RESHAPING SPORT AND DEVELOPMENT

sportanddev.org
the international platform on sport and development
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The world faces a range of increasingly complex and interconnected challenges. These include escalating humanitarian conflicts; cost-of-living crises; increasing inequities; an environmental apocalypse; deep-seated health issues (compounded by the COVID-19 pandemic); economic headwinds and instability; unequal power relations between the Global North and South; and more deep-seated challenges across and within regions.

Sport reflects, and contributes to, many of these issues. However, it can also play a role in tackling them – if used in certain ways. As such, the sport and development sector has grown rapidly in the past 20 years, but it also faces a range of challenges.

The sector is unequal across regions, gender, race, (dis)ability, socioeconomic status and other demographics. There are resource and funding challenges, with greater constraints than ever and a great diversity of initiatives but a lack of coordination and collective impact. North-driven, Anglo-centric, neo-colonial approaches may cause an ‘own goal’ in sport and development. There is limited understanding and research (especially at scale) on how sport can best contribute to sustainable change.

Given these challenges, the International Platform on Sport and Development (sportanddev), with a range of key founding partners, launched the Reshaping Sport and Development campaign in 2021. Activities have run from 2022 to 2024. They will influence sportanddev’s next long-term strategy as we seek to better serve our diverse and amazing global community.

As part of the campaign, we implemented a number of activities and deliverables.
Call for articles

We launched a public call for articles in English, French, Spanish and Arabic in May 2022. We received a total of 96 articles, making it our largest and most impactful campaign to date. Articles came from all six continents and from a range of sectors within and beyond sport.

The following key themes and insights emerged from the articles received:

- Strengthen focus on mental health and wellbeing
- Inclusion: Intersectionality, disability, gender and sexuality
- Time for redress: Race, indigeneity and equity
- Human rights are non-negotiable, including safeguarding
- Strengthen monitoring and evaluation and assess impact
- Ensure good governance and collaborative partnerships
- Quality coaching and safeguarding are essential

Webinar

We hosted a global webinar in September 2022, inviting the public to hear from campaign partners and article authors on concrete steps for sport and development moving forward. The webinar was attended by over 190 people and received glowing feedback.

Panellists reflected on key steps for sport and development to better serve society. These included: building strong partnerships across sectors; investing in grassroots actors who do critical work yet remain under-resourced; strengthening measurement and impact; ensuring initiatives are inclusive, account for context and intersectionality and are culturally relevant; better maximising sport’s role as an enabler of development in specific outcomes areas (e.g. mental health); increasing attention on sport’s role in tackling the climate crisis; and improving advocacy for the sector.
Community consultations

sportanddev involved its diverse community in identifying key themes and priorities for reshaping sport and development. We invited our entire global community - over 600,000 unique annual users of our website, 10,000 registered individuals and 1,000 registered organisations – to contribute to the call for articles.

We ran community consultations, including opportunities to input into the development of the upgraded sportanddev website, which was launched in early 2023. We also invited organisations within our community (and beyond) to apply to become the host of sportanddev, which concluded in sportanddev forming a strategic partnership with the International Sport and Culture Association.

Next steps

sportanddev has used the key themes identified through the campaign to strengthen our focus on reshaping sport and development. This includes ensuring that information, tools and resources are available in other languages, catering for under-represented regions and actors. We have launched our global website in English | Français | Español | باللغة العربية.

We have also launched our massive open online course (MOOC) on Sport for Sustainable Development in these same four languages, with over 7,000 learners from 191 countries.

The campaign does not end here. Insights will feed into our next long-term strategy in which we will engage key stakeholders and our global community. We will continue to champion greater equity, access and inclusion in sport for development and reshape a more diverse and democratic movement where all can be heard, including underrepresented actors.

Thank you for joining us on this journey.
CAMPAIGN BACKGROUND

Our countries and communities have always been unequal. However, COVID-19, inflation in many countries, escalating conflicts and climate change have exacerbated inequalities, with marginalised groups and individuals being worst affected.

At the same time, the sport and development sector is itself unequal. Women, people with disabilities, people in low- and middle-income countries, ethnic minorities and other marginalised groups are underrepresented in leadership positions, and they have less influence on policy and decision-making.

Sport can play a vital role in contributing to the Sustainable Development Goals (SDGs), responding to the COVID-19 pandemic and other crises, and building a better society. However, many challenges exist, with much work to be done to ensure a level playing field.

Given the scale of the challenges facing society in general and the sport and development movement in particular, as well as overwhelming consensus that real change is needed to maximise the role of sport in society, the International Platform on Sport and Development (sportanddev) launched a global campaign: Reshaping Sport and Development.

The campaign was developed with our key founding partners and in-kind supporters. Activities ran from 2022 through to 2024, continuing with the relaunch of the English version of the sportanddev website (March 2023) and the French version (October 2023), as well as the launch of the website in Arabic (December 2023) and Spanish (January 2024) for the first time.
The campaign will influence sportanddev’s next long-term strategy as we seek to better serve our diverse global community. The campaign aimed to champion, strengthen and sustain the sport and development sector. It sought to address inequities that have been exacerbated by the COVID pandemic. It also aimed to drive change towards a more inclusive, accessible, and equitable sport and development sector, in order to:

- Ensure sport better serves all in society
- Advocate for the role of sport in the COVID-19 response and recovery
- Build back better for all
- Invest in the sustainability of organisations and infrastructure

The campaign aimed to achieve the following outcomes:
- A more inclusive, accessible, and equitable sport and development sector
- Identification of key themes and actions in reshaping sport and development
- Greater community involvement in setting plans and priorities for the sector
- Upgrade of the sportanddev website to better serve all actors
To help sportanddev coordinate the reshaping of sport and development, including upgrading the sportanddev platform to better serve the sector, organisations in our community supported us to raise over $100,000 USD.

**Campaign partners:**

**Platinium**

Australian AID

Federal Ministry for Economic Cooperation and Development

ITF Foundation

generation amazing

**Gold**

The Commonwealth

**Silver**

ChildFund

WWF

OFC

**Bronze**

eose

Indigenous Marathon Foundation

Sport Works

Special Olympics

Lao Rugby

The campaign was also supported by the Swedish Postcode Foundation, who provided a grant for the upgrade of the sportanddev website to better serve our diverse community.
As part of the campaign, sportanddev implemented a number of activities and deliverables, which are described below.

**Call for Articles**
Thought leaders explain how we can reshape the future of sport and development.

**Interactive Webinar**
Experts and practitioners discuss how we can build back better.

**Campaign Report**
Key themes and actions summarised in interactive and user-friendly formats.

**Community Consultations**
Have your say! Help reshape the sportanddev platform.

**Sector Collaboration**
Increased coordination of sport’s use and contribution to the SDGs.
In May 2022, sportanddev launched a call for articles on reshaping sport and development. For the first time, sportanddev and partners raised resources to support this call for articles in four official UN languages – English, French, Spanish and Arabic. We asked the sport for development community for recommendations on how to ensure sport better serves society.

The call encouraged individuals and organisations across the globe to contribute, regardless of size and stature, recognising the importance of all perspectives. In particular, we encouraged grassroots actors and those in the Global South to make their voices heard.

We received a total of 96 articles, making it our largest and most impactful campaign to date. Articles came from authors in 35 countries in all six continents. They came from a range of sectors within and beyond sport.

The sportanddev team analysed the articles to identify common themes. Seven key recommendations emerged.
Many articles debated the governance of sport for development, and how it can be more inclusive and impactful. In an urgent plea for radical change, Simone Galimberti noted:

I am writing this piece as a contribution that I do hope will help shake the foundations, the existing pillars upon which sports for peace and development is now based on. They are now very fragile and they seriously need attention. First of all, we need a global architecture that promotes sports for peace and development.

One call echoed by many authors was the need for greater accountability. As Shreyas Rao wrote:

Calls to reshape the sector therefore must address the need to rebuild accountability and credibility. Sport and development cannot just be about utilizing sport in any way that is convenient or suits private interests. There needs to be discussions on bringing clarity to the scope of work, nature of beneficiary involvement and features of programs run by ideal sport and development organizations.

Writers also emphasised the need for greater collaboration and coherence between actors. From international cooperation to regional blocs and community partnerships, authors identified different types of cooperation that could increase sport’s impact. Linked to this, there was consensus that initiatives need to use participatory methodologies more in their work. As Angelica Fraine and Marc Peters wrote:

If we want marginalized groups and regions to have a greater voice, it is not enough to simply include them in the process. We must become supporters of their leadership. We can serve by following the direction of the community as opposed to trying to bulldoze our way toward a brighter future.
When hope and opportunity are lost, self-worth and any sense of belonging diminishes. Community, government and family struggle to address this breakdown. Sport has an inter-generational value within the community of breaking down barriers and can unleash the agility necessary to access an unclouded vision of what is possible.

**Aspiring for sustainability – Julie McNeil**

Many articles highlighted how sport can be a cost-effective way to tackle mental health issues that have emerged as a priority concern following the COVID-19 pandemic. However, as noted by Shayni Geffen and Awive Funani, more efforts are needed to synthesise programming and address these issues at the national and policy levels:

These sport-based health promotion interventions often do not require specialist mental health professionals but still provide effective and cost-effective mental health support. Through the use of task-sharing – where non-specialist health workers (e.g. lay counsellors, and peer mentors) are trained to provide psychosocial interventions – we can increase access to mental healthcare nationally.
Sports-based therapy can be a culturally appropriate way to combat mental health issues in societies where the topic remains taboo. Sport also provides an accessible avenue for youth to explore their mental health issues in a healthy way. As noted by Chris Barkley, Andy Dallos, Devyn Lee and Kate Merrill:

“[Sport for development organisations] have a unique opportunity to address mental health challenges facing youth around the world given their access to young people, foundation within communities, use of activities-based learning, and ability to promote key life skills and relationship-building.”

An aspect missing from these articles was how elite and professional sport can contribute to mental health issues. With many sports personalities now openly talking about the mental stress of their professions, athletes can contribute as ambassadors.
Inclusion was highlighted as a key theme, particularly the need for more gender-inclusive programming. This is particularly important given that sport has traditionally been male-dominated and continues to be despite recent progress. This is true at both the elite and grassroots levels. Gender-based discrimination means that girls often do not access their right to sport and play. As noted by Anna Mambula and Emma Abasiekong:

The perceptions of dominance, physical strength, and power typically portrayed by men manifest in violence against women, exploitation, non-inclusion, and discrimination. This narrative needs to stop.

Articles called for the greater participation of women, girls and other marginalised genders in sports, focusing on their particular needs. As highlighted by Roshika Deo, there is also a need to evaluate all the oppressions that women face and take an intersectional approach to programming:

Intersectionality strengthens prevention programs and allows for root causes of gender-based violence to be addressed through examining and transforming systems and structures (e.g. patriarchy, neo-colonialism and heteronormativity) that support and perpetuate discrimination and oppression.
While some articles called for women- and girls-only spaces so that they can fully participate in sports, others called for mixed-gender approaches. There is no one-size-fits-all approach to gender and sports programming, and context must be considered.

A few articles also spoke about trans and LGBTQ+ participation in sport, and this was reflected on by Julia Ferreira Gomes, Francine Darroch, Tayler Sinclair and Lyndsay Hayhurst:

> While it may be uncomfortable to face the ways in which SDP spaces perpetuate gender inequality, this critical examination is necessary to ensure all individuals have the opportunity to feel safe and supported. Thus, without being cognizant of and making meaningful efforts to address the barriers that gender diverse people face in sport programs, gender equality will remain elusive.

For sport to be truly inclusive, people of all genders must be considered. Sports spaces must be safe for all to participate, including trans persons and sexual minorities. Yet, few articles emphasised this consideration, and they stopped short of including other people of marginalised genders in their analyses of gender.
TIME FOR REDRESS: RACE, INDIGENEITY AND EQUITY

Many articles explored the notion of equity with regards to ethnicity and indigeneity. Recognising that ethnic minorities and indigenous peoples are often left out of, and marginalised by, sport and sport for development programming, these articles called for greater participation and inclusion. As the MLSE Foundation found from their research, participants need to have access to a safe and inclusive programme space:

For racialized participants, access to participation, feelings of inclusion, and fostering a sense of belonging in sport programs all require attention to build back better.

Articles also called for more opportunities beyond participation. These include the need for careers and professional opportunities, as highlighted by Kelly Schulz:

The lack of opportunities, particularly in regional areas, does not provide a safe space for Aboriginal and Torres Strait Islander players, coaches, or officials to flourish and develop. Another key solution to the issue of discrimination is for more transparency around selection criteria and Aboriginal or Torres Strait Islander representation within selection panels.
Yet, it is not just a matter of inclusion. Some articles highlighted how indigenous perspectives must be included in the design and theory of sport for development programmes. As noted by Rochelle Stewart-Withers, Jeremy Hapeta and Farah Rangikoepa Palmer:

> Sport for development agendas, by nature, are inherently deficit-based, because they tend to focus on a problem, such as low literacy or youth crime. Indigenous people often bear the brunt of this lens when they are targeted by deficit-focused sport for development initiatives. In reshaping sport for development, there is a need to build on a tradition of Indigenous arguments, which challenge deficit views.

Articles also highlighted how sport can be used to include other marginalised groups, such as refugees, asylum seekers and people with disabilities. Equity and inclusion must be incorporated systemically throughout the sport ecosystem. Referring to people with disabilities, Mark Bullock emphasised:

> There are currently not enough disabled people in sports leadership positions. Disabled people and organisations working in disability/inclusive sport do not currently have enough influence on policy. There should be many more disabled people in sports leadership positions, not just influencing opportunities for other disabled people but across all aspects of the sector. Sports leadership needs to be much more representative of the communities that they serve.
HUMAN RIGHTS NEED TO BE NON-NEGOTIABLE

Contributions also touched on the importance of human rights within sport and development. The COVID-19 pandemic exposed the fragile nature of the sector, as have mega-events that exploit migrant workers. Now is the time to ensure that people can exercise their right to decent employment conditions (as per SDG 8).

As highlighted by Mike Armstrong and Palu Uhatahi Tu’amoheloa:

*The sport for development sector delivers huge benefits to the health and wellbeing of individuals and communities. Despite the benefits aimed at communities, too often we neglect the wellbeing of the practitioners delivering the programmes. [...] If we want to truly help others, we need to ensure we are looking after ourselves and our colleagues.*

Natan Levi argues that while many sport for development programmes work towards SDG 1 (no poverty), more needs to be done within the sector itself:

*More research needs to be done at local and regional levels to ensure that sport and [sport for development] organizations have a better understanding of the living wage in their area. [Sport for development] organizations should look to explore partnerships with other local organizations and government institutions to find ways to support and advocate for a living wage for not only their workers but all workers. It would be beneficial to not only ensure that specific outcomes are met, such as a living wage, but also investigate deeper into the experiences of the individuals participating in programs to better determine if these efforts are meeting their intended target of alleviating poverty.*
STRENGTHEN MONITORING, EVALUATION AND LEARNING

The importance of robust monitoring, evaluation and learning (MEL) was emphasised as a priority that is essential for advocacy and fundraising efforts. As Anirban Chakraborty & Tanmoy Mookherjee wrote:

Can we better measure the value of sport and development initiatives and potential of sport? A general paucity of high-quality research regarding the efficacy of sport for development and questions of how sport contributes to development (or not) remains at least as important as whether or what sport contributes to development.

Yet, authors also noted the need to emphasise personal stories of change as evidence in sport and development. Arthur Gaillard and Samantha Royle showcased a new MEL system based on qualitative analysis while Daniel Thomae emphasised the need to move beyond numbers:

As crucial as it is that sport and development aligns with the Sustainable Development Goals, there also needs to be a paradigm shift to prioritising people over projects and programmes, quality and depth over scale and numbers. We must not look at people as problems to be solved but rather as teammates on life’s journey.
Quality coaching and investing in coach development were seen as critical to a programmes’ success. As Myriam Glez wrote:

*Due to gruelling and extensive working hours, in addition to limited resources available in most of the sports world, investing in coaching education hasn’t been a priority for the coaches or their organisations. [...] Leadership, emotional support, and education can be argued as the key performance differentiators for sports coaches, even more so than learning physical, technical, and tactical strategies.*

Writers emphasised the importance of safeguarding, especially because most programme participants are children and youth. Many actors also work with marginalised populations, who are more at risk of abuse. As Nicole Johnson highlighted:

*As we envision how to make sport and development more equitable and accessible to diverse and vulnerable populations, we must include safeguarding explicitly into its mission. In doing so, we might acknowledge the potential of sport and development to go beyond mere compliance with safeguarding policies to a more proactive position, where sport and development programming can be a vehicle for abuse prevention outside of sport.*
We hosted a global webinar in September 2022, inviting stakeholders to hear from campaign partners and article authors on concrete steps for sport and development moving forward. The webinar was attended by over 190 people and moderated by Ben Sanders and Marisa Schlenker from sportanddev.

Panellists reflected on key steps for sport and development to better serve society. These included:

1. Investing in grassroots actors who do critical work yet remain under-resourced
2. Strengthening measurement and impact
3. Ensuring initiatives are inclusive, account for context and intersectionality, and are culturally relevant
4. Maximising sport’s role as an enabler of development in specific outcome areas (e.g. mental health)
5. Increasing attention on sport’s role in tackling the climate crisis
6. Better advocating for the sector

Welcoming the audience to the webinar, Ben Sanders stated:

*While we know that sport can play a vital role in contributing to the Sustainable Development Goals and promoting equity, access and inclusion, many challenges remain, with much work to be done to ensure a level playing field. This is why sportanddev and partners launched the Reshaping Sport and Development campaign, building on a previous campaign that we ran in 2020 at the height of the COVID-19 pandemic. Our global community indicated that it was time to move from vision to action – from reimagining to reshaping.*
Marius Dietrich, Senior Policy Officer at BMZ, a platinum campaign partner, stressed the importance of partnerships in his opening remarks:

*Sport is a social experience. It has the power connect, to emotionalise and create a playful learning field. Sport and physical activities bring fun and enjoyment, while teaching life skills and values such as tolerance and respect. [...] We need to move on as a team and jointly unleash the enormous potential of sport for development at all levels.*

Wiebke Scheffler, the Head of Operations at the ITTF Foundation, elaborated on how the foundation is investing in grassroots actors to drive impact. She also emphasised the need for robust measurement, monitoring, evaluation and learning to show how and why programmes work.

These comments were followed by a discussion with panellists that had contributed to the call for articles.

Roshika Deo, Social Inclusion Specialist at Team Up, based in Fiji, shared how the organisation focuses on intersectionality, decolonisation, and using partner-centred and culturally-relevant monitoring and evaluation processes:

*We need to do more reflections in the sport for development sector on power and privilege, to better understand how different communities, like our Pacific island communities, are placed, and our colonial histories. This process also requires us to reflect on whose knowledge and experience determines the outcomes of sport and development programmes.*

Aviwe Funani, Policy and Advocacy Manager at Waves for Change, based in South Africa, discussed how community-based sport interventions can be used with vulnerable populations where a very small part of the budget is dedicated to mental health. She also noted that sports activities can be a culturally relevant mental health intervention in societies where these issues remain taboo:
My dream and the dream at Waves for Change is that wellbeing and mental health become the centre of everything that we do, because without mental health, we don’t have health.

The final panellist was Anirban Chakraborty from the University of Tsukuba. He emphasised the need to better measure the outcomes of sport with a conscious effort to integrate development goals into sport for development programmes.

The aim of a [sport for development] programme should not just be about bringing in participants but also thinking about how we can develop key skills like life skills or social outcomes like citizenship, mental health, or education.

In the question-and-answer session, panellists and the audience discussed the importance of culturally-relevant programmes, the climate crisis and investment in grassroots sports. Closing comments were given by Nasser Al Khori, Executive Director of Generation Amazing. Highlighting the success of Generation Amazing, Al Khori noted:

Over the last 13 years, we have not only positively impacted people’s lives but also built strong partnerships globally. […] Mega sporting events must shed light and look at legacy from the perspective of how sport for development can benefit a wider community as well.
COMMUNITY CONSULTATIONS

As part of the campaign, sportanddev sought to involve its diverse, global community in identifying key themes and priorities for reshaping sport and development. sportanddev exists as a community-driven platform (community has always been one of our core values) and we work hard to provide a space for all voices to be heard clearly.

We invited our community to contribute to the campaign in various ways. We engaged with many organisations around becoming an official partner of the campaign or providing in-kind support. We invited our entire global community – this includes the over 600,000 unique annual users of our website, 10,000 registered individuals and 1,000 registered organisations – to contribute to the call for articles and have their work published on sportanddev.

We tried to ensure a greater range of voices by accepting articles in English, French – and for the first time ever Spanish and Arabic. We recognise there is still much work to be done to bridge language divides and hope that our upgraded website, which was launched in 2023 with content in four UN languages, will help.

We also invited organisations within our community (and beyond) to apply to become the host of sportanddev. The platform was hosted by the Swiss Academy for Development (SA4D) since its inception in 2003. Given the global nature of our work and the need to better reflect the diversity of the sport and development community and address existing inequities within the sector, sportanddev for the first time released an open call for proposals for organisations to host the platform. The International Sport and Culture Association (ISCA) was chosen as the host, in a move that aims to strengthen the impact of both organisations on the sector.
We also invited our community to provide feedback and engage in testing of our new website throughout 2022 and 2023. We will also continue to engage our community now the new website is online, ensuring that it best serves their needs.

Finally, we will continue to engage with our community in this way by considering insights from this campaign in our next long-term strategy (due to run from 2024 to 2027). We will run a further community consultation in 2024 asking for input into the strategic process.

We seek to involve our community meaningfully to enable greater sector collaboration, helping to ensure increased coordination and use of sport to drive development goals, including the SDGs and other priorities, ultimately supporting greater impact.
Campaign partners met in November 2023 to discuss the results of the campaign. While the campaign emphasised a lot of important topics, partners felt there were a few gaps and additional recommendations to be made. In particular, articles published through the call for articles didn't emphasise climate change. This is one of the greatest challenges of our time. Many great sports projects focus on sustainability, while the sports industry also needs to take further steps to reduce its carbon footprint.

Secondly, the campaign did emphasise quality coaching, but this needs to be better defined – what do we mean by quality coaching? Coaches in sport for development need to go way beyond coaching the sport, and the coach-participant relationship is one of the key factors in determining the success of a project. The way we educate coaches is important, and sports federations have immense knowledge in this area that can be used.

Thirdly, campaign articles also emphasised mental health and wellbeing. However, this also needs to include an emphasis on resilience as well as broader health issues such as non-communicable diseases.

Fourthly, mentorship and retaining expertise are important. Many people retire with a lot of expertise. Retaining the involvement of experts and passing knowledge between generations is important. In some contexts, this can also help retain knowledge of indigenous sports.

Finally, there is no one-size-fits-all approach. Some of the themes highlighted in the campaign are more relevant to some regions and target groups than others.
Sportanddev will use the key themes and actions identified through the campaign to strengthen our focus on reshaping sport and development as a central aspect of our work. These efforts are not limited to a time-bound campaign and will form part of our next long-term strategy. We will engage key stakeholders and our global community during 2024 on the development of our next strategy to ensure that it is fit for purpose.

Further, sportanddev will continue to use our platform to advocate for the changes needed and identified through this campaign. We will continue to profile community voices on our website. We will seek to amplify these in decision-making processes and events that we are a part of. We will continue to advocate for the need to invest significantly in grassroots sport and sport for development approaches as the best bet for sustainable development.

We will continue to build capacity in sport and development by providing free, open-access tools and resources, including courses, guidebooks and much more. We anticipate that our upgraded website, launched in 2023, will increase equity, access and inclusion and provide significant value for individuals and organisations.

We cannot achieve any of this on our own, and we exist ‘for, with and by our community’ – we invite you to join us on this journey and as always are grateful for the support.

The activities that were part of the campaign, including the articles and the webinar, have highlighted the gaps in the sport and development sector, what needs to be addressed to strengthen it and the impact that sport can have on development goals.
We have partnered with Vardot, a leading technology company that provides global brands with enterprise-level Drupal expertise, web development, strategy, web design and growth solutions. This has helped us to revamp our platform, allowing the sport and development community to build robust partnerships and advocate for a greater role for sport in attaining sustainable development goals. This project is supported by the Swedish Postcode Foundation and by partners of our global campaign. The new website was launched in March 2023, with the French version launched in October, the Arabic version in December and Spanish in January 2024.

The upgraded website aims to:

- Provide more comprehensive coverage of the role of sport in enabling development and peace, to emphasise the value of investment in sport.
- Provide content in different languages, to ensure that voices from across the world, including under-represented actors and regions, are heard.
- Improve functionality and user experience, to encourage a more interactive space.
- Create a more comprehensive online mapping of relevant networks, organisations and individuals in the sport for development sector, to understand the work that is happening around the world.
- Create a dedicated research and learning corner, providing resources and online tools that can support the sport for development community.
- Improve the alignment of content and features to global and other policy frameworks, and to improve coordination between different actors.
We would like to thank everyone who contributed to this report by contributing to the call for articles, engaging in the community consultations and participating in our global webinar. We would also like to thank all the partners who have supported our global campaign.

We would also like to thank all in-kind partners

UNESCO I Vardot I Qantara Sports

Yunus Sports Hub I Beyond Sport I Save the Dream I fairplay

Grassroot Soccer I Waves for Change I Skateistan

German Sport University I Pro Sport Development

Global Association of International Sport Federations

World Health Organization I Sport for Social Change Network
The International Platform on Sport and Development (sportanddev) is the leading global hub for those using sport to achieve social, environmental and economic development objectives. Sportanddev is the foremost global platform for sharing knowledge, building good practice, facilitating coordination and fostering partnerships.

It is a collaborative initiative supported and governed by a diverse set of organisations who are committed to the field of sport and development. The Steering Board is a select group of governments, NGOs, intergovernmental organisations, and sports federations who are responsible for the governance of sportanddev, its strategy and overseeing its implementation. The Operating Team, made up of full-time staff and a team of remote consultants, manages the platform’s content and implements the strategy.

VISION

A future where sport is seen as an essential tool in international development and its effectiveness is further enhanced by the cooperation of actors divided by geography but united by shared values.

MISSION

Sportanddev is the leading hub for the sport and development community to share knowledge, build good practice, coordinate with others and create partnerships.
OVERARCHING GOALS

Goal 1
Increase the visibility of sport's development potential

- Over 84% of users say sportanddev has been important in helping the sport and development sector grow
- Over 98% of users would like to see sportanddev play a greater advocacy role in sport and development
- Over 73% of users say that sportanddev has been important in helping the sport and development field gain credibility

Goal 2
Contribute to improving sport and development practice

- Over 78% of users believe sportanddev is the leading source of information on sport and development
- Over 76% of users say that sportanddev has helped them and/or their organisation in their own work
- Over 81% of users have used information from sportanddev.org in their own projects or programmes

Goal 3
Encourage dialogue, promote partnership building and facilitate strategic alliances

- Over 85% of users say that sportanddev can help bridge the gap between policy and practice
- Over 78% of users say that sportanddev is well placed to coordinate the diverse range of actors in sport and development
- Over 72% of users say that sportanddev has helped bring voices from the field into policy discussions
sportanddev is an open access platform that operates under a Creative Commons License providing information, tools and resources free of charge to individuals and organisations across the globe using and/or interested in the use of sport for sustainable development.

**OUR VALUES**

**IMPARTIALITY**

No special preferences are given to any member of the community above others, regardless of an organisation’s size, purpose or location. A diverse range of voices are included.

**COMMUNITY**

“For the community by the community” – registered users contribute the majority of the website’s content, provide input on topics covered and direct online discussions.

**COLLABORATION**

sportanddev is a multi-stakeholder initiative and is based upon partnerships.
sportanddev has an online and offline impact, by connecting and building the capacity of actors using sport for development. Individuals and organisations using sportanddev apply the information and resources in their policies and programmes.

Our survey results consistently reveal that sportanddev plays a pivotal role in strengthening and advocating for the sector. It helps to increase diversity, access and inclusion to reshape a more equitable, impactful and sustainable sport and development movement. We seek to build capacity, including through our massive open online course on sport and development and a global guidebook on the same topic.

Furthermore, we anticipate increasing our impact greatly as we launched a significantly upgraded website in 2023, which will serve a number of objectives (as elaborated above), including increasing equity, access and inclusion in sport and development.

For more information or to partner with sportanddev please email: info@sportanddev.org.

- 600,000+ unique visitors per year
- 1,500,000 page views per year
- 1,000 registered organisations
- 10,000 registered individuals
- English, French, Spanish and Arabic platforms