



# **‘Towards an Operating Model for the Global Framework for Sport for Development and Peace’**

**Dissertation for  
MSc NGO and Development Management**



Prepared for:

University of East London

Prepared by:

Peter Rayment

Date:

August 2021

## **ABSTRACT**

The *'Towards an Operating Model for the Global Framework for Sport for Development and Peace (SDP)'* dissertation provides discussion on the status of the Global Framework for SDP, and the SDP sector in general, and the potential for the SDP sector to contribute to achieving the UN 2030 Sustainable Development Goals. The study included an SDP Questionnaire, Interviews and Focus Groups with academics, policy makers and practitioners from the SDP sector, who provided their insights that has helped to shape the dissertations discussion. It was found that whilst a Global Framework for SDP was seen being positive, the participants were unclear if it existed. The participants also saw the potential value of an Operating Model for the Global Framework for SDP but said it would have to be flexible, adaptable and ensure that grassroots organisations were able to contribute to high-level decision making through it. The next steps for this study will be to design the Operating Model for the Global Framework for SDP, as part of the UN Global Compact.

## **ACKNOWLEDGEMENTS**

I developed my interest in the Sport for Development and Peace (SDP) towards the end of my BA (Hons) Sport Studies degree in 2001, and whilst working and travelling between 2001 and 2005. However, it was not until I came into contact with the Youth Charter in 2005/06 that I really began to learn about how the Sport for Development and Peace sector had formed in the 1990s and early 2000s. Since 2007, I have been privileged to have been supervised by Prof. Geoff Thompson MBE FRSA DL, founder and chair of the Youth Charter, who has provided me with leadership, coaching and discipline for researching SDP from global to national and local levels of society. Without the support of Prof. Geoff Thompson MBE FRSA DL and his wife Janice Argyle Thompson, who is co-founder and executive director of the Youth Charter, this dissertation would not have been possible, so I am eternally grateful to them for their ongoing support. Thank you to the lectures for the support they have provided for the dissertation and throughout the last two years. I would also like to thank the valuable contributions of the participants and I look forward to working with them in the future. I hope to be able to apply everything I have learnt with the Youth Charter over the coming the years and to help the SDP sector achieve its potential in contributing to the SDGs.

## **CONTENTS**

	<b>PAGE</b>
<b>ABSTRACT</b>	<b>i</b>
<b>ACKKNOWLEGEMENTS</b>	<b>i</b>
<b>CONTENTS</b>	<b>ii</b>
<b>ABBREVIATIONS</b>	<b>iii</b>
<b>1.0 BACKGROUND AND INTRODUCTION: A GLOBAL FRAMEWORK FOR SPORT FOR DEVELOPMENT AND PEACE</b>	<b>1</b>
1.1 AIM & OBJECTIVES	3
1.2 POSITIONALITY	3
<b>2.0 LITERATURE REVIEW</b>	<b>4</b>
2.1 LEGACY CULTURAL FRAMEWORK: A TOP-DOWN / BOTTOM-UP APPROACH	5
2.2 STRENGTHENING THE GLOBAL FRAMEWORK FOR LEVERAGING SPORT	5
2.3 AN OPERATING MODEL FOR A GLOBAL FRAMEWORK FOR SDP	8
<b>3.0 THEORETICAL APPROACH</b>	<b>10</b>
<b>4.0 METHODOLOGY</b>	<b>12</b>
4.1 FOUNDATION PHASE	13
4.2 PRE-FIELD PHASE	13
4.2.1 RESEARCH QUESTION	13
4.2.2 DATA GATHERING	14
4.2.3 PARTICIPANT CONSTENT	14
4.3 FIELD PHASE	14
4.4 REPORTING PHASE: DATA ANALYSIS	15
<b>5.0 ETHICAL ISSUES</b>	<b>15</b>
<b>6.0 TIMEFRAME</b>	<b>15</b>
<b>7.0 FINDINGS</b>	<b>16</b>
7.1 INTRODUCTION	16
7.1.1 PARTICIPANTS ROLE IN SDP	16
7.1.2 KNOWLEDGE OF GLOBAL FRAMEWORK FOR SDP	17
7.1.3 UN DEPARTMENT/SYSTEM AGENCY RESPONSIBLE FOR SDP	18
7.2 SDP AND THE SDGS	18
7.3 SDP POLICY COHERENCE AND INTEGRATION	20
7.4 SDP COLLABORATION AND PARTNERSHIP	21
7.5 SDP FUNDING AND INVESTMENT	23
7.6 SDP GLOBAL FRAMEWORK AND OPERATING MODEL	24
7.6.1 AN OPERATING MODEL FOR SDP GLOBAL FRAMEWORK	25
<b>8.0 ANALYSIS AND DISCUSSION</b>	<b>26</b>
8.1 STRENGHTENING THE GLOBAL FRAMEWORK FOR SDP	27
8.2 SDP AND THE SDGS	28

8.3 SDP POLICY COHERENCE AND INTEGRATION	30
8.4 SDP COLLABORATION AND PARTNERSHIP	31
8.5 SDP FUNDING AND INVESTMENT	31
8.6 AN OPERATING MODEL FOR THE GLOBAL FRAMEWORK FOR SDP	33
<b>9.0 LIMITATIONS</b>	<b>34</b>
<b>10.0 CONCLUSION</b>	<b>34</b>
<b>11.0 APPENDIX</b>	<b>35</b>
11.1 LINES OF ACTION: UN ACTION PLAN ON SPORT FOR DEVELOPMENT AND PEACE	35
11.2 YOUTH CHARTER LEGACY CULTURAL FRAMEWORK	36
11.3 SDP QUESTIONNAIRE, INTERVIEW AND FOCUS GROUPS	37
11.3.1 SDP QUESTIONNAIRE RESPONSES	37
11.3.2 INTERVIEW TRANSCRIPT	43
11.3.3 FOCUS GROUP 1 TRANSCRIPT	49
11.3.4 FOCUS GROUP 2 TRANSCRIPT	57
11.3.5 KEY WORDS, COMMENTS AND TOPICS	67
<b>12.0 BIBLIOGRAPHY</b>	<b>85</b>

### **ABBREVIATIONS**

BOS	Business Operations Strategy
CCPR	Central Council of Physical Recreation
CHOGM	Commonwealth Heads of Government Meeting
DBE	Dame Commander of the Most Excellent Order of the British Empire
DEAL	Doughnut Economics Action Lab
DL	Deputy Lieutenant
FRSA	Fellowship of the Royal Society for the Encouragement of Arts, Manufactures and Commerce
FIFPro	Fédération Internationale des Associations de Footballeurs Professionnels (English: International Federation of Professional Footballers)
ID	International Development
ILO	International Labour Organisation
IOC	International Olympic Committee
MBE	Member of the Order of the British Empire
MDGs	Millennium Development Goals
NGO	Non Governmental Organisation
PPP	Public Private Partnerships
SDGs	Sustainable Development Goals
SDP	Sport for Development and Peace
SDP IWG	Sport for Development and Peace International Working Group
SRA	Sport and Recreation Alliance
The PFA	Professional Footballers' Association
UEL	University of East London
UN	United Nations
UN DESA	United Nations Department of Economic and Social Affairs
UNDG	United Nations Development Group
UNECE	United Nations Economic Commission for Europe
UNOSDP	United Nations Office on Sport for Development and Peace

## 1.0 BACKGROUND AND INTRODUCTION: A GLOBAL FRAMEWORK FOR SPORT FOR DEVELOPMENT AND PEACE

Strengthening the Global Framework for Sport for Development and Peace (SDP) is a stated objective in the United Nations Action Plan on SDP (2016). However, there is currently no operating model for how the Global Framework for SDP is working, or could work, in practice. The purpose of this research project is to explore how an 'Operating Model for the Global Framework for SDP' could be established and delivered.

The Youth Charter, a UK registered charity and a United Nations accredited NGO, has helped to pioneer the SDP movement/sector since its launch on 23<sup>rd</sup> March 1993 at Wembley Stadium in London, as a legacy of the Manchester 2002 Olympic bid and the Manchester 2002 Commonwealth Games. This study will use the Youth Charter's extensive network of policy makers and practitioners in the SDP movement to gather empirical data for developing an operating model for a Global Framework for SDP.

Sport - along with arts and culture - is part of the human experience, enriching people's lives, improving health and wellbeing, and an essential to education and youth development. Sport played a leading role in ending the Apartheid regime in South Africa and in building a new united post-Apartheid South Africa, as former South Africa President, the late 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 governments in breaking down racial barriers. It laughs in the face of all types of discrimination"* (Mandela, 2000). However, the SDP movement/sector does not operate in a vacuum and 'Sport reflects Society', so whilst sport does have the power to change the world, this change can be both positive and negative. It is therefore important to consider how SDP can focus on the positive and address the negative.

The SDP movement/sector has developed since the early 1990's (Giulianotti, 2012). In October 1993, the United Nations General Assembly passed its first two Resolutions for Sport and Olympism, including *"Building a peaceful and better world through sport and the Olympic ideal"*, which saw the United Nations (UN) and International Olympic Committee (IOC) reintroduce the ancient Olympic Truce tradition. Since this time the UN General Assembly has passed 30 Sport and Olympism Resolutions. The Olympic Truce Resolution is now passed every two years, a year before both the

summer and winter Olympics. But whilst sport has been used to promote peace in some war-torn regions, such as the Balkans, it has not prevented the many wars that have taken place over the past three decades. Furthermore, sport has often been used as tool reduce youth and gang violence in the UK and around the world, but young lives are still being lost. Can sport achieve peace on its own? Or does it require being part of a holistic approach? These questions will be explored through SDP Policy Coherence.

The IOC's relationship with the International Labour Organisation (ILO) - a UN System Agency - dates back to 1922, and in 2009 the IOC was granted UN Observer Status, which allows the IOC to take to the floor at the UN General Assembly and participate in consultation meetings (UNOSDP, 2018). The UN and IOC relationship is one of the most visible Global Partnerships for achieving the Sustainable Development Goals. This study will consider how the UN's working relationship with the IOC and the wider SDP movement/sector could be improved through an 'Operating Model for a Global Framework for SDP'.

The Global Framework for SDP began to develop in the early 2000s with the establishment of the United Nations Office on Sport for Development and Peace (UNOSDP) by former UN Secretary, the late Kofi Annan, following a conversation with the Youth Charter's Honorary Life President and former IOC Member, the late Dame Mary Glen Haig, at the Sydney 2000 Olympic Games. Mr. Adolf Ogi was appointed as the first Special Adviser on Sport for Development and Peace in 2001, this was followed by the establishment of the UN Inter-Agency Task Force of on Sport for Development and Peace in 2004. However, the UN Office on Sport for Development and Peace (UNOSDP) was closed in May 2017, but despite this the UN's SDP work continues and is now led by the UN Department of Economic and Social Affairs (DESA).

The role of sport in helping to achieve the United Nations Millennium Development Goals was officially recognised in 2003 with the *Sport for Development and Peace: Towards Achieving the Millennium Development Goals* Report. In 2016, the role of sport in delivering the UN Sustainable Development Goals was recognized in the *Declaration of the 2030 Agenda for Sustainable Development*, which stated: "*Sport is also an important enabler of sustainable development. We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.*" The UNOSDP Sport and the Sustainable Development Goals (SDGs) report (2016)

outlined the contribution of sport to the 17 SDGs, but can sport contribute to all 17 SDGs? Or is sport more suitable to specific SDGs?

The UN Action Plan on SDP (2016) and the subsequent 2018 expert panel meeting on *“Strengthening the global framework on leveraging sport for development and peace”*, demonstrates the commitment of the UN to using sport as tool to help achieve the SDGs, but without an Operating Model for the Global Framework for SDP, the 28 UN System Agencies delivering SDP projects (UNOSDP, 2018) and programmes risk working isolation to each other and the wider SDP movement/sector.

### **1.1 AIM & OBJECTIVES**

#### **Aim:**

- To explore how an operating model for a Global Framework for Sport for Development and Peace could be established and delivered

#### **Objectives:**

- To investigate public, private and third sector collaboration and partnership in Sport for Development and Peace
- To review the policy coherence and practice literature of Sport for Development and Peace
- To gather empirical data from academics, policy makers and practitioners regarding the potential development of an Operating Model for the Global Framework for Sport for Development and Peace

### **1.2 POSITIONALITY**

To provide context and understanding for the reader it is important to provide information about the author’s personal and professional social and cultural experiences and any potential biases that may exist. I grew up in a monocultural white British environment but through the social and cultural influences of sport, music and TV of the 1980s and 1990s, I always had a broader perspective of the world and British multiculturalism. Through real life experience and self-education, I have learnt about the historical and contemporary impacts of racism. My first career related job was as Project Coordinator for the Sports United Project, which aimed to use sport to address issues of racism and territorialism among young people. Since 2007, I have worked as researcher and project coordinator

for the Youth Charter, predominantly as volunteer. The Youth Charter's founder and chair is, Prof. Geoff Thompson MBE FRSA DL, who is a former world champion athlete and has over 40-years of experience in International Sport and 30-years of experience in Sport for Development and Peace. Geoff is a black man from East London who has overcome disadvantage to achieve great things. I will draw upon his wealth of skills, knowledge, and experience in delivering this research project. Regarding Gender Equality, the Youth Charter includes women as a pre-requisite to the planning and delivery of its projects and programmes, which is represented on the board of trustees and with Executive Director, Janice Argyle Thompson, who is the Youth Charter co-founder and a former world champion athlete and has been with Youth Charter from its inception. Regarding Disability Equality, the Youth Charter has supported numerous Paralympic Athletes, including Dame Sarah Storey DBE, the UK's most successful Paralympian.

## **2.0 LITERATURE REVIEW**

The academic literature for Sport for Development and Peace (SDP) is a growing pedagogy area, for which the Youth Charter has been collating an SDP Library (2021) as part of its Digital Archive to support its *ongoing campaigning, advocacy and social broker work with young people, communities, and the public, private and third sector, and is a resource for academics, policy makers and practitioners*. The SDP Library includes: Youth Charter Reports, Government Submissions and Supported Academic Papers; UN SDP Documents, Sport Resolutions, Youth Documents and Youth Resolutions; Commonwealth Youth and SDP documents; and SDP Literature.

Through its 28 year of SDP work, the Youth Charter has identified a Fragmented Approach to SDP projects and programmes, which do not follow a cohesive, coherent, and integrated approach, which is supported by SDP literature (Lindsey, Chapman and Dudfield, 2020; Lindsey and Darby, 2019; Chen, 2018; Scheerder 2018; Sugden, 2018). Since the early 1990s there has been a proliferation of SDP organisations, projects and programmes (Giulanotti, 2012). For example: 28 UN System Agencies delivering SDP projects and programmes (UNOSDP, 2018); the IOC Beyond the Games programme; the Commonwealth Secretariat's Youth SDP Working Group; over 100 professional soccer club Foundations in England have a combined turnover of over £100m (Youth Charter, 2017); and 3,138 SDP organisations registered on five SDP websites (Svensson and Woods, 2017). An Operating Model for a Global Framework for SDP will help to improve the efficiency and effectiveness of the SDP movement/sector reducing duplication of efforts and improving collaboration and partnership.

## **2.1 LEGACY CULTURAL FRAMEWORK: A TOP-DOWN / BOTTOM-UP APPROACH**

A Global Framework for SDP requires a “bottom-up” and “top-down” approach which includes Public, Private and Third Sector organisations working together and ensuring young people and communities are empowered through active participation in SDP projects and programmes (Collison, H., 2018). The Youth Charter's Community Campus Model provides a “bottom-up” Project Management approach for the planning, delivery and mapping, tracking and measuring of SDP projects and programmes which address the limitations of, and recommendations for, SDP including: *theory of change* and *theory of action* to project and programme planning, delivery and evaluation (Chen, 2018); *‘only an approach where sport is combined with non-sporting components can lead to optimal results’* (Scheerder, 2018); *Strategic Sport for Development Leverage – Building on Partnerships to Sustain and Grow Programs* (Schulenkorf, 2018). The Social Impact Outcomes of the Community Campus Model and the Legacy Cultural Framework are measured against five key legacy development goals and two underpinning principles, which are all linked directly to the UN 2030 Sustainable Development Goals, please see Appendix 7.2.

The Youth Charter's Legacy Cultural Framework also includes Sport for All (Equality, Diversity, Inclusion and Participation) by applying the “top-down” principles of the: Olympic Charter; Universal Declaration; and the Convention on the Rights of Child. An approach which is supported by Sugden (2018), who states that: *‘those committed to opportunities for humane sport and physical activity ought to resort more systematically to the strategy of establishing, publicising and drawing upon the charters, declarations and covenants that enshrine codes of entitlement and conduct’*. This research project is focused on the “top-down” approach on developing an Operating Model for a Global Framework for SDP, which include the working relationships for public, private and third sector SDP agencies and organisations and SDP Policy Coherence.

## **2.2 STRENGTHENING THE GLOBAL FRAMEWORK FOR LEVERAGING SPORT**

In June 2018, a UN DESA Expert Group Meeting was held in New York titled: *Strengthening the Global Framework for Leveraging Sport for Development and Peace*. The purpose of the meeting was *to identify and review key research, good practices, policy implications, challenges and lessons learned* in the following areas: 1. *Sport's contribution to achieving sustainable development*; 2. *Sport's contribution to building and sustaining peace*; 3. *Mainstreaming of sport, in development*

*programmes and policies; 4. Resource mobilization for leveraging sport for development and peace; and 5. Monitoring and evaluation of programmes and policies to leverage sport for development and peace.* The UN DESA event included academics, policy makers and practitioners from the SDP movement/sector, who submitted papers and presentations on *Strengthening the Global Framework for Leveraging Sport for Development and Peace*. The 2018 update to the *United Nations Action Plan on Sports for Development and Peace* provided the key reference point for the event. The main purpose of the Action Plan is *to encourage all parties, including States, the United Nations system, civil society and businesses, to achieve greater implementation using sport as a tool for sustainable development and peace*. The Action Plan provided for four key Actions, with supporting Challenges/Need and Objectives identified, please see Appendix 11.1.

The focus of the UN DESA event and this research proposal is the first action: *Global framework for sport for development and peace*, which included the following Challenges/Need and Objective: **Challenge/need** - *need for comprehensive stakeholder coordination and contribution towards the global framework for sport for development and peace, as well as towards the achievement of universally agreed development goals through sport, in particular the Sustainable Development Goals; Objective* - *improve cooperation and coordination to create a common vision of the role of sport for development and peace, particularly relating to the 2030 Agenda, and to contribute to the achievement of universally agreed development goals through sport, in particular the Sustainable Development Goals*. The development of Operating Model for the Global Framework for SDP will be essential for addressing this challenge/need and objective.

The papers submitted to the UN DESA event discussed the limitations of the SDP movement/sector, acknowledging that it does not operate in vacuum and cannot achieve its objectives without developing multi-stakeholder partnerships (Chen, 2018; Scheerder, 2018; Sugden, 2018). Chen argued that SDP should use process tracing frameworks to assist the design of SDP projects and programmes, which includes the *leveraging field for the formulation of collective community and the building of alliances* adding that *an effective coordination network between an array of public and private organisations – such as local agencies, businesses, communities, and various levels of government – is needed to ensure that a positive legacy is leveraged*. The Global Framework for SDP should provide the *leveraging field* as discussed, for which an Operating Model is required to ensure *an effective coordination network*.

The potential of a Global Framework for SDP has to be considered within the wider development context and prevailing social, cultural and economic ideologies, which for the past few decades (1980 onwards) have been dominated by neoliberalism and hyper-capitalism policies that have aimed to reduce the role of state in development and have led to increasing levels of inequalities within and among countries (Picketty, 2020). Banda (2018) discusses the negative impact of the neo-liberalism on SDP in Zambia, which was supported by state social services before the introduction of globalised neo-liberal policies but are now characterised by a lack of: sustainable SDP projects and programmes; and coherent and supportive policies. Community development through sport had been a major part of the Zambia's state corporatism, including youth development programmes, with sporting and community infrastructure costs subsidised through state investment, but this was reduced following liberalisation of state services in Zambia, with the private and third sector expected to fill the void but due to economic restraints this has not been achieved.

Banda (2018) also discusses 'Policy Coherence' from international level to local level, where it was expected through neo-liberalism and a reduced state, that civil society would deliver the social services that the state had previously delivered, but this didn't materialise leaving a gap between policy aspirations at a global level and policy outcomes at a local level. Banda highlights the multi-stakeholder approach of the ongoing UNESCO's QPE policy revision in Zambia as an example of how 'Policy Coherence' can be achieved, with the government departments and policies for Education, Sport, Youth and Health working together with *academics from private and public institutions, national sports federations and SDP practitioners*. However, the limitations of sport as a tool for development included a lack of innovation and financial resources, with 'Policy Incoherence' adding further to these limitations. Banda concludes that aid alone will not produce sustainable development without policy coherence and that developing entrepreneurship partnerships between private and civic (third sector) organisations could help to improve resource mobilisation and business innovations for SDP.

The issue of Policy Coherence for the SDP movement/sector is further explored by Lindsay and Darby (2019), who argue that sport is relevant to the SDGs across its diverse sectors, but that the pursuit of comprehensive policy coherence is infeasible, although, it is still relevant for SDP policy makers and researchers for providing a conceptual lens. The contribution of sport to the 17 SDGs was outlined in the UNOSDP Sport and the Sustainable Development Goals (SDGs) report (2016), but this report does not provide policy coherence, only outlining the areas that sport does or can contribute to the SDGs. In addition to the United Nations and the IOC, the Commonwealth

Secretariat is a lead agency in the SDP movement/sector. The Youth Charter has worked with Commonwealth Secretariat since Edinburgh 1997 CHOGM, where its SDP work was presented as part the '*Building a Nation Through Sport*' conference and in 2013 the Commonwealth Youth SDP Working Group was launched. Oliver Duffield, former head of SDP at the Commonwealth Secretariat, contributed to the 2018 UN DESA Expert Group Meeting, which included a paper submission on *Measuring the Contribution of Sport to the Sustainable Development Goals*. The paper provided three recommendations, the third of which was for UN System Agencies to *develop shared measurement approaches on sport and the SDGs*, which would provide coherence across the UN System. This study will have a strong focus on how Policy Coherence can be improved through the development of an Operating Model for the Global Framework for SDP.

### 2.3 AN OPERATING MODEL FOR A GLOBAL FRAMEWORK FOR SDP

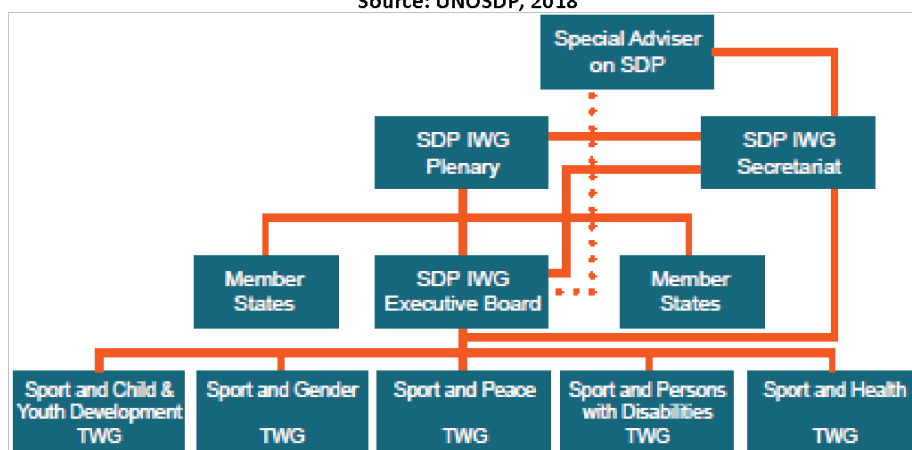
In order to develop Policy Coherence as part of an Operating Model for the Global Framework for SDP, this study will consider the relationships between the actors, organisations and agencies involved in the SDP movement/sector, this will include Public, Private and Third Sector organisations. A conceptual framework for configuring relationships between state and non-state actors in the SDP movement/sector was developed by Lindsey, Chapman and Duffield (2020), which they argue should be a heuristic device for policy makers, practitioners and researchers, and not a deterministic model and framework due to complexities of relationships between state and non-state actors. However, this study will take a deterministic approach to developing a model and framework that can be used in practice by the leading SDP agencies of the United Nations, the Commonwealth and the IOC, and the wider SDP movement/sector, including professional sport and the foundations of professional sport clubs. Without a properly defined model and framework the SDP movement/sector will continue to operate in a fragmented and inefficient manner.

The UN's institutional framework for SDP has changed considerably since 2015/17. In chapter 3 of *Sport, Peace and Development* (2012), Diennes outlines the UN SDP institutional framework that had developed since 2000. This included: the mandate of the former Special Adviser to the UN Secretary-General on SDP, which was to *serve as an **advocate, facilitator and representative of sport in a development** context*; the role of UNOSDP, which was to *provide an entry point to the UN system with regard to Sport for Development and Peace*; and the Sport for Development and Peace International Working Group (SDP IWG) which was *to build capacity and expertise of governments*.

However, the UNOSDP and the SDP IWG are no longer in operation - after closing in 2017 and 2015 respectively - and have not been replaced, although UN DESA now leads UN SDP work.

The UNOSDP website (2018) stated that the SDP IWG was: *an inter-governmental policy initiative with the aim to promote the integration of SDP policy recommendations into national and international development strategies*. The SDP IWG mandate was: *To promote and support the adoption of policies and programmes by national governments to harness the potential of sport to contribute to the achievement of development objectives, specifically the Millennium Development Goals (MDGs)*. The objectives of the SDP IWG were: 1. *Provide a forum for governments to benefit from each other's experiences and share best practices*; 2. *Support the implementation of policy recommendations*; 3. *Sustain momentum with regard to government awareness and take-up in SDP*. The SDP IWG had five Thematic Working Groups: 1. *Sport and Child & Youth Development*; 2. *Sport and Gender*; 3. *Sport and Peace*; 4. *Sport and Persons with Disabilities*; 5. *Sport and Health*. The SDP IWG provided an *organigram of the SDP IWG's structure*, please see Fig 1.

Fig. 1: Organigram of the SDP IWG's Structure  
Source: UNOSDP, 2018



The *organigram of the SDP IWG's structure* can be seen as internal UN SDP operating model, which - whilst it is no longer in existence - provides opportunity to be expanded to include external agencies from international to local levels of SDP, with integrated policy and practice delivered through networks of public, private and third sector organisations. This may require operating models at different levels, with more flexibility and adaptability at a grassroots/local level.

This research proposal will focus on how an operating model for a Global Framework for SDP could be established with the UN providing the overall leadership, coordination and strategic planning to the SDP sector/movement (top-down) and ensuring that at the grassroots/local level communities

can take ownership of their SDP projects and programmes and the impact outcomes they are aiming to achieve.

### 3.0 THEORETICAL APPROACH

This study will apply Agency Theory to Public Private Partnerships (PPP) for SDP, with particular focus on operational management and the establishment of an Operating Model for the Global Framework for SDP. Parker et al (2018) applied agency theory to PPP, in the context of international development and exploring the role governments, NGOs and private commercial service providers, an area where little research has been done. They found that whilst PPP for international development *exhibit some agency characteristics, they tend to show unique features that require measured approaches to operational management.*

Kopp (2021) defines Agency Theory as: *a principle that is used to explain and resolve issues in the relationship between business principals and their agents. Most commonly, that relationship is the one between shareholders, as principals, and company executives, as agents.* This can be adapted to SDP, at a global level with Stakeholder Partners, as principles, and the UN System Agencies/IOC, as agents, and at local level, the Target Beneficiaries, as principles, and the Stakeholder Partners, as agents. Agency Theory there are two key perspectives (Eisenhardt, 1989): i. *positivist agency theory where the principal and agent are likely to have conflicting goals; the theory is thus used to describe governance means to reduce the self-serving behaviour; and ii. principal-agent theory, where the trade-off occurs between the cost of measuring behaviour and the cost of measuring outcomes and transferring the risk to the agent.* This study will apply the second perspective by focusing on the behaviour and outcomes of the Global Framework for SDP and transferring the risk to the agent through an Operating Model.

International Development (ID) projects, or in this case SDP projects and programmes, are unique compared to commercial operations in that they have less tangible and more complex outcomes, which usually include three separate stakeholders: funding agency; implementing unit; and target beneficiaries (Parker et al, 2018). Within this there are multiple principle and agency relationships that operate laterally, horizontally and vertically. In the context of this study, the focus will be on a “top-down” vertical operational management/model for a Global Framework for Sport for Development and Peace, but within this there will be lateral and horizontal relationships, for which lines of communication will be an essential feature for ensuring effective and efficient use of

resources and to avoid duplication of effort. Whilst this study will not be focused on the “bottom-up” approach, this must still be considered, particularly as the target beneficiaries are the ultimate impact outcome of all ID or SDP projects and programmes.

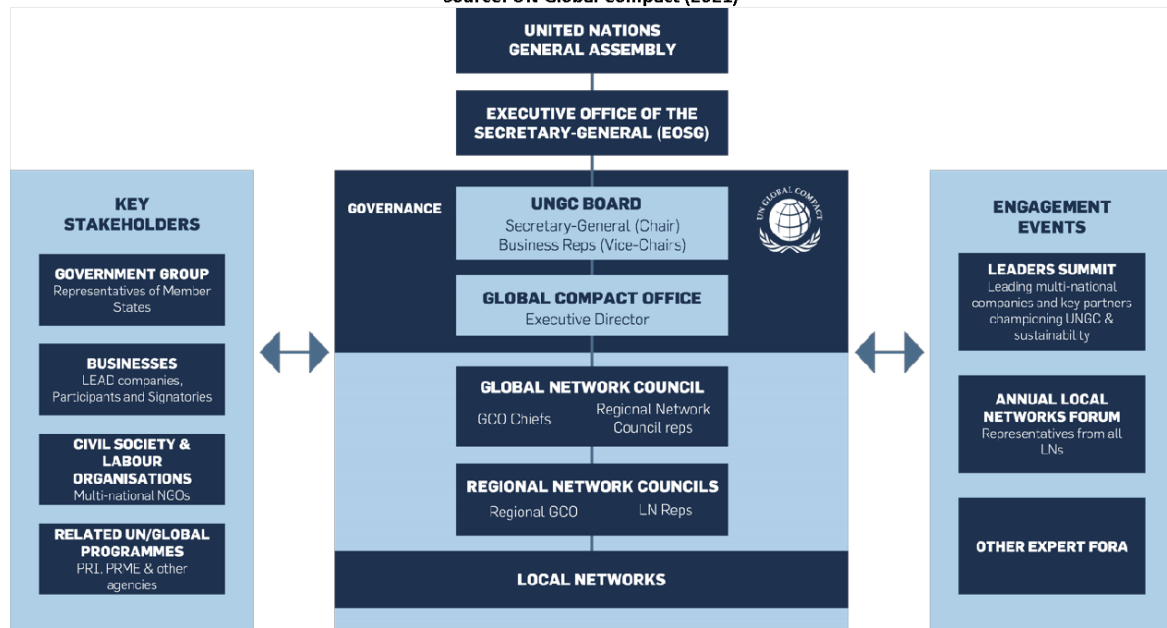
The SDP movement/sector is led by the UN, between 2003 to 2017 this was through the UNOSDP, but since 2017 UN DESA has taken the lead for SDP. The former UNOSDP website listed 28 UN System Agencies that delivered a wide range of SDP projects and programmes in partnership with public, private and third sector organisations. Whilst the UN Action Plan on SDP includes the Global Framework for SDP in its listed Actions, there is currently no model for how this is operating. Dumitriu (2017) warns in a UN report on PPP arrangements, that a *new wave of creating silos in once again taking* and that there is a need for *consistent and coordinated approach to engagement with the private sector, from a United Nations system-wide perspective*, with a system-wide level approach to provide *policy coherence*. With regard to Policy Coherence this study will include how UN System Agencies are applying to SDP to achieve the SDGs and will include the UN 2030 Youth Strategy.

This study will include the Third Sector as part of PPP, to explore how the UN engages with Third Sector NGOs that are delivering SDP projects and programmes, focusing on the UN Civil Society Unit. There are currently a number of platforms, including the International Platform for Sport for Development and Beyond Sport, that provide databases of SDP organisation (Svensson and Woods, 2017). The UN Civil Society Unit and UN DESA provide an opportunity for improving lines of communication, and agency, between the public, private and third sector organisations through a Global Framework for SDP, which will be explored.

The UNECE states that the main objective of PPPs *is to increase the expertise of governments to identify, negotiate, manage and implement successful PPPs projects*, which it states can be *done through exchange of knowledge and experiences of PPPs by member States, including experts from public and private sectors, particularly in the identification and testing of best practice which will result in standards, guides on best practice, studies and innovative tools that can be used in capacity-building programmes and training*. The UNECE has established an International PPP Centre of Excellence, for which this study will apply to the SDP movement/sector. The United Nations has been developing PPPs for the delivery of the SDGs through the UN Global Compact. The UN Global Compact governance framework provides an operating model for public-private and multi-stakeholder partnerships, please see fig. 2, *which distributes governance functions among several*

entities so as to engage participants and stakeholders at the global and local levels in making decisions and giving advice on the matters of greatest importance to their role and participation. Furthermore, the *UNDG Business Operations Strategy (BOS) User Manual*, provides a step-by-step guide for developing cost-benefit analysis and a results framework that can be applied to SDP. This study will apply the UN Global Compact and the UNDG BOS to the SDP movement/sector in the context Agency Theory focusing on how an Operating Model for the Global Framework for SDP can increase Agency and thus improve efficiency and effectiveness.

Fig. 2: UN Global Compact Governance Framework  
Source: UN Global Compact (2021)



#### 4.0 METHODOLOGY

This study used a Case Study Qualitative Method through semi-structured interviews and focus groups, with supporting quantitative/qualitative data gathered through an SDP sector questionnaire. The Case Study research can help to explain *organization, entity, company, or event* (Sauro, 2015) and *utilize a range of disciplines, predominantly management, adopting a wide range of methods* (McNulty, 2013). Rashid et al (2018) describes case study research as *consisting of a detailed investigation, often with empirical material collected over a period of time from a well-defined case to provide an analysis of the context and processes involved in the phenomenon*. In exploring the potential for operational model for a global framework for SDP, this study will investigate UN corporate governance internally and externally and will include SDP policy makers and practitioners

from the public, private and third sector. Rashid et al (2018) provides a four-phase approach to developing case study qualitative research: 1. Foundation; 2. Pre-Field; 3. Field; and 4. Reporting.

#### **4.1 FOUNDATION PHASE**

The foundation phase included the following considerations: a. philosophical; b. inquiry techniques; c. research logic. The philosophical considerations included the development and selection of the ontology, epistemology, and paradigm position of the study, with the positivism, critical theory and interpretivism the three most common approaches. This study has taken interpretivism approach as it will be focused on *social context and human complexity* in the context of operational/organization management, relationships and communication. The inquiry technique considerations were whether it would be quantitative or qualitative. Qualitative interpretivist questions are *associated with credibility, conformability, transferability, and dependability*, which were applied to the semi-structure interviews and focus groups. The research logic considerations were induction, deduction and abduction. This study was abductive, combining both inductive and deductive logic to investigate relationships with a “*systematic combining*” process that will allow *theoretical framework, empirical fieldwork, and case analysis evolve simultaneously to develop new theories and provide platform for future research*, i.e. an operating model for a global framework for SDP.

#### **4.2 PRE-FIELD PHASE**

For the Pre-Field Phase the guide provided two operational steps: Decide and Case Study Protocols. Qualitative case studies with a supporting quantitative/qualitative questionnaire were selected as the approach for this study. The Case Study Protocols provided are: (i) *research question*; (ii) *research method*; (iii) *permission seeking*; (iv) *ethical considerations*; (v) *interpretation process*; and (vi) *criteria for assessment*.

##### **4.2.1 RESEARCH QUESTIONS**

The SDP Questionnaire included five key areas: SDP and the Sustainable Development Goals (SDGs); SDP Policy Coherence; SDP Collaboration and Partnership; SDP Funding and Investment; Global Framework for Sport for Development and Peace. Each key area provided a quantitative question using a Likert Scale for the respondent to provide a rating and then an open qualitative question for how they think the key area could be improved. The final key area also included two questions for

“Could an Operating Model improve the Global Framework for Sport for Development and Peace?”, the first was a closed “yes or no” question, the second an open “If yes, how?” or “If no, why not?”. Please see the URL link for the SDP Questionnaire: <https://forms.gle/q8fhYphNxGRWK3BN6>

The semi-structured interview and focus group scripts were produced using the participant responses to the SDP Questionnaire, with open questions expanding on the participant responses and increasing discussion around the 5 key areas of the SDP Questionnaire.

#### **4.2.2 DATA GATHERING**

The Youth Charter’s GSuite provision was selected as the method of approach for gathering the empirical data from the SDP Questionnaires and Interviews/Focus Groups. Google Forms were selected for the Participant Information and Consent Form and Questionnaire as they can be distributed electronically via email and when completed response outputs sent directly to Google Sheets for data analysis, which saves a lot time by reducing manual data extraction. Google Meets was selected for conducting the Interviews/Focus Groups as part it is part of the Youth Charter’s GSuite provision.

#### **4.2.3 PARTICIPANT CONSENT**

A Participant Database was created using the Youth Charter’s Sport for Development and Peace network and contacts selected through: UN System Agency’s using sport; Commonwealth Youth SDP Working Group; Academics who written SDP papers; Government contacts in field of SDP; SDP NGOs; International Governing Bodies of Sport; and Private Sector CSR with SDP programmes. A Project Information and Consent Form was sent out via email to potential participants. Please see URL link to view the Project Information and Consent Form: <https://forms.gle/NyUojh2gw7uBLea57>

### **4.3 FIELD PHASE**

The Field Phase saw the collection of the empirical data. The guide provided two considerations for this phase: Contact and Interact. For the *Contact* consideration it is stated that it would *useful if the researcher knows the cases well and the participants who will be approached*, this study used the Youth Charter’s extensive contacts within the SDP sector/movement, but also contacted individuals who were not known to the Youth Charter. Regarding, *Interact*, the guide suggests that a *range of*

*empirical material collection tools in order to answer the research questions with maximum breadth* to provide *triangulation*. The empirical data gathered through the SDP questionnaire, semi-structured interview and focus groups with SDP academics, policy makers and practitioners provided material that was triangulated with the Youth Charter's 28 years of knowledge and experience within SDP sector/movement, which is evidenced in its online SDP Library collection (<https://www.archive-youthcharter.org/ycsdplibrary>).

#### 4.4 REPORTING PHASE: DATA ANALYSIS

The SDP Questionnaire responses were automatically recorded into a Google Sheets document, which was used to produce tables and charts for the quantitative data analysis. The responses to the open questions in the SDP Questionnaire was analysed as part the qualitative data analysis with the transcripts from the interviews and focus groups, for which tables of 'Key Words, Comments and Topics' was produced and categorised as 'Positive, Neutral or Negative', with the neutral comments often consisting of suggestions and recommendations. The quantitative and qualitative findings were outlined and critically analysed using agency theory and a case study approach.

#### 5.0 ETHICAL CONSIDERATIONS

The research was delivered in accordance with UEL's Code of Practice for Research Ethics (2015) and the Youth Charter's Safeguarding and Child Protection Policy (2020). Research participants were all adult professionals and the research did not include any children under the age 18 or any vulnerable adults. All participants completed a Project Information and Consent Form and were fully informed of their right to withdraw at any time.

#### 6.0 TIMEFRAME

Phases/Tasks	Start	End
<b>1. Foundation Phase/Research Proposal</b>	<b>03/02/21</b>	<b>12/05/21</b>
<b>2. Pre-Field Phase:</b>	<b>17/05/21</b>	<b>28/05/21</b>
2.1 SDP Questionnaire	17/05/21	28/05/21
2.2 Semi-Structured Interview Questions	17/05/21	28/05/21
2.3 Focus Groups Questions	17/05/21	28/05/21
2.4 Database of Potential Participants	17/05/21	28/05/21
<b>3. Field Phase:</b>	<b>01/06/21</b>	<b>13/08/21</b>
3.1 SDP Questionnaire sent out	01/06/21	30/07/21
3.2 Semi-Structured Interviews	28/06/21	30/07/21
3.2.1 Contact made with potential participants	28/06/21	16/07/21
3.2.2 Interviews Conducted	28/06/21	30/07/21
3.3 Focus Groups Questions	28/06/21	30/07/21

3.3.1	Contact made with potential participants	28/06/21	16/07/21
3.3.2	Focus Groups Conducted	28/06/21	30/07/21
<b>4.</b>	<b>Reporting/Data Analysis/Submission Phase</b>	<b>02/08/21</b>	<b>30/08/21</b>
4.1	SDP Questionnaire data analysed/coded and written up	02/08/21	13/08/21
4.2	Interview data coded/grouped and written up	02/08/21	13/09/21
4.3	Focus Group data coded/grouped and written up	02/08/21	13/08/21
4.4	Dissertation completed & submitted	02/08/21	31/08/21
4.4.1	Draft Completed	16/08/21	20/08/21
4.4.2	Review & Amend	23/08/21	27/08/21
4.4.3	Submit Dissertation	n/a	31/08/21

## 7.0 FINDINGS

The field research for SDP Research Project the included the following: Nine SDP Questionnaires completed; one Interview with one participant; and two Focus Groups with two participants each, four in total. The five participants who took part in the interview and two focus groups all completed the SDP Questionnaire as a pre-requisite, and the scripts for the interviews and focus group were based on their responses to the SDP Questionnaire.

The findings for the field research are structured around the SDP Questionnaire sections which were: 1. Introduction; 2. SDP and the Sustainable Development Goals; 3. SDP Policy Coherence and Integration; 4. SDP Collaboration and Partnership; 5. SDP Funding and Investment; 6. Towards an Operating Model for the Global Framework for Sport for Development and Peace.

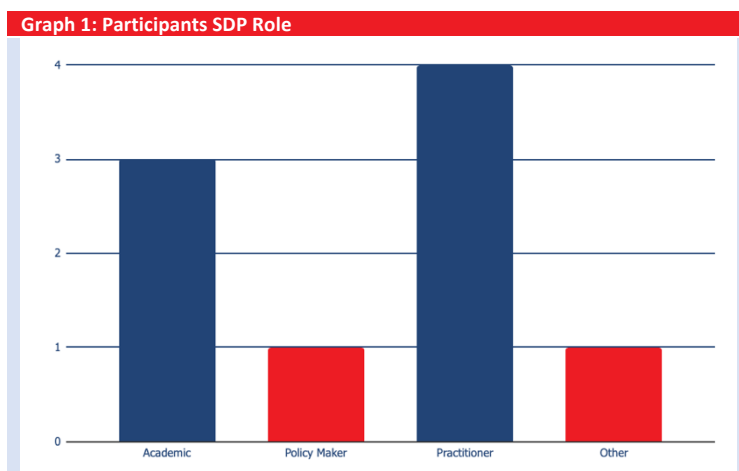
### 7.1 INTRODUCTION

The Introductory Questions were: How would you describe your role in Sport for Development and Peace? How would you describe your experience, knowledge and understanding of the Global Framework for Sport for Development and Peace? Which United Nations Department/System Agency is responsible for Sport for Development and Peace?

#### 7.1.1 PARTICIPANTS ROLE IN SDP

The participants were provided with the following four options to describe their role in SDP: Academic; Policy Maker; Practitioner; or Other. Out of the nine participants: three were Academics; one a Policy Maker; four were Practitioners; and one said all three (Academic, Policy Maker and Practitioner). Please see table 1 and graph 1.

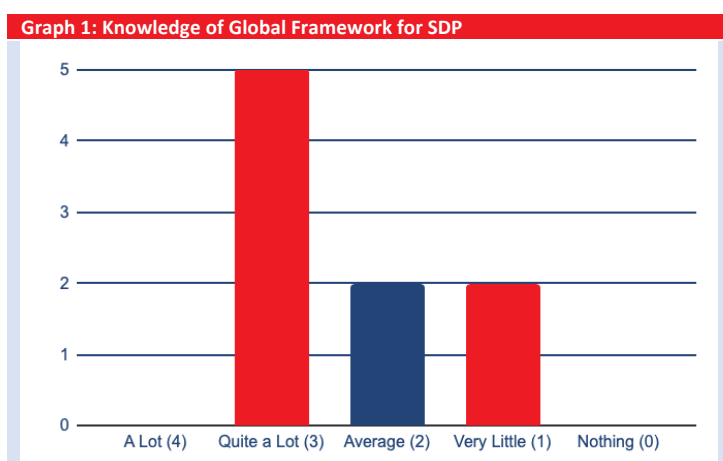
Table 1: Participants SDP Role			
Academic	Policy Maker	Practitioner	Other
3	1	4	1



### 7.1.2 KNOWLEDGE OF GLOBAL FRAMEWORK FOR SDP

The participants were provided five options on a Likert Scale to describe their experience, knowledge and understanding of the Global Framework for Sport for Development and Peace: 4 - A Lot; 3 - Quite a Lot; 2 - Average; 1 - Very Little; 0 - Nothing. Out of the nine participants: none said 4 - A Lot; five said 3 - Quite a Lot; two said 2 - Average; one said 1 - Very Little; and none said 0 - Nothing. Please Table 2 and Graph 2 below. However, these responses contrasted greatly with the responses in section 6 of the Questionnaire and during the Interview and Focus Groups, with participants saying they did not know there was a global framework for SDP.

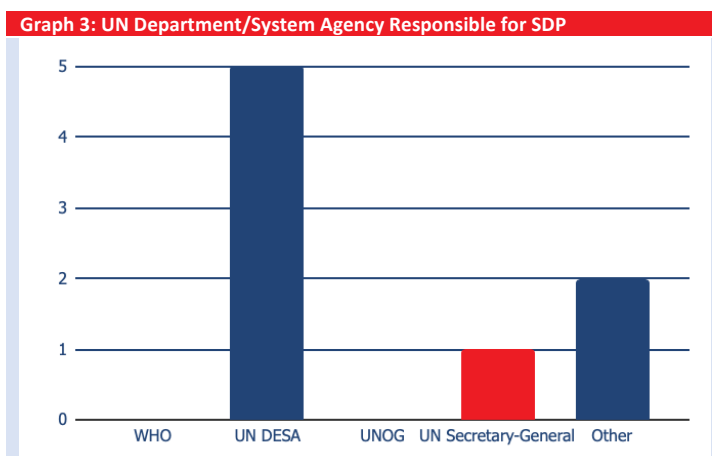
Table 1: Knowledge of Global Framework for SDP				
A Lot (4)	Quite a Lot (3)	Average (2)	Very Little (1)	Nothing (0)
0	5	2	2	0



### 7.1.3 UN DEPARTMENT/SYSTEM AGENCY RESPONSIBLE FOR SDP

The participants were provided six options for which United Nations Department/System Agency is responsible for Sport for Development and Peace: UNESCO; WHO; UN DESA; UNOG; UN Secretary-General; and other. Out of the nine participants: One said UNESCO; none said WHO; five said UN DESA; none said UNOG; one said UN Secretary-General; and two said Other, with one participant saying “I believe there are departments/agencies involved in SDP”, and the second participant naming the closed “UNOSDP”. Please Table 3 and Graph 4.

UNESCO	WHO	UN DESA	UNOG	UN Secretary-General	Other
1	0	5	0	1	2



## 7.2 SDP AND THE SDGS

The participants were provided with five options for rating the importance of SDP for helping to achieve the 17 UN 2030 Sustainable Development Goals (SDGs): Extremely Important; Very Important; Important; Not Important; and Not Relevant. A rating was provided for each of the 17 SDGs. To provide a mean rating for each SDG a score rating was provide, from 4 for Extremely Important to 0 for Not Relevant. The rating scores were added together and divided by nine (the number of participants) to give a mean rating for each SDG, to provide an indication of which SDGs participants thought were more important for SDP, the findings were: No SDGs had a mean rating of ‘0 - Not Relevant’; one had a mean rating as ‘1 - Not Important’; nine had a mean rating of ‘2 -

Important'; six had a mean rating of '3 - Very Important'; and none had a mean rating of '4 – Extremely Important'. Please see table 4 and table 5.

The participant responses to *'please provide your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals'*, mentioned how SDP was relevant to all SDGs (positive), but that SDP cannot do it on its own (neutral). However, negative comments including over claiming the value of SDP and detrimental impacts of sport, such as, the environmental impact of sport and the mental health impact of abuse in sport. Please see table 6.

**Table 4: Rating of the importance of SDP for helping to achieve each UN 2030 Sustainable Development Goals**

Rating	Sustainable Development Goal																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Not Relevant (0)	0	0	0	0	0	1	1	0	1	0	0	1	0	1	1	0	0
Not Important (1)	3	4	1	1		4	5	2	2	2	2	4	2	3	3	2	1
Important (2)	5	4	1	1	3	2	3	2	4	1	3	2	3	3	3		1
Very Important (3)	1	1	2	3	2	2		5	2	3	2	2	4	2	2	5	2
Extremely Important (4)	0	0	5	4	4	0	0	0	0	3	2	0	0	0	0	2	5
Mean Rating	2	2	3	3	3	2	1	2	2	3	2	2	2	2	2	3	3

**Table 5: Mean Rating of the importance of SDP for helping to achieve each UN 2030 Sustainable Development Goals**

Not Relevant (0)	Not Important (1)	Important (2)	Very Important (3)	Extremely Important (4)
	SDG 7 - Affordable and Clean Energy	SDG 1 - No Poverty	SDG 3 - Good Health and Well-Being	
		SDG 2 - Zero Hunger	SDG 4 - Quality Education	
		SDG 6 - Quality Water and Sanitation	SDG 5 - Gender Equality	
		SDG 8 - Decent Work and Economic Growth	SDG 10 - Reduced Inequalities	
		SDG 9 - Industry, Innovation and Infrastructure	SDG 16 - Peace, Justice and Strong Institutions	
		SDG 11 - Sustainable Cities and Communities	SDG 17 - Partnerships for Goals	
		SDG 12 - Responsible Consumption and Production		
		SDG 14 - Life Below Water		
		SDG 15 - Life on Land		

**Table 6: Key words, comments and topics - Thoughts on the role of SDP for helping to achieve the Sustainable Development Goals**

Positive	Neutral	Negative
SDP cross-cutting across all SDGs	Measuring Impact of SDP for achieving SDGs	SDP alone can only make a very minor contribution to the SDGs
Sport included in introduction to SDGs	Evidence of SDP achieving SDGs	Over claiming value of SDP
Sport can play key role in achieving SDGs	Practitioner Research Required	Balanced and Realistic about role of SDP
Sports role undervalued and underestimated	SDP part of the toolbox	Spreading too thinly
SDP can raise awareness of SDGs	SDP cannot do it on its own	Quality over Quantity
SDG 5 – Gender Equality	Specificity of SDP to SDGs	SDG 3 – Good Health and Well-Being
SDG 4 – Quality Education	Quality over Quantity	SDG 17 – Partnerships for Goals
SDG 3 – Good Health and Well-Being	SDP needs to be targeted to specific SDG	More Politically Engaged on Environmental issues
SDG 16 – Peace, Justice and Strong Institutions	SDG 1 - No Poverty / SDG 2 No Hunger	Sport's Environmental Sustainability
	SDG 10 - Reduced Inequalities	Detrimental Impact of Sport on SDGs

Black Lives Matter activism by Sport Stars has been positive	SDG 11 - Sustainable Communities and Cities	
	SDG 12 - Responsible Consumption and Production	
	SDG 14 - Life Below Water	
	Sport reflects Society	
	Sport Federations ambivalence to the SDGs	
	SDGs for Developed, as well as Developing, Countries	

### 7.3 SDP POLICY COHERENCE AND INTEGRATION

The participants were provided five options on a Likert Scale for how they rated SDP Policy and Coherence: 4 - Excellent; 3 - Good; 2 - Average; 1 - Poor; 0 - Very Poor. Out of the nine participants: none said 4 – Excellent; none said 3 – Good; two said 2 – Average; seven said 1 – Poor; and none said 0 – Very Poor. The mean average rating for how participants rated SDP Policy Coherence and Integration was 1 – Poor. Please see Table 7 and Graph 4.

The participant responses to *‘how do you think SDP Policy Coherence and Integration can be improved’*, did not include any comments that were categorised as ‘positive’. However, most responses were categorised as ‘neutral’, which included suggestions or recommendations for the how SDP policy coherence and integration can be improved, with ‘leadership’ a key theme in different areas, such as ‘government leadership’, ‘global leadership’, ‘national leadership’ and ‘UN leadership’. There were also negative responses which included: SDP not joined up with the wider Development Sector; UN and Stakeholders working in silos; Coordination and Communication problems; and the disparate Sporting Ecosystem. Please see Table 8.

Table 7: Rating of Policy Coherence and Integration	
Rating	No. Participants
Very Poor (0)	0
Poor (1)	7
Average (2)	2
Good (3)	0
Excellent (4)	0
<b>Mean Rating</b>	<b>1 - Poor</b>

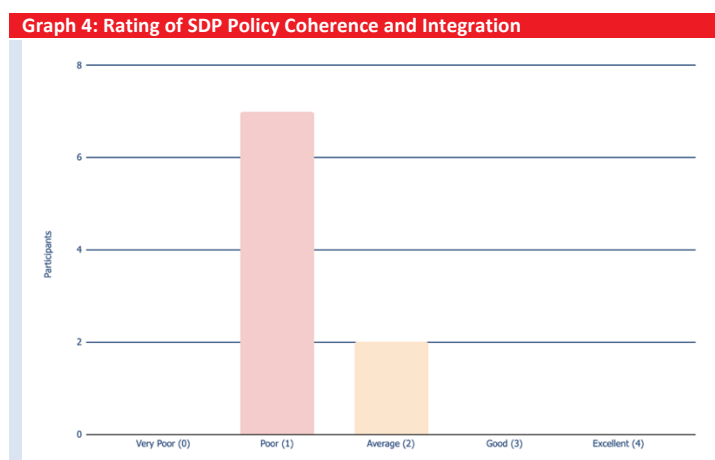


Table 8: Key words, comments and topics - thoughts on how SDP Policy Coherence and Integration can be improved		
Positive	Neutral	Negative
	SDP Mainstreaming	SDP is not joined up the wider Development Sector
	Promoting SDP as a sector	Stakeholders working in Silos
	Common set of Indicators and measurements	SDGs inherently incoherent
	Partnerships and Collaboration are Crucial	SDP fragmented
	Greater Government Leadership and Regulation	UN working in silos
	Global Leadership required	Coordination Problems
	Top to Bottom, Bottom to Top are not mutually exclusive	Better communication needed
	Leadership providing guidance and clarification	Protecting Turf
	National Leadership	NGO, NGBs, clubs and leagues disparate Sporting Ecosystem
	Countries working together	Sport contributing environmental unsustainability
	External Support	
	UN Leadership required for UN System Agencies using Sport	
	UNOSDP Office closing left leadership and coordination gap	
	IOC taking over UNOSDP role but are they right organisation?	
	Sport needs to be aligned with the SDGs	
	Sport requires a Sustainable Economic Model	
	Commonwealth has been developing Policy Coherence within sport	
	A Global SDP Conference	

#### 7.4 SDP COLLABORATION AND PARTNERSHIP

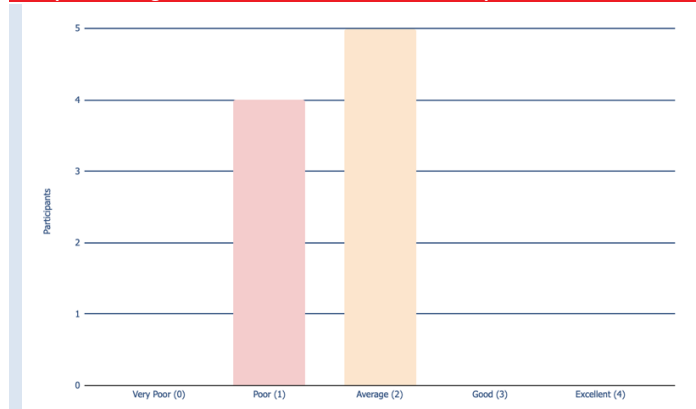
The participants were provided five options on a Likert Scale for how they rated SDP Collaboration and Partnership: 4 - Excellent; 3 - Good; 2 - Average; 1 - Poor; 0 - Very Poor. Out of the nine participants: none said 4 – Excellent; none said 3 – Good; five said 2 – Average; four said 1 – Poor; and none said 0 – Very Poor. The mean average rating for how participants rated SDP Collaboration and Partnership was 2 – Average. Please see Table 9 and Graph 5.

The participant responses to *‘how do you think SDP Collaboration and Partnership can be improved’*, included positive comments such as: UN IOC Partnership increasing in recognition; the IOC working with International Federations for Sport (IFs); and the IPC working with people with disabilities. The majority of the responses were categorised as ‘neutral’, with suggestions or recommendations for the how SDP collaboration and participation can be improved, this included: Collaboration not Competition; Promoting Positive Partnerships with Case Studies; and Public, Private and Third Sector Partnerships. There were also negative responses which included: SDP Fragmented with poor Coordination; Stakeholders working in Silos; UN IOC Partnership not working to its full capacity. Please see table 10.

**Table 9: Rating of Collaboration & Partnership**

Rating	No. Participants
Very Poor (0)	0
Poor (1)	4
Average (2)	5
Good (3)	0
Excellent (4)	0
Mean Rating	2 - Average

**Graph 5: Rating of SDP Collaboration and Partnership**



**Table 10: Key words, comments and topics - how SDP Collaboration and Partnership can be improved**

Positive	Neutral	Negative
UN IOC Partnership increasing recognition	Collaboration not Competition	SDP Fragmented with poor Coordination
IOC working with IFs	Promoting Positive Partnerships with Case Studies	Scramble of resources
IPC working people with disabilities	Best Practice Sharing	Stakeholders working in Silos
	Creating space for partnerships	Divide between Policy and Practice
	Capacity Building	Grassroots organisations not involved in decision making at high level
	Worldwide Partnership where everyone has a voice	Ensure community level voices can influence policies and decisions
	Public, Private and Third Sector Partnerships	Divide between Policy and Practice
	Practitioner led Research	Grassroots organisations not involved in decision making at high level
	Practitioner to Practitioner partnerships at participant level	Amplification Effect - only selecting good stories
	Ensure community level voices can influence policies and decisions	Sports Environmental Sustainability limitation
	Discussion about possibilities and limitation of SDP	Sport Washing
	Sport People to take an active lead in SDP	UN IOC Partnership not working to its full capacity
	Sport Partnership with wider development sector	
	Different types of partnerships	
	Commonwealth Secretariat partnerships	
	UN System Agencies need better coordination	
	UN IOC IF partnerships formally filtered down to national level with UN NOC	
	Governments partnering with SDP NGOs	
	International Sport Partnerships	
	National Level	
	Private sector partnerships and sponsorships contributing to SDGs	
	Not all about money there also needs to Value Added contributions	
	Funding linked to partnerships	
	Risk taking encouraged and failure accepted	

## 7.5 SDP FUNDING AND INVESTMENT

The participants were provided five options on a Likert Scale for how they rated SDP Funding and Investment: 4 - Excellent; 3 - Good; 2 - Average; 1 - Poor; 0 - Very Poor. Out of the nine participants: none said 4 – Excellent; one said 3 – Good; five said 2 – Average; three said 1 – Poor; and none said 0 – Very Poor. The mean average rating for how participants rated SDP Funding and Investment was 2 – Average. Please see Table 11 and Graph 6.

The participant responses to ‘*how do you think SDP Funding and Investment can be improved*’, included the following positive comments: SDP organisations do not require much funding; Positive social return; Brand and/or Star Player Power. Most responses were categorised as neutral, with suggestions and recommendations for how SDP funding and investment can be improved, these included: Importance of Monitoring & Evaluation for justification of Funding and Investment; Long Term Funding for scale, sustainability and intergenerational change; and Mainstreaming SDP. The negative responses included: SDP budget small compared to International Development; Difficult and time consuming to access funding; and short term funding cycles. Please see table 12.

Table 11: Rating of Funding and Investment	
Rating	No. Participants
Very Poor (0)	0
Poor (1)	3
Average (2)	5
Good (3)	1
Excellent (4)	0
Mean Rating	2 - Average

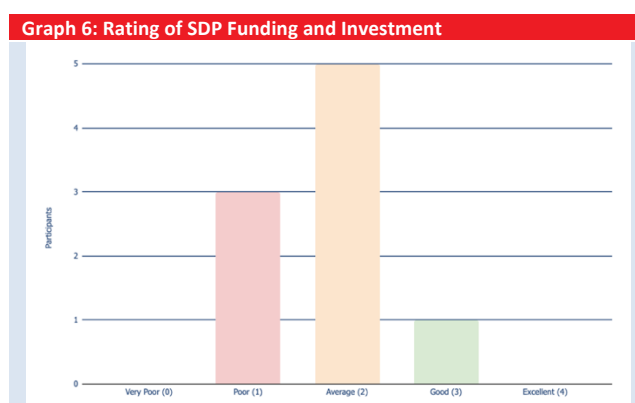


Table 12: Key words, comments and topics - how SDP Funding and Investment can be improved		
Positive	Neutral	Negative
SDP organisations do not require much funding	Importance of Monitoring & Evaluation for justification of Funding & Investment	SDP budget small compared to International Development
Positive Social Return	PE & PISA Tables	Difficult and time consuming to access funding
Brand and/or Star Player Power	School Sport Survey	COVID Impact on funding
	SDP role in rebuilding post-COVID	Short term funding cycles
	Emphasise impact of sport for Government and Public Funding	Funding often given to safe bet rather the right organisation
	Long Term Funding for scale, sustainability and intergenerational change	Too many Player Foundations
	Link to National Development Plans and encourage cooperation not competition	Philanthropic donors less interested in sport
	Funding that brings partners together	Sport not first for Thematic Funding
	Funding should support innovation	
	Accepting of failure as part of Monitoring & Evaluation	

	Capacity Building Funding	
	Participatory Decision Making	
	Redirecting funding from Elite Sport to Grassroots Sport	
	Tax on Professional Sports	
	Regulation of Sport	
	Tax Breaks for investment in SDP	
	Professional Club Foundations and Professional Sport CSR	
	Player Foundations	
	Promote benefits of Private sector CSR and Sponsorship of supporting SDP	
	SDP Funding Model	
	Funding that is not Sport specific	
	Thematic Funding	
	Mainstreaming SDP	
	Value Added linked to partnerships	
	Types of Partnerships	
	Non-Traditional Funding Sources	
	Portfolio of Funding	
	Developed world should support developing world	

## 7.6 SDP GLOBAL FRAMEWORK AND OPERATING MODEL

The participants were provided five options on a Likert Scale for how they rated the Global Framework for SDP as: 4 - Excellent; 3 - Good; 2 - Average; 1 - Poor; 0 - Very Poor. Out of the nine participants: none said 4 – Excellent; one said 3 – Good; two said 2 – Average; six said 1 – Poor; and none said 0 – Very Poor. The mean average rating for how participants rated for the Global Framework for SDP was 2 – Average. Please see Table 13 and Graph 7.

The participant responses ‘*how do you think Global Framework for Sport for Development and Peace can be improved*’, included the following positive comments: A Global Framework is very important. The neutral comments included: A Framework with roles & responsibilities is required; bring sector together and provide direction; and better communication with Stakeholders. The negative responses included: Didn’t know much about the Global Framework for SDP; Closure of the UNOSDP; and high level disconnected from ground level. Please see table 14.

**Table 13: Rating of Global Framework for SDP**

Rating	No. Participants
Very Poor (0)	0
Poor (1)	6
Average (2)	2
Good (3)	1
Excellent (4)	0
<b>Mean Rating</b>	<b>1 - Poor</b>

**Graph 8: Rating of Global Framework for SDP**

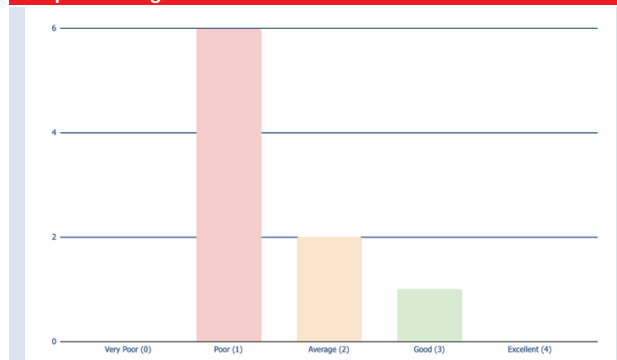


Table 14: Key words, comments and topics - how Global Framework for SDP can be improved		
Positive	Neutral	Negative
A Global Framework is very important	We need one	Didn't know much about the Global Framework for SDP
	A Framework with roles & responsibilities is required	Closure of the UNOSDP
	Taking a lead	There isn't one
	see what the sector looks like indicators and measures	No Leadership
	build a case of SDP	Lots of documents, models and frameworks
	Validity for practitioners	UN big and decentralised
	bring sector together and provide direction	High level disconnected from ground level
	Better communication with Stakeholders	
	More consultation with grassroots organisations that have driven SDP	
	Social Impact changes and investment	
	Challenging vested interests	
	Kazan Action Plan provides a framework	

### 7.6.1 AN OPERATING MODEL FOR SDP GLOBAL FRAMEWORK

The participants were asked '*could an Operating Model improve the Global Framework for Sport for Development and Peace*'. This was a Yes or No question, with seven participants saying yes and two saying no. Please see Table 15 and Graph 9.

The participants were then asked to explain '*how*' if they answered '*Yes*', and '*why*' if they answered '*No*'. The responses were put together with the interview and focus group discussion and categorised as positive, neutral and negative. The positive responses included: Operating Model would be positive; Leadership; Roles & Responsibilities; and bringing SDP together. The neutral responses included: It would need to be Robust & Dynamic; Actioning, Implementation & Coordination; and Proper representation of sector not just the elites. The negative responses included: Variables (complexity); Fragmentation; and Long Cumbersome Process. Please see Table 16.

Table 15: Could an Operating Model improve the Global Framework for SDP	
Yes	No
7	2

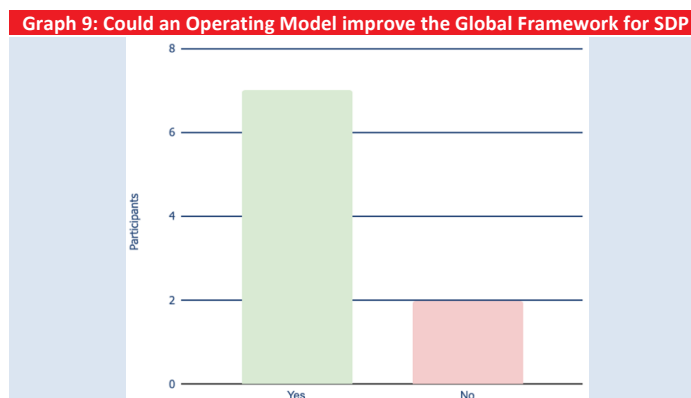


Table 16: Key words, comments and topics – could an Operating Model improve the Global Framework for SDP		
Positive	Neutral	Negative
Operating Model would be positive	Different levels	Variables (complexity)
Leadership	It would need to be Robust & Dynamic	Fragmentation
Roles & Responsibilities	Process is important	Potential for territorialism and ownership disputes
Bringing SDP together	Proper representation of sector not just the elites	Skeptical of one way of doing SDP
	Global but Flexible	Not easily implemented
	Actioning, Implementation & Coordination	People losing interest
	Sports Governance at different levels	Long Cumbersome Process
	Sport and SDG Indicator Framework	Already Policy Documents so doubt the benefit of another model
	Scope of Operating Model	Diversity of SDGs and country context

## 8.0 ANALYSIS AND DISCUSSION

The purpose of this research project was to explore how an ‘Operating Model for the Global Framework for SDP’ could be established and delivered. The Theoretical Framework selected for this study was Agency Theory applied to Public Private Partnerships (PPP) for SDP. By applying Agency Theory to PPP for SDP, and more specifically to the establishing an ‘Operating Model for the Global Framework for SDP’, this study considered five key areas: 1. SDP and the Sustainable Development Goals (SDGs); 2. SDP Policy Coherence and Integration; 3. SDP Collaboration and Partnership; 4. SDP Funding and Investment; 5. An Operating Model for the Global Framework for Sport for Development and Peace.

These five key areas are all interlinked. The first area of SDP and the SDGs is focused on defining the potential outcomes for SDP projects and programmes, which will impact on policy and practice decision making and thus SDP Policy Coherence and Integration. Whilst SDP Collaboration and Partnership will impact how the SDP sector functions at local, national and global levels, and will thus also impact on SDP Policy Coherence and Integration. This will be further impacted by SDP Funding and Investment which will affect the scale and long-term sustainability of SDP projects and programmes and their potential for helping to achieve the SDGs. However, the SDP sector cannot be seen in isolation of the wider sporting structures, local, national and global, and should in fact be seen as an integral part of the Sporting Ecosystem, which is why a Global Framework for SDP, and an Operating Model, are essential for managing the roles and responsibilities of stakeholder partners, and for monitoring and evaluating the outcome impacts of SDP in achieving the SDGs.

The aim of applying Agency Theory to the establishment of an Operating Model for the Global framework for SDP is to improve *relationship between business principals and their agents* (Kopp, 2021). These relationships will operate at differently at local, national and global levels of the Global Framework for SDP. This study is focused on the global level relationships between SDP actors, with the stakeholder partners, as principles, and the UN System Agencies/IOC, as agents. But we still have to consider how this could improve the outcome impacts of SDP for achieving the SDGs at a local level. The analysis will start with the Global Framework for SDP, it will then discuss the key areas of the framework and will finish with discussion about a potential Operating Model for the Global Framework for SDP.

### **8.1 STRENGTHENING THE GLOBAL FRAMEWORK FOR SDP**

Strengthening the Global Framework for SDP is a stated objective in the United Nations Action Plan on SDP (2016). However, this study has found that participants didn't know much about the global framework for SDP, comments included: *"I don't know very much about it"; "I had to go onto the UN website to try to track down this Global Framework and it was pretty pultry"; "I am not familiar with the Global Framework"; "In my mind there is not one that exists"; "When I read the question, I had to Google and check if there was a framework because I haven't heard of it."* Despite this the participants mostly agreed that a Global Framework for SDP is important for the sector, statements included: *"I feel that a Global Framework is very important";* and *"For me we need that to begin with"*. This was supported by participants providing reasons for having a Global Framework for SDP, which included: *"The importance of having a framework in place for roles and responsibilities"; "There needs to be greater impetus for, support by and recognition of intergovernmental leadership for SDP by the UN and other bodies"; "outline effective and accepted M&E framework"*. These comments demonstrate that to "Strengthen the Global Framework for SDP", we first must clearly define what the Global Framework for SDP is.

The starting point for the Global Framework for SDP is the UN and IOC Global Partnership, which in 2009 saw the IOC provided with the right to take the floor at the UN General Assembly. The UN IOC Global Partnership is the apex of SDP and potentially a leading contributor to SDG 17 Partnerships for the Goals. However, the roles and responsibilities of the UN and IOC in the Global Framework for SDP have not been clearly established, this is supported by participant feedback that stated that there was no leadership and/or no one taking a lead in the SDP sector, with participants stating: *"Someone or some organisation needs to take ownership"; "There is not one home or someone*

*taking a lead*"; *"There needs to be greater impetus for, support by and recognition of intergovernmental leadership for SDP by the UN and other bodies"*. With regard to SDP leadership, and the comment *"there is not one home"*, the UN Office on Sport for Development and Peace (UNOSDP), which was opened in 2002, was recognised by participants as providing a potential focal point for leadership within the SDP sector, despite its limitations, but that it was closed in 2017.

The participants questioned the closure of the UNOSDP, with some suggesting the IOC was now taking the lead but also recognising that the UN System Agencies were also still delivering SDP projects and programmes, and that the UN is the world's leading development agency. The participants recognised that the UN is large and decentralised, with agencies often working in 'silos', making it difficult to coordinate its work effectively, which is reflected in the 'fragmentation' of the UN's SDP work and the SDP sector in general. Participants said a Global Framework for the SDP is required to: provide structure for the SDP sector; bring the SDP sector together; and to clearly define what the potential SDG outcome impacts for SDP.

## **8.2 SDP AND THE SDGS**

The participant ratings for the importance of SDP for helping to achieve the SDGs provided a mean rating of 'Important' or 'Very Important' for 16 out of the 17 SDGs, with only SDG 7 Affordable and Clean Energy rated as 'Not Important', with some participants saying that SDP can contribute to all the SDGs but that it cannot do it alone and that measuring the impact of SDP for achieving the SDGs was important. There was also recognition of the limitations of the role of SDP in contributing to the SDGs, and negative impact of sport on some SDGs, such as: sports carbon footprint for climate change; and mental health impact of abuse in sport for health and wellbeing.

Despite its limitations, the role of sport for achieving the Millennium Development Goals was officially recognised in the by the UN in 2003, this was followed up in 2016 in the Declaration of the 2030 Agenda for Sustainable Development, which stated: *"Sport is also an important enabler of sustainable development"*, as well the 2020 UN General Assembly Resolution 'Sport: a global accelerator of peace and sustainable development'. In addition, to this there have been several documents from the UN, IOC and the Commonwealth Secretariat outlining the potential for SDP to help achieve the SDGs (IOC, 2015; UNOSDP, 2016; SGDF, 2018; UNESCO, 2018; Commonwealth Secretariat, 2019). However, these documents provide different explanations for the role SDP in achieving the SDGs and they each include different SDGs, and none include all the SDGs.

Developing SDP indicators for measuring SDG outcome impacts is required from the Global Framework for SDP, with areas and levels of potential impact for different sports. The Youth Charter has produced definitions for the potential social impact of sport focused primarily on “community development through sport” and “sport development in the community”, which have been applied to Youth Charter’s Games Legacy Research for London 2012 to Tokyo 2020, and this could be included as part of the Global Framework for SDP. Please see Tables 17, 18 and 19.

**Table 17: Areas and Factors for Potential Social Impact of Sport**

Source: Youth Charter, 2021

Area	Factors
Physical Literacy	Sport and Physical Activity participation is shaped by early childhood experiences and the development of physical literacy. Gymnastics provides the most basic form of developing physical literacy in early childhood.
Life Skills	Running, swimming and self-defence are all life skills which can help save lives and develop active lifestyles. Cycling is a life skill that can improve personal health and the environment.
Social Skills	Basic interaction, communication, team-building and conflict resolution skills can all be developed through participation in competitive, team sports and adventure sports.
Accessibility	The access to equipment and facilities will ultimately determine opportunities to participate in sport and physical activity.

**Table 18: Potential for Social Impact Classification of Tokyo 2020 Olympic Sports/Disciplines**

Source: Youth Charter, 2021

Source: Youth Charter, 2021			
Very High (Very Accessible)	High (Accessible)	Medium (Difficult to Access)	Low (Very Difficult to Access)
Athletics	Badminton	Aquatics (Water Polo / Diving / Synchronised Swimming)	Archery
Aquatics (Swimming)	Baseball/Softball		Beach Volleyball
Basketball	Cycling (BMX/Road/Mountain)		Canoeing
Boxing	Skateboarding	Fencing	Cycling (Track)
Gymnastics (Artistic/Rhythmic)	Table Tennis	Gymnastics (Specialist Equipment / Trampoline)	Equestrian
Handball	Tennis		Modern Pentathlon
Hockey			Rowing
Judo		Sailing	
Karate		Shooting	
Rugby		Sport Climbing	
Soccer		Surfing	
Taekwondo		Triathlon	
Volleyball			
Wrestling			

**Table 19: Categories of Olympic Sports Potential for Social Impact**

Source: Youth Charter, 2021

Physical Literacy – Active Lifestyles	Self Defence – Life Skills	Team Sports – Social Skills / Physical Literacy	Racquet Sports – Physical Literacy / Active Lifestyles	Adventure Sports – Learn as You Earn
Athletics	Boxing	Basketball	Table Tennis	Aquatics – diving, water polo, synchronised swimming
Aquatics - Swimming	Judo	Baseball/Softball	Badminton	
	Karate	Handball	Tennis	Archery
Gymnastics – Artistic, Rhythmic	Taekwondo	Hockey		Canoe
Cycling	Wrestling	Rugby		Cycling – BMX., Mountain
		Soccer		Equestrian
		Volleyball		Fencing
				Golf
				Gymnastics – Specialist Equipment / Trampoline
				Modern Pentathlon
				Rowing
				Sailing
				Shooting

				Skateboarding
				Sport Climbing
				Surfing
				Table Tennis
				Triathlon
				Weightlifting

### 8.3 SDP POLICY COHERENCE AND INTEGRATION

The mean rating of SDP Policy Coherence and Integration by the participants was ‘Poor’ and there were positive comments categorised as positive, but it was noted that the Commonwealth Secretariat was doing some positive work in this area. The participants discussed how the SDP sector should be more integrated with the wider development sector as part of mainstreaming SDP, which would see sport as part of *“everyday programming”* with *“mainstreaming of SDP across sectors/thematic areas”*. Participants described further how the SDP sector was fragmented, with SDP organisations and UN System Agencies working in silos, and often protective of their ‘turf’ or territory. To improve SDP Policy and Coherence participants discussed leadership, coordination, collaboration and partnership. Participants said that the closure of the UNOSDP had left a leadership and coordination gap, which the IOC was possibly filling but participants questioned if the IOC was the right organisation to fill this role.

As the participants stated, SDP Policy Coherence and Integration requires mainstreaming within the wider development sector and policy and practice more generally. For example, if we consider SDP Policy Coherence and Integration for SDG 3 Health and Well Being, for which sport and physical activity is a key contributor, the global policy for this is the WHO Global Action Plan for Physical Activity (2018) but how is being applied to national and local policy and practice? Furthermore, Active Travel (Walking and Cycling) is physical activity, and this can be linked directly to SDG 11 Sustainable Cities and Communities and to SDG 13 Climate Action by reducing dependency of cars, which in turn can reduce air pollution to help improve health and wellbeing. Access to facilities and spaces, such as leisure centres, gyms and parks, are also environment factors that can impact on participation in sport and physical activity and contribute to SDG 10 Reducing Inequalities and SDG 11 Sustainable Cities and Communities, and this would be part of the remit of UN-Habitat. The Global Framework for SDP should provide the leadership and coordination for SDP Policy Coherence and Integration, and this would be linked to developing indicators for measuring the impact of SDP in achieving the SDGs, with the focus on how SDP policy and practice can be integrated across other mainstream development areas.

#### **8.4 SDP COLLABORATION AND PARTNERSHIP**

For SDP Collaboration and Partnership, out of the nine participants four rated it 'Poor' and five 'Average'. Participants discussed the UN IOC Global Partnership as growing in recognition but said it was not working to its full capacity. The importance of collaboration and partnership was discussed by participants as part of the SDP Policy Coherence and Integration, this was added to with emphasis on 'collaboration and not competition', 'creating space for partnerships' as part of 'capacity building' and 'funding'. The participants said that to improve SDP Collaboration and Partnership there needed to be more 'best practice sharing' and the promotion of positive partnerships with case studies and practitioner led research that ensure community level voices can influence policy and decisions. The Global Framework for SDP will have to develop mechanisms to improve SDP Collaboration and Partnership from global to local levels, ensuring that grassroots organisations can contribute to high-level decision making.

The UN Global Compact provides the opportunity to support the development of Public Private Partnerships (PPP) in the SDP sector, including third sector SDP organisations, with the Global Framework for SDP providing agency mechanisms to improve working relations between principal SDP Stakeholders, and the UN System Agencies and the IOC as agents. This would be linked directly to the Operating Model for the Global Framework for SDP.

#### **8.5 SDP FUNDING AND INVESTMENT**

The participants mean rating for SDP Collaboration and Partnership was 'Average'. The participants said that SDP Funding and Investment was small compared to other development areas and that, as part of mainstreaming, the SDP sector should also be looking at funding from across different thematic areas which SDP can impact on, such as, Gender Equality. SDP Funding and Investment was described as being difficult and time consuming to access with the COVID Pandemic making this harder. It was also identified that short term funding cycles impacted on how SDP organisations reported their outcomes and that there needed to be greater acceptance of failure as part of the learning process and for long term funding to achieve intergeneration change. Participants also discussed how funding could be linked to partnership and capacity building. The redistribution of elite sport funding to grassroots sport was discussed by one participant who also mentioned developing a sustainable economic mode for sport in the context of environmental sustainability and how the Doughnut Economic Theory (DEAL, 2012) could be applied to sport.

The UK has one of best funded sport systems in the world and one of the richest professional sport leagues in the world, in the Premier League. Whilst it is difficult to compare funding for sport in the UK to that of developing countries, which have extremely limited budgets, we can still use the UK to critically analyse potential funding models which can be adapted globally and applied through the Global Framework for SDP.

Since 1997, Elite Olympic Sports in the UK have received £1.116billion of public funding via UK Sport, which has seen Team GB go on to win record medal hauls at London 2012, Rio 2016 and Tokyo 2020. However, the sports that Team GB has won most of medals in are difficult to access with low potential for social impact. These sports have disproportionately high number of athletes who have attended independent schools as opposed to state schools, which means public money is being used to support advantaged members of society, as opposed to supporting disadvantaged members of society, a socio-economic disparity. Furthermore, these sports have had very few or no Black, Asian and Ethnic Minority (BAME) athletes, a racial disparity. Thus, funding models for sport, particularly public funding, should include potential for social impact as a prerequisite. (Youth Charter, 2014, 2017, 2018, 2021)

In addition to this, funding models for sport should include professional sport, and professional sport should be biggest funded of SDP projects and programmes. In England, there is the *Voluntary Code of Conduct for Rights Owners* (CCPR, 2010) which major governing bodies sport signed up to, with the commitment to invest *30% of their net UK television broadcasting revenues in grassroots sport*. The Premier League, the richest sport in the UK/England and one of the richest professional sports in the world, signed up to the code but not fully and not to the 30% investment commitment. Between 2010 and 2019, the Premier League's TV Rights generated £17.7billion, if the Premier League had signed up the 30% investment commitment this would have generated £5.3billion for grassroots sport, and still left £12.2billion for professional soccer in the England.

Participants discussed the how sport brands and star player appeal can be used to promote SDP work. The participants discussed the Common Goal campaign that encourages professional soccer players to invest 1% of their income in SDP projects and programmes, but it was also mentioned how there are now too many player foundations with the participants stating that these should work together to improve their efficiency and effectiveness. In the England, The PFA players union - which does SDP work as part of their community programme (The PFA, 2021) - provides the potential for

bringing soccer player foundations together in England and FIFPro at the global level. Over the past 10 years the community programmes of English professional soccer clubs have become charitable foundations, many of which are delivering SDP projects and programmes around world, with annual incomes in excess of £100million (Youth Charter, 2017). However, at the same time professional soccer clubs are now regularly spending over £100million on trading players.

It is imperative for the Global Framework for SDP to include a model for SDP Funding and Investment, which includes public, private and philanthropic investment, and which can be applied globally and adapted nationally and locally. The model would have to applied to SDP impact outcomes for the SDGs, which would allow it draw in additional funding from the wider development sector, as well using sport specific funding more effectively for development work.

## **8.6 AN OPERATING MODEL FOR THE GLOBAL FRAMEWORK FOR SDP**

The participants majority (7) of the participants said ‘yes’ an Operating Model could improve the Global Framework for SDP, which participants said would help to provide leadership to SDP sector and to establish the roles and responsibilities of principles (Stakeholder Partners) and the agents (UN System Agencies and IOC). For an operating model to be fully functioning it would require not just the SDP Sector but the whole sports sector to buy into it, which presents the biggest challenge because of competing interests, turf and territorialism issues, and multiple variables presenting complexity, all of which was discussed by the participants. Whilst a couple of participants did not see the value of an operating model, most participants saw an Operating Model for the Global Framework for SDP as positive and worth pursuing, as they said it would provide the leadership roles and responsibilities required for the SDP sector. Furthermore, the participants said it would need to both robust and flexible, with the flexibility required at national and local levels applicable to the context and priorities. Participants discussed how an operating model would require representation for grassroots SDP organisations to overcome to disconnect between high level and ground level in SDP, this could be accommodated for through an Independent Advisory Committee made up of grassroots SDP organisations. The design of an Operating Model for the Global Framework for SDP provides the opportunity for future research.

## 9.0 LIMITATIONS

The limitations of this research project were scope and scale. A total of 187 people in the SDP sector were contacted, however, the study included only nine respondent participants, which limits the validity of the quantitative data gathered. Contact was made with potential participants from the United Nation System Agencies and the IOC, but with no responses, which also limits the validity of the research and reflects the comments of participants who discussed the disconnect between the high level and ground level in SDP. However, these limitations provide scope for scaling up the research project as part of designing the Operating Model for the Global Framework for SDP.

## 10.0 CONCLUSION

The Global Framework for SDP was listed in the Lines of Action on UN Action Plan on SDP (2016), please see Appendix 11.1, and in 2018 a UN DESA Expert Group meeting was held in New York titled: *“Strengthening the Global Framework for Leveraging Sport for Development and Peace”*. However, this research project has identified a lack of knowledge and understanding of the Global Framework for SDP by academic, policy makers and practitioners in the SDP sector who participated in this study. Furthermore, it has been identified that the SDP is fragmented, with the UN System Agencies and SDP organisations working in silos, and no clear leadership and lack a coordination, which the closure of the UNOSDP has contributed to. Whilst the participants lacked knowledge of the Global Framework for SDP, it was stated that a framework was required, and that an Operating Model for the Global Framework for SDP would help to provide leadership and coordination with roles and responsibilities identified. An Operating Model for the Global Framework for SDP would help to improve agency and working relationships of principals (SDP Stakeholders) and the agents (UN System Agencies and the IOC), improving the SDP sector’s outcome impacts for the SDGs. For the Operating Model for the Global Framework for SDP to be implemented effectively and efficiently it would require the high-level support from the UN and the IOC, and extensive consultation with the SDP Stakeholders. The next steps for this research project will be to Design the Operating Model for the Global Framework for SDP in consultation with the UN System Agencies, IOC and SDP Stakeholder Partners and in line with the UN Global Compact.

## 11.0 APPENDIX

### 11.1 LINES OF ACTION: UN ACTION PLAN ON SPORT FOR DEVELOPMENT AND PEACE

Line of Action	Challenge/need	Objective
1. Global framework for sport for development and peace	(a) need for comprehensive stakeholder coordination and contribution towards the global framework for sport for development and peace, as well as towards the achievement of universally agreed development goals through sport, in particular the Sustainable Development Goals	(a) improve cooperation and coordination to create a common vision of the role of sport for development and peace, particularly relating to the 2030 Agenda, and to contribute to the achievement of universally agreed development goals through sport, in particular the Sustainable Development Goals
	(b) need for consistent information and best practice sharing in the field of sport for development and peace	(b) encourage and support communication and information sharing among sport for development and peace stakeholders;
	(c) need for coherent sport for development and peace practice in connection with relevant global frameworks, in particular the 2030 Agenda for Sustainable Development and a global partnership for the Sustainable Development Goals	(c) support the alignment of sport for development and peace practice with global frameworks, in particular the 2030 Agenda, identifying and applying mechanisms for alignment and consistency between stakeholders' activities
	(d) need for leaders and role models to encourage, facilitate and advocate joint efforts and action in sport for development and peace.	(d) support and develop leaders and role models who encourage and facilitate action in sport for development and peace.
2. Policy development	(a) need for sport for development and peace strategies to be incorporated into international, national and subnational development plans and policies with enhanced cooperation and coordination among stakeholders	(a) support the systematic integration and mainstreaming of sport for development and peace into the development sector and into international, national and subnational development plans and policies
	(b) need for aligning international, national and subnational policy frameworks concerning sport for development and peace, as well as translating them into action, taking into consideration principles and guidelines of good governance	(b) facilitate alignment between relevant policy frameworks as well as coherence between frameworks and implementation
3. Resource mobilisation, programming and implementation	(a) need for sustainable investment, resource mobilization and funding streams, alongside creative partnerships, for achieving development and peace objectives through sport	(a) enhance and secure sustainable funding mechanisms and investment and resource allocation to sport for development and peace, including multi-stakeholder arrangements and different sectors at all levels
	(b) negative effects associated with sport contexts, particularly sport events, present challenges to be addressed	(b) identify and tackle negative effects associated with sport contexts from a collaborative approach among parties involved
	(c) need to identify and address key thematic areas in sport for development and peace, as well as cross-cutting issues such as human rights, gender, disability, integrity, transparency and health.	(c) integrate relevant thematic areas and cross-cutting issues in sport for development and peace programmes, including the allocation of dedicated resources.
4. Evidence of impact and follow-up	(a) need for systematic monitoring, evaluation and comprehensive measurement of progress and impact with regard to sport as a tool for sustainable development and peace	(a) support the provision and dissemination of research, monitoring and evaluation, and measurement tools with regard to sport as a tool for development and peace
	(b) need for consolidation of the evidence base on the efficacy and impact of sport for development and peace policies and programmes	(b) encourage platforms and networks for the delivery and sharing of evidence on sport for development and peace policies and programmes that encourage academic, empirical and practical research leading to enhanced action and sport's contribution to development and peace
	(c) need for common standards and methods for the evidence base concerning sport for development and peace	(c) support consensus among relevant stakeholders on common standards and methods for the evidence base concerning sport for development and peace

### 11.2 YOUTH CHARTER LEGACY CULTURAL FRAMEWORK

The Youth Charter Community Campus Model provides a Legacy Cultural Framework for the delivery of 'Sport Development in the Community' and 'Community Development through Sport' programmes with social, cultural and economic outputs and outcomes delivered through Collaboration and Partnership.

The outputs and outcomes of the Youth Charter Community Campus and Legacy Cultural Framework are measured against the following Legacy Development Goals:

1. **EDUCATION** - attendance, attainment and performance
2. **HEALTH** - physical activity, wellbeing and active lifestyle
3. **CITIZENSHIP** - civic rights, responsibilities and youth justice
4. **ENVIRONMENT** - community cohesion, quality of life and access to facilities
5. **COLLEGE, UNIVERSITY, EMPLOYMENT AND ENTREPRENEURSHIP** – skills training, internships and apprenticeships

The Youth Charter Legacy Development Goals are underpinned by the following principles:

- **EQUALITY, DIVERSITY, PARTICIPATION AND INCLUSION**
- **COLLABORATION & PARTNERSHIP**

The Youth Charter's Legacy Cultural Framework and Legacy Development Goals provides additional value to the delivery of the UN 2030 [Sustainable Development Goals](#) and the [UN Youth 2030 Strategy](#).

YC Legacy Development Goals (LDGs)	UN Sustainable Development Goals (SDGs)
1. <b>EDUCATION</b> – attendance, attainment and performance	- <b>SDG 4</b> Quality Education
2. <b>HEALTH</b> – physical activity, wellbeing and active lifestyle	- <b>SDG 3</b> Good Health and Well-Being
3. <b>CITIZENSHIP</b> – civic rights, responsibilities and youth justice	- <b>SDG 16</b> Peace, Justice and Strong Institutions
4. <b>ENVIRONMENT</b> – community cohesion, quality of life and access to facilities	- <b>SDG 11</b> Sustainable Cities and Communities
5. <b>COLLEGE, UNIVERSITY, EMPLOYMENT &amp; ENTREPRENEURSHIP</b> - skills training, internships and apprenticeships	- <b>SDG 9</b> Decent Work and Economic Growth
● <b>EQUALITY, DIVERSITY, INCLUSION AND PARTICIPATION (EDIP)</b>	- <b>SDG 10</b> Reduced Inequalities - <b>SDG 5</b> Gender Equality
● <b>GLOBAL PARTNERSHIPS</b>	- <b>SDG 17</b> Partnerships for the Goals

## 11.3 SDP QUESTIONNAIRE, INTERVIEW AND FOCUS GROUPS

### 11.3.1 SDP QUESTIONNAIRE RESPONSES

Participant 1					
SDP Role	Academic	SDP Experience	3		
Sport for Development and Peace (SDP) and the Sustainable Development Goals					
SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6
Not Important	Not Important	Not Important	Important	Important	Not Important
SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12
Not Important	Not Important	Not Important	Not Important	Not Important	Not Important
SDG 13	SDG 14	SDG 15	SDG 16	SDG 17	
Not Important	Not Important	Not Important	Not Important	Not Important	
Please share your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals:					
I would like to see SDP take a more politically engaged approach to sustainable development.					
SDP Policy Coherence					
Rating	1				
How do you think SDP Policy Coherence can be improved?					
Recognize that sport itself needs to change in order to be more in line with development goals.					
SDP Collaboration and Partnership					
Rating	1				
How do you think SDP Collaboration and Partnership can be improved?					
More open discussions about the possibilities and limitations of SDP					
SDP Funding and Investment					
Rating	1				
How do you think SDP Funding and Investment can be improved?					
Government should re-direct money from elite sport to grassroots sport.					
Global Framework for Sport for Development and Peace					
Rating	1				
How do you think Global Framework for Sport for Development and Peace can be improved?					
Better communication with key stakeholders					
Could an Operating Model improve the Global Framework for Sport for Development and Peace?					
No					
If Yes, How? If No, Why?					
I'm skeptical of there being an overall approach to SDP that is relevant and applicable around the world.					

Participant 2					
SDP Role	Policy Maker	SDP Experience	3		
Sport for Development and Peace (SDP) and the Sustainable Development Goals					
SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6
Very Important	Very Important	Extremely Important	Extremely Important	Extremely Important	Important
SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12
Important	Very Important	Very Important	Very Important	Extremely Important	Important
SDG 13	SDG 14	SDG 15	SDG 16	SDG 17	
Very Important	Very Important	Very Important	Extremely Important	Extremely Important	
Please share your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals:					
It is cross cutting. Health is particularly important given the NCD crisis. It is a critical part of values based education. It provides employment and consumption opportunities. It could do a lot more in environment and poverty reduction					
SDP Policy Coherence					
Rating	2				
How do you think SDP Policy Coherence can be improved?					
In the UN system, the agencies are working in silos and protective of their turf. No-one has done a really good job of promoting sport and physical activity to UN and governments and indeed the private sector (sponsors). It is not well coordinated and there is not a lot of usable research to promote its role. The NGO sector is overpopulated and always looking for ways to raise funding					
SDP Collaboration and Partnership					
Rating	2				
How do you think SDP Collaboration and Partnership can be improved?					

The Commonwealth Secretariat is doing some work on this - or was. The UK foundations are focused on the UK and while work needs to be done here, working in refugee camps or in areas of civil strife would be helpful. The UN should coordinate better internally but unfortunately UNDESA is not a high profile agency and sport is spread across several agencies e.g. WHO leads on water safety. The IOC is focused on its specific contribution while there are many more sports than are in the Games programme. The IPC should play a greater role as persons with disabilities are often left behind. While gender is universally identified, it is also not well coordinated and gender based violence and patriarchy are key issues holding women and girls back from full participation

Until sport as a whole is properly coordinated and best practice developed with clear standards, our inability to deliver consistent results will continue

SDP Funding and Investment	
Rating	1
How do you think SDP Funding and Investment can be improved?	
We have to be able to provide the stats to support the case for SDP including clear return on investment whether it be in the "happiness index", less pollution or less money being required for health systems. The developed world should support the developing world (COVID is an example of the inward looking approach the developed world has taken) and best practice developed so there is a consistent standard. Using sports "icons" should also be considered to raise the profile. International federations could be challenged to get better involved particularly FIFA. Sports stars should be encouraged, as has happened with Gates, Bezos, Buffet and a few others, to put money into the SDP pot and an allocation system developed - they could also challenge their personal sponsors to get involved	
Global Framework for Sport for Development and Peace	
Rating	1
How do you think Global Framework for Sport for Development and Peace can be improved?	
Someone or some organisation needs to take ownership and ensure adequate funding to make things happen	
Could an Operating Model improve the Global Framework for Sport for Development and Peace?	
Yes	
If Yes, How? If No, Why?	
The framework is not operational and needs to be properly coordinated	

Participant 3					
SDP Role	Academic	SDP Experience	1		
Sport for Development and Peace (SDP) and the Sustainable Development Goals					
SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6
Important	Important	Extremely Important	Very Important	Extremely Important	Not Important
SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12
Not Important	Very Important	Important	Extremely Important	Important	Not Important
SDG 13	SDG 14	SDG 15	SDG 16	SDG 17	
Important	Very Important	Very Important	Very Important	Extremely Important	
Please share your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals:					
I believe SDP plays an important role in achieving most SDP goals, although some in my opinion are more relevant than others. I also believe that SDP, post-COVID 19, will need to reaffirm its important role in achieving the SGDs.					
SDP Policy Coherence					
Rating	1				
How do you think SDP Policy Coherence can be improved?					
I think SDP policy coherence can be improved via the uptake of a common set of indicators and measurement, however tailored to the context in which certain SDP programs are implemented.					
SDP Collaboration and Partnership					
Rating	1				
How do you think SDP Collaboration and Partnership can be improved?					
I think there are three ways in which SDP collaboration and partnership can be improved: (1) allowing third sector organizations that funders award financial resources to to take risks and report failures of SDP; (2) build a worldwide partnership whereby all parties from each sector have a voice; and (3) implement a common set of indicators for collaborations/partnerships.					
SDP Funding and Investment					
Rating	2				
How do you think SDP Funding and Investment can be improved?					
I think SDP funding can be improved by: (1) investing in innovative projects; (2) report null findings in order to understand where/how SDP fails; and (3) allow for program and project implementers to direct program objectives/goals.					
Global Framework for Sport for Development and Peace					
Rating	1				
How do you think Global Framework for Sport for Development and Peace can be improved?					
As I am not familiar with the Global Framework, I will not provide any response for this, although I feel that a Global Framework is very important.					

<b>Could an Operating Model improve the Global Framework for Sport for Development and Peace?</b>	
Yes	
<b>If Yes, How? If No, Why?</b>	
It could allow for more alignment between actors within the SDP sector.	

<b>Participant 4</b>					
<b>SDP Role</b>	Academic	<b>SDP Experience</b>	2		
<b>Sport for Development and Peace (SDP) and the Sustainable Development Goals</b>					
<b>SDG 1</b>	<b>SDG 2</b>	<b>SDG 3</b>	<b>SDG 4</b>	<b>SDG 5</b>	<b>SDG 6</b>
Not Important	Not Important	Important	Important	Important	Not Relevant
<b>SDG 7</b>	<b>SDG 8</b>	<b>SDG 9</b>	<b>SDG 10</b>	<b>SDG 11</b>	<b>SDG 12</b>
Not Relevant	Not Important	Not Relevant	Not Important	Not Important	Not Relevant
<b>SDG 13</b>	<b>SDG 14</b>	<b>SDG 15</b>	<b>SDG 16</b>	<b>SDG 17</b>	
Not Important	Not Relevant	Not Relevant	Not Important	Important	
<b>Please share your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals:</b>					
I rated all of these questions very low, because SDP alone can only make a very minor contribution to the SDGs. There can be a somewhat bigger contribution if sport as a whole seeks to align with the SDGs. Overall, though, I would say that the SDGs are more important for sport than vice versa.					
<b>SDP Policy Coherence</b>					
<b>Rating</b>	1				
<b>How do you think SDP Policy Coherence can be improved?</b>					
Greater governmental leadership and regulation of sport					
<b>SDP Collaboration and Partnership</b>					
<b>Rating</b>	1				
<b>How do you think SDP Collaboration and Partnership can be improved?</b>					
By differentiating varying forms of partnership, so that it is not presented as one overarching but nebulous approach.					
<b>SDP Funding and Investment</b>					
<b>Rating</b>	2				
<b>How do you think SDP Funding and Investment can be improved?</b>					
By linking it to national development plans, and using it to encourage co-operation rather than competition across the SDP sector.					
<b>Global Framework for Sport for Development and Peace</b>					
<b>Rating</b>	1				
<b>How do you think Global Framework for Sport for Development and Peace can be improved?</b>					
There needs to be greater impetus for, support by and recognition of intergovernmental leadership for SDP by the UN and other bodies. I don't think that policy documents in isolation will make significant difference.					
<b>Could an Operating Model improve the Global Framework for Sport for Development and Peace?</b>					
No					
<b>If Yes, How? If No, Why?</b>					
There are already substantive policy documents on sport and the SDGs, so I doubt the benefit of another model. Likewise, the diversity of SDGs and country contexts means that a single operating model is not feasible or, if created, would either be too general or overly specialised for use towards different purposes.					

<b>Participant 5</b>					
<b>SDP Role</b>	Academic	<b>SDP Experience</b>	2		
<b>Sport for Development and Peace (SDP) and the Sustainable Development Goals</b>					
<b>SDG 1</b>	<b>SDG 2</b>	<b>SDG 3</b>	<b>SDG 4</b>	<b>SDG 5</b>	<b>SDG 6</b>
Not Important	Not Important	Important	Important	Important	Not Relevant
<b>SDG 7</b>	<b>SDG 8</b>	<b>SDG 9</b>	<b>SDG 10</b>	<b>SDG 11</b>	<b>SDG 12</b>
Not Relevant	Not Important	Not Relevant	Not Important	Not Important	Not Relevant
<b>SDG 13</b>	<b>SDG 14</b>	<b>SDG 15</b>	<b>SDG 16</b>	<b>SDG 17</b>	
Not Important	Not Relevant	Not Relevant	Not Important	Important	
<b>Please share your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals:</b>					

I rated all of these questions very low, because SDP alone can only make a very minor contribution to the SDGs. There can be a somewhat bigger contribution if sport as a whole seeks to align with the SDGs. Overall, though, I would say that the SDGs are more important for sport than vice versa.

SDP Policy Coherence		
Rating	1	
How do you think SDP Policy Coherence can be improved?		
Greater governmental leadership and regulation of sport		
SDP Collaboration and Partnership		
Rating	1	
How do you think SDP Collaboration and Partnership can be improved?		
By differentiating varying forms of partnership, so that it is not presented as one overarching but nebulous approach.		
SDP Funding and Investment		
Rating	2	
How do you think SDP Funding and Investment can be improved?		
By linking it to national development plans, and using it to encourage co-operation rather than competition across the SDP sector.		
Global Framework for Sport for Development and Peace		
Rating	1	
How do you think Global Framework for Sport for Development and Peace can be improved?		
There needs to be greater impetus for, support by and recognition of intergovernmental leadership for SDP by the UN and other bodies. I don't think that policy documents in isolation will make significant difference.		
Could an Operating Model improve the Global Framework for Sport for Development and Peace?		
No		
If Yes, How? If No, Why?		
There are already substantive policy documents on sport and the SDGs, so I doubt the benefit of another model. Likewise, the diversity of SDGs and country contexts means that a single operating model is not feasible or, if created, would either be too general or overly specialised for use towards different purposes.		

Participant 6					
SDP Role	Practitioner	SDP Experience	3		
Sport for Development and Peace (SDP) and the Sustainable Development Goals					
SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6
Not Important	Not Important	Very Important	Very Important	Very Important	Important
SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12
Not Important	Important	Not Important	Very Important	Important	Not Important
SDG 13	SDG 14	SDG 15	SDG 16	SDG 17	
Very Important	Not Important	Not Important	Important	Very Important	
Please share your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals:					
SDP can only contribute towards reaching these goals but single handily cannot address any alone. SDP is also a very small sector. SDP also needs to be careful to not try and address all SDGs but be quite targeted.					
SDP Policy Coherence					
Rating	2				
How do you think SDP Policy Coherence can be improved?					
There is a general lack of leadership in the SDP space since the closure of the UN Office on Sport for Development and Peace. While organisations are slowly rising up to take on leading roles, it isn't coordinated or have a clear leader for the sector.					
SDP Collaboration and Partnership					
Rating	2				
How do you think SDP Collaboration and Partnership can be improved?					
We need more research and case studies on the value of SDP to showcase the potential, which in turn can be used to leverage more collaboration and partnerships.					
SDP Funding and Investment					
Rating	3				
How do you think SDP Funding and Investment can be improved?					
The investments need to be longer. Too often short term funding is given and a requirement to show results to receive more funding, when often we are dealing with systemic issues that may require intergenerational change. We also need to move away from targeted SDP funding (which is limited) and look more towards thematic funding for the areas of change targeting (health, gender, disability etc) which is in much greater abundance					
Global Framework for Sport for Development and Peace					
Rating	1				
How do you think Global Framework for Sport for Development and Peace can be improved?					
We need one to begin with. There are actors like the International Platform on Sport and Development and the Commonwealth Secretariat who are doing great work in this space but no actual framework. We really need to reimagine sport and development post-COVID.					

<b>Could an Operating Model improve the Global Framework for Sport for Development and Peace?</b>	
Yes	
<b>If Yes, How? If No, Why?</b>	
The devil would be in the detail but an operating model to help guide the sector would be helpful.	
It wouldn't if it was a restrictive model.	

<b>Participant 7</b>					
<b>SDP Role</b>	Practitioner	<b>SDP Experience</b>	2		
<b>Sport for Development and Peace (SDP) and the Sustainable Development Goals</b>					
<b>SDG 1</b>	<b>SDG 2</b>	<b>SDG 3</b>	<b>SDG 4</b>	<b>SDG 5</b>	<b>SDG 6</b>
Important	Important	Extremely Important	Very Important	Extremely Important	Very Important
<b>SDG 7</b>	<b>SDG 8</b>	<b>SDG 9</b>	<b>SDG 10</b>	<b>SDG 11</b>	<b>SDG 12</b>
Important	Important	Important	Extremely Important	Very Important	Very Important
<b>SDG 13</b>	<b>SDG 14</b>	<b>SDG 15</b>	<b>SDG 16</b>	<b>SDG 17</b>	
Very Important	Important	Important	Very Important	Extremely Important	
<b>Please share your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals:</b>					
SDP and sport can contribute to the achievement of all 17 SDGs both in terms of raising awareness and championing the SDGs in general, issues and actions related to specific SDGs and contributing directly through targeted interventions, modifying practices, participating in research and through partnerships					
<b>SDP Policy Coherence</b>					
<b>Rating</b>	2				
<b>How do you think SDP Policy Coherence can be improved?</b>					
The mainstreaming of SDP across sectors/thematic areas, similarly to what has been done for gender and climate change. Strengthening the linkages all the way down to the national level and making national level reporting of SDP part of SDG tracking and reporting.					
<b>SDP Collaboration and Partnership</b>					
<b>Rating</b>	2				
<b>How do you think SDP Collaboration and Partnership can be improved?</b>					
Think it has improved from but still lots of room for improvement. UN/IOC/IF partnerships should be formally filtered down to regional and national level. At national level the partnership should be tripartite between UN/IOC/Govt. with inclusion of SDP NGOs if applicable. Enabling environment for partnerships between private sector and SDP actors should be facilitated by Government i.e. appropriate tax legislation. More practitioner to practitioner and participant to participant level connections established. Grant funding tied to programs implemented through partnerships or used to facilitate partnerships					
<b>SDP Funding and Investment</b>					
<b>Rating</b>	2				
<b>How do you think SDP Funding and Investment can be improved?</b>					
Longer term guaranteed funding to allow for capacity development of SDP organisations and acceptance of trial and error, acceptance of failure without impact on funding. Inclusion of participatory grant funding decision-making where recipients are involved. Connecting smaller SDP organisations with larger philanthropic sources of funding. Coordination of funding efforts at national level so SDP organisations aren't battling each other for limited resources but working together to maximise funding available					
<b>Global Framework for Sport for Development and Peace</b>					
<b>Rating</b>	2				
<b>How do you think Global Framework for Sport for Development and Peace can be improved?</b>					
Alignment to existing policies and frameworks including Kazan Action Plan; Improved clarification of and reporting on roles, responsibilities and work by UN DESA and UNESCO in SDP space; establish one-stop shop for SDP; outline effective and accepted M&E framework;					
<b>Could an Operating Model improve the Global Framework for Sport for Development and Peace?</b>					
Yes					
<b>If Yes, How? If No, Why?</b>					
Provide clarity on roles and responsibilities of various actors and linkages to frameworks/policies					

<b>Participant 8</b>					
<b>SDP Role</b>	I would say a combination of all three really	<b>SDP Experience</b>	3		
<b>Sport for Development and Peace (SDP) and the Sustainable Development Goals</b>					
<b>SDG 1</b>	<b>SDG 2</b>	<b>SDG 3</b>	<b>SDG 4</b>	<b>SDG 5</b>	<b>SDG 6</b>
Important	Important	Extremely Important	Extremely Important	Extremely Important	Not Important
<b>SDG 7</b>	<b>SDG 8</b>	<b>SDG 9</b>	<b>SDG 10</b>	<b>SDG 11</b>	<b>SDG 12</b>
Not Important	Very Important	Important	Very Important	Very Important	Very Important
<b>SDG 13</b>	<b>SDG 14</b>	<b>SDG 15</b>	<b>SDG 16</b>	<b>SDG 17</b>	
Very Important	Important	Important	Very Important	Extremely Important	
<b>Please share your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals:</b>					

Sport has a key role to play in contributing to the SDGs. However, we need to be balanced and realistic about the role sport can play and consider when sport works, when it doesn't and when it is the most suitable approach (versus other approaches). We need greater evidence around sport's contribution to the SDGs to illustrate its value in this regard.

#### SDP Policy Coherence

Rating 2

#### How do you think SDP Policy Coherence can be improved?

By actors working more closely together - not only those who classify themselves as SDP, but the whole broad spectrum of actors within the broader sport and broader development sectors. By getting those outside of sport to see the potential value of sport in development and in contributing to their objectives. Partnerships and collaboration are crucial.

#### SDP Collaboration and Partnership

Rating 2

#### How do you think SDP Collaboration and Partnership can be improved?

There is still a large divide between policy and practice. Most grassroots organisations are not involved in policy or decision-making at a high level - there is limited inclusion of such voices, which also means they may be unaware of such policies (many are even unaware of the SDGs or how sport can contribute). Platforms such as sportanddev can play a role here in bridging this divide and ensuring policy filters down to community level and that community voices have an opportunity to influence policies and decisions.

#### SDP Funding and Investment

Rating 2

#### How do you think SDP Funding and Investment can be improved?

It is a very difficult time for funding, given the COVID pandemic. Many SDP organisations are fearing for their future. Funders, including governments and the private sector, need to recognise and invest in the role of SDP as part of the response to the pandemic. SDP actors need to better evidence their work and conduct robust M&E, to improve funding chances.

#### Global Framework for Sport for Development and Peace

Rating 3

#### How do you think Global Framework for Sport for Development and Peace can be improved?

With more consultation among grassroots actors and civil society organisations that have driven much SDP work. By considering individual, community and societal level changes that need to occur. By challenging vested interests in sport that continue to exacerbate inequities. By investing more in SDP and grassroots sport than elite sport/mega-events.

#### Could an Operating Model improve the Global Framework for Sport for Development and Peace?

Yes

#### If Yes, How? If No, Why?

It could but an operating model is not a silver bullet. There needs to be clear political will and investment. Nonetheless, it could help guide the work of a diverse and relatively uncoordinated sector, though there is limited capacity to coordinate this at UN level. It must involve civil society and include representation from such groups - sportanddev is well placed to play such a coordination role and willing to support the global framework.

#### Participant 9

SDP Role Practitioner SDP Experience 1

#### Sport for Development and Peace (SDP) and the Sustainable Development Goals

SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6
Important	Important	Very Important	Extremely Important	Important	Very Important
SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12
Important	Very Important	Important	Important	Very Important	Important
SDG 13	SDG 14	SDG 15	SDG 16	SDG 17	
Important	Important	Important	Very Important	Very Important	

#### Please share your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals:

provides guidance to make a better world for those who are unable to make necessary change

#### SDP Policy Coherence

Rating 1

#### How do you think SDP Policy Coherence can be improved?

seems convoluted

#### SDP Collaboration and Partnership

Rating 1

#### How do you think SDP Collaboration and Partnership can be improved?

engage the community. these are the people it impacts.

#### SDP Funding and Investment

Rating 1

#### How do you think SDP Funding and Investment can be improved?

have never been able to access it. reward for effort limits available time. opportunities are hugely difficult to undertake.

#### Global Framework for Sport for Development and Peace

Rating 1

How do you think Global Framework for Sport for Development and Peace can be improved?	
was not aware there was a global framework	
Could an Operating Model improve the Global Framework for Sport for Development and Peace?	
Yes	
If Yes, How? If No, Why?	
provide operational advice	

### 11.3.2 INTERVIEW TRANSCRIPT

#### PR Interviewer:

#### 1. How would you rate the importance of SDP for helping to achieve 17 UN 2030 Sustainable Development Goals?

You ranked SDP as having an important role to play in the following SDGs:

- SDG 4 – Quality Education
- SDG 5 – Gender Equality

Could you explain further why Sport for Development and Peace is important to these goals?

#### P1 Interviewee:

I was thinking about what most SDP organisations were focused on and the different organisations that make it up, it seemed that those were the ones that had the best alignment were those particular SDGs.

#### PR Interviewer:

Do you think maybe it could be broader than that? And why do think sport could be good for education or gender equality?

#### P1 Interviewee:

I am always quite ambivalent about making specific claims about SDP, not because I don't think it can work, but I think sometimes the incentive is to say this solving all the world's problems. Maybe who has written the best about that is Fred Coalter. If we are going to make these we are going to have to back them up with some actual data or at least a theoretical mechanism that helps us to explain it.

But on that caveat, I am moved by the argument that for girls and women that participating in sport can be positive transgressive act, it is still a way to claim some space, to claim so mount of empowerment. I have just finishing a summer course about SDP and the students in their final paper have discussed all the good about sport and here's the not so good stuff, as I have been encouraging them not to overstate it. But I think there is a still a good opportunity for sport to remind us of the power and agency of girls and young women, and it seems a good.

When it comes to sport and education it just seems like a natural fit, that sport should be part of education, especially if look at education holistically, sport should be part of that. And the way for SDP came about, for example using sport as part of the HIV/AIDS education and health promotion in sub-Saharan Africa in the 1990s. It really was developed with that notion that we should have an educational component attached to SDP. That's why that SDG jumped out at me.

#### PR Interviewer:

You ranked SDP as not having an important role to play in the other 15 SDGs, could you explain why? in particular:

- SDG 3 – Good Health and Well Being
- SDG 16 – Peace, Justice and Strong Institutions
- SDG 17 Partnership for Goals

#### P1 Interviewee:

I am not always convinced that in the great scheme of the SDGs, the totality of the SDGs issues, I am not convinced that sport is that high at the top of the list of contributing factors. So, it probably has a role to play but if we look at the entrenched violence or the struggles in Israel, my critical sense tell me that sport is not really important here or is really going to make a big difference. I am sure you may be familiar with John Sugden's work, he did alot programme work in Israel for a long time, and we have had these debates over a number of years, whether or not, football had a role to play, and his argument was that it always had a modest role to play, which is fine but let's keep that in its perspective. However, given what has happened in Israel recently, his ideas are pretty solid now, he was always making the case that you need some kind of cultural event to build some basic understanding between people who don't understand each other. Now I am going back to the other side of the argument.

That's why I ranked those as not as important, not I don't sport has a role to play, but that I don't think it is top of the list of tools and approaches to use.

#### PR Interviewer:

What about for Good Health and Well-being?

**P1 Interviewee:**

If we take the HIV/AIDs example, sport did have a real contribution to make in promoting significance and awareness of HIV/AIDs.

I am doing a lot of work with people who are doing research on the health and well-being of athletes, and the safety of athletes, and a lot of that research is saying that if we just put sport out there and expect it to be healthy, we are kidding ourselves.

We should be thinking about: What does healthy sport look like? What does sport in the service of health look like? So if people we doing that I would it was ranking higher, but I am not always convinced that is the case. It is a real big issue in Canada now, as it is in a lot of places.

A master's student in our programme sent out a survey to elite athletes in Canada about their experiences with abuse and she just got overwhelmed with people stories about how much abuse they had suffered. And that is at the high level, Olympic level, athletes, but it gives me pause about making claims for sport and health. If we talking about my kids running around the back of my house than absolutely, but if we are talking about organised sport then it becomes the pretty unhealthy lifestyles.

**PR Interviewer:**

And for Partnership for Goals?

**P1 Interviewee:**

I guess I don't know very much about that SDG. So that SDG is about building Stakeholder Partnership relationships.

I think my thoughts there, were that what I know about the SDP sector is how much it often struggles to participate in broader development processes and institutions, that joined up thinking, sport is often on the sidelines.

There are possibilities there but I think I answered that question about what is happening right now, and I think a lot of those sport organisations are outside of the main discussions that are taking place.

That's what I am being told when I talk to NGOs.

**PR Interviewer:**

You also said:

*"I would like to see SDP take a more politically engaged approach to sustainable development."*

How do you think SDP can take a more politically engage approached?

**P1 Interviewee:**

I have been working on this project with a couple of colleagues, and we have been looking how is sustainability being understood in SDP, why issues of environmental sustainability have not been taken up directly by SDP, and basically one of the conclusions we have come to is that they go far enough to where it gets controversial, everyone is pro-environmentalism, but when they start to talk about changing tax regimes or actually changing the structure of sport, so when it becomes a more controversial, politically charged issue, people kind of lose their nerve, that's when funding is on the line, when it becomes difficult to attract sponsorship. I think there needs to be stronger voices to say we need to do things differently. We really need to look at the carbon footprint of global sport. I am watching the Euros and there is a real carbon footprint associated with that and I am really torn about that. We need stronger voices, particularly around the issues of sustainability. When we interview people they are happy to talk to us when they know they are anonymous, but when it comes the time for organisations to cross the line into political activism, I don't see those strong voices in SDP, I see them in activist cultures in sport generally.

**PR Interviewer:**

You mentioned activism in sport, for example Black Lives Matter, do you think this had a positive impact? And can this be translated into other areas of activism such as Climate Activism?

**P1 Interviewee:**

From social movement literature that it is notoriously difficult to prove whether or not a social movement has been successful, and there are debates about what are the terms of success and how would you measure it, not to dissimilar from SDP, what are terms of success and how do we measure it?

But from my perspective as someone who is trying to pay attention to this, I do think that Black Lives Matter has been really significant, I don't think we should underestimate how broadly Colin Kaepernick's protests went around the USA, Canada and probably the world. You can go to NBA game and see Black Lives Matter written on the court, which is kind of shocking, in a positive way.

**PR Interviewer:**

The German and England players were kneeling today [Euro 2020 match]

**P1 Interviewee:**

This has really moved on in a very short space of time, so if that kind of action and energy can be applied to other things such as climate change, I think that would be amazing. And I think that is what we are up against, in Canada this is the hottest it has ever been, just today and yesterday, it will be interesting to see if this wakes people up, we have had a cabinet minister quit to go into climate activism, so is there that kind of space in sport for activism then sure. I don't know who will take it on but it will require some fundamental challenges, for example what does the Olympics look like in a low carbon environment.

I have ended up looking at it over the years as a continuum, with NGO Charities at one end that is doing kind of good work but we need to look at as part of political spectrum, as you get more politically active you move away from that model and more towards direct action of athlete activists.

**PR Interviewer:**

## **2. How would you rate SDP Policy Coherence?**

You ranked SDP Policy Coherence with a score of 1, Poor, why would you say SDP Policy Coherence is poor?

**P1 Interviewee:**

Because I think I have read Iain Lindsay's work, he has written papers about how poor it is. Like I said a few minutes before, SDP is not joined up with the broader development structures and apparatus, despite some really solid efforts on the part of organisations like the Commonwealth Secretariat, who I have done some work with, we have sat in on some of those meetings and we have seen them really try to enact the broader sporting agenda, but I get the sense there has been this selective process of which SDGs to connect with. The Commonwealth put out this document about the Sport and the SDGs but they only picked a few of them. And I understand why they did it, they picked the one's they thought they had the best opportunity to make a positive contribution. But they [SDGs] are meant to thought of in their totality and it seems sport hasn't approached it in this way.

**PR Interviewer:**

The UN Office of Sport for Development and Peace in 2016 had a report which listed sport contributions to SDGs, but it didn't list the conflicts to the SDGs, it provided general ways in which sport contributes to the SDGs.

**P1 Interviewee:**

I just want to acknowledge that it was a fair of the criticisms of the SDGs that there were too many of them from the outset, and that they are inherently incoherent... there doesn't seem to be a strong vision for how the SDP sector responds to the SDGs, the problem with that is that the SDP sector itself is so fragmented and constantly changing, and the closure of the UN Office only made that worse.

**PR Interviewer:**

For how SDP Policy Coherence can be improved you stated:

*"Recognize that sport itself needs to change in order to be more in line with development goals."*

How do you think sport can change in order to be more in line with the development goals?

**P1 Interviewee:**

That goes back to the project we are working on, it is difficult to position sport as a tool for sustainability when sport is actively contributing to unsustainability, particularly in environmental terms. There needs to be something different in the way that we organise sport if it is going to make a difference to sustainable development. What does that look like? There are some things we can start on immediately, for example, do we need to re-build the Olympic facilities every four years. That's not a new idea, Andrew Zimbalist, the economist has been calling for this for years, so that you have one set of facilities that they go to every four years. I am trying to get into some of the new economic models for sustainability, like Kate Raworth donut economics, it is a different economic model and I thinking what would sport look like in this new economic model? So that it isn't about profit maximisation but it's finding the sweet spot between basic needs and planetary limits. I think sport needs to join those broader conversations.

**PR Interview:**

## **3. How would you rate the SDP Collaboration and Partnership between public, private and third sector organisations?**

You ranked is with a score of 1, Poor, why would you say SDP Collaboration and Partnership is poor?

**P1 Interviewee:**

I guess I offer the same reflections that I have already provided, that there doesn't seem to be well joined up approaches, but I might change my score on that if I had the opportunity, obviously there is good relationships between NGOs and charitable funders.

It is only one example, but some of the work I have done on Jamaica, I have gone through the city of Kingston trying to meet up with as many SDP organisations as I can, and they are literally down the road from each other and they don't talk to each other, they are each working in their own neighbourhood of the country and they are each going overseas to find their own respective funders. I was thinking that you guys could talk to each other and build that critical mass for SDP here in your own city.

I was thinking about individual all these respective relationships seem to be in practice for SDP. Also I have paid a lot of attention to SDP over the years and there is still lots of stuff going on that I have not heard of, and those organisations deserve a better way to communicate and to be connected. It all seems very adhoc and who you know, for it to be pulled together in an organisational fashion.

#### **PR Interview:**

For how SDP Collaboration and Partnership can be improved you stated:

*"More open discussions about the possibilities and limitations of SDP"*

At what level do you think these discussions need to be? And what do you think the possibilities and limitations of SDP are?

#### **P1 Interviewee:**

Again that is a nod to Fred Coalter, when he talks about the amplification affect, in that we only select the good stories on SDP and they become the evidence for the next good story and that amplifies all the good stories, but the issues and the problems, which we need to acknowledge and deal with get pushed down, so I really do think that is an area for researchers, as we are in position where we can have the more honest conversations about what's possible for SDP, but let's also be clear about what are some of the limitations here.

I think it's real limit to think that current global sporting system is going to help solve the climate crisis, that's a limitation and we need to be able to have that conversation. But all the incentive in the sector is to keep promoting and promoting because that's how you win money for your organisation, that's how you win prestige, that's how you build your brand.

#### **PR Interview:**

At what level do you think these discussions need to be? We talking about the academic area, but do you think it should be in governments, sport clubs, leagues, the governing bodies?

#### **P1 Interviewee:**

I have always thought of SDP being led by Sports People, I think there is an empirical argument to corroborate that and I am confident to stand behind that, and I think they are one's who need to be leading these conversations, and they need to be leading them through an act of critical self-reflection and leadership by saying we want to make a positive contribution and here is the way which we are reforming what we do, in order to do that. So, taking stronger stands is what it comes down to. Stronger stands against racism, stronger stands against homophobia, stronger stands against the environmental impact of sport. And I think that would actually, that would build their brand more strongly, because then they would have better position from which to make these claims that there in the service of sustainable development. Right now it feels like to me it is an advertisement and not an actual policy. I think it should be sports people leading the way, because they are people who can reform the sports system.

#### **PR Interview:**

And what do you think the possibilities and limitations of SDP are?

#### **P1 Interviewee:**

One of the possibilities is because of the popularity of sport it can keep these issues at the forefront. Think about how many people are watching the European Championships and there was a real message about climate change that would be massive, in its reach and its scope, authenticity. But the downside of that is the Sport Washing, hey look at all the great things we are doing but not really doing anything, or I guess it is more to the point, the way that sport gets used by oil companies, or whoever, to make it seem like they are doing good work but really it is about keeping the status quo.

These students I teach are in sports faculty, they are sports people, but I use sport almost as a trojan horse, to teach them about development and they say they didn't know any of this stuff, which is great because you came here because of sport but then we got into some other issues as well.

#### **PR Interview:**

#### **4. How would you rate the SDP Funding and Investment?**

You ranked SDP Funding and Investment with a score of 1, Poor, why would you say SDP Funding and Investment is poor?

**P1 Interviewee:**

I don't think there is very much of it. I guess if you compare it to other budgets linked to international development, it seems like what goes into sport is pretty small. On the one hand I think that could be a strength, as I don't think some of these sport organisations need much money to do some good work. I am drawing on some of these NGOs that I have talked to that have said, that say they spend half their time and effort scrambling to get more money and how frustrating that is because they are not doing what they are really good at which is sport programmes, they are always hustling to get more money. Which I think explains a lot of the effort that goes into monitoring and evaluation, it is having to prove what they really already know to justify keeping the money coming in. Iain has written some really good stuff on this as well about the pressure on NGOs and employees of NGOs to do monitoring and evaluation because their salary is on the line.

**PR Interview:**

For how SDP Funding and Investment can be improved you stated:

*"Government should re-direct money from elite sport to grassroots sport."*

How do think money from elite sport can be re-directed to grassroots? And what is the government's role in this?

**P1 Interviewee:**

Well, it wouldn't be hard, we just have government officials in charge of sport who redistribute, re-prioritise what we invest our money in when it comes to sport. Two of my mentors are, Bruce Kidd and Peter Donnelly, who I worked with at UET, and they have been making that argument for years. Peter actually documented that "if we invest in elite sport that somehow leads to more grassroots sport" that argument doesn't always play out, that policy doesn't work because grassroots sport grows when you have more coaches and more places for people to play, it doesn't only grow because you see a gold medallist and want to be that. Elite Sport and Grass Root sport are two of the pillars of [REDACTED] Sport Policy but they don't get equal funding. So lets come to terms with the fact that – I think – that investment in grassroots sports gets results that we can't just get from investing in a few Olympians.

**PR Interviewer:**

Yes, through the Youth Charter, I have researched the funding of British Sport, including UK Sport and Sport England, and how much actually goes to grassroots is tiny compared to elite sport. And if you look at the Premier League TV Revenues and how much goes back to grassroots it is extortionate.

**P1 Interviewee:**

Bruce Kidd has actually proposed a tax of professional sports to go back to grassroots sports.

**PR Interviewer:**

In the UK we actually have a Voluntary Code for Broadcasting Rights, which proposes that 30% of TV Revenues to go back to grassroots, the Premier League did sign up to it but not fully. If they had it would have generated Billions for grassroots sport over the past 10 years.

**P1 Interviewee:**

Barry Houlihan from Loughborough did a lot work in this area as well, and he really spelled out some of these tensions between grassroots and elite sport. It is a political issue and he looked at how these policies can be and what different groups were advocating for and elite sport was a more powerful coalition and they were able to advocate for their policy perspective.

**PR Interviewer:**

So, what do you the government's role in this? And talking specifically about public funding or are you talking about public and private?

**P1 Interviewee:**

I was speaking specifically about public, I think that seems like an obvious first step, public money could be distributed differently. But the real money, the big money, in sport is of course privately held, so how do we get that into grassroots sports, I am not really sure, it is hard to imagine the [REDACTED] government telling the [REDACTED] that they have to start investing their profits into that, I can't imagine the structure that that works in. The company that own's the [REDACTED]'s, and pretty much own's all the sports in [REDACTED], has a really active foundation, and they do a lot of really good work, but it's voluntary and if they decide not to do it they can stop doing it, and it is so small compared to what they could do and the impact they could have.

**PR Interview:**

**5. How would you rate the Global Framework for Sport for Development and Peace?**

You ranked the Global Framework for Sport for Development and Peace with a score of 1, Poor, why would you say Global Framework for Sport for Development and Peace is poor?

**P1 Interviewee:**

Honestly, I don't know very much about it, and I was very embarrassed about that, this is my job, I haven't really dug into it, so it was bit of an unfair answer. I think I was ranking it relatively poor because it hasn't gotten the traction it deserves

**PR Interview:**

The fact that you don't know much about might volumes itself.

**P1 Interviewee:**

Yes, exactly. I have got the website open now and I know all the people who contribute to its development,

**PR Interview:**

Is that the discussion group in 2018?

**P1 Interviewee:**

Yes

**PR Interview:**

The Global Framework is from the Action Plan, which you will find on there. That is where I found it from, but it is not an actual framework just words.

**P1 Interviewee:**

Is this the same as the Kazan Action Plan?

**PR Interview:**

No. It was a secretary-general document not UNESCO. It is not a comprehensive document, which is where this study come from, what is the framework and how does it work?

There was the International Working Group which had SDP Onogram and the UN Office on Sport for Development and Peace which closed in 2017.

**P1 Interviewee:**

Yes, since the closure of the UN Office on Sport for Development and Peace, I have been interested as to why it closed and why is the IOC stepping in and taking over? Part of the narrative for closing the UN Office was that we don't want to duplicate what the IOC was doing. But I don't know how to square that with what still seems to be the UN working in this space, even though they have closed their office, that seems like an interesting tension.

**PR Interview:**

And now the UN DESA has taken it on.

For how the Global Framework for Sport for Development and Peace can be improved you stated:

*"Better communication with key stakeholders"*

How do you think communication with key stakeholders can be improved?

**P1 Interviewee:**

It is almost as if they should have a central office or something!?

It is doesn't seem like that big a sector, although it is growing of course, but there should be some way for this kind of framework to be communicated to the research community and if it had been a little bit better, I think I would had have come across it.

I think this is a struggle with the UN in general because it is so big, so decentralised, so it's I am sure it is not easy for them to communicate all these framework's to the relevant stakeholders.

Maybe they could partner with some of the other big voices in the sector, or someway to get it more integrated into the discussion about SDP.

#### PR Interview:

You said 'No' for an Operating Model improving the Global Framework for Sport for Development and Peace, and stated:

*"I'm skeptical of there being an overall approach to SDP that is relevant and applicable around the world."*

Could you explain this further?

#### P1 Interviewee:

Yes, are we better off thinking about the framework of universal humanity or do we need to think social and cultural and geographic diversity.

It would be nice to have one way to connect people doing this kind of work, but I am always skeptical that there is one way of SDP that is going to work around the world, I think that has led to a lot of bad SDP policies and programmes.

Ideally, we want something that does both of them, for example and international advocacy structure, but with enough flexibility for local implementation and to be culturally relevant and specific.

It just doesn't work, I have sat in on some training sessions from a really well known international NGO, who was trying train local people, who were saying they don't what this place is like, we are the one's here everyone, it was awkward in a good way, and they sorted it out. But this said to me these kind of policies and frameworks are not easily implemented, into specific locales.

### 11.3.3 FOCUS GROUP 1 TRANSCRIPT

#### PR - Interviewer

##### 1. Sport for Development and Peace (SDP) and the Sustainable Development Goals

- How would you rate the importance of SDP for helping to achieve 17 UN 2030 Sustainable Development Goals?
- Please share your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals:

Your responses for the importance and role of SDP for helping to Achieve the SDGs contrasted with each other. Could you discuss how important you think the SDG's are for helping to achieve 17 UN 2030 Sustainable Development Goals.

#### P2 – Interviewee

The fact that sport and physical activity is included in the introduction to the SDG agenda, is indicative that there is this recognition of value that sport and physical activity can generate in the SDP agenda.

However, I think that Sport and Physical Activity is hugely undervalued, which is where we need to point the finger at ourselves, in that there has been very little research done to be able to persuade the policy makers as to the value that sport and physical activity can have. So for example back in '90s there was a figure quoted in Germany that for every 1 marks spent on sport and physical activity you could save 4 marks on health.

Physical Activity has a measurable impact, the number of people employed for example, sponsorship put into the sector, the number of people playing and what their demographics are, etc, etc. But what we are not good at is, intangible components, such as mental health, team spirit, cohesion, national building and all of those parts, and a lot those issues cut across all of the SDG's, and conveying messages about issues, such as Life under Water and Life on Land. So I think it has been underestimated as tool, and part of that is our problem because we haven't conveyed, particularly enough and persuasive enough.

#### P4 - Interviewee

My response to that is that there is huge amount of research in the field, it is just not portraying the messages that people would want to convey, the messages have been the same for a long time, sport has benefits for some people in some circumstances, but equally has detrimental impacts, in some ways, for some people in some circumstances.

I wouldn't disagree that advocacy for sport has changed and some awareness of sport has changed, but underselling itself is probably a reflection of where the research evidence is, that we shouldn't over claim, and we have been in danger of over claiming the impact of sport in the past, given what we know from decades of research.

#### P2 – Interviewee

We could continue this debate, but for me, I am looking at it specifically from the SDG agenda, also part of the problem is that there are a myriad of NGOs out there trying to get money from wherever they can. But for example, getting young Palestinian and Israeli's to play football is a way of trying to break down those types of barriers, and that is an intangible, and I don't think it has been measured.

**P4 - Interviewee**

It has been researched, it has been significantly researched.

**P2 – Interviewee**

Ok, let me change what I am saying to you. To say that the practitioners in the field need to be able to direct research to better, to get some of the information required to motivate the case. And part of the problem is that the research community wants to get funding to do the research in some instances to that research which maybe an inhibitor to the process. But I do think that there is value in physical activity to achieving, and contributing to achieving the SDGs, it may only be 5% in some instances and in some it may be 15%, but there is a contribution that it makes, of itself it is not going to make a major impact, but as one of the tools in the tool box, I think it can make a contribution to achieve those types of goals. But at the rate we are going we are not going to be able to meet any of the targets anyway, but that's another discussion.

**P4 - Interviewee**

I wouldn't disagree with that. Sport has got to realise that it can make some contributions in some ways. Equally I would say that some of the SDGs are beyond the SDP sector, and can bring into play the wider participatory benefits of physical activity, and some of SDGs should prompt sport into addressing some of the detrimental impacts of sport, as a whole sector to the SDGs.

**P2 – Interviewee**

Specify some of the detrimental impacts.

**P4 - Interviewee**

Environmental, look at the Euros, and if there hadn't have been a pandemic the amount of carbon impact of having an event across 20 locations.

Detrimental in terms of discrimination, abuse, gender inequalities, that happen in sport.

**P2 – Interviewee**

They happen because they are reflection of society.

**P4 - Interviewee**

But if you don't specific action to address them in sport, and some of those impacts are worse in sport than in society.

**P2 – Interviewee**

But that is a reflection of society.

**P4 - Interviewee**

Well the evidence suggests that child abuse is more prevalent in sport than in wider society.

**P2 – Interviewee**

I would probably agree with that, but sport in itself is not separated from society, but a lot of the values have in sport are a reflection of society values. So the fact that there is less than 40% of women in boards in the private sector, and boards generally, whether it is NGOs, Public or Private, but sport is doing something about it, in the UK at least in terms of the Sport Governance charter being updated.

I agree with the environmental impact, recycling athletics tracks is probably very good thing that isn't happening, recycling squash balls is probably not happening, so that are things that can be done, but that doesn't mean to say that sport, isn't facing different challenges from what other sectors are facing.

I have just come out of 4 years working with the government in Fiji and my first two years there were working in Youth and Sport sector, I had to encourage my colleagues to go out and promote that women should be involved in the Duke of Edinburgh international award for example, and that was important and was indicative of the societal patriarchal approach and it is only by challenging that, that you can make changes. We were responsible for vocational training as well, so I got my colleagues to get their head around including women in carpentry courses and boat mastery. Why don't we include men in cooking and bakery courses, trying to break down the gender stereotypes? A woman started attending the boat mastery classes and then he friends came, and it is only by those interactions that you can change perspectives, and if you transport those experiences into the sports arena than positive things can happen.

**PR - Interviewer**

So, sport has helped to break down barriers, such as gender equality.

**P2 – Interviewee**

I think that target was set by the IOC 20 years ago, and there has been no real follow up, with no enforcement component, for example, in the UK increasing gender representation on boards was linked to funding, and if they IOC linked any of decisions to funding it would happen overnight. We haven't even started to achieve the 30% and there is no enforcement of that, so unless we meet the very basic target there is going to be very argument for increasing it.

**PR - Interviewer**

Is the 30% target to low?

**P2 – Interviewee**

Yes, if you take the Commonwealth Games for example, they have achieved gender parity, far more quickly than the IOC in the Olympic Games. But we happy to do that in one sector, for example athletes, but we are less willing to do that for administrators or technical officials. So, god forbid we will have gender parity in the board room. The men are holding onto positions of power.

And of course we also shouldn't be looking at gender as binary.

**PR - Interviewer**

How do feel SDP can contribute more and improve its contribution to other SDGs? And in particular that you feel sport has really important role to play?

**P4 – Interviewee**

They [the SDGs] are quite wide ranging. I will say one general thing and one quite specific. It is more relevant to look at the SDG targets to see where SDP contribution lies, for example SDG 16 has so many targets and sport would be more relevant to some than others. A general thing for me, there is a danger of sport trying to spread itself too thinly, I appreciate the recognition that sport can be cross cutting. We went through the SDGs and Sport with the Commonwealth and a wide range of stakeholders, and then leading into the Kazan Action Plan.

Sport has to work out where its priorities are and which goals it can make a better contribution to, and give a greater degree of focus to them, rather than trying to spread itself too thinly. Education, Health and gender are areas where it can make that key contribution, and the other one's we had in the commonwealth were sustainable cities 10, 8, 16 and 17, and the Kazan Action Plan added a bit more to that process.

**P2 – Interviewee**

I would agree from practical perspective on not spreading too thinly, otherwise SDP will become another NGO with its hand out to give us more resources. Secondly, if I put my Sport Federation hat on, what is my governing bodies purpose? Is it to solve the problems of the world or is it to solve the problems of the world? So yes in that respect there needs to be a focus, and if you want us to take on anything else than you will have to fund us. To some extent there can be a contribution to No Poverty, in South Africa at the start of lockdown last year our sports federation contributed to feeding our developing squash players, but that is not a long term approach. Reduced Inequalities, I think it can contribute to that, within the sport sector. With Sustainable Communities and Cities, I think the argument is, the places we live are not just places we work and sleep but there is a level of social activity, and if you don't have that social activity, and if you don't have spaces to do that than you are going to get problems with anti-social behaviour, and sport is one component where if it is going to be a sustainable city with certain level of cohesion than I think that sport and sport facilities can make a contribution to that. And the rest, there is some contribution to responsible production and consumption for big business and small consumers. Water sports can look at Life Below Water. So there is space for that but spreading ourselves to thin is not going to do anyone any good.

**PR - Interviewer**

**2. SDP Policy Coherence**

- *How would you rate the SDP Policy Coherence?*
- *How do you think SDP Policy Coherence can be improved?*

You rated SDP Policy Coherence as Poor and Average, and both discussed governance leadership and regulation of SDP, please could you discuss how you think SDP Policy Coherence could be improved.

**P4 – Interviewee**

Again, we did a piece of work with the Commonwealth and subsequently published on Policy Coherence. It is quite morphis term which can mean a lot of things. It terms of cohesive ways of thinking about it, and one of the things we pushed with the Commonwealth was policy coherence within sport, such as greater integrity within sport, and reforming governance. A second way to look at it, is how sport policy works in an individual country, they would be different in different countries with different strengths and qualities, depending on relationships between say the sport ministry and other ministries and policy agendas, in different countries depending on context and

priorities. And thirdly the coherence between local, national and global policies. There are things happening at those different levels but how well there all tied together is questionable and certainly could be better.

### **P3 – Interviewee**

It is not clear who makes the policy, there are some many fingers in the pie, and it is a hell of a big pie, a thin pie but spread wide its large. But you have no one agency in the UN taking a lead. You have UNESCO fiddling around, education in general and culture in general is very high on UNESCO's agenda, the SDP context is 0. Then you get the WHO looking at Water Safety, which has sport and physical activity component, I had an argument with them because they said Water Safety is about mortality and stopping people drowning, and I said how you do that is by learning to swim, and they no it is by giving them life saving jackets, but said no one in Fiji could afford the one's they were promoting. That's a different component of sport and physical activity. Then you have UNESCAP, who have taken over the UNOSDP role, then you have UN Women for example who will sometimes use sport to promote some of it's agenda. And so on and so forth. There's a myriad of people that want to contribute to it but don't contribute to it, and don't coordinate.

The second thing is that NGO section is disparate, and then you have got your NGBs who want to get involved and then you got your clubs and leagues, and universities, and so on, which are in the so-called sport ecosystem. Sport is a hugely glorified pyramid system, so who controls it, who guides it, is not there.

25min 44secs

### **PR - Interviewer**

So, it is missing the leadership roles and responsibilities? Who is the leader? Who is responsible? Who directs the policy planning?

How do you feel that element could be improved?

Who you think should be responsible and what should their role be in that responsibility?

### **P4 – Interviewee**

I don't know how you solve that at a global level and I am not sure where that leadership comes from at a global level. Where I would like to difference is in following the 2030 agenda itself, at a national level leadership to greater extent. We do see more national governments engaging in the use of SDP, but the extent to which they follow through into implementation is more variable. But where can the SDP sector be coordinated, some of that coordination can be at the national level and beneath. So greater national government involvement but I very aware of extent to which national governments have the capacity, or the desire, and reshaping their sport agendas.

What the global level organisations can do it is to provide more capacity building for the expertise and skills to brings to things together in a more coordinated fashion.

### **P2 – Interviewee**

Whilst that is the simplest way of doing things it can also lead to leaving countries behind. If you are in the UK no problem, the resources exist, but if you are in Fiji, Mali or Timor Leste, it is not going to happen. If that is going to be the approach then I would add that a caveat that there should be twinning process to try and promote that across borders.

### **P4 – Interviewee**

You can point to examples where with in-depth support is has happened. Mauritius have got a new sport, physical activity and health linked to SDG 3, and the Commonwealth Secretariat have provided external resources to support that. Botswana National Framework for Gender Mainstreaming in sports, so their budgets that go sport organisations are now conditional on gender mainstreaming within those sports. They are not comprehensive, and there is a lot of work to do, but there are examples of where that has happened with external support.

### **P2 – Interviewee**

External support is the key phrase there

### **P4 – Interviewee**

Yes, and whether there is global capacity for that. But the case in Mauritius that process of increased investment in sport and physical activity and greater budgets for that. And the case in Botswana, was not about external resources but using the resources they did have better for gender mainstreaming. So yes the external funding resources are not going to be there, but if support for capacity building is there changes can be made in different countries and different kinds of countries.

### **PR - Interviewer**

Is SDP Policy Coherence and Leadership reflective of the wider development sector? In the sense that the UN can often be disparate organisation with its agencies spread out in different countries and not always working together as well as they could do?

And so, countries get left behind, as Alison said, because there isn't that coordination and leadership at a global level? With the SDGs allowing funding to be brought along with the policies?

Is that reflective of the development sector as a whole?

#### **P2 – Interviewee**

I think to large extent yes, but for me if there is to be a leader it should be UNESCO and they should be inclusive, but UNESCO has about two and half people in its sport section, one has been there for 30 years and the other one is about to retire but neither one of them know much about sport, as far I can figure out, so it is an issue about sport having qualified people. But I have been critical of the UN because there is a lot of overlap that they don't address, so UNDP are promoting a market based business selling fruit and veg, then you find UN Women coming in from a different side and then you find the ILO coming in because it is something to do with employees and that type of thing.

So there is a lot coordination problems within the UN sector, and I think that is reflective of other sectors, for example UN AIDS which should be under WHO, so it is complicated and there is a lot of protected territory, which is the same on the sport side. The IOC is in charge of refugees, but the IPC has a very small refugee team, so there is a lot protecting turf, whether it is on the UN side, and whether it is in on the NGO side as well.

But for me the Kazan Action Plan is a good document, which could provide some kind of way forward, and maybe to have some kind conference to panel beat who does what and with what resources, and that kind of thing. But at the moment no one is taking the lead.

#### **P4 – Interviewee**

I don't know what your history is with them, but I don't even think when the UNODP was in place, I don't think it was necessarily any better, that they had the kind of capacity or the where with all or clout to bring any of that together.

In relation to the initial question, if you get down to local, national level, some of the issues, are even more fragmented, and unregulated than other development sectors. You would see in individual countries NGOs coming in education or health, then they might have policy frameworks in which they tend to work, but NGOs going into sub-Saharan Africa countries that have no national frameworks within in which to work and no regulatory framework, and that's the same for sport on a civil society basis and is even more fragmented and disparate, when you get down to national and local levels.

#### **P2 – Interviewee**

Which goes back to governance and integrity approaches. If you take footballers for example, there is a hell of money in football, there is the PFA and clubs, and if a proportion of that was put in sport in the UK then the UK would be flying.

The UNOSDP was like a hobby horse for individuals, it was fronted by Germany and South Korea. It wasn't properly funded, and it was a grand standing exercise, which was almost worthless. And some people are saying that IOC persuaded the UN to close it down, and suddenly Ban Ki Moon, suddenly appears on the IOCs ethics committee in exchange. And not having that one central point if problematic.

#### **PR - Interviewer**

### **3. SDP Collaboration and Partnership**

- *How would you rate the SDP Collaboration and Partnership?*
- *How do you think SDP Collaboration and Partnership can be improved?*

You rated SDP Collaboration and Partnership as Poor and Average, your responses for how it could be improved varied differently, please could you discuss further how you think SDP Collaboration and Partnership could be improved.

#### **P2 – Interviewee**

I think it needs to be properly coordinated, number 1. And number 2, that there needs to be a recognition, that sport can't do it on its own but has to be a partner, and not necessarily the lead partner, as well. There needs to be some best practice shared, which is where some of the Commonwealth Secretariat does some good work but they are kind of a well kept secret.

My first job was a university and we used to say if want to keep something confidential stick it on the notice board, so if you put it on your website it can be well kept secret type of approach, so for me it is about proper coordination, it is about recognising that sport has a role to play, and it is about developing some kind of best practice, that can be adapted to national situation and the local situation.

#### **P4 – Interviewee**

I would agree with all of that. But I think we also recognise the things that are impeding partnership and the limitations of the partnership at local and national context, it is a kind of scramble and competition for resources. Funders have got a kind of role to play in that.

As an Academic, Partnership is a buzz word that hides a lot of things both good and bad, but equally, one of things we have got to do is recognise there are different kinds of partnership. You have got tight ones with organisations working closely together, but you have also got ones that have got loser ties, that could equally be important, ensuring organisations doing similar working at not stepping on each others toes and duplicating work, or fighting over work. That is not partnership per se but that's not to say its not a partnership. So some kind of thinking about what kind of partnerships there area.

#### **PR - Interviewer**

How do you see SDP Partnerships at a global level? The IOC and UN have a partnership which allows the IOC to take the floor at the General Assembly, but how can that partnership be developed further to include professional sports, governing bodies of sport? and how can that improve the policy coherence and the funding? Is that achievable?

#### **P2 – Interviewee**

It is difficult with the IOC because the IOC is a conglomerate of individual members, under their patronage essentially, and presents a problem. Unless the IOC or any sports body, gains some benefit from it, whether that be increased membership or increase funding, or a UN Prize for SDP, it is difficult. We are very selfish in sport and unless it is related to money than we won't get involved.

But there is also that NGO sector that is there that is unregulated, it takes money and sometimes doesn't account for it and that is bad for the overall sports reputation. But some of them do some really good work, and that is where at a local level, for example, a partnership between an archery club and a group of young people who trying to get into work might work.

There needs to be an honest assessment of competitive advantage and what realistically can organisations offer and teaming up with a complimentary organisations.

But on an international level, unless it is driven by something that will catch the attention of the sports leadership.

#### **P4 – Interviewee**

Is the Kazan Action Plan something a range of organisations can buy into? Beyond the governmental organisations that have brought into it because that provides a relevant framework for organisations to make some kind of commitment to. But then if you considering sporting organisations working together at an international level than I would share ■■■ scepticism. But the Kazan Action Plan does provide something for them to sign up, even if they are going to work on their individual basis, which is probably better than what we have got.

#### **P2 – Interviewee**

For example, if governments were persuaded that sport as a whole can contribute to the SDG agenda and they get recognition for it, then they might be more likely to provide additional funding or leverage funding from the private sector, there is no real incentive.

#### **P4 – Interviewee**

Two points related to that, I was at a conference where Richard Bailey mentioned Physical Education being included in the Pisa Education League tables. And if Physical Education started being included in the league tables than governments would start to pay attention and do something about it. Which was partly behind the Commonwealth and UNESCO working together to establish a set of sporting indicators towards the Sustainable Development Goals. If you can measure it and it be collected at a national level, than that would provide some national level impetus, for the value of sport, and if you can compare them across countries that provide further impetus for governments to say they can do better.

#### **PR - Interviewer**

In the UK we did have the School Sport Survey, but that ended in 2010

#### **P4 – Interviewee**

That has been one my areas of significant research and policy making for school sport.

#### **PR - Interviewer**

There was a lot of useful information in that for school sport.

#### **P4 – Interviewee**

And it created two things. Schools gamed that system, to be ranked higher, but it did provide that national level targets and what measures is what matters for better or worse.

#### **PR - Interviewer**

#### 4. SDP Funding and Investment

- *How would you rate the SDP Funding and Investment?*
- *How do you think SDP Funding and Investment can be improved?*

You rated SDP Funding and Investment as Average and Poor, your responses for how it could be improved varied differently, please could you discuss further how you think SDP Funding and Investment could be improved.

#### P4 – Interviewee

What kind of funding do you mean?

#### PR – Interviewer

The full spectrum of funding, public and private. It can be education, it can be health, it can be funding leisure centres, youth clubs or sport clubs. Investment in older people playing sport, women playing sport. But if we look at funding from a private sector point of view we have got TV rights and broadcasting funding. Sports clothing industry or other related commercial activities. Do you think a model can be developed for linking SDP funding to public and private sectors and resourcing the community sport better?

#### P2 – Interviewee

I know that the UK has enforced some kind of sharing of resources from the Premier League and that provides some kind of model. In South Africa, if you used to contribute to a university or sports club you get a specific tax break, in the Apartheid days is not a good example, but sponsors who supported sporting rebel tours also got a tax break. It has to be on an incentive type basis.

At the moment the funding is being cut back, for example, the UK's International Development funding.

When looking at private funding we were always told by potential sponsors to look at their strategic plan and what they were trying to achieve and then find ways to help us achieve it. Which is what sport needs to do, to see what the private sector wants to achieve and try to help them do it.

The old CSR budgets might be drying up, and the charity sector around the world will be suffering post-Covid, so funding is going to be hard to find, so there is going to be lot more focus on return on investment. The governments codes are saying the impacts of the decisions that funders make need to be driven in part on what impact those decisions have on the community and not just shareholders.

For government funding, it is important to emphasise how sport can have a positive impact on other departments funding.

But if you go to the big funders, such as the Gates Foundation, then sport is not a high priority when looking at health and welfare.

#### P4 – Interviewee

There are two types of questions. Can sport get more funds? And equally, how does it use the funds that it has? There are those challenges in the wider context of getting more funds, can arguments be won to do better with the funds that are already there, more coordination of funding within the development sector, better funding systems, potentially. One of the funding issues within the SDP sector tend reinforce the existing power divides that exist and have enforced bureaucratic systems on various types of small organisations, and whether it is feasible to move toward trust based funding models within the SDP sector, there is room for exploration. Using resources in SDP better than they have been to date.

#### PR – Interviewer

Do you think a model could be developed to pool resources? For example, the Premier League TV Revenues and 2010 Voluntarily Code of Conduct for the Broadcasting rights saw UK National Governing Bodies sign up to investing 30% of their broadcasting in grassroots sports. However, the Premier League did not sign up fully, if they had this could have generated somewhere in the region of £10 billion for grassroots sport between 2010 and 2020 nationally and globally. This could be applied globally for example, 30% of the Premier League's TV Revenues from Africa could be invested into African grassroots sports? Is this something that could be achieved?

#### P2 – Interviewee

I am going back to self-interest, for example if you used the Premier League example in South Africa. Number 1 it is not merely as lucrative as in England, and a lot international, continental, and continental federations use that for survival. It is a different kind of model when you got professional sport and other agencies like UK Sport. To answer the question could there be model, yes there could be a model, there could be a 100 models but it is a question of which one works. Even the voluntarily one here in the UK didn't work, because the Premier League didn't sign up to it. It is a difficult one, people will say we generated the income so we need to spend, and that is where the self-interest comes in.

#### PR – Interviewer

But would that need regulation then? Would the government need to regulate it? As a direct tax from sport into sport? Is that achievable?

#### P4 – Interviewee

In a UK context maybe, there has been decades of talk about regulation of professional football and there has been talk of it recently, but nothing has ever come of it because these things come down to power relations, and the extent of political will to do these things. At a global level you could bring some different countries together but they would work differently in different countries, with different power relations in each country, and different taxation models. And if you tried to get a single global model there is nobody there to regulate it or to enforce it. Can you bring together case studies and learning of what happens in different countries? There maybe some out there, but it still comes to the power relations and political will in different countries and capacity.

#### PR – Interviewer

#### 5. Global Framework for Sport for Development and Peace

- *How would you rate the Global Framework for Sport for Development and Peace?*
- *How do you think Global Framework for Sport for Development and Peace can be improved?*
- *Could an Operating Model improve the Global Framework for Sport for Development and Peace?*

You both rated Global Framework for Sport for Development and Peace as Poor, your responses for how it could be improved varied differently, could you discuss further how you think Global Framework for SDP could be improved.

#### P4 – Interviewee

SDP has had a lot of documents, models and frameworks over time, or policy statements. But I am skeptical, is the Kazan Action Plan the best we have got? Quite possibly, at the moment, the difficulty is how to you turn what is in that policy document and policy framework into something that is actually actioned and implemented, and that's the challenge, rather than the need for more frameworks.

#### P2 – Interviewee

I had to go onto the UN website to try to track down this Global Framework and it was pretty pultry, and so I think the Kazan Action Plan is better placed to play some kind of role in that, and I said before you can have a framework for funding, you can have several, but the enforcement for making something happen is the key, and so something can happen but who is going to take it forward? How do you get it coordinated better?

#### PR – Interviewer

With regard to 'could an Operating Model improve the Global Framework for Sport for Development and Peace?', Iain said No and Alison said Yes, could discuss your opposing views on this question

#### P4 – Interviewee

It depends on what you envisage an operating model to be. By answer, no, was thinking about it as another framework, if an operating model is something that specifically guide funding, coordination, those significant challenges that we have spoken about today then ok. But how do you bring sufficient impetus behind getting everybody to sign up to that and be there actually making sure that significant players live up to it? It is that level of organisation, power and influence that I see significant challenges.

#### P2 – Interviewee

I would agree with that, you can develop an operating plan or framework but is anyone going to take a damn bit of notice of it? But if you don't have something you are never going to be able to test it, so you go back to chicken and egg scenario. I think it is a worthwhile thing to try and do, and if someone has the energy, and out of the box type of thinking, which includes the developed as well as the developing world which have quite different perspectives, and understanding of the impact of religion and other factors on sports participation, so there are a lot variables that have to go into it, but to be able to get an acceptable implementation model for the different kinds of countries that exist. For example, an Island nation with a population of 1,500 that grows to 2,000 for a cultural festival when expats return but if you compare that to the UK, it is quite different. So it is important to have something that is achievable. The sports governance process here [UK] you are rated on different levels, an implementation model has to operate on different levels such as population or GDP.

#### P4 – Interviewee

It would be worth looking at the sport and SDGs indicator framework, which was developed with some of those kind of things in mind.

What's the scope of the operating model? Is it an operating model for the separate sport for development and peace sector, consisting of all those NGOs, or is it a kind of operating framework for that then crosses into the kinds of federations and into the private sector and transnational corporations, what's the scale and scope of it?

You have to draw on experiences close to home, the UK Sport system, it has always been the fragmentation and the range of different organisations involved, and that has always been the nut that has never been cracked. People have recognised that complexity for decades but not has been able to crack that nut, including those organisations trying to encourage participation.

#### P2 – Interviewee

There is also the point that people lose interest, there was the FIFA SOS Villages programme a few years ago but I have not seen much of that recently, and that was their flagship approach but maybe because it was linked to Sepp Blatter or something, but that has gone away. Football is focusing on the internal divide between the nations that are doing well at the world cup and those that aren't doing so well, and trying to narrow that divide and that is there priority. They are investing a lot in developing strategic plans for funding, using data analytics to guide what they are doing but it is far more internally focused than is necessary or ideal, for those looking at what universal sport can do and the SDG agenda. And then the other niche sports, such as e-sports, which is why the IOC is trying to get close to e-sports. Losing interest and not being interested in the first place is something important to consider.

**PR – Interviewer**

Ok, final thoughts, do you see a positive future for the SDP sector? or the challenges to great? Or are there opportunities for it to thrive?

**P4 – Interviewee**

If you consider how the use of Sport to deliver the SDGs over the last 20years, it has expanded dramatically. There are lots of people in their that are very good at working with what they have and keeping going with what they have. In a positive light I can see that kind of work continuing, but my pessimism is dealing the macro issues we have been discussed to date.

**P2 – Interviewee**

I wouldn't like to write it off, there are always the diehard's who are so committed that they are going to somehow make it happen. But it is going to be very difficult. I hope that in the new normal after covid that that there is going to be more space for SDP movement to get involved. I hope that we have begun to learn lessons after the MeToo movement and the BLM Movement, but I suspect that we are not going to learn those lessons because they are too uncomfortable and that it is not my problem, it is someone else's problem down the road unless there is a huge change of heart.

**P4 – Interviewee**

To add to that, if SDP wants to go from its kind of niche sector, which is fragmented, difficult in scaling up impact, and that is very much based on the delivery model, those organisations are very focused on delivering. Where could those organisations advocate for change? Probably with mainstream sport, with issues such as MeToo and BLM, with the more traditional sports to inspire change, that is a another direction where the SDP movement can begin to transform to develop itself.

**P2 – Interviewee**

There has been some success in the states with these issues, with Basketball, NFL and MMA, in terms of getting black Americans and ethnic minorities out of the what they call the ghetto that they have been brought up in. There was one sports star who has been not been making political statements since his retirement because he was establishing himself as an economic force for good, because otherwise they would not take sports stars seriously as they are seen as entertainment. But sport has been a way for people to improve themselves and their status and that of their families as well. So in that sense there could be more space of athletes to stand up. Marcus Rashford is another example. Roger Federer has also made some contributions.

I hope there will be some kind of reset, particularly post-covid with the IOC.

**PR - Interviewer**

Thank you for you thoughts and for participating in this research project.

### 11.3.4 FOCUS GROUP 2 TRANSCRIPT

**PR – Interviewer**

#### 1. Sport for Development and Peace (SDP) and the Sustainable Development Goals

- *How would you rate the importance of SDP for helping to achieve 17 UN 2030 Sustainable Development Goals?*
- *Please share your thoughts on the role of SDP for helping to achieve the Sustainable Development Goals:*

Your responses for the importance and role of SDP for helping to Achieve the SDGs were generally positive, but Andrew was more positive than Ben. Please discuss how important you think the SDP are for helping to achieve 17 UN 2030 Sustainable Development Goals.

**P7 – Participant:**

Sport can play a role in all SDGs, not just from a direct impact of targeted interventions and initiatives, but also more broadly with raising awareness, providing role models and ambassadors. The more people can recognise how the SDGs are linked to different sectors, like sport is, and how it can impact on different aspects of life and sectors. So that is why I had them ranked as high and important.

**P6 - Participant:**

I have got two thoughts here, on the one hand, sport can contribute to any of the SDGs, if you framed them in the right way, it is a powerful vehicle, it is popular, it can be used as a vehicle to address any of these, but at the same time it is not going to address them alone, there are so many things that are systematic within society that sports never alone going to be able to change that. So, while they can play a role, and a really important role, I think we sometimes oversell the value of it, it does have some limits in what it can achieve.

These are the two sides to look at, but I think the popularity of the sport is really important. For example, where we work in the [REDACTED], if you are working with youth, I have no doubt that if you provide opportunities to engage people through sport, and/or the arts, you will attract 99% of the population with one of those two, and that is the link in to look at whatever you are looking at or SDG you trying to address as such.

So, I think it has got great value, but it can't do it alone.

**P7 – Participant:**

I agree that this is just one area of intervention and cannot be expected to address everything.

**PR – Interviewer**

Do you think it is clearly defined how sport can achieve the SDGs? And are there different priorities for what they can achieve and what they can't achieve?

**P6 - Participant:**

Definitely not. If you look at what the Commonwealth say it can contribute, you look at the IOC and you look at the UN, they are all different, they all have a different take on what it can achieve.

I think sport can be used to address anyone of those SDGs, but obviously some are more relevant than others, for example, health and wellbeing is the no brainer there. So, some are better suite but I think it could address them all. But again because they can spread across so many, I think sometimes we do a disservice to them by trying to do too many of them, rather than being focused on one or two of them.

**P7 – Participant:**

I agree, some SDGs are more specific, such as health and wellbeing, education, and gender equality. So, some are more clearer on the role that sport can play.

Another reason why I have listed most of, or a great number of the SDGs as important, is from the perspective of sport, there is more space for sporting organisations and bodies that have solely focused on competition that they have to realise their role in the SDGs, rather than the development lens but the sporting lens.

There are so many different people involved in sport, that they have specialties in other areas, such volunteers, lots of volunteers involved in sport at all different levels, and they bring their different areas of expertise from other areas, and it is that type of expertise. And it is these people in sport that haven't realised the role that their sport or club could play in addressing some of the other SDGs. So that is another way of looking at it, as to why sport is in important to the SDGs.

**PR – Interviewer**

To summaries, what are your thoughts on how we can improve the role of SDP in achieving the SDGs? What improvements can be made?

**P6 - Participant:**

It goes back to being quite targeted and specific in what you are addressing. Not trying to do too much, but really trying to focus on what we are trying to achieve. Why we are trying to achieve it? And how we are going to achieve it? Instead of trying to tick as many boxes as you can, and that might come down to trying to appease funders as well, but I think you have to choose quality over quantity.

**P7 – Participant:**

What would help would also be, more recognition with the sporting sector about the role they have to play, or should be playing, in contributing to the SDGs. That will help with clarity, that will help with providing targets, making it more easy for them to bridge that gap between, there current focus and shifting focus of it to more than just sport, or traditional sport. So, one way this could be achieved is providing that clarity, and more targeted and awareness raising within sporting organisations, about how they can assist and the way they should be assisting. There is work being done in certain areas, for example the IOC are getting more recognition of that [the SDGs] in the Olympic movement and International Federations. But there is still a lot more that needs to be done, for it to trickle down, from global level to national level, and national bodies,

**P6 - Participant:**

One more point, we talk about the SDGs in the [REDACTED], in some of those developing countries, but the SDGs are never talked about or hardly ever talked about in the [REDACTED] context. It is as if the global north see's it as something for the global south and not for themselves.

There might some of the biggest organisations in [REDACTED] doing this work but might not know what the SDGs are because they think they are not relevant. So, they are working towards them in a way, and they are as relevant to the Global North, as they are the Global South, but they are just not recognised, and not seen as something for them.

#### PR – Interviewer

#### 2. SDP Policy Coherence

- *How would you rate the SDP Policy Coherence?*
- *How do you think SDP Policy Coherence can be improved?*

You both rated SDP Policy Coherence as Average. Ben discussed a “general lack of leadership” in SDP, and Andrew “strengthening linkages”.

Please discuss how you think SDP Policy Coherence could be improved.

#### P7 – Participant

Yes, I mentioned the role that sport, sporting organisations and SDP can play, but maybe having that coherence a bit more from the top down with greater leadership, which is what I was trying to touch on, between non-sporting actors and sporting actors, and then not from across but from top to bottom and bottom to top as well. And that is where policy can help with that, provide a bit of guidance to provide a bit of clarification and impetus for various actors to come behind, that can lead to be a bit more coherence in the field.

#### P6 - Participant

I am currently working with the International Platform for Sport and Development, sportanddev.org, as you would know it. So there has been a lot of talk about this space, and you can argue what the effectiveness of the UNOSDP was and there is a lot debate around that, but the closure has left a gap, and you can argue whether it was effective or not, but just having that body was symbolic and important, and it definitely left a hole. If you look at last year, the biggest day we have the IDSDP, but there was no theme, there was no one who stepped up and said this is the theme for our biggest day of the year, and that is because there is no one who has taken on that leadership role, there is a big gap.

There is talk, could the IOC take on that role? Should they take on the role? They are all valid questions. There is definitely a lack of that leadership. It is slowly improving and organisations are slowly rising to fill that void but there is no one organisation who can collectively get everyone together and say, to say this is what we are doing as a sector and this is how we going to drive forward.

If you look at the big conferences that happened in Switzerland in the 2000s, it sort of kicked on the SDP as a sector, that is where the International Sport for Development platform came from, when it was decided there need to platform for the community of practice by the community of practice. There is now a big move towards rethinking what SDP is and drive the sector forward and that leadership piece is missing.

So that is where we are at, and some of that policy coherence is not there because there is no leadership.

Probably the one that is stepping up most in that space is the Commonwealth, but when you consider that they only represent a quarter of the world. Everyone in the Commonwealth is yeah this is great when you are talking Commonwealth Games, but anyone outside of this are like why should we pay attention to this as we are not apart it.

So yeah I think we need that leadership if we are going to have policy coherence.

#### P7 – Participant

There is over 100 UN Agencies and there is not one for SDP.

#### P6 - Participant

Every UN Agency is using sport but I have got a better chance of working with individual UN Agencies than they do.

#### PR – Interviewer

It is very disparate. So you think leadership and strengthening linkages is very important. Is there anything more you would like to add?

#### P6 - Participant

My vision for SDP is that it should not be sector, for me success for SDP is that it isn't as a sector, it is just mainstream. It is part of everyday programming, whether you are just a sport organisation, you just do SDP, it is just gets done, like part of everyday business. On the flip side different actors, like your UN Agencies, your not for profits, just use sport in their everyday activities, so my vision is you don't even have a sector because you don't need a sector. Sometimes, we are looking in the wrong place for funding, for example, if we are going to do ending violence against women, we will look for SDP funding to do that, where as we should be going looking for gender to do that. We shouldn't be looking for that specific funding for this sector, we should be going for in the area that we are looking to improve,

disability, environment, etc. So that is where we should be looking to move towards because SDP funding is so tiny, where as for some of those other areas it is almost infinite. So as a “sector”, we need to move beyond that.

#### P7 – Participant

I would agree with that but whilst that would be the ideal there is quite a bit to do to get there, but still promoting SDP as sector and as tool, so in order to get there, where everybody adopts SDP as mainstream into their programming, there still needs to be leadership and still needs to be some emphasis on SDP, not as a stand alone, but as a sector, as there are still a lot people outside of sport who do not see the potential of sport to contribute to what they are trying to achieve.

#### P6 - Participant

Totally agree, and Policy Coherence has got to be on both sides of the fence, it has got to be from people within SDP and people from outside using SDP.

#### PR Interviewer:

### 3. SDP Collaboration and Partnership

- *How would you rate the SDP Collaboration and Partnership?*
- *How do you think SDP Collaboration and Partnership can be improved?*

You rated SDP Collaboration and Partnership as Average. Ben more mentioned “research and case studies” to “leverage more collaboration and partnerships”, and Andrew discussed improving “UN/IOC/IF partnerships” down to regional and national levels.

Please discuss further how you think SDP Collaboration and Partnership could be improved.

#### P7 - Interviewee:

I was targeted with the UN/IOC/IF at the global level down to the national level including government, in terms of strengthening the collaboration, recently there seems to be more recognition of the partnership and collaboration between the UN and the Olympic Movement, and Ben touched on it as to whether the IOC is the right organisation to lead the SDP sector. I have my own opinion on that, whilst they may not lead they still have a very important role to play, just because the size and the reach, and the influence they have in the sporting community.

The other thing I was touching on was the national level or the practitioner level, having greater collaboration between the different sporting actors, and from my own experience with what I have seen here, there isn't that collaboration and partnership or a basic relationship between SDP organisations or organisations that have an SDP focus. There are things that can be done so that they are seen as collaborators and can work together better, so they see themselves as partners rather than competitors. For example, programme funding, with competition for limited funding, where as it can be maximised better if there is better collaboration and partnership.

#### P6 - Interviewee:

For me it is all about what you can't see, you can't be, and there is some really good partnerships out there but we probably don't do a good enough job to shine a light on them to give other people ideas. That is why I think we just got to shine a better light on these through case studies, to show the potential, whether it is IOC, IF, UN or whether it is grassroots organisations. Just having as many different examples out there of different innovative and successful partnerships, so that people can go and see what is possible for them. It might be a sponsor of a grassroots organisation and what that has done for their business.

I feel like everyone starts from scratch and I think we have got to shine a better light on this and I am really keen to see more case studies and research. There is a great saying that ‘academics have the power to solve all the world's problems, the only problem is that they wait for other academics’. So I think a caveat to that is the practitioner, there is some really good practitioner research out there as well, but it never goes anywhere because there is nowhere for it to sit. Academics research goes in journals, but in that space we miss a lot of practitioner research. One of things we are looking at sportandev.com is if we could have house some of that practitioner research and probably have more case studies as well, and then that would be part of that process of collaboration and partnership to show what is possible. And then create opportunities for people to get together.

An example of that, is the programme [redacted] and me manage right now, [redacted]. We did some application and project ready workshops which [redacted] participated in when he first came along and the underpinning value of our programme and philosophy in partnerships, so each of our organisations had to apply for at least two, three or more other organisations and what we are really trying to do is partner up organisations with a strength with an organisation that does not have that strength, so basically as part of that process. It was a procurement process so we couldn't partner them together or suggest them partnering together, but we created an environment through those workshops where a lot of different actors got in the room. There was sport organisations, there was NGOs, there was women's groups, there was UN Agencies, there was disability groups, and actually tried to facilitate sessions to let them get to know each other and as a result of that there is some really exciting partnerships that formed through that process. So, I think sometimes you have got to create those spaces for collaboration to happen.

#### P7 - Interviewee:

Adding on to that, emphasizing the need of partnerships, especially for practitioners on the ground. Number 1 for their capacity to implement or to go out there and seek partnerships, and creating that opportunity to make it easier for them to do it, is definitely needed.

■ was talking about examples, but I think not only examples from the SDP sector, but sport and the type of partnerships they have in other sectors, or even from the commercial side, there are good examples that can be used to help think about how sport partnerships can be created and used contribute to the SDGs or shifting the focus more to sport for development. So showcasing those examples and getting people to think about partnerships in other areas can be used for SDP or contributing to the SDGs.

**PR Interviewer:**

Is there anything else you would like to add to this?

**P7 - Interviewee:**

Private sector sponsorship of events and clubs, and carrying that more past that level to partnerships that contribute to the SDGs, and I think that sport has a role to play in that, making some those sponsors more aware of issues linked to the SDGs themselves. That's another role that sport can play, and another opening that sport can contribute to.

**P6 - Interviewee:**

I always think about collaboration and partnership, and I think it is not all about money, often we just see corporates and government as funding, and I think about how it can be a deeper and better relationship, what is the value add beyond money. We manage a project on behalf of ■ government for SDP across 6 different countries, and for me what is the value add of us doing that? So if we took away the funding would they still want to partner with us, it is a really interesting question. For us we are not just giving out money, we are providing support, guidance and doing a whole lot more, so is that enough for them to want to partner with us without the funding? So, partnerships we have got to look beyond money, and what else people can provide.

For example, Toyota are a worldwide partner for the IPC, and I know that Fiji went to Toyota and said you are a worldwide partner what can you do for us? And they weren't in a position to provide funding for their paralympic committee, but they offered for one their executives staff members to be on the board, and they had an expertise in sales and marketing, they were actually able to contribute to the paralympic committee from that perspective, by being a board member and having good contacts with government, with different businesses, and transition that organisation by just having that person on the board. So, for me it is looking at those opportunities beyond the funding and what is that collaboration and partnership, and what are the benefits if they are not monetary, what does it look like?

**PR Interviewer:**

#### **4. SDP Funding and Investment**

- *How would you rate the SDP Funding and Investment?*
- *How do you think SDP Funding and Investment can be improved?*

Ben rated SDP Funding and Investment as Good and Andrews rated it as Average. You both discussed how funding was "short term" and that it needed to be more "long term".

Please discuss further how you think SDP Funding and Investment could be improved.

**P6 Interviewee:**

There are obviously constraints with government funding cycles. For example, our programme has been announced as having 10 year investment funding by the ■ government, which is great in theory but in reality we got guaranteed funding for four years, because that is at far in advance as the government can fund on budget cycles. So, whilst it puts in a lot better position to get funding it is not actually guaranteed, what if we have a change of government, with different priorities?

You are addressing issues that are systematic in society and it could be intergenerational change that you are looking to achieve, and the funder is saying the first year you have got to be showing us results, but how can you show results of intergenerational change in one year? There are ways to do it, but it is difficult and sometimes you have to go get those quick wins which aren't in the best interest of the long term programme, just to get that longer term funding, rather than investing what really needs to be done.

Another frustration of mine is, ■ government expect you to spend the same money each year, where as sometimes when you invest in a programme it is a slow building or sometimes it is top heavy and you tail it off towards the end of the programme. But the ■ government funding model is you get the same money each year 'use it or lose it'. So, some donor systems aren't actually set up to support the projects in the best way, which obviously impact on the way you run your programme.

I think it is about re-evaluating what a long term project should be and how you are best funding that over a long period of time.

As I said before we shouldn't just look at SDP funding which is limited, we should like at wider development funding, be it health, education, gender or violence against women, which is obviously in much greater supply.

**P7 Interviewee:**

Yes, thematic funding and development funding models in general.

I worked with the UN and it was the same thing, with a 3 year funding cycle and working ■ and I am sure it is the same in a lot of other countries as well, it takes three years just to develop a relationship with your partner organisation or a governing body, and then staff are

moving on if the funding doesn't continue, so it is hard to show results. I mentioned the acceptance of failure, or not being able to show results in that initial period and making sure that doesn't impact on funding.

On the point of thematic funding, I agree, sometimes the issue with thematic funding, if the SDP organisation is going after funding for gender or funding for disability, when there are already women's rights organisations already targeting that funding, or specific NGOs targeting that funding, I think the first one struck off the list will be the sporting organisation, because traditionally they will say that sport, people in those decision making committees, or those that have the funds, will say that sport, an Sport for Development organisations, they will see it as sport first, and so they will prioritise funding to other organisations working in those thematic areas. And I agree that sport should be seen as something that be mainstream across, and every organisation should have sport for development element to their work.

That is one funding model that exists, but I think funding not just for programme delivery but for capacity building and strengthening organisations is also important, especially for sporting organisations, or sport for development organisations, there still needs to be a lot of capacity development happening within organisations so they can be better at what they do. There needs to be acceptance that there needs to be funding for that type of work as well the programmes and activities themselves.

And [REDACTED] point about the value added, outside of funding, I think that is important, and also tie to funding, with organisations making connections with non-traditional funding sources, and examples from [REDACTED], you are an SDP organisation and you want funding, it is usually for the traditional development organisations, and if there funding it is limited for the amount that can be received for the issues that is trying to be addressed. So partnerships making connections between these organisations from non-traditional funding sources, such as philanthropic sources. In [REDACTED] there is only the traditional sources we go to, we go to government or government departments, and there is no real knowledge of what exists out there, and how do you build that relationship, and how do you make that connection with other types of funding that could possible exist and that could possibly, so that is another area that those types of partnerships can help in.

#### **P6 Interviewee:**

A couple other points, having a programme that accepts failure, I have heard them called successful learnings, and a whole bunch of different things, but programmes have to have a culture of 'accepted failure'. People often gloss things up more than they are and never talk about the things that don't work. And if you look at things from a coaching perspective, I have coached sport, the thing we can relate to is you can 'learn more when you lose than when you win', and I don't think there is enough credence given to that because of the funding models we have.

Our old M&E adviser called it the 'success case method', where he looks at the most successful programme and the least successful programme, and try to understand the conditions that led to them being successful or not successful, so we can learn from them. It is always good if you fail quickly and move on and readjust, but I think that has got to be part of the funding, that we accept, that things may fail, we can pivot as part of that funding model.

#### **PR Interviewer:**

Do you think, for example, professional sport could invest more in the SDP sector? And the Sport Sector in general?

#### **P6 Interviewee:**

I used to work in RL development, and if you looked at what that sport was trying to achieve, it was going into schools, trying to win hearts and minds, and obviously one of the goals to get people to play the game, but with a realisation that many people were not going to play the game, but what they were trying to do was for those people to have an affinity to the game, so at some point in the future they can turn them into customers, and that is where all your revenue can come from. So, it makes sense from a sport perspective, to treat them like a business, that they are trying to win hearts and minds, with CSR, whereas, for me they are SDP programmes or can be SDP programmes, and they are trying to win hearts and minds to improve their business. Let's be honest, sport is a business and they have to look at it the same way.

#### **P7 Interviewee:**

I agree, there is the goal programme, that is aiming to get professional footballers to invest 1% of their incomes into good causes, things like that. There is a bit more recognition of that globally on the sporting front, especially in the US, with more athletes becoming more socially aware. I think we are going to start to see that, it seems to be happening on an individual level and we need more sport organisations, whether that be the clubs, coming along, but we will see how genuine that is and how sustainable it is, but there is definitely a shift towards that, with greater recognition of role of those in sport need to play and to contribute, not just being ambassadors.

There has been a bit of spotlight on Paddy Mills the Basketball player for Australia, who have just won their first bronze in the Olympics, and he has been recognised for the work he does off the court, he terms it 'making a tangible' difference. So, there are a lot of CSR programmes for the sporting players and the teams, for them to be involved to keep them busy during the week. But his emphasis [Paddy Mills] is taking it to the next level, really making a tangible difference, not just turning up for the photo op', putting your money where your mouth is and really contribute to programmes that make a difference. I think there is a shift there in that direction, which has been positive, but I agree there needs to be more and there should be more.

#### **P6 Interviewee:**

I think there is a bit more that can be done in this area as well, I know the [REDACTED] in [REDACTED] wanted to do research on every \$1 they put into a social programme, what is the return on it? So, the [REDACTED] have a school to work programme, which basically uses the [REDACTED] brand and they engage people on the programme to move them from school to work, people at risk etc, and I think they did a study and found on the social and economic return there is a \$4 return on every \$1 they put in. Things like that are really important from the sport side for them to go to government and say can you please fund this programme for a couple more years and we will give you this return on it. That's really powerful as well and it's a really good look for sport as that is doing it.

I might go off on some tangents here, but an example of when I worked up in [REDACTED] one of the NGOs wanted to a programme and I worked for the [REDACTED] at the time, and we got into the negotiations and I asked why they wanted us in the programme, and they didn't want us to do much they just wanted us to provide someone to do some [REDACTED] activity once a week and they were going to the rest of the programme. It was a literacy programme, but they wanted the engagement of [REDACTED] to get the participants in their and they basically said we want your brand, because your brand is so powerful in [REDACTED] that if we associate with the brand, we are going to get people who want to participate in this programme, which hopefully leads to its success in execution.

So, I think sport has a lot to offer in that space, the brand itself is important, look at things like star power, if you are doing a fundraising luncheon and you get a sports star there, that gets people at the table, if there are auction items there people get excited, you get a buzz, you make money, etc. So, I think the star power of the brand of the sports, and athletes are equally what people want. Look at how many athletes have charities, they have their own charities, right. For me on one hand I think it is great, because they are raising money for good causes but I think it is a waste with so many different charities, and a lot of ego come into it, but imagine if they had a collective charity, and you had one set of overheads and not 20 for the 20 different cricketers who had their own charities, so they could pool together to raise funds, I don't know if it is relevant but it is a bug bear of mine, so many athletes having charities.

#### **P7 Interviewee:**

Yeah, and if it is genuine or not, or if it is for tax purposes.

It is crazy the contracts that sport stars are signing, with sell on clauses and buy back clauses, with percentages going back to their youth development programmes, I was thinking maybe there is a way in which some could go to SDP, and if their agent or system could help them assist if giving to a good cause, rather than starting their own foundations could they get behind some established programmes, programmes that obviously mean something to them and close to their heart. Something that they could all get behind.

#### **P6 Interviewee:**

Another thing I have thought of, if you look at India for example, the corporations need to spend 2% of their revenue on CSR or something along those lines, and they don't have to pay tax if they spend 2%. So looking at those avenues, as well for sport. I know in [REDACTED] the big sports have access to the prime minister, they can ring up the prime minister and go and meet him, so sport can actually help to shape policy.

#### **PR Interviewer:**

In the UK we have currently got a debate around independent regulator for football because big clubs do not want to share their broadcasting revenues with the lower leagues and grassroots sport. This is an example of how big sports influence on sport policy may not be for good of sport and society.

#### **P6 Interviewee:**

Yes, this could be bad as well as good, depending of why they want to influence policy. But they could advocate for things such as tax breaks in sport, they do have that power.

And probably worth mentioning, sport in [REDACTED] very different, most out professional sport clubs are owned by the community, ownership of clubs is a very new thing in [REDACTED]. They are still not for profit organisations in this part of the world, so the community aspect is important to them.

#### **PR Interviewer:**

Yes, the ownership models make a big difference.

#### **P6 Interviewee:**

A lot of our [REDACTED] clubs, probably about a quarter are privately owned, but historically these are clubs that begun in the 1900s, so they have been community owned. We have links clubs in [REDACTED] which were basically set up to support bigger clubs, so you could argue they not good for the community but they do put a lot back into the community. But then if you look [REDACTED] which started 15 years ago you see newer clubs which I am sure are 90% privately owned.

#### **PR Interviewer:**

Any additional thoughts on funding?

#### **P6 Interviewee:**

Normally the biggest funders for SDP are governments. I am on different boards and I treat governments as a sponsor, you put their logo on different things like would a sponsor. But I have seen organisations who get half a million dollars from government and they might get \$50,000 from a sponsor, but they name the sponsor as their major sponsor and treat them like royalty and roll out the red carpet and then go back and do nothing for the government and go back for a hand out as if it is expected, it is just expected that government investment should come rather than working for it. So, I think sport and SDP in general needs to a better job in how they treat different funders like government and treat them like a sponsor. We are in a COVID time and funding needs to get diverted for different reasons and the first ones that are going to get cut are the one's who don't value that funding. The sector and sport in general needs to a better job in how they recognise funders and governmental in particular.

**P7 Interviewee:**

Part of that is due to expectations of government funding. I had the same experience when worked for the [redacted] Olympic Committee. They [government] would fund 90% of an activity and the private sector sponsor would give T-Shirts but do a big press release and photo shoot.

My other comments in the survey were the decision making of the funding, a shift towards participatory decision-making process by getting practitioners involved in funding decisions and how that can happen and how that can be done more. For example the Global North being seen as the funders and making the decisions, and the Global South as the recipients, getting more of those practitioners involved in the actual decision making for the next round of funding.

**PR Interviewer:**

And that would help improve the policy coherence between the funders and the practitioners.

**P7 Interviewee:**

And the discussion we had about accepting failure, with funding based more on the realities on the ground and that affecting the funding decisions. Things are glossed up, results are hidden and exaggerated, to increase chances of receiving the next funding. So if there is more of that [participatory decision-making] then there will be less of that [glossed up results].

**P6 Interviewee:**

Often we might go to safe bets for who we fund, rather than the right organisation. So, we might go that big NGO or Sport organisation because we know they have got systems and processes in place, and the chance of fraud and different things are less. But sometime funders go the safe option and not the best option, sometimes that best option might be that small NGO on the ground, and you actually need to invest in them and their systems and processes, so they can come up the standards, government funding has quite high standards. Sometimes they [small NGOs] are the best organisations to deliver the activities, so you can get the best results, but they need the most support. As funders we need to have a portfolio of organisations that we support and not just for safe options, and we need to invest in some of those organisations to get them up to the standard that is required for that funding, which can then attract other funding as well, because we have strengthened their systems and processes for delivering projects.

**P7 Interviewee:**

That is a good point particularly with government funding, when being risk averse and ensuring funding is spent with visibility and transparency. And I guess that is the other about the philanthropic sources of funding, where there might be more appetite for supporting those types of organisations with the systems in place and the delivery record knowing that their projects are going to have more impact on the ground. As [redacted] said that portfolio of funding, so it is not just always government and funders that require such a high level of risk management, that sometimes scares off a lot of organisations, so they know from the beginning that they don't have the capacity or the standards expected.

**P6 Interviewee:**

And that comes back to that long term planning and maybe that that first round of funding is purely strengthening the governance of the organisation, so that when round two comes around they can take on that funding. Working backwards, with what they can do and how we can get a plan in place so they can get those outcomes and what are the steps that needed for that to happen.

**PR - Interviewer:**

**5. Global Framework for Sport for Development and Peace**

- *How would you rate the Global Framework for Sport for Development and Peace?*
- *How do you think Global Framework for Sport for Development and Peace can be improved?*
- *Could an Operating Model improve the Global Framework for Sport for Development and Peace?*

Ben rated the Global Framework for Sport for Development and Peace as Poor and Andrew rated it as Poor. Ben said there was "no actual framework" whilst Andrew mentioned the "Kazan Action Plan" and "improved clarification" of the "roles and responsibilities" of "UN DESA and UNESCO" in SDP. Please discuss further how you think Global Framework for SDP could be improved.

**P6 Interviewee:**

In my mind there is not one [Global Framework for SDP] that exists. For me we need that to begin with. Obviously, organisations are doing work in this area, there is the Kazan Action Plan and a range of things came out of that, but I don't believe any of that is actually a

framework. There are different elements, like the Commonwealth Secretariat leading the model indicators, as an example, and they have done some really good work in that space, and I would caveat that it has the national level that leads into international. When you look at those model indicators, I have got some ideas but I look at those model indicators and I would ask how would our programme contribute to them, and I am not sure I have the answer yet.

**P7 Interviewee:**

When I read the question, I had to Google and check if there was a framework because I haven't heard of it. The importance of having a framework in place for roles and responsibilities. The community of sport is large and this is an area in the community more are recognising, and to make sure we are ahead of the game and that there is that collaboration and coherence, a framework would be a good point to start the discussion with just to establish the various responsibilities, or roles, or what each partner in this sector brings as added value. So, it would be a great start and bring together a lot of what we have just been discussing about coherence and working in collaboration.

There is not one home or someone taking a lead, in there is this framework established, then I also think that it will put more emphasis on who is going to be the secretary for the framework, who is going to responsible for building a home for it and making sure it is updated and making those involved are communicating, which is a good reason for having framework in place.

**PR Interviewer:**

Any further thoughts?

**P6 Interviewee:**

I have just been googling the global framework for SDP, a little bit but there is no actual framework.

**P7 Interviewee:**

In my experience you get a couple links that pop up, they sort of lead nowhere. Which is kind of like going to the UN DESA Website and trying to find where SDP is.

**PR Interviewer:**

PR directs BH & AL to the document where it is quoted.

**P6 Interviewee:**

I am going to be really critical now, I am a practitioner, I am on the ground or maybe not so much, maybe one removed from the ground these days, but my background has been on the ground delivering programmes. They have all these working groups, all these meetings, at this really high level but I don't know what they deliver. For me they don't deliver a lot on the ground.

**PR Interviewer:**

So in that sense, do you think there needs to be a global framework for SDP?

**P6 Interviewee:**

Yes, I do, because there is no leadership which is part of the problem, so having a framework, would actually, give you something to aim towards, and see where you fit in and how you would contribute. But even if there wasn't the leadership, it would still be beneficial to see what the sector looked like. It gives you something to back upon, so if I am going to government, I can say that this programme is going to contribute towards the global framework for SDP, and probably has a whole range of different things under it, we are contributing to the SDGs and working with UN Agencies, which the government is already working towards, so it would help to frame the pitch so to speak. And something to measure against as well, and if we are measuring against the Global Framework for SDP we are actually building the case of the SDP as a collective, that can again be leveraged for other things.

**P7 Interviewee:**

I totally agree, that bit of validity that it provides practitioners, and others involved, whether it is going to government or whether it is going to development partners, is another element for the need for a framework. Just bringing everyone together around a tool, in the same way that in other thematic areas there has been a framework that allows a lot of different actors to get together, and have discussions about what they can play and what they can contribute to. Something that brings people together and makes it that little bit more clear, and provides better direction.

**PR - Interviewer:**

With regard to 'could an Operating Model improve the Global Framework for Sport for Development and Peace?', You both said 'Yes', please discuss.

**P7 Interviewee:**

Yes, the benefits of having any type of operating model, would obviously be positive, when it comes to planning, and roles and responsibilities, and allowing the various sectors to recognise the need for collaboration.

On the flipside, or some potential negative things that might come about around territory, not fighting but those types of disputes that can happen sometimes, about who owns what, and who is the best position to lead and on what front, and that having consequences.

But it would be a clearer about who is doing what and where people fit it. So I think it would be a good thing to have in place for those reasons.

**P6 Interviewee:**

I don't have a lot more to say. Obviously it validates the sector as well, which I think is really important. If the UN, IOC and other big players signed up, to this global framework, that would actually mean a lot when propose it, that the major players are behind it.

I guess my biggest concern are, for example, the model indicators came out the Kazan Action Plan in 2018 and they are still not in place. It is a long cumbersome process, that these things go through, and it would be no different if a global framework for SDP was put together, it would take years and it would take multiple conferences, lots of discussions. So that is an issue and you would actually have to ask the question, is it fit for purpose? Because it will be robust but it won't be dynamic at all.

SDP is a relatively new field so to speak and it moves pretty quickly. When I started in SDP you basically went and did sport programmes, and the inherent values of sport would give you the development outcomes, that was the philosophy. That has moved pretty quickly to a development focus that you need, you need to actually plan and implement development programmes, so it is still a new field that is fast moving.

Would a global framework be able to move at that same pace? Definitely not, so then does it remain fit for purpose as it moves forward, would be my concern.

But hopefully, if there was a global framework, it would give you the leadership that you needed in this space. It might take a few years but it might actually solve that problem as well.

**P7 Interviewee:**

The fact of going through the process and bringing different stakeholders together, is part of the value of it. Whether it is outdated by the time it is produced, but at least going through the process of it and allowing people to come together to discuss these issues, and even if there is disagreement on the value of it or what is contained or what it reflects, I think there is still some value in going through that process and allowing different actors to have their say.

**PR Interviewer:**

So, you mentioned it would have to be dynamic, do think an operating model – with regards to long term planning – could there be a dynamic operating model? That not only provides a degree of long term planning but also adaptability within that long term planning to allow it to evolve with time?

**P6 Interviewee:**

I think it depends on the players you get in the room, a lot of the time these big decisions are made by very senior people, so very far from the ground, it is not funny. And often it is the global north, that get together and make these decisions, with limited consultation with people in the global south as part of it, but there are actually some really good dynamic organisations in the global south, who are smaller scale. So, 100% agree with [REDACTED] that the process will be very important, and getting all the actors together, but for me it is which actors you get together, and having a proper representative of the sector, not just the people at that high elite level.

Just looking at my answer here and I said that the devil would be in the detail and it can't be restrictive model. So, I think it is really important that we don't always have to have one of those really big UN Agencies to lead these processes, that are so hierarchical, and that someone a certain level needs to lead.

Sport is so different to many other sectors, and it is a very dynamic sector, so can't we have a small NGO from Africa as an example, that leads this process and is really dynamic and flexible and can change things. I think we need it to be innovative for it to be effective. And not just go with what has happened in the past.

**PR Interviewer:**

So as my final question, should we be putting in place an operating model for a global framework for SDP?

**P6 Interviewee:**

Yes

**P7 Interviewee:**

Yes, based on all the issues we have discussed I think this would be positive.

### 11.3.5 KEY WORDS, COMMENTS AND TOPICS

#### 1. SDP and the SDGs

Key Words / Comments / Topics	Participant	Positive/Negative	Sentence
SDP cross-cutting across all SDGs / Sport included in introduction to SDGS	2	Positive	It is cross cutting. Health is particularly important given the NCD crisis. It is a critical part of values-based education. It provides employment and consumption opportunities. It could do a lot more in environment and poverty reduction
			The fact that sport and physical activity is included in the introduction to the SDG agenda, is indicative that there is this recognition of value that sport and physical activity can generate in the SDP agenda.
	5	Positive	SDP can be contextualised to enable any of the 17 SDGs and associated targets, however, it resonates and links up well with specific SDGs, especially those targeting young people.
	7	Positive	SDP and sport can contribute to the achievement of all 17 SDGs both in terms of raising awareness and championing the SDGs in general
Sports can play key role in achieving SDGs / Sports role undervalued and underestimated	8	Positive	Sport has a key role to play in contributing to the SDGs.
	3	Positive	I believe SDP plays an important role in achieving most SDP goals, although some in my opinion are more relevant than others. I also believe that SDP, post-COVID 19, will need to reaffirm its important role in achieving the SDGs.
	7	Positive	Sport can play a role in all SDGs, not just from a direct impact of targeted interventions and initiatives, but also more broadly with raising awareness, providing role models and ambassadors.
		Neutral	from the perspective of sport, there is more space for sporting organisations and bodies that have solely focused on competition that they have to realise their role in the SDGs, rather than the development lens but the sporting lens...There are so many different people involved in sport, that they have specialties in other areas...these people in sport that haven't realised the role that their sport or club could play in addressing some of the other SDGs
	6	Positive	sport can contribute to any of the SDGs, if you framed them in the right way, it is a powerful vehicle, it is popular, it can be used as a vehicle to address any of these
			if you are working with youth, I have no doubt that if you provide opportunities to engage people through sport, and/or the arts, you will attract 99% of the population with one of those two, and that is the link in to look at whatever you are looking at or SDG you trying to address as such.
	2	Neutral	I think that Sport and Physical Activity is hugely undervalued
	2	Neutral	I think it has been underestimated as tool, and part of that is our problem because we haven't conveyed, particularly enough and persuasive enough.
	5	Positive	SDP can definitely be used to enable or enhance the achievement of the SDGs, however, in order to do so, I believe that sport needs to be designed and used purposefully and specifically.
Measuring Impact of SDP for achieving SDGs / Evidence of SDP achieving SDGS	1	Negative	the SDP sector is how much it often struggles to participate in broader development processes and institutions, that joined up thinking, sport is often on the sidelines
	2	Neutral	there has been very little research done to be able to persuade the policy makers as to the value that sport and physical activity can have
	4	Neutral	There is huge amount of research in the field, it is just not portraying the messages that people would want to convey, the messages have been the same for a long time, sport has benefits for some people in some circumstances, but equally has detrimental impacts, in some ways, for some people in some circumstances.
	2	Positive	Physical Activity has a measurable impact, the number of people employed for example, sponsorship put into the sector, the number of people playing and what their demographics are, etc, etc

	2	Negative	what we are not good at is, intangible components, such as mental health, team spirit, cohesion, national building and all of those parts, and a lot those issues cut across all of the SDG's, and conveying messages about issues, such as Life under Water and Life on Land
	2	Neutral	getting young Palestinian and Israeli's to play football is a way of trying to break down those types of barriers, and that is an intangible, and I don't think it has been measured
	8	Neutral	We need greater evidence around sport's contribution to the SDGs to illustrate its value in this regard.
Practitioner Research Required	2	Neutral	practitioners in the field need to be able to direct research to better, to get some of the information required to motivate the case
	2	Negative	research community wants to get funding to do the research in some instances to that research which maybe an inhibitor to the process
SDP part of the toolbox / SDP can not do it on its own / SDP alone can only make a very minor contribution to the SDGs / Over claiming value of SDP / Balanced and Realistic about role of SDP	2	Neutral	of itself it is not going to make a major impact, but as one of the tools in the tool box, I think it can make a contribution to be achieve those types of goals
	4	Neutral	I wouldn't disagree with that. Sport has got to realise that it can make some contributions in some ways
	6	Neutral	At the same time it is not going to address them alone, there are so many things that are systematic within society that sports never alone going to be able to change that.
	4	Negative	we sometimes oversell the value of it, it does have some limits in what it can achieve.
	4	Negative	underselling itself is probably a reflection of where the research evidence is, that we shouldn't over claim, and we have been in danger of over claiming the impact of sport in the past, given what we know from decades of research
	4	Negative	I rated all of these questions very low, because SDP alone can only make a very minor contribution to the SDGs. There can be a somewhat bigger contribution if sport as a whole seeks to align with the SDGs. Overall, though, I would say that the SDGs are more important for sport than vice versa.
	6	Neutral	SDP can only contribute towards reaching these goals but single handily cannot address any alone. SDP is also a very small sector.
Specificity of SDP to SDGs / Spreading to thinly / Quality over Quantity / SDP needs to be targeted to specific SDG / SDP can raise awareness of SDGs	8	Neutral	we need to be balanced and realistic about the role sport can play and consider when sport works, when it doesn't and when it is the most suitable approach (versus other approaches).
	6	Neutral	SDP also needs to be careful to not try and address all SDGs but be quite targeted.
			the Commonwealth say it can contribute, you look at the IOC and you look at the UN, they are all different, they all have a different take on what it can achieve
			sport can be used to address anyone of those SDGs, but obviously some are more relevant than others, for example, health and wellbeing is the no brainer there
	7	Positive	It goes back to being quite targeted and specific in what you are addressing. Not trying to do too much, but really trying to focus on what we are trying to achieve. Why we are trying to achieve it? And how we are going to achieve it? Instead of trying to tick as many boxes as you can, and that might come down to trying to appease funders as well, but I think you have to choose quality over quantity.
			issues and actions related to specific SDGs and contributing directly through targeted interventions, modifying practices, participating in research and through partnerships
			some SDGs are more specific, such as health and wellbeing, education, and gender equality. So, some are more clearer on the role that sport can play.
			more recognition with the sporting sector about the role they have to play, or should be playing, in contributing to the SDGs...help with clarity, that will help with providing targets..one way this could be achieved is providing that clarity, and more targeted and awareness raising within sporting organisations, about how they can assist and the way they should be assisting... the IOC are getting more recognition of that [the SDGs] in the Olympic movement and International Federations. But there is still a lot more that needs to be done, for it to trickle down, from global level to national level, and national bodies,
			I am always quite ambivalent about making specific claims about SDP, not because I don't think it can work, but I think sometimes the incentive is to say this is solving all the world's problems.

			I am not always convinced that in the great scheme of the SDGs, the totality of the SDGs issues, I am not convinced that sport is that high at the top of the list of contributing factors.
			there doesn't seem to be a strong vision for how the SDP sector responds to the SDGs
	4	Neutral	It is more relevant to look at the SDG targets to see where SDP contribution lies, for example SDG 16 has so many targets and sport would be more relevant to some than others...
			a danger of sport trying to spread itself too thinly, I appreciate the recognition that sport can be cross cutting
			We went through the SDGs and Sport with the Commonwealth and a wide range of stakeholders, and then leading into the Kazan Action Plan
			Sport has to work out where its priorities are and which goals it can make a better contribution to, and give a greater degree of focus to them, rather than trying to spread itself too thinly.
	2	Neutral	Education, Health and gender are areas where it can make that key contribution, and the other one's we had in the commonwealth were sustainable cities 10, 8, 16 and 17
			I would agree from practical perspective on not spreading too thinly, otherwise SDP will become another NGO with its hand out to give us more resources
SDG 5 – Gender Equality	1	Positive	I think there is a still a good opportunity for sport to remind us of the power and agency of girls and young women, and it seems a good
	2	Positive	the fact that there is less than 40% of women in boards in the private sector, and boards generally, whether it is NGOs, Public or Private, but sport is doing something about it, in the UK at least in terms of the Sport Governance charter being updated.
		Negative	that target was set by the IOC 20 years ago, and there has been no real follow up, with no enforcement component, for example, in the UK increasing gender representation on boards was linked to funding, and if they IOC linked any of decisions to funding it would happen overnight. We haven't even started to achieve the 30% and there is no enforcement of that, so unless we meet the very basic target there is going to be very argument for increasing it.
		Neutral	the Commonwealth Games for example, they have achieved gender parity, far more quickly than the IOC in the Olympic Games...we happy to do that in one sector, for example athletes, but we are less willing to do that for administrators or technical officials. So, god forbid we will have gender parity in the board room. The men are holding onto positions of power.
SDG 4 – Quality Education	1	Positive	When it comes to sport and education it just seems like a natural fit, that sport should be part of education, especially if look at education holistically, sport should be part of that
SDG 3 – Good Health and Well-Being	1	Positive	for example, using sport as part of the HIV/AIDS education and health promotion in sub-Saharan Africa in the 1990s
		Negative (Athlete Mental Health)	sport did have a real contribution to make in promoting significance and awareness of HIV/AIDs
			health and well-being of athletes, and the safety of athletes, and a lot of that research is saying that if we just put sport out there and expect it to be healthy, we are kidding ourselves
			A master's student in our programme sent out a survey to elite athletes in Canada about their experiences with abuse and she just got overwhelmed with people stories about how much abuse they had suffered
			if we are talking about organised sport then it becomes the pretty unhealthy lifestyles
			PR Notes: e.g. Biles and Osaka, Concussion in Rugby & American Football and heading in Football,
SDG 16 – Peace, Justice and Strong Institutions	1	Negative	if we look at the entrenched violence or the struggles in Israel, my critical sense tell me that sport is not really important here or is really going to make a big difference.
		Positive	However, given what has happened in Israel recently, his [John Sugden] ideas are pretty solid now, he was always making the case that you need some kind of cultural event to build some basic understanding between people who don't understand each other.
SDG 1 - No Poverty / SDG 2 No Hunger	2	Neutral	To some extent there can be a contribution to No Poverty, in South Africa at the start of lockdown last year our sports federation contributed to feeding our developing squash players, but that is not a long term approach
SDG 10 - Reduced Inequalities	2	Neutral	Reduced Inequalities, I think it can contribute to that, within the sport sector

SDG 11 - Sustainable Communities and Cities	2	Neutral	With Sustainable Communities and Cities, I think the argument is, the places we live are not just places we work and sleep but there is a level of social activity, and if you don't have that social activity, and if you don't have spaces to do that than you are going to get problems with anti-social behaviour, and sport is one component where if it is going to be a sustainable city with certain level of cohesion than I think that sport and sport facilities can make a contribution to that
SDG 12 - Responsible Consumption and Production	2	Neutral	there is some contribution to responsible production and consumption for big business and small consumers
SDG 14 - Life Below Water	2	Neutral	Water sports can look at Life Below Water
More Politically Engaged on Environmental issues/ Black Lives Matter activism by Sport Stars has been positive	1	Neutral	I would like to see SDP take a more politically engaged approach to sustainable development.
		Negative	we have been looking how is sustainability being understood in SDP, why issues of environmental sustainability have not been taken up directly by SDP, and basically one of the conclusions we have come to is that they go far enough to where it gets controversial, everyone is pro-environmentalism, but when they start to talk about changing tax regimes or actually changing the structure of sport, so when it becomes a more controversial, politically charged issue, people kind of lose their nerve, that's when funding is on the line, when it becomes difficult to attract sponsorship
		Neutral	We need stronger voices, particularly around the issues of sustainability. When we interview people they are happy to talk to us when they know they are anonymous, but when it comes the time for organisations to cross the line into political activism, I don't see those strong voices in SDP, I see them in activist cultures in sport generally.
		Neutral	notoriously difficult to prove whether or not a social movement has been successful
		Positive	I do think that Black Lives Matter has been really significant, I don't think we should underestimate how broadly Colin Kaepernick's protests went around the USA, Canada and probably the world. You can go to NBA game and see Black Lives Matter written on the court, which is kind of shocking, in a positive way.
		Negative	This has really moved on in a very short space of time, so if that kind of action and energy can be applied to other things such as climate change, I think that would be amazing. I have ended up looking at it over the years as a continuum, with NGO Charities at one end that is doing kind of good work but we need to look at as part of political spectrum, as you get more politically active you move away from that model and more towards direct action of athlete activists.
Sport's Environmental Sustainability	1	Neutral	We really need to look at the carbon footprint of global sport. I am watching the Euros and there is a real carbon footprint associated with that and I am really torn about that. I don't know who will take it on but it will require some fundamental challenges, for example what does the Olympics look like in a low carbon environment.
	4	Negative	Environmental, look at the Euros, and if there hadn't have been a pandemic the amount of carbon impact of having an event across 20 locations.
	2	Neutral	I agree with the environmental impact, recycling athletics tracks is probably very good thing that isn't happening, recycling squash balls is probably not happening, so that are things that can be done
Detrimental Impact of Sport on SDGs	4	Negative	Environment Detrimental in terms of discrimination, abuse, gender inequalities, that happen in sport. But if you don't take specific actions to address them in sport, and some of those impacts are worse in sport than in society. the evidence suggests that child abuse is more prevalent in sport than in wider society.
Sport reflects Society	2	Neutral	They happen because they are reflection of society But that is a reflection of society. sport in itself is not separated from society, but a lot of the values have in sport are a reflection of society values that doesn't mean to say that sport, isn't facing different challenges from what other sectors are facing
Sport Federations ambivalence to the SDGs	2	Neutral	what is my governing bodies purpose? Is it to solve the problems of the world or is it to solve the problems of the world?

SDGs for Developed, as well as Developing, Countries	7	Neutral	we talk about the SDGs in the [REDACTED], in some of those developing countries, but the SDGs are never talked about or hardly ever talked about in the [REDACTED] context. It is as if the global north see's it as something for the global south and not for themselves...they are working towards them in a way, and they are as relevant to the Global North, as they are the Global South, but they are just not recognised, and not seen as something for them.
--	---	---------	--

## 2. SDP Policy Coherence

Key Words / Comments / Topics	Participant	Positive/Negative	Sentence
SDP is not joined up the wider Development Sector / SDP Mainstreaming / Promoting SDP as a sector / Common set of Indicators and measurements / Stakeholders working in Silos / Partnerships and Collaboration are Crucial	1	Negative	SDP is not joined up with the broader development structures and apparatus
		Positive	despite some really solid efforts on the part of organisations like the Commonwealth Secretariat
	1	Neutral	I get the sense there has been this selective process of which SDGs to connect with. The Commonwealth put out this document about the Sport and the SDGs but they only picked a few of them.... But they [SDGs] are meant to thought of in their totality and it seems sport hasn't approached it in this way.
	2	Negative	No-one has done a really good job of promoting sport and physical activity to UN and governments and indeed the private sector (sponsors).
	6	Neutral	My vision for SDP is that it should not be sector, for me success for SDP is that it isn't as a sector, it is just mainstream. It is part of everyday programming, whether you are just a sport organisation, you just do SDP, it is just gets done, like part of everyday business. On the flip side different actors, like your UN Agencies, your not for profits, just use sport in their everyday activities, so my vision is you don't even have a sector because you don't need a sector.
	7	Neutral	still promoting SDP as sector and as tool, so in order to get there, where everybody adopts SDP as mainstream into their programming, there still needs to be leadership and still needs to be some emphasis on SDP, not as a stand alone, but as a sector, as there are still a lot people outside of sport who do not see the potential of sport to contribute to what they are trying to achieve.
	6	Neutral	Policy Coherence has got to be on both sides of the fence, it has got to be from people within SDP and people from outside using SDP.
	3	Neutral	I think SDP policy coherence can be improved via the uptake of a common set of indicators and measurement, however tailored to the context in which certain SDP programs are implemented.
	5	Negative	Generally, SDP policy coherence is not very good across the world, even in countries that recognise and value the role of sport in enabling social change and in achieving the SDGs. In some countries, especially in the Global South, one could argue that there is no SDP policy at all at national and local levels. In terms of policy development and practice, stakeholders usually prefer to work in silos and have very narrow objectives.
	7	Neutral	The mainstreaming of SDP across sectors/thematic areas, similarly to what has been done for gender and climate change. Strengthening the linkages all the way down to the national level and making national level reporting of SDP part of SDG tracking and reporting.
	8	Neutral	By actors working more closely together - not only those who classify themselves as SDP, but the whole broad spectrum of actors within the broader sport and broader development sectors. By getting those outside of sport to see the potential value of sport in development and in contributing to their objectives. Partnerships and collaboration are crucial.
SDGs inherently incoherent	1	Negative	I just want to acknowledge that it was a fair of the criticisms of the SDGs that there were too many of them from the outset, and that they are inherently incoherent
	4	Negative	They [the SDGs] are quite wide ranging
SDP fragmented / UN working in silos / Coordination Problems / Better communication needed / Protecting Turf / Greater	1	Negative	the SDP sector itself is so fragmented and constantly changing
	2	Negative	In the UN system, the agencies are working in silos and protective of their turf.
			It is not well coordinated and there is not a lot of usable research to promote its role. The NGO sector is overpopulated and always looking for ways to raise funding

Government Leadership and Regulation			It is not clear who makes the policy, there are some many fingers in the pie, and it is a hell of a big pie, a thin pie but spread wide its large.
	4	Neutral	There are things happening at those different levels but how well there all tied together is questionable and certainly could be better.
	2	Negative	So there is a lot coordination problems within the UN sector
	2	Negative	there is a lot protecting turf, whether it is on the UN side, and whether it is in on the NGO side as well
	4	Negative	if you get down to local, national level, some of the issues, are even more fragmented, and unregulated than other development sectors...NGOs going into sub-Saharan Africa countries that have no national frameworks within in which to work and no regulatory framework, and that's the same for sport on a civil society basis and is even more fragmented and disparate, when you get down to national and local levels
	2	Negative	there is also that NGO sector that is there that is unregulated, it takes money and sometimes doesn't account for it and that is bad for the overall sports reputation
	4	Neutral	Greater governmental leadership and regulation of sport
	5	Neutral	they need to have better communication and the vision to work together to tackle complex challenges that are much wider in scope than the policies designed to create change.
NGO, NGBs, clubs and leagues disparate Sporting Ecosystem	2	Negative	The second thing is that NGO section is disparate, and then you have got your NGBs who want to get involved and then you got your clubs and leagues, and universities, and so on, which are in the so-called sport ecosystem
Global Leadership required / Top to Bottom, Bottom to Top are not mutually exclusive / Leadership providing guidance and clarification	4	Negative	I don't know how you solve that at a global level and I am not sure where that leadership comes from at a global level.
	4	Neutral	What the global level organisations can do it is to provide more capacity building for the expertise and skills to brings to things together in a more coordinated fashion.
	7	Neutral	maybe having that coherence a bit more from the top down with greater leadership, which is what I was trying to touch on, between non-sporting actors and sporting actors, and then not from across but from top to bottom and bottom to top as well... provide a bit of guidance to provide a bit of clarification and impetus for various actors to come behind, that can lead to be a bit more coherence in the field.
	6	Neutral	we need that leadership if we are going to have policy coherence
National Leadership / Countries working together / External Support	4	Neutral	We do see more national governments engaging in the use of SDP, but the extent to which they follow through into implementation is more variable. But where can the SDP sector be coordinated, some of that coordination can be at the national level and beneath. So greater national government involvement but I very aware of extent to which national governments have the capacity, or the desire, and reshaping their sport agendas.
	2	Negative	Whilst that is the simplest way of doing things it can also lead to leaving countries behind.
	2	Neutral	There should be twinning process to try and promote that across borders.
	4	Neutral	They are not comprehensive, and there is a lot of work to do, but there are examples of where that has happened with external support.
	2	Neutral	External support is the key phrase there
	4	Negative	Yes, and whether there is global capacity for that... external funding resources are not going to be there, but if support for capacity building is there changes can be made in different countries and different kinds of countries
UN Leadership required for UN System Agencies using Sport	2	Negative	You have no one agency in the UN taking a lead.
	2	Neutral	if there is to be a leader it should be UNESCO and they should be inclusive
	2	Negative	I have been critical of the UN because there is a lot of overlap that they don't address...
	2	Negative	at the moment no one is taking the lead.
	7	Negative	There is over 100 UN Agencies and there is not one for SDP.
	6	Negative	Every UN Agency is using sport but I have got a better chance of working with individual UN Agencies than they do.
UNOSDP Office closing left leadership and coordination gap /	6	Negative	There is a general lack of leadership in the SDP space since the closure of the UN Office on Sport for Development and Peace. While organisations are slowly rising up to take on leading roles, it isn't coordinated or have a clear leader for the sector.
	1	Negative	the closure of the UN Office only made that worse

IOC taking over UNOSDP role but are they right organisation?	4	Negative	I don't even think when the UNODP was in place, I don't think it was necessarily any better, that they had the kind of capacity or the where with all or clout to bring any of that together
	2	Negative	The UNOSDP was like a hobby horse for individuals, it was fronted by Germany and South Korea. It wasn't properly funded, and it was a grand standing exercise, which was almost worthless. And some people are saying that IOC persuaded the UN to close it down, and suddenly Ban Ki Moon, suddenly appears on the IOCs ethics committee in exchange. And not having that one central point if problematic.
	6	Negative	You can argue what the effectiveness of the UNOSDP was and there is a lot of debate around that, but the closure has left a gap, and you can argue whether it was effective or not, but just having that body was symbolic and important, and it definitely left a hole the biggest day we have the IDSDP, but there was no theme, there was no one who stepped up and said this is the theme for our biggest day of the year, and that is because there is no one who has taken on that leadership role, there is a big gap. There is talk, could the IOC take on that role? Should they take on the role? They are all valid questions. There is definitely a lack of that leadership there is no one organisation who can collectively get everyone together and say, to say this is what we are doing as a sector and this is how we going to drive forward
Sport needs to be aligned with the SDGs / Sport contributing environmental unsustainability	1	Netural	Recognize that sport itself needs to change in order to be more in line with development goals.
		Negative	it is difficult to position sport as a tool for sustainability when sport is actively contributing to unsustainability, particularly in environmental terms
		Neutral	do we need to re-build the Olympic facilities every four years?
Sport requires a Sustainable Economic Model	1	Neutral	I am trying to get into some of the new economic models for sustainability, like Kate Raworth donut economics, it is a different economic model and I thinking what would sport look like in this new economic model? So that it isn't about profit maximisation but it's finding the sweet spot between basic needs and planetary limits. I think sport needs to join those broader conversations.
Commonwealth has been developing Policy Coherence within sport	4	Neutral	One of the things we pushed with the Commonwealth was policy coherence within sport, such as greater integrity within sport, and reforming governance
			A second way to look at it, is how sport policy works in an individual country, they would be different in different countries with different strengths and qualities, depending on relationships between say the sport ministry and other ministries and policy agendas, in different countries depending on context and priorities. And thirdly the coherence between local, national and global policies
A Global SDP Conference	4	Neutral	maybe to have some kind conference to panel beat who does what and with what resources, and that kind of thing.

### 3. SDP Collaboration and Partnership

Key Words / Comments / Topics	Participant	Positive/Negative	Sentence
SDP Fragmented with poor Coordination / Scramble of resources / Collaboration not Competition / Promoting Positive Partnerships with Case Studies / Best Practice Sharing / Creating space for partnerships / Capacity Building / Worldwide Partnership where everyone has a voice / Stakeholders working in Silos /	1	Negative	there doesn't seem to be well joined up approaches
			e.g. Jamaica, I have gone through the city of Kingston trying to meet up with as many SDP organisations as I can, and they are literally down the road from each other and they don't talk to each other, they are each working in their own neighbourhood of the country and they are each going overseas to find their own respective funders.
			there is still lots of stuff going on that I have not heard of, and those organisations deserve a better way to communicate and to be connected
	2	Negative	It all seems very adhoc and who you know, for it to be pulled together in an organisational fashion.
		Neutral	Until sport as a whole is properly coordinated and best practice developed with clear standards, our inability to deliver consistent results will continue
	4	Negative	I think it needs to be properly coordinated
			it is a kind of scramble and competition for resources. Funders have got a kind of role to play in that

Public, Private and Third Sector Partnerships	7	Neutral	There are things that can be done so that they are seen as collaborators and can work together better, so they see themselves as partners rather than competitors. For example, programme funding, with competition for limited funding, where as it can be maximised better if there is better collaboration and partnership.
	6	Neutral	there is some really good partnerships out there but we probably don't do a good enough job to shine a light on them to give other people ideas. That is why I think we just got to shine a better light on these through case studies, to show the potential, whether it is IOC, IF, UN or whether it is grassroots organisations. Just having as many different examples out there of different innovative and successful partnerships, so that people can go and see what is possible for them. It might be a sponsor of a grassroots organisation and what that has done for their business.
	2	Neutral	There needs to be some best practice shared...it is about developing some kind of best practice, that can be adapted to national situation and the local situation.
	6	Neutral	the underpinning value of our programme and philosophy in partnerships, so each our organisations had to apply for at least two, three or more other organisations and what we are really trying to do is partner up organisations with a strength with an organisation that does not have that strength, so basically as part of that process. It was a procurement process so we couldn't partner them together or suggest them partnering together, but we created an environment through those workshops where a lot of different actors got in the room.
	7	Neutral	capacity to implement or to go out there and seek partnerships, and creating that opportunity to make it easier for them to do it, is definitely needed
	3	Neutral	build a worldwide partnership whereby all parties from each sector have a voice
	4	Neutral	implement a common set of indicators for collaborations/partnerships
	4	Neutral	By differentiating varying forms of partnership, so that it is not presented as one overarching but nebulous approach.
	5	Neutral	Stakeholders within SDP need to stop working in silos and start working in collaboration, they need to broaden and align their objectives with diverse stakeholders, as this can have a larger and deeper social impact. Also, these collaborative opportunities need to be encouraged by key stakeholders within the public, private and third sector, as currently this is not being done enough.
Practitioner led Research / Practitioner to Practitioner partnerships at participant level / Divide between Policy and Practice / Grassroots organisations not involved in decision making at high level / Ensure community level voices can influence policies and decisions	6	Neutral	We need more research and case studies on the value of SDP to showcase the potential, which in turn can be used to leverage more collaboration and partnerships.
	6	Neutral	There is a great saying that 'academics have the power to solve all the world's problems, the only problem is that they wait for other academics'. So I think a caveat to that is the practitioner, there is some really good practitioner research out there as well, but it never goes anywhere because there is nowhere for it to sit. Academics research goes in journals, but in that space we miss a lot of practitioner research.
			One of things we are looking at sportanddev.com is if we could have house some of that practitioner research and probably have more case studies as well, and then that would be part of that process of collaboration and partnership to show what is possible. And then create opportunities for people to get together.
	7	Neutral	More practitioner to practitioner and participant to participant level connections established.
	8	Negative	There is still a large divide between policy and practice. Most grassroots organisations are not involved in policy or decision-making at a high level - there is limited inclusion of such voices, which also means they may be unaware of such policies (many are even unaware of the SDGs or how sport can contribute).
		Neutral	Platforms such as sportanddev can play a role here in bridging this divide and ensuring policy filters down to community level and that community voices have an opportunity to influence policies and decisions.
Discussion about possibilities and limitation of SDP / Amplification Effect - only selecting good stories	1	Neutral	engage the community. these are the people it impacts.
		Neutral	More open discussions about the possibilities and limitations of SDP
		Negative	Fred Coalter - amplification affect, in that we only select the good stories on SDP and they become the evidence for the next good story and that amplifies all the good stories, but the issues and the problems, which we need to acknowledge and deal with get pushed down
		Neutral	an area for researchers, as we are in position where we can have the more honest conversations about what's possible for SDP, but let's also be clear about what are some of the limitations here

		Negative	all the incentive in the sector is to keep promoting and promoting because that's how you win money for your organisation, that's how you win prestige, that's how you build your brand
Sports Environmental Sustainability limitation	1	Negative	it's real limit to think that current global sporting system is going to help solve the climate crisis
Sport People to take an active lead in SDP (NB Athlete/Player Unions)	1	Neutral	I have always thought of SDP being led by Sports People
			I think it should be sports people leading the way, because they are people who can reform the sports system.
			they are one's who need to be leading these conversations, and they need to be leading them through an act of critical self-reflection and leadership by saying we want to make a positive contribution and here is the way which we are reforming what we do, in order to do that
	1	Negative	taking stronger stands is what it comes down to. Stronger stands against racism, stronger stands against homophobia, stronger stands against the environmental impact of sport
Sport Washing	1	Negative	Right now it feels like to me it is an advertisement and not an actual policy
Sport Partnership with wider development sector	2	Neutral	Sport Washing, hey look at all the great things we are doing but not really doing anything, or I guess it is more to the point, the way that sport gets used by oil companies, or whoever, to make it seem like they are doing good work but really it is about keeping the status quo
Different types of partnerships	4	Neutral	there needs to be a recognition, that sport can't do it on its own but has to be a partner, and not necessarily the lead partner, as well
	7	Neutral	one of things we have got to do is recognise there are different kinds of partnership. You have got tight ones with organisations working closely together, but you have also got ones that have got looser ties, that could equally be important, ensuring organisations doing similar working at not stepping on each others toes and duplicating work, or fighting over work. That is not partnership per se but that's not to say its not a partnership. So some kind of thinking about what kind of partnerships there area.
UN IOC Partnership increasing recognition / UN IOC Partnership not working to its full capacity / Commonwealth Secretariat partnerships / UN System Agencies need better coordination / IOC working with IFs / IPC working people with disabilities / UN IOC IF partnerships formally filtered down to national level with UN NOC Governments partnering with SDP NGOs	2	Neutral	sport and the type of partnerships they have in other sectors, or even from the commercial side, there are good examples that can be used to help think about how sport partnerships can be created and used contribute to the SDGs or shifting the focus more to sport for development
		Negative	The Commonwealth Secretariat is doing some work on this - or was. The UK foundations are focused on the UK and while work needs to be done here, working in refugee camps or in areas of civil strife would be helpful. The UN should coordinate better internally but unfortunately UNDESA is not a high profile agency and sport is spread across several agencies e.g. WHO leads on water safety. The IOC is focused on its specific contribution while there are many more sports than are in the Games programme. The IPC should play a greater role as persons with disabilities are often left behind. While gender is universally identified, it is also not well coordinated and gender based violence and patriarchy are key issues holding women and girls back from full participation
	7	Positive	It is difficult with the IOC because the IOC is a conglomerate of individual members, under their patronage essentially, and presents a problem. Unless the IOC or any sports body, gains some benefit from it, whether that be increased membership or increase funding, or a UN Prize for SDP, it is difficult. We are very selfish in sport and unless it is related to money than we won't get involved.
		Neutral	recently there seems to be more recognition of the partnership and collaboration between the UN and the Olympic Movement whilst they [IOC] may not lead they still have a very important role to play, just because the size and the reach, and the influence they have in the sporting community
Skepticism of International Sport Partnerships	4	Negative	Think it has improved from but still lots of room for improvement. UN/IOC/IF partnerships should be formally filtered down to regional and national level. At national level the partnership should be tripartite between UN/NOC/Govt. with inclusion of SDP NGOs if applicable
National Level	7	Neutral	if you considering sporting organisations working together at an international level than I would share <span style="background-color: black; color: black;"> </span> skepticism
			the national level or the practitioner level, having greater collaboration between the different sporting actors, and from my own experience with what I have seen here, there isn't that collaboration and partnership or a basic relationship between SDP organisations or organisations that have an SDP focus.

Private sector partnerships and sponsorships contributing to SDGs	7	Neutral	Enabling environment for partnerships between private sector and SDP actors should be facilitated by Government i.e. appropriate tax legislation. Private sector sponsorship of events and clubs, and carrying that more past that level to partnerships that contribute to the SDGs, and I think that sport has a role to play in that, making some those sponsors more aware of issues linked to the SDGs themselves. That's another role that sport can play, and another opening that sport can contribute to.
Not all about money there also needs to Value Added contributions	6	Neutral	it is not all about money, often we just see corporates and government as funding, and I think about how it can be a deeper and better relationship, what is the value add beyond money. For us we are not just giving out money, we are providing support, guidance and doing a whole lot more, so is that enough for them to want to partner with us without the funding? So partnerships we have got to look beyond money, and what else people can provide.
Funding linked to partnerships / Risk taking encouraged and failure accepted	3	Neutral	allowing third sector organizations that funders award financial resources to, to be able to take risks and report failures of SDP
	7	Neutral	Grant funding tied to programs implemented through partnerships or used to facilitate partnerships

#### 4. SDP Funding & Investment

Key Words / Comments / Topics	Participant	Positive/Negative	Sentence
SDP budget small compared to International Development / SDP organisations do not require much funding / Difficult and time consuming to access funding	1	Negative	I don't think there is very much of it. I guess if you compare it to other budgets linked to international development, it seems like what goes into sport is pretty small.
	1	Positive	On the one hand I think that could be a strength, as I don't think some of these sport organisations need much money to do some good work
	1	Negative	NGOs that I have talked to that have said, that say they spend half their time and effort scrambling to get more money and how frustrating that is because they are not doing what they are really good at which is sport programmes, they are always hustling to get more money
	9	Negative	have never been able to access it. reward for effort limits available time. opportunities are hugely difficult to undertake
Importance of Monitoring & Evaluation for justification of Funding & Investment / PE & PISA Tables / School Sport Survey	1	Neutral	a lot of the effort that goes into monitoring and evaluation, it is having to prove what they really already know to justify keeping the money coming in employees of NGOs to do monitoring and evaluation because their salary is on the line
	2	Neutral	We have to be able to provide the stats to support the case for SDP including clear return on investment whether it be in the "happiness index", less pollution or less money being required for health systems. if governments were persuaded that sport as a whole can contribute to the SDG agenda and they get recognition for it, then they might be more likely to provide additional funding or leverage funding from the private sector
	4	Neutral	Richard Baily mentioned Physical Education being included in the Pisa Education League tables. And if Physical Education started being included in the league tables than governments would start to pay attention and do something about it. the Commonwealth and UNESCO working together to establish a set of sporting indicators towards the Sustainable Development Goals. If you can measure it and it be collected at a national level, than that would provide some national level impetus, for the value of sport, and if you can compare them across countries that provide further impetus for governments to say they can do better.
			It [School Sport Survey] created two things. Schools gamed that system, to be ranked higher, but it did provide that national level targets and what measures is what matters for better or worse.
	8	Neutral	SDP actors need to better evidence their work and conduct robust M&E, to improve funding chances
COVID Impact on funding / SDP role in rebuilding post-COVID	8	Neutral	It is a very difficult time for funding, given the COVID pandemic. Many SDP organisations are fearing for their future. Funders, including governments and the private sector, need to recognise and invest in the role of SDP as part of the response to the pandemic.
Emphasise impact of sport for Government and Public Funding /	2	Neutral	For government funding, it is important to emphasise how sport can have a positive impact on other departments funding.
	4	Neutral	By linking it to national development plans and using it to encourage co-operation rather than competition across the SDP sector.

Funding cycles can be short term / Long Term Funding for scale, sustainability and intergenerational change / Link to National Development Plans and encourage cooperation not competition / Funding that brings partners together	5	Neutral	The SDP sector needs funding and investment that brings partners together to solve social challenges. Moreover, the funding and investments need to be for longer durations and larger in scale - there is a lot of good work happening in the SDP sector globally, but the scale is either too small or the work is not sustained over long periods of time, majorly due to lack of funding. Also, the sector needs to rethink different methods and avenues of funding, such as the social entrepreneurship model, which can provide scale and sustainability.
	6	Neutral	The investments need to be longer. Too often short term funding is given and a requirement to show results to receive more funding, when often we are dealing with systemic issues that may require intergenerational change.
	7	Neutral	Coordination of funding efforts at national level so SDP organisations aren't battling each other for limited resources but working together to maximise funding available
	6	Neutral	There are obviously constraints with government funding cycles. For example, our programme has been announced as having 10 year investment funding by the [REDACTED] government, which is great in theory but in reality we got guaranteed funding for four years, because that is at far in advance as the government can fund on budget cycles. So, whilst it puts in a lot better position to get funding it is not actually guaranteed, what if we have a change of government, with different priorities?
			government expect you to spend the same money each year, where as sometimes when you invest in a programme it is a slow building or sometimes it is top heavy and you tail it off towards the end of the programme. But the [REDACTED] government funding model is you get the same money each year 'use it or lose it'. So, some donor systems aren't actually set up to support the projects in the best way, which obviously impact on the way you run you programme.
			You are addressing issues that are systematic in society and it could be intergenerational change that you are looking to achieve, and the funder is saying the first year you have got to be showing us results, but how can you show results of intergenerational change in one year? There are ways to do it, but it is difficult and sometimes you have to go get those quick wins which aren't in the best interest of the long term programme, just to get that longer term funding, rather than investing what really needs to be done.
	7	Neutral	I think it is about re-evaluating what a long term project should be and how you are best funding that over a long period of time.
			I worked with the UN and it was the same thing, with a 3 year funding cycle and working [REDACTED] and I am sure it is the same in a lot of other countries as well, it takes three years just to develop a relationship with your partner organisation or a governing body, and then staff are moving on if the funding doesn't continue, so it is hard to show results.
	6	Neutral	I think sport and SDP in general needs to a better job in how they treat different funders like government and treat them like a sponsor.
	7	Neutral	Part of that is due to expectations of government funding. I had the same experience when worked for the [REDACTED] Olympic Committee. They [government] would fund 90% of an activity and the private sector sponsor would give T-Shirts but do a big press release and photo shoot.
Funding should support innovation / Accepting of failure as part of Monitoring & Evaluation / Capacity Building Funding / Participatory Decision Making / Funding often given to safe bet rather the right organisation	3	Neutral	And that comes back to that long term planning and maybe that that first round of funding is purely strengthening the governance of the organisation, so that when round two comes around they can take on that funding. Working backwards, with what they can do and how we can get a plan in place so they can get those outcomes and what are the steps that needed for that to happen.
			investing in innovative projects
			report null findings in order to understand where/how SDP fails
	7	Neutral	allow for program and project implementers to direct program objectives/goals
			Longer term guaranteed funding to allow for capacity development of SDP organisations and acceptance of trial and error, acceptance of failure without impact on funding. Inclusion of participatory grant funding decision-making where recipients are involved. Connecting smaller SDP organisations with larger philanthropic sources of funding.
	6	Neutral	the acceptance of failure, or not being able to show results in that initial period and making sure that doesn't impact on funding.
	6	Neutral	having a programme that accepts failure, I have heard them called successful learnings, and a whole bunch of different things, but programmes have to have a culture of 'accepted failure'. People often gloss things up more than they are and never talk about the things that don't work. And if you look at things from a coaching perspective, I have coached sport, the thing we can relate to is you can 'learn more when you lose than when you win', and I don't think there is enough credence given to that because of the funding models we have.

	7	Neutral	Our old M&E adviser called it the ‘success case method’, where he looks at the most successful programme and the least successful programme, and try to understand the conditions that led to them being successful or not successful, so we can learn from them. It is always good if you fail quickly and move on and readjust, but I think that has got to be part of the funding, that we accept, that things may fail, we can pivot as part of that funding model.
			a shift towards participatory decision-making process by getting practitioners involved in funding decisions and how that can happen and how that can be done more. For example the Global North being seen as the funders and making the decisions, and the Global South as the recipients, getting more of those practitioners involved in the actual decision making for the next round of funding.
			And the discussion we had about accepting failure, with funding based more on the realities on the ground and that affecting the funding decisions. Things are glossed up, results are hidden and exaggerated, to increase chances of receiving the next funding. So if there is more of that [participatory decision-making] then there will be less of that [glossed up results].
	6	Neutral	Often we might go to safe bets for who we fund, rather than the right organisation. So, we might go that big NGO or Sport organisation because we know they have got systems and processes in place, and the chance of fraud and different things are less. But sometime funders go the safe option and not the best option, sometimes that best option might be that small NGO on the ground, and you actually need to invest in them and their systems and processes, so they can come up the standards, government funding has quite high standards. Sometimes they [small NGOs] are the best organisations to deliver the activities, so you can get the best results, but they need the most support.
	7	Neutral	funding not just for programme delivery but for capacity building and strengthening organisations is also important, especially for sporting organisations, or sport for development organisations, there still needs to be a lot of capacity development happening within organisations so they can be better at what they do. There needs to be acceptance that there needs to be funding for that type of work as well the programmes and activities themselves.
		Negative	re-prioritise what we invest our money in when it comes to sport
			Peter Donnelly - “if we invest in elite sport that somehow leads to more grassroots sport” that argument doesn’t always play out, that policy doesn’t work because grassroots sport grows when you have more coaches and more places for people to play, it doesn’t only grow because you see a gold medallist and want to be that
			Elite Sport and Grass Root sport are two of the pillars of Sport Policy but they don’t get equal funding
			investment in grassroots sports gets results that we can’t just get from investing in a few Olympians elite sport was a more powerful coalition and they were able to advocate for their policy perspective
Tax on Professional Sports / Regulation of Sport / Tax Breaks for investment in SDP	1	Neutral	Bruce Kidd has actually proposed a tax of professional sports to go back to grassroots sports Barry Houlihan from Loughborough did a lot work in this area as well, and he really spelled out some of these tensions between grassroots and elite sport
		Negative	the real money, the big money, in sport is of course privately held, so how do we get that into grassroots sports,
	2	Neutral	If you take footballers for example, there is a hell of money in football, there is the PFA and clubs, and if a proportion of that was put in sport in the UK then the UK would be flying. UK has enforced some kind of sharing of resources from the Premier League and that provides some kind of model
			In South Africa, if you used to contribute to a university or sports club you get a specific tax break, in the Apartheid days is not a good example, but sponsors who supported sporting rebel tours also got a tax break. It has to be on an incentive type basis.
	4	Neutral	In a UK context maybe, there has been decades of talk about regulation of professional football and there has been talk of it recently, but nothing has ever come of it because these things come down to power relations, and the extent of political will to do these things.
		Neutral	At a global level you could bring some different countries together but they would work differently in different countries, with different power relations in each country, and different taxation models.
		Neutral	Can you bring together case studies and learning of what happens in different countries? There maybe some out there, but it still comes to the power relations and political will in different countries and capacity.

	6	Neutral	if you look at India for example, the corporations need to spend 2% of their revenue on CSR or something along those lines, and they don't have to pay tax if they spend 2%. So looking at those avenues, as well for sport
Professional Club Foundations and Professional Sport CSR / Social Return / Brand and/or Star Player Power / Player Foundations / too many Player Foundations (NB: Players Unions could lead this)	1	Positive	The company that own's the [REDACTED], and pretty much own's all the sports in [REDACTED], has a really active foundation, and they do a lot of really good work, but it's voluntary and if they decide not to do it they can stop doing it, and it is so small compared to what they could do and the impact they could have.
	2	Neutral	Using sports "icons" should also be considered to raise the profile. International federations could be challenged to get better involved particularly FIFA. Sports stars should be encouraged, as has happened with Gates, Bezos, Buffet and a few others, to put money into the SDP pot and an allocation system developed - they could also challenge their personal sponsors to get involved
	6	Neutral	it makes sense from a sport perspective, to treat them like a business, that they are trying to win hearts and minds, with CSR, whereas, for me they are SDP programmes or can be SDP programmes, and they are trying to win hearts and minds to improve their business. Let's be honest, sport is a business and they have to look at it the same way.
			I know the [REDACTED] in [REDACTED] wanted to do research on every \$1 they put into a social programme, what is the return on it? So, the XXX have a school to work programme, which basically uses the [REDACTED] brand and they engage people on the programme to move them from school to work, people at risk etc, and I think they did a study and found on the social and economic return there is a \$4 return on every \$1 they put in. Things like that are really important from the sport side for them to go to government and say can you please fund this programme for a couple more years and we will give you this return on it. That's really powerful as well and it's a really good look for sport as that is doing it.
			when I worked up in [REDACTED] one of the NGOs wanted to a programme and I worked for the XXX at the time, and we got into the negotiations and I asked why they wanted us in the programme, and they didn't want us to do much they just wanted us to provide someone to do some [REDACTED] activity once a week and they were going to the rest of the programme. It was a literacy programme, but they wanted the engagement of [REDACTED] to get the participants in their and they basically said we want your brand, because your brand is so powerful in [REDACTED] that if we associate with the brand, we are going to get people who want to participate in this programme, which hopefully leads to its success in execution.
			things like star power, if you are doing a fundraising luncheon and you get a sports star there, that gets people at the table, if there are auction items there people get excited, you get a buzz, you make money, etc.
	7	Neutral	there is the goal programme, that is aiming to get professional footballers to invest 1% of their incomes into good causes, things like that. There is a bit more recognition of that globally on the sporting front, especially in the US, with more athletes becoming more socially aware.
	6	Neutral	there are a lot of CSR programmes for the sporting players and the teams, for them to be involved to keep them busy during the week really making a tangible difference, not just turning up for the photo op', putting your money where your mouth is and really contribute to programmes that make a difference. I think there is a shift there in that direction, which has been positive, but I agree there needs to be more and there should be more.
			Look at how many athletes have charities, they have their own charities, right. For me on one hand I think it is great, because they are raising money for good causes but I think it is a waste with so many different charities, and a lot of ego come into it, but imagine if they had a collective charity, and you had one set of overheads and not 20 for the 20 different cricketers who had their own charities, so they could pool together to raise funds, I don't know if it is relevant but it is a bug bear of mine, so many athletes having charities.
	7	Neutral	It is crazy the contracts that sport stars are signing, with sell on clauses and buy back clauses, with percentages going back to their youth development programmes, I was thinking maybe there is a way in which some could go to SDP, and if their agent or system could help them assist if giving to a good cause, rather than starting their own foundations could they get behind some established programmes, programmes that obviously mean something to them and close to their heart. Something that they could all get behind.
	2	Neutral	When looking at private funding we were always told by potential sponsors to look at their strategic plan and what they were trying to achieve and then find ways to help us achieve it. Which is what sport needs to do, to see what the private sector wants to achieve and try to help them do it.
Promote benefits of Private sector CSR and Sponsorship of supporting SDP			The old CSR budgets might be drying up, and the charity sector around the world will be suffering post-Covid, so funding is going to be hard to find, so there is going to be lot more focus on return on investment. The governments codes are saying the impacts of the

			decisions that funders make need to be driven in part on what impact those decisions have on the community and not just shareholders.
Philanthropic donors less interested in sport	2	Negative	But if you go to the big funders, such as the Gates Foundation, then sport is not a high priority when looking at health and welfare.
SDP Funding Model	2	Negative	I am going back to self-interest, for example if you used the Premier League example in South Africa. Number 1 it is not merely as lucrative as in England, and a lot international, continental, and continental federations use that for survival.
		Neutral	It is a different kind of model when you got professional sport and other agencies like UK Sport...yes there could be a model, there could be a 100 models but it is a question of which one works
		Negative	Even the voluntarily one here in the UK didn't work, because the Premier League didn't sign up to it. It is a difficult one, people will say we generated the income so we need to spend, and that is where the self-interest comes in.
Funding that is not Sport specific / Thematic Funding / Sport not first for Thematic Funding / Mainstreaming SDP	6	Neutral	We also need to move away from targeted SDP funding (which is limited) and look more towards thematic funding for the areas of change targeting (health, gender, disability etc) which is in much greater abundance
			we are looking in the wrong place for funding, for example, if we are going to do ending violence against women, we will look for SDP funding to do that, where as we should be going looking for gender to do that. We shouldn't be looking for that specific funding for this sector, we should be going for in the area that we are looking to improve, disability, environment, etc. So that is where we should be looking to move towards because SDP funding is so tiny, where as for some of those other areas it is almost infinite. So as a "sector", we need to move beyond that.
			we shouldn't just look at SDP funding which is limited, we should like at wider development funding, be it health, education, gender or violence against women, which is obviously in much greater supply
	7	Neutral	thematic funding and development funding models in general
			if the SDP organisation is going after funding for gender or funding for disability, when there are already women's rights organisations already targeting that funding, or specific NGOs targeting that funding, I think the first one struck off the list will be the sporting organisation, because traditionally they will say that sport, people in those decision making committees, or those that have the funds, will say that sport, an Sport for Development organisations, they will see it as sport first, and so they will prioritise funding to other organisations working in those thematic areas.
			I agree that sport should be seen as something that be mainstream across, and every organisation should have sport for development element to their work.
Value Added linked to partnerships / Types of Partnerships / Non-Traditional Funding Sources / Portfolio of Funding	7	Neutral	you are an SDP organisation and you want funding, it is usually for the traditional development organisations, and if there funding it is limited for the amount that can be received for the issues that is trying to be addressed
			the value added, outside of funding, I think that is important, and also tide to funding, with organisations making connections with non-traditional funding sources
	6	Neutral	partnerships making connections between these organisations from non-traditional funding sources, such as philanthropic sources. In there is only the traditional sources we go to, we go to government or government departments, and there is no real knowledge of what exists out there, and how do you build that relationship, and how do you make that connection with other types of funding that could possible exist and that could possibly, so that is another area that those types of partnerships can help in.
			As funders we need to have a portfolio of organisations that we support and not just for safe options, and we need to invest in some of those organisations to get them up to the standard that is required for that funding, which can then attract other funding as well, because we have strengthened their systems and processes for delivering projects.
			portfolio of funding, so it is not just always government and funders that require such a high level of risk management, that sometimes scares off a lot of organisations, so they know from the beginning that they don't have the capacity or the standards expected.
Developed world should support developing world	2	Neutral	The developed world should support the developing world (COVID is an example of the inward looking approach the developed world has taken) and best practice developed so there is a consistent standard.

## 5. SDP Global Framework

### a. Global Framework for SDP

Key Words / Comments / Topics	Participant	Positive/Negative	Sentence
Didn't know much about the Global Framework for SDP / There isn't one / We need one / A Global Framework is very important / A Framework with roles & responsibilities is required / Taking a lead / No Leadership / see what the sector looks like / indicators and measures / build a case of SDP / Validity for practitioners / bring sector together and provide direction	1	Negative	I don't know very much about it
	2	Negative	I had to go onto the UN website to try to track down this Global Framework and it was pretty pultry
		Negative	Someone or some organisation needs to take ownership and ensure adequate funding to make things happen
	3	Neutral	As I am not familiar with the Global Framework, I will not provide any response for this, although I feel that a Global Framework is very important.
	4	Neutral	There needs to be greater impetus for, support by and recognition of intergovernmental leadership for SDP by the UN and other bodies.
	5	Neutral	There should be better alignment of key stakeholders and players on a global scale with regards to the definition, objectives and role of SDP within the development agenda.
	9	Neutral	was not aware there was a global framework
	6	Neutral	We need one to begin with. There are actors like the International Platform on Sport and Development and the Commonwealth Secretariat who are doing great work in this space but no actual framework. We really need to reimagine sport and development post-COVID.
		Neutral	In my mind there is not one [Global Framework for SDP] that exists. For me we need that to begin with.
	7	Neutral	Improved clarification of and reporting on roles, responsibilities and work by UN DESA and UNESCO in SDP space; establish one-stop shop for SDP; outline effective and accepted M&E framework;
			When I read the question, I had to Google and check if there was a framework because I haven't heard of it.
			The importance of having a framework in place for roles and responsibilities
			collaboration and coherence, a framework would be a good point to start the discussion with just to establish the various responsibilities, or roles, or what each partner in this sector brings as added value.
	6	Neutral	There is not one home or someone taking a lead, if there is this framework established, then I also think that it will put more emphasis on who is going to be the secretary for the framework, who is going to responsible for building a home for it and making sure it is updated and making those involved are communicating, which is a good reason for having framework in place.
	6	Neutral	I have just been googling the global framework for SDP, a little bit but there is no actual framework.
	7	Neutral	In my experience you get a couple links that pop up, they sort of lead nowhere. Which is kind of like going to the UN DESA Website and trying to find where SDP is.
	6	Neutral	Yes, I do, because there is no leadership which is part of the problem, so having a framework, would actually, give you something to aim towards, and see where you fit in and how you would contribute.
			But even if there wasn't the leadership, it would still be beneficial to see what the sector looked like. It gives you something to back upon, so if I am going to government, I can say that this programme is going to contribute towards the global framework for SDP, and probably has a whole range of different things under it, we are contributing to the SDGs and working with UN Agencies, which the government is already working towards, so it would help to frame the pitch so to speak. And something to measure against as well, and if we are measuring against the Global Framework for SDP we are actually building the case of the SDP as a collective, that can again be leveraged for other things.
	7	Neutral	that bit of validity that it provides practitioners, and others involved, whether it is going to government or whether it is going to development partners, is another element for the need for a framework.

			Just bringing everyone together around a tool, in the same way that in other thematic areas there has been a framework that allows a lot of different actors to get together, and have discussions about what they can play and what they can contribute to. Something that brings people together and makes it that little bit more clear, and provides better direction.
Kazan Action Plan provides a framework	1	Neutral	Is this the same as the Kazan Action Plan?
	4	Neutral	then leading into the Kazan Action Plan
	4	Neutral	the Kazan Action Plan added a bit more to that process
	2	Positive	the Kazan Action Plan is a good document, which could provide some kind of way forward
	4	Neutral	Is the Kazan Action Plan something a range of organisations can buy into? Beyond the governmental organisations that have brought into it because that provides a relevant framework for organisations to make some kind of commitment to...the Kazan Action Plan does provide something for them to sign up, even if they are going to work on their individual basis, which is probably better than what we have got.
			is the Kazan Action Plan the best we have got? Quite possibly
	2	Neutral	the Kazan Action Plan is better placed to play some kind of role in that
	6	Negative	there is the Kazan Action Plan and a range of things came out of that, but I don't believe any of that is actually a framework.
Lots of documents, models and frameworks	7	Neutral	the model indicators came out the Kazan Action Plan in 2018 and they are still not in place.
			Alignment to existing policies and frameworks including Kazan Action Plan;
	4	Neutral	I don't think that policy documents in isolation will make significant difference.
Closure of the UNOSDP			SDP has had a lot of documents, models and frameworks over time, or policy statements
	6	Neutral	There are different elements, like the Commonwealth Secretariat leading the model indicators, as an example, and they have done some really good work in that space, and I would caveat that it has the national level that leads into international. When you look at those model indicators, I have got some ideas but I look at those model indicators and I would ask how would our programme contribute to them, and I am not sure I have the answer yet.
	1	Neutral	Since the closure of the UN Office on Sport for Development and Peace, I have been interested as to why it closed and why is the IOC stepping in and taking over? Part of the narrative for closing the UN Office was that we don't want to duplicate what the IOC was doing. But I don't know how to square that with what still seems to be the UN working in this space, even though they have closed their office, that seems like an interesting tension.
Better communication with Stakeholders	1	Neutral	Better communication with key stakeholders
			It is almost as if they should have a central office or something!? [Sarcasm in relation to closure of the UNOSDP]
	5	Neutral	there should be some way for this kind of framework to be communicated to the research community and if it had been a little bit better, I think I would had have come across it
UN big and decentralised			Maybe they could partner with some of the other big voices in the sector, or somehow to get it more integrated into the discussion about SDP.
	1	Negative	Better communication and advocacy among and beyond key SDP stakeholders is required to strengthen a global framework.
High level disconnected from ground level / More consultation with grassroots organisations that have driven SDP / Social Impact changes and investment / Challenging vested interests	6	Neutral	this is a struggle with the UN in general because it is so big, so decentralised, so it's I am sure it is not easy for them to communicate all these framework's to the relevant stakeholders
	8	Neutral	They have all these working groups, all these meetings, at this really high level but I don't know what they deliver. For me they don't deliver a lot on the ground.
			With more consultation among grassroots actors and civil society organisations that have driven much SDP work. By considering individual, community and societal level changes that need to occur. By challenging vested interests in sport that continue to exacerbate inequities. By investing more in SDP and grassroots sport than elite sport/mega-events.

## b. Operating Model for the Global Framework for SDP

Key Words / Comments / Topics	Participant	Positive/Negative	Sentence
Operating Model would be positive / Leadership / Roles & Responsibility / Potential for territorialism and ownership disputes / Variables (complexity) / Different levels / Fragmentation / It would need to be Robust & Dynamic / Bringing SDP together / Process is important / Proper representation of sector not just the elites (Independent Advisory Panel)	2	Neutral	The framework is not operational and needs to be properly coordinated
	3	Positive	It could allow for more alignment between actors within the SDP sector.
	5	Positive	This would provide a blueprint and a framework of the what, why and how of SDP globally, which can be contextualised to various regions and countries, but will be better able to plan, achieve, monitor and advocate for the impact of SDP.
	6	Positive	The devil would be in the detail but an operating model to help guide the sector would be helpful.
		Negative	It wouldn't if it was a restrictive model.
	7	Positive	Provide clarity on roles and responsibilities of various actors and linkages to frameworks/policies
		Positive	Yes, the benefits of having any type of operating model, would obviously be positive, when it comes to planning, and roles and responsibilities, and allowing the various sectors to recognise the need for collaboration. based on all the issues we have discussed I think this would be positive.
		Negative	some potential negative things that might come about around territory, not fighting but those types of disputes that can happen sometimes, about who owns what, and who is the best position to lead and on what front, and that having consequences.
		Positive	But it would be a clearer about who is doing what and where people fit it. So I think it would be a good thing to have in place for those reasons.
	8	Neutral	It could but an operating model is not a silver bullet. There needs to be clear political will and investment. Nonetheless, it could help guide the work of a diverse and relatively uncoordinated sector, though there is limited capacity to coordinate this at UN level. It must involve civil society and include representation from such groups - sportanddev is well placed to play such a coordination role and willing to support the global framework.
	9	Neutral	provide operational advice
	2	Neutral	It is a worthwhile thing to try and do, and if someone has the energy, and out of the box type of thinking, which includes the developed as well as the developing world which have quite different perspectives, and understanding of the impact of religion and other factors on sports participation, so there are a lot variables that have to go into it, but to be able to get an acceptable implementation model for the different kinds of countries that exist
	4	Negative	You have to draw on experiences close to home, the UK Sport system, it has always been the fragmentation and the range of different organisations involved, and that has always been the nut that has never been cracked. People have recognised that complexity for decades but not has been able to crack that nut, including those organisations trying to encourage participation.
	6	Positive	if there was a global framework, it would give you the leadership that you needed in this space
	7	Positive	The fact of going through the process and bringing different stakeholders together, is part of the value of it.
Skeptical of one way of doing SDP	1	Negative	I think it depends on the players you get in the room, a lot of the time these big decisions are made by very senior people, so very far from the ground, it is not funny. And often it is the global north, that get together and make these decisions, with limited consultation with people in the global south as part of it, but there are actually some really good dynamic organisations in the global south, who are smaller scale.
			having a proper representative of the sector, not just the people at that high elite level
			we don't always have to have one of those really big UN Agencies to lead these processes, that are so hierarchical, and that someone a certain level needs to lead
Global but Flexible	1	Positive	I'm skeptical of there being an overall approach to SDP that is relevant and applicable around the world. I am always skeptical that there is one way of SDP that is going to work around the world, I think that has led to a lot of bad SDP policies and programmes
Not easily implemented	1	Negative	Ideally, we want something that does both of them, for example and international advocacy structure, but with enough flexibility for local implementation and to be culturally relevant and specific. to me these kind of policies and frameworks are not easily implemented, into specific locales

Actioning, Implementation & Coordination	4	Neutral	the difficulty is how to you turn what is in that policy document and policy framework into to something that is actually actioned and implemented, and that's the challenge, rather than the need for more frameworks
	2	Neutral	you can have a framework for funding, you can have several, but the enforcement for making something happen is the key, and so something can happen but who is going to take it forward? How do you get it coordinated better?
	4	Neutral	how do you bring sufficient impetus behind getting everybody to sign up to that and be there actually making sure that significant players live up to it? It is that level of organisation, power and influence that I see significant challenges.
	2	Negative	I would agree with that, you can develop an operating plan or framework but is anyone going to take a damn bit of notice of it?
	2	Neutral	But if you don't have something you are never going to be able to test it
Sports Governance at different levels	2	Neutral	The sports governance process here [UK] you are rated on different levels, an implementation model has to operate on different levels such as population or GDP
Sport and SDG Indicator Framework	4	Neutral	It would be worth looking at the sport and SDGs indicator framework, which was developed with some of those kind of things in mind.
Scope of Operating Model	4	Neutral	What's the scope of the operating model? Is it an operating model for the separate sport for development and peace sector, consisting of all those NGOs, or is it a kind of operating framework for that then crosses into the kinds of federations and into the private sector and transnational corporations, whats the scale and scope of it?
People losing interest	2	Negative	There is also the point that people lose interest, there was the FIFA SOS Villages programme a few years ago but I have not seen much of that recently
Long Cumbersome Process	6	Negative	It is a long cumbersome process, that these things go through, and it would be no different if a global framework for SDP was put together, it would take years and it would take multiple conferences, lots of discussions.
Already Policy Documents so doubt the benefit of another model / Diversity of SDGs and country context	4	Negative	There are already substantive policy documents on sport and the SDGs, so I doubt the benefit of another model. Likewise, the diversity of SDGs and country contexts means that a single operating model is not feasible or, if created, would either be too general or overly specialised for use towards different purposes.

## 12.0 BIBLIOGRAPHY

Banda D., (2018), *Effective Mainstreaming of Sport in Development programmes and Policies: Coherence, Funding and Measurement*, Academy of Sport, University of Edinburgh, submission paper to UN DESA Expert Group Meeting 'Strengthening the Global Framework for Leveraging Sport for Development and Peace'

Beyond Sport, (2021), *Beyond Sport*, Avail at <https://www.beyondsport.org> (accessed 02/05/21)

CCPR, (2010), *Broadcasting of Major Sporting Events: The Voluntary Code of Conduct for Rights Owners*, Sport and Recreation Alliance (SRA), formerly known as the Central Council of Physical Recreation (CCPR), Avail at <https://www.sportandrecreation.org.uk/policy/campaigns-initiatives/broadcasting-of-major-sporting-events-the-vol> (accessed 28/08/21)

Chen, S., (2018), *Background Paper: Preparing for the themes of 'mainstreaming of sport in development programmes and policies' & 'Monitoring and evaluation of programmes and policies to leverage sport for development and peace'*, University of Birmingham, submission paper to UN DESA Expert Group Meeting 'Strengthening the Global Framework for Leveraging Sport for Development and Peace'

Collison, H., (2018), *Strengthening the Global Framework for Leveraging Sport for Development and Peace*, submission paper to UN DESA Expert Group Meeting 'Strengthening the Global Framework for Leveraging Sport for Development and Peace'

Commonwealth Secretariat, (2019), *Measuring the contribution of sport, physical education and physical activity to the Sustainable Development Goals*, Commonwealth Secretariat

Commonwealth Secretariat, (2021), *Commonwealth Youth Sport for Development and Peace Network*, Commonwealth Secretariat, avail at <https://thecommonwealth.org/commonwealth-youth-sport-development-and-peace-network> (accessed 06/04/21)

Diennes E., (2012), *Chapter 3: How Sport can Contribute to Peace-Building*, Sport, Peace & Development, edited by Gilbert K. & Bennett W., Common Ground Publishing LLC

DEAL, (2021), *About Doughnut Economics*, Doughnut Economics Action Lab, avail at <https://doughnuteconomics.org/about-doughnut-economics> (accessed 28/08/21)

Dumitriu P., (2017), *The United Nations System – Private Sector Partnerships Arrangements in the context of the 2030 Agenda for Sustainable Development*, Join Inspection Unit, Geneva, United Nations

Eisenhardt K. M., (1989), "Agency theory: An assessment and review", *Academy of Management Review*, Vol.14 No. 1, pp. 57-74.

Giulianotti R., (2012), *The Sport for Development and Peace Sector: An Analysis of its Emergence, Key Institutions, and Social Possibilities*, *Brown Journal of World Affairs*

iOC, (2015), *The IOC believes in the potential of sport to help achieve 11 of the 17 Sustainable Development Goals (SDGs) established by UN Agenda 2030*, International Olympic Committee, avail at <https://stillmed.olympics.com/media/Document%20Library/OlympicOrg/News/2017/06/2017-Sustainable-development-en.pdf> (accessed 28/08/21)

IOC, (2021), *Beyond the Games*, International Olympic Committee, avail at <https://olympics.com/ioc/beyond-the-games> (accessed 06/04/21)

Kopp C., (2021), *Agency Theory*, Investopedia, avail at <https://www.investopedia.com/terms/a/agencytheory.asp> (accessed 02/05/21)

Lindsey I. and Chapman T. and Dudfield O., (2020), *Configuring relationships between state and non-state actors: a new conceptual approach for sport and development*, *International journal of sport policy and politics*, 12 (1). pp. 127-146

Lindsey I. and Darby P., (2019), *Sport and the sustainable development goals: where is the policy coherence?*, *International review for the sociology of sport*, 54 (7). pp. 793-812.

Mandela N., (2000), *Sport has the power to change the world*, speech at Laureus Awards in Monaco, Avail at <https://speakola.com/sports/nelson-mandela-laureus-lifetime-achievement-award-2000> (accessed 08/05/21)

McNulty T. (2013), *Developing Corporate Governance Research through Qualitative Methods: A Review of Previous Studies*, *Corporate Governance: An International Review*, avail at <https://onlinelibrary.wiley.com/doi/abs/10.1111/corg.12006> (accessed 02/05/21)

Parker D. et al, (2018), "Agency theory perspective on public-private-partnerships:international development project", *International Journal of Productivity and Performance*

Picketty T., (2020), *Capital and Ideology*, The Belknap Press of Harvard University Press

Rashid et al, (2019), *Case Study Method: A Step-by-Step Guide for Business Researchers*, Vol 18: 1-13, *International Journal of Qualitative Methods*, Sage Publishing

Sauro J., (2015), *5 Types of Qualitative Methods*, Measuring U, Avail at <https://measuringu.com/qual-methods/> (accessed 02/05/21)

Scheerder J., (2018), *Sport for development and peace: some critical notes*, Policy and Sociology of Sport at KU Leuven, submission paper to UN DESA Expert Group Meeting 'Strengthening the Global Framework for Leveraging Sport for Development and Peace'

Sportanddev.org, (2017), *International Platform for Sport and Development*, Avail at <https://www.sportanddev.org> (Accessed 02/05/21)

Sportanddev.org, (2017), The closure of the UNOSDP, International Platform for Sport and Development, Avail at <https://www.sportanddev.org/en/news-and-views/call-articles/closure-unosdp> (Accessed 14/03/21)

Sugden, J., (2018), *Sport and Peace-building*, University of Brighton, submission paper to UN DESA Expert Group Meeting 'Strengthening the Global Framework for Leveraging Sport for Development and Peace'

Svensson P.G. and Woods H., (2017), A systematic overview of sport for development and peace organisations, *Journal of Sport for Development* Vol 5, Issue 9, P36

The PFA, (2021), Community, The Professional Footballers' Association, Avail at <https://www.thepfa.com/players/community> (Accessed 28/08/21)

UEL, (2015), Code of Practice for Research Ethics, University of East London, avail at <https://www.uel.ac.uk/wwwmedia/schools/graduate/documents/UEL-Code-of-Practice-for-Research-Ethics-2015-16.pdf> (accessed 02/05/21)

UN DESA, (2018), *Strengthening the Global Framework for Leveraging Sport for Development and Peace*, Expert Group Meetings, Panel Discussions and Seminars, UN DESA, avail at <https://www.un.org/development/desa/dspd/2018-expert-group-meetings-and-panel-discussions/sport-development-peace.html> (accessed 06/04/21)

UN DESA, (2021), *Sport for Development and Peace*, UN Department of Economic and Social Affairs, avail at <https://www.un.org/development/desa/dspd/sport-development-peace.html> (accessed 23/03/21)

UN Global Compact, (2021), *About UN Global Compact*, avail at <https://www.unglobalcompact.org/about> (accessed 02/05/21)

UN Global Compact, (2021), *Our Governance: UN Global Compact*, avail at <https://www.unglobalcompact.org/about/governance> (accessed 02/05/21)

UN, (2016), Declaration of the 2030 Agenda for Sustainable Development, (2016), United Nations, avail at [http://www.un.org/en/ga/search/view\\_doc.asp?symbol=A/RES/70/1](http://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/70/1) (accessed 28/08/21)

UN, (2016), *United Nations Action Plan on Sport for Development Peace*, Sport for development and peace: towards sport's enabling of sustainable development and peace, Report of UN Secretary General

UN, (2020), *Sport: a global accelerator of peace and sustainable development*, UN General Assembly

UN, (2021), *Civil Society*, United Nations, avail at <https://www.un.org/en/civilsociety> (access 02/05/21)

UNDG, (2016), *UNDG Business Operations Strategy (BOS) User Manual: A Step by Step Guide to Building a BOS Framework*, United Nations Development Group

UNECE, (2021), *Public-Private Partnerships (PPP)*, United Nations Economic Commission for Europe, avail at <https://unece.org/ppp> (accessed 02/05/21)

UNECE, (2021), *UNECE International PPP Centre of Excellence*, United Nations Economic Commission for Europe, avail at <https://unece.org/ppp/icoe> (accessed 02/05/21)

UNESCO, (2021), *Kazan Action Plan*, United Nations Educational, Scientific and Cultural Organization

UNNGLS, (2018), *United Nations Office on Sport for Development and Peace*, UN Non-Governmental Liaison Service, formerly avail at <https://unngls.org/index.php/engage-with-the-un/un-civil-society-contact-points/155-united-nations-office-on-sport-for-development-and-peace-unosdp> (last accessed March 2018)

UNOSDP, (2003), *Sport for Development and Peace: Towards Achieving the Millennium Development Goals*, UN Inter-Agency Task Force on Sport for Development and Peace, UNOSDP

UNOSDP, (2016), *Sport and the Sustainable Development Goals: An overview outlining the contribution of sport to the SDGs*, UNOSDP

UNOSDP, (2018), *Sport*, United Nations, formerly available at <https://www.un.org/sport/> (last accessed March 2018)

UNOSDP, (2018), *UN Sport for Development and Peace International Working Group*, United Nations, formerly avail at <https://www.un.org/sport/content/un-players/member-states/sport-development-and-peace-international-working-group> (last accessed March 2018)

UNOSDP, (2018), *UN System Organisations using Sport: International Labour Organisation (ILO)*, United Nations, formerly available at <http://www.un.org/wcm/content/site/sport/home/unplayers/fundsprogrammesagencies/ilo> (last accessed March 2018)

UNOSDP, (2018), *United Nations System Organisations using Sport*, United Nations, formerly avail at <http://www.un.org/wcm/content/site/sport/home/unplayers/fundsprogrammesagencies> (last accessed March 2018)

UN SDGF, (2018), *The Contribution of Sports to the Achievement of the Sustainable Development Goals: A Toolkit for Action*, UN Sustainable Development Goals Fund

Youth Charter, (2014), *YC 2012 Games Legacy Report*, Youth Charter

Youth Charter, (2017), *English Soccer Club Foundations Revenues 2015 to 2017*, Youth Charter

Youth Charter, (2017), *YC 2016 Games Legacy Impact Report*, Youth Charter

Youth Charter, (2018), *YC 2018 Games Legacy Impact Summary Report*, Youth Charter

Youth Charter, (2020), *Youth Charter Safeguarding and Child Protection Policy and Procedures*

Youth Charter, (2021), *Community Campus Digital Portal Project Management Platform*, Youth Charter, avail at <https://www.communitycampus-youthcharter.org> (accessed 23/03/21)

Youth Charter, (2021), *Community Campus Model*, Youth Charter, avail at <https://www.youthcharter.org/communitycampus> (accessed 23/03/21)

Youth Charter, (2021), *Digital Archive*, Youth Charter, avail <https://www.archive-youthcharter.org> (accessed 23/03/21)

Youth Charter, (2021), *Timeline Archive*, Youth Charter, Avail at <https://www.archive-youthcharter.org/yctimelinearchive> (accessed 23/03/21)

Youth Charter, (2021), *Trustees*, Youth Charter, avail at <https://www.youthcharter.org/trustees> (accessed 23/03/21)

Youth Charter, (2021), *United Nations General Assembly Sport and Olympic Resolutions*, Digital Archive, Youth Charter avail at <https://www.archive-youthcharter.org/unsportolympicresolutions> (accessed 06/04/2021)

Youth Charter, (2021), *United Nations Sport for Development and Peace Documents*, Digital Archive, Youth Charter, avail at <https://www.archive-youthcharter.org/unsdpdocuments> (accessed 06/04/21)

Youth Charter, (2021), *YC 2020 Team GB Racial Equality Summary Report*, Youth Charter

Youth Charter, (2021), *Youth Charter Sport for Development and Peace Library*, Digital Archive, Youth Charter, avail at <https://www.archive-youthcharter.org/yicsdplibrary> (accessed 23/03/21)