- assess more deeply what type of partnership is wanted by all. Will it be one of execution or shared learning? How should it be governed?
 - ensure the key elements of a partnership are in place. These include what was noted as the “3 Ts”; Trust, Transparency and Tenacity. Others might add: equity, being treated and acting as equitable partners; flexibility and pragmatism
 - Trust – takes a long time to build but is quick to corrode. Time needs to be invested to build trust as well as looking at each other’s’ track record.
 - Transparency – companies as well as civil society need to be transparent. It is a competitive landscape so there is a need to be clear about why they are at the table and what specific value each brings. Clarity of vision, clear strong leadership. Honesty to accept what each cannot do.
 - Tenacity - recognising there will be good times and struggles and be in it for the long haul, be honest and open.
 - use exit points – be willing to walk away at outset, and set “gates and breaks” with exit strategies in place;
 - be prepared for a change of direction, for example if a funder has an approach in mind this should be tested by discussions with potential beneficiaries in local communities, and be prepared to fundamentally change or adapt a proposal;
 - clarity of skill sets (and their limits) and roles: a challenge for all sectors to acknowledge what they are good at and what value they offer;
 - scalability: growth needs ideally to be internally driven with the people involved in delivering programmes helping to shape a scale-up, not just specific roles such as data capturing of their activities;⁷
 - sustainability: When is the end point of the programme? When might a partner/sponsor organisation plan to come out? At what stage might a small-scale community approach seek to integrate its work into national government work to create partnerships and co-ownerships? If a government is to support scale-up of sports-based programmes at what point is this most appropriate and how? However, as key relationships are between people rather than institutions these need to be built to survive change of personnel or leadership with open discussion about future objectives as well as a history of work when personnel change;
 - learn as much from failures as from successes. This needs honesty about what is not working and what partners might not be good at;
 - consider diversifying partners and approaches, for example looking at social enterprise development, sustainability through donor funding, embedding a programme in government activities, or adopting a service delivery model.
34. Given the growing experience in the S4D sector the power balance in partnerships has shifted to more open discussions between different partners. However, in a competitive environment more can be done, for example sharing expertise on types of partnerships between small organisations and large corporations.
35. Partners could also be found in other sectors for example Sport and Tourism.⁸ There may be opportunities for partnerships and/or shared learning from other sectors such as arts and drama, based on how they shape programmes which have a development focus. Equally learning from the fashion industry which has developed wide public support and generated greater media awareness by using human interest stories linked to ethical supply chains.

Inclusion, equity and the awareness of the negative aspects around sport

36. Ensuring inclusion and equity is a key recommended component of any sports programme. Best practice from UNESCO includes recognising the rights of everyone

when programming a sports intervention regardless of age, gender, and diversity.

37. Not every programme has to be inclusive for everyone; some may be more effective if they focus on girls specifically for example. Raising awareness to mainstream efforts for diversity, including disability, across programmes is needed.
38. Making programmes safe for children is also critical, with verbal violence and abuse a possible negative outcomes of programmes. To address this UNICEF, for example, coordinated international guidelines to protect children in sport. These guidelines are now available in four languages, outlining measures that need to be in place and guidelines on how to implement them to safeguard children.⁹
39. Children can also become vulnerable to risks of trafficking and slavery particularly around mega-sporting events. A key element of the bidding process of any big sporting event needs to include assessments of where there might be negative impacts on children, and guidance about the rights of children and appropriate tools that could be used, for example, during new bids for the Commonwealth and Olympic Games.
40. Whilst many S4D programmes concentrate on children and younger people there are calls to use sport to support increasingly ageing populations.

Proving the impact of S4D

41. Demonstrating impact is critical in driving the S4D sector forward. It is acknowledged that the success of sports based social interventions is largely determined by the strength of the non-sport components but this has to be demonstrated. Whilst work to build up the evidence base around S4D has increased there is still a deficit in Monitoring and Evaluation (M&E) which represents a hurdle for many S4D organisations. Yet developing effective M & E should help demonstrate impact and also draw funding from donors and partners.
42. Claims of the effects of interventions can be made at a micro-level but this needs to be more precise, particularly around the change being sought through broader societal or economic impacts “beyond the touchline” and beyond the immediate programme.
43. Proving impact is a long process; sport is a tool that transforms over a period of time, change can be slow and incremental and is difficult to evidence. Often coaches and mentors can identify this, taking someone through change, using the hook of sport to start a conversation, returning regularly to the sport or play activity, and creating the opportunity for behaviour change.
44. Key to success, it is suggested, is to develop a theory of change as an organisation, as exemplified by many organisations, such as Magic Bus (which has scaled up programmes in India and four other countries).
45. To demonstrate a theory of change there is a preference for testimonials and case studies rather than metrics or data. However, evaluation needs a theoretical underpinning; the challenge of turning pragmatic activists involved in S4D into theoretic thinkers, who can build in a theory of change into what they are doing.
46. In developing evaluation approaches at the programmatic level key questions need to be addressed. What change is needed? What impact sought? How to apply a theory of change approach?
47. Effective M & E allows organisations to: learn from experiences to improve practices and activities in the future; have internal and external accountability of the resources used and the results obtained; take informed decisions on the future of the initiative; and promote empowerment of beneficiaries of the initiative. Evaluation is key to help draw conclusions about the main aspects of the intervention and include relevance, effectiveness, efficiency, impact and sustainability.
48. Recommended approaches for M & E for S4D organisations include:
 - setting objectives carefully, particularly if promising a wide range of outcomes

and not over-claim on what could be achieved;

- mapping the outcomes to help improve performance and achieve results;
- devising simple monitoring interventions such as a questionnaire (with validated scales available online in Universities for example). Participative approaches such as focus groups can be used in broader evaluation approaches to look at what works and why, and learn from the lessons;
- building in resource for M & E at the outset, including in budgets to funders;
- encouraging funders to support cross-project evaluations which smaller organisations could draw on. Funders can incentivise quality M & E and ensure S4D interventions benefit the end user;
- telling more engaging stories and encourage the media to share them.

49. In demonstrating that S4D makes a difference there needs to be greater recognition of the wide variety of programmes with differing objectives. It is probably not possible to create a universal theory or evaluation approach for organisations using sport as an entry point. Each has to be tailored to assess against the broader impact it seeks and the cultural context. However common approaches can be developed and shared to demonstrate stronger evidence of impact. A standardised language could also be helpful.

Ensuring a legacy from international sporting events

50. International sporting events provide a powerful platform to create a legacy of S4D. For example the London Olympic bid team crafted a legacy strategy around its initial bid promising bold initiatives in the run-up to and after the 2012 Games. This needed strong partnerships to deliver such promises. International Inspiration (IN) has provided a major part of the London legacy, and is now, as a charity, working in 20 countries. IN's experience since 2012 highlights opportunities for reaching millions of younger people across the world in targeted programmes, motivating individuals, improving education, teaching survival skills, and wider engagement and policy change.¹⁰
51. In Rio, after the World Cup and ahead of the 2016 Olympics, sport is being used to address the high levels of youth crime and violence with football leagues being set up and football used with police to share information and reduce clashes. Fight for Peace has piloted, evidenced and sustained activities between police and citizens in favelas and now police officers can teach martial arts.¹¹
52. The State School Games, ahead of Rio 2016, has included 10,000 students from different parts of Brazil to showcase their sporting spirit and skill, and has had a broader impact on health and self-control, as well as encourage sporting careers. Hosting the Paralympics is also boosting disabled participation in sport in Brazil.

Conclusion

Sport can make a significant difference to economic progress, equity, peace and development and to communicate development messages. Sport can also have transformational effects, including in challenging environments.

Sport can be a powerful 'weapon' when wielded in the right way. However, 'Sport alone does not make the change' and this permeated the discussion. Sport is an approach and a set of processes for tackling social change. S4D is something that inherently works, but demonstrating impact is critical.

Given the huge variety of ways in using sport, there is a need to work more collaboratively, and engage with different actors including other development organisations which are working on similar issues, for example, or the sports industry more generally, identifying which are the best platforms for utilising sport.

Those involved in this work are encouraged to be more strategic with their partnerships;

scale up projects and integrate into broader development practice. Greater emphasis is also needed to develop and use effective M&E tools and demonstrate impact to prove just how effective sport for development can be.

Wilton Park, International Inspiration and Barclays; with assistance from Joshua Card, Mel Paramasivan and Katie Webb.

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¹ Transforming our World: the 2030 Agenda for Sustainable Development. Paragraph 37 says: "Sport is also an important enabler of sustainable development. We recognise the growing contribution of sport to the realisation of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and young people, individuals and communities as well as to health, education and social inclusion objectives."

² www.barclays.com/citizenship

³ <http://www.unesco.org/new/en/social-and-human-sciences/themes/physical-education-and-sport/cigeps/>

The original Charter was adopted by UNESCO in 1978.

⁴ Kick4Life (<http://www.kick4life.org/>) is a charity and a social enterprise which aims to change lives and long-term prospects of vulnerable young people in Lesotho

⁵ United Against Malaria campaign (<http://unitedagainstmalaria.org/>) - cited as an example to create a neutral brand that organisations, governments could support. Using the 2010 World Cup in South Africa as an international platform, the campaign ran through NGOs in 14 countries and buying airtime during World Cup games. Such campaigns can have broader impacts, for example the employment of women in Khayelitsha (Western Cape township) to make the UAM bracelet sold alongside the campaign.

⁶ <http://www.unicef.org/sports/>

⁷ Fight For Peace applies a valuable model in sharing their methodology with similar organisations, through intensive training to allow them to shortcut their development

⁸ In Uruguay for example the Sport and Tourism government departments work closely together.

⁹ <http://www.unicef.org.uk/UNICEFs-Work/Sport-for-development/safeguarding-in-sport/>

¹⁰ <http://www.internationalinspiration.org>

¹¹ <http://fightforpeace.net/>