



Thematic Paper

Leveraging Sports Mega Events to Enhance Social Impact of Sport for Development and Peace

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Acronyms

- 77th United Nations General Assembly (**UNGA 77**)
- Generation Amazing Foundation (**GA**)
- International Association Football Federation (**FIFA**)
- Non-governmental organisation (**NGO**)
- Non-sport policy outcomes (**NSPOs**)
- Social Return on Investment (**SROI**)
- Sport for Development and Peace (**SDP**)
- Sport Mega Events (**SMEs**)
- Sustainable Development Goals (**SDGs**)
- The United Nations Educational, Scientific and Cultural Organization (**UNESCO**)
- UN Alliance of Civilizations (**UNAOC**)
- UN Office of Counter-Terrorism (**UNOCT**)
- United Nations (**UN**)
- World Health Organisation (**WHO**)

Foreword

Sport Mega Events (SMEs) such as the FIFA World Cup and the Olympic and Paralympic Games have the potential to act as catalysts for promoting and advancing human development and social change. With the right support, SMEs can be leveraged for social impact beyond the host nation's boundaries to include the achievement of regional and global development objectives. SMEs offer the host nation or nations opportunities to foster collective action among a wide range of domestic and international actors associated with the sporting event.

Working collaboratively to leverage the FIFA Qatar Football World Cup 2022™ (Qatar 2022, hereafter), Generation Amazing Foundation and Laureus Sport for Good brought together a wide range of actors to explore the role of Sport for Development and Peace (SDP) organisations and the SDP field in global development objectives. Qatar 2022 provided a rare opportunity to bring actors together in both Doha, Qatar and New York City, USA, to exchange insights and foster collaborative governance of policy spaces covering sport and other non-sporting sectors.

Both organisations, Generation Amazing Foundation and Laureus Sport for Good, recognise the key role that SDP actors have played to address gaps in public service provision. We have each provided various means of support to SDP organisations to enable them to establish or scale-up their social and human development initiatives, including grants, capacity building support, and more.

We are fully convinced of the transformational power of sport and physical activity to bring about change in people's lives regardless of race, religion, ethnicity, socio-economic status, ability, gender, or age. However, lack of resources and opportunities to access quality provision of sport and physical activities continue to exacerbate the marginalisation of certain groups or communities from the benefits associated with the transformative power of sport and physical activity.

SMEs can be a means of collective action that form part of the solution to address such inequalities. We do not intend to position SDP as a panacea for advancing complete transformational change. Rather, to position sport as a vehicle capable of making significant contributions to developmental objectives among other

development activities by a wide range of development-focused actors (both individuals and organisations).

Hence, the discussions facilitated in New York and Doha, and captured in this paper, focus on: (i) gaining new insights regarding the role of SDP actors through leveraging SMEs; (ii) identifying and sharing effective SDP practices; (iii) fostering collaboration through resource mobilisation and resource exchange processes; (iv) aligning diverse interests and development aspirations among SDP actors to enhance the achievement of multiple social outcomes; and (v) promoting sustained development through joint legacy planning by current SME hosts in partnership with future hosts to enable scaling-up of the contributions of sport towards non-sport policy outcomes.

To ensure that we capture new insights regarding developmental benefits of SMEs, particularly from a Global South SME host, Generation Amazing Foundation recognises that planning for alignment between the diverse interests of different sectors is crucial. The opportunity to leverage Qatar 2022 towards sustainable development outcomes, both domestic and international, was a key driving force behind the roundtable discussions held in New York and Doha.

We strongly hope that the findings from the two roundtable discussions provide new insights and directions towards coordinated approaches aimed at the potential catalytic effects of SMEs towards tackling global inequalities.

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Introduction

Today, sport-mega events (SMEs) such as the FIFA World Cup have a significant role to play as a viable platform to contribute to addressing global challenges and accelerating human development and social change in communities locally and internationally.

Since 2010, when South Africa hosted the 2010 FIFA World Cup, the first on the African continent, a number of SMEs have been hosted in geographical locations within what has been termed the Global South. This shift from developed states serving as hosts to hosts that are emerging economies or in the developing world demonstrates the strategic aspirations of using sport not only as an economic policy, but also as a foreign policy apparatus.^{1 2 3}.

Aside from the political and economic aspirations of nations hosting SMEs, there is today a wide recognition from global institutions such as the United Nations (UN) and the Commonwealth Secretariat regarding the role of sport in supporting the achievement of the UN 2030 Agenda for Sustainable Development. Governments, too, have equally demonstrated their recognition of the transformational power of sport towards their local and national development aspirations. This recognition has provided impetus for the growth of the Sport for Development and Peace (SDP) field.⁴

⁵ Most SDP organisations located in the Global South have focused their human development and social change initiatives on poverty alleviation, youth empowerment, HIV/AIDS, equity, and inclusion.^{6 7 8} The SDP field continues to make significant contributions to the betterment of human life as part of the solutions to development concerns.

¹ Black, D & Peacock, B (2013) in Andrew F. Cooper, Jorge Heine, and Ramesh Thakur., (ed) *The Oxford handbook of modern diplomacy* Oxford University Press;

² Brannagan, P.M. and Giulianotti, R. (2018) 'The soft power–soft disempowerment nexus: the case of Qatar', *International Affairs*, 94(5), pp. 1139–1157. doi:10.1093/ia/iiy125.

³ Chadwick, S. (2018) 'Sport-washing, soft power and scrubbing the stains', 24 August. Available at: <https://www.policyforum.net/sport-washing-soft-power-and-scrubbing-the-stains/>.

⁴ Coalter, F. (2010) The Politics of Sport-for-Development: Limited Focus Programmes and Broad Gauge Problems? *International Review for the Sociology of Sport*, 45, 295-314.

⁵ Kidd, B (2008) 'A new social movement: sport for development and peace', *Sport in Society*, 11(4), pp 370–380

⁶ Coalter (2010)

⁷ Banda, D., Jeanes, R., Kay, T. & Lindsey, I. (2008). Partnerships involving sports-for-development NGOs and the fight against HIV / AIDS. York: York St John University

⁸ Darnell, S (2012). *Sport for Development and Peace: A Critical Sociology*. London. Bloomsbury Academic.

Therefore, sport has a lengthy history of serving or being drawn upon to support the delivery of human development and social change.⁹ Consequently, SMEs and their associated human development programmes have become a focus of academic interest in how they help address global concerns. Today, terms such as *leveraging*¹⁰ and *legacy*^{11 12 13} are used to examine the planned, intended, and unintended human development and social change outcomes of hosting SMEs.

This paper documents the discussions and views of political leaders and experts from the private, public, and voluntary sectors who were invited to participate in two roundtable discussions, one in New York and the other in Doha. These discussions were intended to leverage the FIFA World Cup Qatar 2022™. The leaders included senior executives, policy makers, academics, and non-governmental organisation (NGO) leaders from specific SDP NGOs as well as leaders from the mainstream development sector.

The first roundtable discussion was jointly organised by [Concordia](#), [Generation Amazing Foundation](#)¹⁴ (GA), and [Laureus Sport for Good](#) at the 2022 Concordia Annual Summit in New York on 21st September 2022. This roundtable was held alongside the hosting of the 77th United Nations General Assembly (UNGA 77) in the City of New York. This enabled GA and Laureus Sport for Good, to leverage the opportunity to bring together high-profile macro level leaders representing the political, private, civil society, development, and humanitarian sectors, along with international sport governing bodies.

The second roundtable discussion was held on 16th November 2022 in Doha, Qatar, four days before the opening ceremony of the FIFA World Cup Qatar 2022™. At the second roundtable, leaders representing meso-level and micro-level organisations working in collaboration with both GA and Laureus Sport for Good, were invited. These actors represented horizontal and vertical partnerships within the SDP field and

⁹ Kidd, B (2008)

¹⁰ Grix, J. (2012) "'Image' leveraging and sports mega-events: Germany and the 2006 FIFA World Cup', *Journal of Sport Tourism*, 17. doi:10.1080/14775085.2012.760934

¹¹ Preuss, H. (2019). Event legacy framework and measurement. *International Journal of Sport Policy and Politics*, 11(1), pp 103–118.

¹² Girginov, V. and Hills, L. (2008) 'A sustainable sports legacy: Creating a link between the London Olympics and sports participation'. *International Journal of the History of Sport*, 25 (14), pp. 2091 - 2117.

¹³ Cornelissen, S (2007) *Crafting Legacies: The Changing Political Economy of Global Sport and the 2010 FIFA World Cup™*, *Politikon*, 34(3), pp 241-259,

¹⁴ GA is a human and social legacy programme of the Supreme Committee for the Delivery and Legacy (SC), the organizing committee of the FIFA World Cup Qatar 2022™.

beyond. The second roundtable also coincided with the opening ceremony of Generation Amazing Foundation's Youth Festival 2022, an annual residential gathering in Doha that brings together youths, GA partners, and SDP practitioners from around the world.

Both roundtable discussions were designed to promote integrated thinking processes, capturing voices from the SDP field to inform strategic planning and direction for advancing the SDP field. The aim was to build a strong connection between SMEs and the SDP field, with a particular focus on how to leverage SMEs. SMEs are characterised by a plethora of stakeholders representing several sectors with diverse interests.

The roundtable in New York, jointly chaired by GA and Laureus Sport for Good, brought to the table decision-makers capable of strengthening the recognition of sport as a viable solution to achieving national and global developmental objectives. The second roundtable attempted to connect macro-level views with the experiences of frontline organisations regarding SDP purpose, practice, and contributions towards sustainable development. Both roundtable discussions enabled GA and Laureus Sport for Good to facilitate dialogue within macro- and meso-level actors with the hope of gathering insights to help strengthen SDP design and implementation.

SMEs provide visibility for leveraging the role that sport can play in achieving global challenges. Therefore, the purpose for the two roundtable discussions can be summarised as: gathering insights from high-profile macro level leaders pertaining to how the provision of sporting activities in general have served communities as a vehicle for delivering non-sport policy outcomes (NSPOs); gathering evidence in support of sport as a tool for social change; and exploring how to leverage SMEs to integrate sport within local, national, and global development ambitions through strong partnerships and cooperation.

Problem Statement

Based on the recognition of the role sport plays towards wider development objectives, the roundtable discussions acknowledged that leveraging SMEs by Global South hosts requires establishing a strong position to promote southern agency within the SDP field. Southern agency within mainstream development sector as well as the SDP field has been lacking due to the dependence of the Global South on the Global North for resources. However, as more emerging economies from the Global South host events such as SMEs and other global development forums, there are increased opportunities to set the agenda and shape a new narrative regarding development. While the dominance of the Global North is still prevalent in SDP, new actors in the SDP field such as Generation Amazing Foundation have the potential to support the decentring and rebalancing of power and control.

SMEs hosted by emerging economies position the Global South hosts to influence the SDP field and reshape the negative narrative. This is made possible with adequate resourcing, effective planning and deployment of SDP practices as part of the Global South SME legacy plans. Scaling-up well-designed SDP programmes that have been rigorously evaluated will help to magnify the social impact of SDP initiatives. The demands for SDP to demonstrate strategic alignment of local or regional development objectives to global development aspirations remain. However, if the initiatives instigated by Global South SME legacy programmes are aligned to global development objectives and sustained following the event, there is the potential to gather more evidence for the SDP field.

Doing so would help evidence the contribution of sport towards tackling global inequalities when well-designed SDP programming is accompanied by effective measurement. However, to achieve such alignment, integrated thinking for cross-sectoral partnerships and collaborative activities requires prioritisation by Global South SME legacy programmes. Prolonged engagement with a wide range of actors associated with the SME beyond short-term activation activities is essential. SME legacy programmes need to balance the cheerleading role for the SME with authentic concern for communities they aim to serve.

Hence, the call to action to leverage SMEs for their potential to bring together multiple stakeholders representing a wide range of sectors continues to be echoed. The range

of activities that are usually planned by hosts of SMEs have potential to connect macro, meso, and micro actors over the long-term, from a successful bidding process to the actual hosting of the event. Previous bidding documentation and awarding of SMEs continues to demonstrate attention by bidders of SMEs towards the envisioned potential that SMEs possess to instigate development plans and associated human development and social change benefits to communities at home and abroad.

Based on such a background, that of using SMEs to deliver both sport and non-sport policy benefits, the creation of SDP-focused legacy programmes have become a key feature of SME strategic plans. This provides opportunities for the SDP field to advance integrated thinking within and beyond the SDP field. Doing so will not only strengthen the recognition of sport as a development tool but also position SDP to attract new financial investment in the SDP field.

Background

Both roundtable discussions in New York and Doha facilitated critical debates on the current state of the SDP field among the purposively selected attendees. The discussions also focused on sharing effective approaches to enhance the role of sport towards developmental objectives such as human, social, economic, and environmental policy aspirations. Multiple stakeholders covering a diverse range of sectors with experience influencing development initiatives at local, national, and international levels were engaged in discussions during the two roundtable gatherings. This is because of the need to engage multiple stakeholders representing the ever-evolving multi-sectoral dimensions within which SDP actors tend to operate. SMEs, therefore, present SDP actors a conducive setting to connect bottom-up and top-down dynamics¹⁵ to advance the contributions of sport to development objectives.

Section A: Reviewing Practices in Sport for Development and Peace

This section formed the first half of the discussions which focused on the current state of the SDP field and identification of effective practices to address the need to build

¹⁵ Black D and Northam. K (2017) "Mega-events and 'bottom-up' development: Beyond window dressing?" South African Journal for Research in Sport, Physical Education and Recreation, Vol. 39, (1-2), 1-17.

strong evidence base. The New York discussion covered these aspects more since the purpose was to gauge the recognition of the role of sport as a development tool among high-level leaders. The discussion at the Concordia Summit 2022 capitalised on the presence of high-level leaders to postulate the position of sport as a development tool and how political leadership can be galvanised to support the mobilisation of resources for the SDP sector.

1.0 Sport Contributing to Social and Human Development Policy Outcomes

1.1 At the macro-level leaders' forum in New York, the SDP field was recognised by a high-level political figure, a former head of state, as a key contributor to processes of building prosperous and peaceful societies. The former head of state attributed the reduction in crime and violence incidences to interventions that included sport. Central and South America is a region known for the highest global homicide rates in the world. This example stressed that sport-based interventions have the potential to contribute to the realisation of domestic and international policies. However, seizing SME opportunities to support development of the evidence base to demonstrate the contribution of sport is one of the aims of this thematic paper.

1.2 Therefore, only when such interventions are well-measured, integrated, and purposely designed to contribute to human development and social change objectives can political will be strengthened. Based on such recognition of the SDP field, the discussions turned to the role of SMEs to provide visibility for the contributions of SDP towards development objectives: how can a legacy programme associated with an SME advance the role of sport policy beyond sport policy outcomes to include non-sport policy outcomes (NSPO).

1.3 However, the former head of state stressed that top government leadership needs to demonstrate its conviction in the power of sport by calling upon the private sector to partner with government and civil society organisations to use sport as a tool for social change. The role of political leadership to

initiate such collaborative relationships requires stronger representation at governmental levels to enable such partnerships to materialize.

1.4 Furthermore, the high-level leaders' roundtable discussions in New York emphasized the role of the government towards promoting SDP projects as part of the solution to development concerns particularly for disadvantaged or marginalised communities. For example, a call for deliberate local and federal/central level government policies to create a conducive policy environment for SDP activities to flourish and SDP organizations to thrive were deemed necessary. A former US-based political leader highlighted the need for sport infrastructure provision such as community spaces or access to stadiums for specific marginalised groups such as communities of colour as key to delivering sustainable sport-based initiatives. For example, how can hosting of SMEs be used to address inequalities within specific communities and not exacerbate their experiences of inequalities because of the SME.

1.5 Recognition of the contributions of the Commonwealth Secretariat in relation to outlining how sport can make contributions towards specific Sustainable Development Goals (SDGs) and respective associated targets was observed. The discussions used the example of the Commonwealth to highlight the role of sport towards achievement of development goals, more specifically, the SDGs.

1.6 Furthermore, representation of UN agencies such as UNESCO and its role in promotion of the Kazan Action Plan; UNESCO's collaborative work with the Commonwealth Secretariat on SDP policy matters; and UNESCO's collaboration with FIFA on the football for schools' initiative were highlighted. While integrated thinking among these macro actors is vital, attention to having a balanced representation of Global South and Global North actors is required.

2.0 SDP and Southern Agency through SME

2.1 The discussions stressed the need for strong cooperation among SDP and SME actors. The GAF leadership highlighted its organizational position to advance SDP south-south cooperation. The SDP field requires strong quality partnerships to contribute to the collective action towards developmental objectives. For example, beyond micro-level partnerships, Generation Amazing Foundation highlighted its macro-level aspiration to influence the growth of south-south cooperation as an alternative to the Global North dominance in the SDP field.

2.2 South-south cooperation requires a state-led approach particularly for SME hosts that are in the Global South. There is need to destabilize the Global North dominance as a status quo in SDP field.^{16 17 18} Global South SME hosts such as the State of Qatar, with more resources than many other Global South hosts, can play a key role in challenging the status quo. Doing so would enable Global South SME hosts to have agenda-setting privileges. This would entail agenda-setting towards developmental concerns the Global South identify using bottom-up approaches.

2.3 However, attempts to rebalance the western hegemonic tendencies or Global North dominance within SDP field need not create another imbalance that stifles democratic and inclusive approaches. Caution needs to be observed that the growth of southern agency towards agenda setting, deployment and evaluation in SDP practices should in turn advance authentic and effective cooperation among SDP partners themselves. Failure to do so will simply introduce a new form of dominance retrogressive to the intended outcome of promoting southern agency.

¹⁶ Mwaanga, O. and Banda, D. 2014. A Postcolonial Approach to Understanding Sport-Based Empowerment of People Living with HIV/ AIDS (PLWHA) in Zambia: The Case of the Cultural Philosophy of Ubuntu. *Journal of Disability & Religion*. 18(2), pp.173-191.

¹⁷ Darnell, S.C. (2010). Power, Politics and sport for Development and Peace: Investigating the Utility of Sport for International Development. *Sociology of Sport Journal*, 27(1), 54–75.

¹⁸ Darnell, S.C., Hayhurst, L.M.C. (2013). De-Colonising the Politics and Practice of Sport-for-Development: Critical Insights from Post-Colonial Feminist Theory and Methods. In: Schulenkorf, N., Adair, D. (eds) *Global Sport-for-Development*. Global Culture and Sport Series. Palgrave Macmillan, London.

2.4 Furthermore, the need to rebalance power within the SDP field and beyond, the drive to promote more south-south cooperation, does not entail 'hollowing out' the Global North but rather decentering western dominance.^{19 20 21 22} SDP actors in the Global North have democratic societies which are characterized by bottom-up, democratic, or inclusive approaches to designing and deploying community development initiatives. Such characteristics are likely to be in the infancy stage of development in some Global South settings due to historical colonial practices or present authoritarian regimes.

2.5 As a Global South SME host, Generation Amazing Foundation has adopted development sector practices that promote giving voice to target communities. This approach however requires mechanisms to support authentic undertaking of needs analysis and stakeholder involvement and not tokenistic approaches.²³ The underpinning methodology of GAF was reiterated by the leadership as one informed by stakeholder involvement theory.²⁴

2.6 For example, using the privileged status of hosting the FIFA World Cup Qatar 2022TM, Generation Amazing Foundation has co-created social interventions with development sector partners. The co-creation processes have been applied at meso-level and micro-level to shape the social interventions. By adopting such practices, the Global South actors have a privilege to redefine development based on their own terms that privilege southern voices to influence SDP agenda setting and design of sport-based social interventions.

¹⁹ Lindsey, I & Grattan, A (2012) An 'international movement'? Decentering sport-for-development within Zambian communities, *International Journal of Sport Policy and Politics*, 4:1, 91-110, DOI: 10.1080/19406940.2011.627360

²⁰ Hayhurst, L (2009) The power to shape policy: charting sport for development and peace policy discourses, *International Journal of Sport Policy and Politics*, 1:2, 203-227, DOI: [10.1080/19406940902950739](https://doi.org/10.1080/19406940902950739)

²¹ Giulianotti, R., Hognestad, H & Spaaij, R (2016) Sport for Development and Peace: Power, Politics, and Patronage, *Journal of Global Sport Management*, 1:3-4, 129-141, DOI: [10.1080/24704067.2016.1231926](https://doi.org/10.1080/24704067.2016.1231926)

²² Darnell, S & Hayhurst, L (2012) Hegemony, postcolonialism and sport-for-development: a response to Lindsey and Grattan, *International Journal of Sport Policy and Politics*, 4:1, 111-124, DOI: 10.1080/19406940.2011.627363

²³ Banda and Holmes (2017)

²⁴ Donaldson, T., and Preston, L.E. (1995), "The stakeholder theory of the corporation: concepts, evidence and implications". *Academy of Management Review*, Vol. 29 No. 1, pp. 65–91.

3.0 The Quest for Evidence base in SDP

3.1 Evidencing the power of sport towards social change continues to pose challenges for the SDP field despite awareness among SDP researchers²⁵ of what has been known to work so far. Hence, building SDP evidence base, which clearly attributes changes to SDP practices and the SDP field's contributions towards human development and social change outcomes, continue to be an area of concern for the sector.

3.2 Current practices tend to be characterised by short-termism as opposed to long-term programming which focus on behavioural changes in attitudes, knowledge, and intentions. The lack of longitudinal studies to improve the evidence base weakens the case for sport-based initiatives despite the wider acknowledgement of the potential of sport to bring about social change.

3.3 Discussions in Doha highlighted the role that SMEs can play in promoting long-term programming. It was emphasised that committees responsible for awarding SMEs need to continue expanding on the requirements for bidding documentation to demonstrate longitudinal approaches to delivering sustainable development via legacy programmes. Doing so will provide opportunities to address the short-termism weakening the evidence gathering within the SDP and SME nexus.

3.4 Within the SDP field, limitations to building a strong evidence base include an emphasis on individual-level development instead of community-wide social change.²⁶ ²⁷ Discussions in New York stressed that evaluations on individual programmes or communities require testing the programme evaluation on a larger scale beyond individual development outcomes to include wider societal level. Therefore, SME legacy programmes such as Generation Amazing Foundation with multiple-site community clubs in

²⁵ Massey, W.V and Whitley, M.A (2016) The role of sport for youth amidst trauma and chaos. *Qualitative Research in Sport, Exercise and Health*. 8(5):487-504.

²⁶ Coalter, F (2013) *Sport for development: What game are we playing?* London, Routledge.

²⁷ Jeanes, R and Lindsey, I. (2014) Where's the 'evidence'? Reflecting on monitoring and evaluation within sport-for-development. In: Young K, Okada C, eds. *Sport, social development, and peace*. p197-217. Bingley, Emerald Publishers.

different global locations need to demonstrate the efficacy of delivering contextualised SDP programming towards social and human development objectives specific to the geographical locations.

3.5 The SME and SDP nexus has potential to support the development of high-quality programme evaluations which can be characterised by longitudinal and multiple-site research aspects. Such are necessary to support the building of an SDP evidence base, since SDP activities linked to SMEs are usually deployed in multiple sites as part of the domestic and international legacy benefits.

3.6 Multiple site SDP deployment under SMEs provide not only opportunities to enact contextualised approaches to match the social settings but also opportunities to employ a range of programme evaluation tools to ensure validity, reliability and sensitivity to the diverse cultural settings. Seizing such opportunities was deemed capable of improving the SDP evidence base.

Section B: Leveraging Sporting Mega Events (SMEs): A Case of Generation Amazing Foundation and Legacy

This section focuses on leveraging SMEs by integrating sport as a tool for local, national, and global policy ambitions.

4.0 An Integrated Approach and Policy Coherence

4.1 Roundtable discussions in both New York and Doha reiterated that SDP organisations or sport-based social interventions do not operate in a vacuum but rather form part of a dynamic, messy, and interconnected world.^{28 29} The development challenges that SDP has attempted to tackle are complex. Therefore, a systems approach that recognises and embraces this complexity is vital to support the design and measurement of programme impact of sport-based interventions. An emphasis to continue to incorporate ways of understanding the complex problems and how collective action of diverse range of actors can tackle the development concerns was made and not to remain confined with the SDP community.

4.2 Roundtable discussions stressed that SDP organisations as well as academics tend to work in silos.³⁰ Failure to integrate with mainstream agencies inhibits access to potential collaborations in research and measurement, consequently weakening the case for sport to contribute to social and human development objectives. Therefore, an integrated approach, being part of the complex network or ecosystem, was encouraged.

4.3 The silo effects cited consisted of failures to build a concerted effort to break the sectoral boundaries. Since SMEs attract multiple actors from diverse sectors, recognising the ecosystem behind the delivery of major or mega events is key to integrating SDP NGOs. A participant from the global

²⁸ Massey, W. V., & Whitley, M. A. (2019). SDP and research methods. In S. Darnell, R. Giulianotti, D. Howe, & H. Collison (Eds.), *Routledge handbook on sport for development and peace* (pp. 175-184). Routledge.

²⁹ Massey, W. V., Whitley, M. A., Blom, L., & Gerstein, L. H. (2015). Sport for development and peace: A systems theory perspective on promoting sustainable change. *International Journal of Sport Management and Marketing*, 16(1/2), 18-35. <https://doi.org/10.1504/IJSM.2015.074921>

³⁰ Whitley, M.A., Collison-Randall, H., Wright, P.M., Darnell, S.C., Schulenkorf, N., Knee, E., Holt, N.L. & Richards, J. (2022). Moving beyond disciplinary silos: The potential for transdisciplinary research in Sport for Development. *Journal of Sport for Development*: 10 (2).

humanitarian sector highlighted the lack of integration of SDP initiatives into key state departments such as education, health, youth, and sport.³¹

4.4 The lack of policy coherence and lack of coordination were identified as existing both horizontally and vertically by humanitarian sector actors. Horizontal relationships that represented working together on social issues between state departments were deemed to be lacking. Examples cited departments responsible for sport as the ones experiencing the least integration with other state departments.

4.5 Vertically, the non-state sport organisations such as SDP non-governmental organisations (NGOs) were deemed not to be fully integrated into the initiatives or networks for local development purposes. This was identified as a challenge for SDP NGOs or those positioned to use sport to enable them to realise their community development ambitions. SMEs provide the SDP field with opportunities to promote integration into networks representing various sectors that are connected to the delivery of the SME.

4.6 However, roundtable discussions identified that elsewhere, the interdepartmental approach involving sport as part of the integrated services had advanced. State sport-based actors and SDP NGO actors were recognised as part of an ecosystem playing a vital role towards the realisation of both local and national development objectives. SDP practices in such locations had been integrated within the local ecosystem, demonstrating the potential for sport towards the realisation of development objectives.

4.7 Where integration of SDP activities into the community development ecosystem was weak, the discussions in both New York and Doha highlighted the need to strongly consider a Social Return on Investment (SROI) approach. SROI was highly recommended as it would enable the SDP field to clearly demonstrate or outline the contributions of individual organisations, and the SDP field towards social and development

³¹ Banda, D (2018) Paper presented at the Expert Panel Group Meeting on "Strengthening the Global Framework for Leveraging Sport for Development. United Nations Headquarters • New York. Wednesday, 13 June, 2018

outcomes. Doing so, would strengthen the attribution of sport towards social, economic, and environmental outcomes (triple bottom line).

4.8 While sport is not inherently good or bad, SDP researchers^{32 33} have argued for the demonstration of necessary conditions that bring about desirable positive outcomes of engaging in sporting activities. SMEs, for example, have been criticised for overstating and under delivering on their promised legacy benefits of hosting the event.^{34 35 36} Advancing the SME legacy debate requires going beyond the creation of SDP legacy programmes to include authentic mechanisms of unmuting the voices of identified beneficiaries to influence the design and deployment of social interventions.³⁷ Further developments of how bidding documentation had engaged identified target communities were demanded to demonstrate genuine stakeholder involvement.³⁸

4.9 For example, what role will the created SDP legacy programme (such as Generation Amazing Foundation) play in ensuring that the voices of the stakeholders identified in developmental outcomes are effectively captured to influence the delivery of the SME-related developmental objectives? How are such legacy programmes aligned to sustainable development aspirations, locally and internationally? How will the mapping of stakeholders influence the shape of the SDP social intervention? These questions help assess the recognition of other actors within a space and how to integrate SDP practices to the existing local, national, or international development objectives.

³² Darnell, S. C., and Black, D. R. (2011); Cornelissen, S. (2011); Collison, H., Darnell, S., Giulianotti, R., & Howe, P. D. (2016). *Sport for Social Change and Development*;

³³ Mwaanga, O & Adeosun, K (2020) Reconceptualizing sport for development and peace (SDP): an ideological critique of Nelson 'Madiba' Mandela's engagement with sport. *Sport in Society*, Volume (23)5 847-863

³⁴ Boykoff, J. (2014). *Celebration Capitalism and the Olympic Games*. London: Routledge; Boykoff, J. & Fussey, P. (2014) 'London's shadow legacies: security and activism at the 2012 Olympics', *Contemporary Social Science* 9, 253–70

³⁵ Cornelissen, S. (2011). More than a sporting chance? Appraising the sport for development legacy of the 2010 FIFA World Cup. *Third World Quarterly*, 32(3), 503-529. <https://doi.org/10.1080/01436597.2011.573943>

³⁶ Cornelissen, S.; Bob, U. & Swart, K. (2011). Towards redefining the concept of legacy in relation to sport mega-events: Insights from the 2010 World Cup. *Development Southern Africa*, 28(3), 307-18.

³⁷ Peacock, B. (2011). "A Secret Instinct of Social Preservation": legitimacy and the dynamic (re)constitution of Olympic conceptions of the "good." *Third World Quarterly* (32), 477–502.

³⁸ Donaldson, T., and Preston, L.E. (1995)

5.0 SME Legacy and Localised Approaches

5.1 Hosting SME attracts scrutiny from within and abroad for the host nation.

Most recently, the staging of the FIFA World Cup Qatar 2022™ received significant amounts of negative coverage most notably in the western media. The criticism focused on the human rights of foreign or migrant workers in Qatar. Official voices within the Supreme Committee, on the other hand, insisted that the FIFA World Cup Qatar 2022™ had instead accelerated the State of Qatar's labour reforms.

5.2 While those labour reforms were a high-level state driven political action, the discussions in New York provided examples of how GA had played a vital role towards the welfare of the workers. Further to legal and government reforms, the GA leadership reiterated that the legacy programme had used its position to promote social cohesion among the migrant workers and expand relations for migrant workers beyond their residences using SDP activities.

5.3 While hosting of SMEs attract negative publicity, placing the global gaze on negative experiences of some communities within the host nation or region, what role should the local SDP sector play to align itself to the shared values of equity, inclusion, or protection of human rights? How can the local SDP community demonstrate and guard against retrogressive practices that are contrary to the development aspirations of the SDP field? Furthermore, how can local SDP and SME legacy programmes use their privileged positions to advance the global SDP field?

5.4 In response to the above, specific regional development policy and contributions to global concerns outlined examples related to negative narratives of terrorism within the Middle East and Islamophobia. Examples of regionalisation of approaches and how the hosting of the world's biggest single sport tournament had provided space to advance regional responses to counter terrorism from a localised approach were cited. A high-level leader of a global sport-based organisation indicated how joint working with

the UN Office of Counter-Terrorism (UNOCT) and the UN Alliance of Civilizations (UNAOC), Generation Amazing Foundation had been part of leveraging the FIFA World Cup Qatar 2022™ towards regional concerns. The outcome of this collaborative effort includes a handbook³⁹ on countering violent extremism and radicalisation within and beyond the region.

5.5 It was highlighted that the first FIFA World Cup in the Middle East presented opportunities for regional and global counterterrorism actors to leverage the sporting event. Such actions involved contextualisation and development of localised approaches of proactively working with communities at risk of radicalisation. It was advised that the handbook is a guide and shares good practices that other hosts can proactively use to engage their respective communities at risk. This catalytic power of SME was equally shared by other state-funded Qatari organisations.

5.6 Elsewhere, other examples of localised approaches, considering the contextual background within which such events occur, have focused on the lack of positive outcomes towards local development aspirations for economically marginalised populations. For example, urban development was at the core of the legacy aspirations posited through the first FIFA World Cup on the African continent hosted by post-apartheid South Africa. While this World Cup highlighted the plight of poor communities in South Africa and the Southern African region as a whole, the 2010 FIFA World Cup is noted as having failed to deliver widespread human development but rather exacerbated inequalities as reported by some studies⁴⁰.

5.7 Examples of the FIFA World Cup Qatar 2022™ working collaboratively with Qatar Foundation on environmental sustainability and widening accessibility to groups at risk of exclusion from the benefits of an SME were cited. A leader within the legacy department of Qatar Foundation provided further

³⁹https://www.un.org/counterterrorism/sites/www.un.org.counterterrorism/files/2211314_e_oct_sports_policymakers_web_12jun23_1_final.pdf

⁴⁰ Knott, B., Fyall, A., and Jones, I. (2015), "The nation branding opportunities provided by a sport megaevent: South Africa and the 2010 FIFA World Cup. *Journal of Destination Marketing & Management*, 4(1):46-56; Cornelissen, S., Bob, U. and Swart, K. (2011), "Towards redefining the concept of legacy in relation to sport mega-events: Insights from the 2010 FIFA World Cup", *Development Southern Africa*. 28(3) 307-318; Pillay, U., Tomlinson, R. and Bass, O., (2011), *Development and dreams: The urban legacy of the 2010 Football World Cup*, Human Sciences Research Council, Cape Town

details of how Qatar 2022 has been a catalyst for creation of a policy hub related to localised climate issues and environmental sustainability. The role of the State of Qatar in using its hosting status to advance local responses to regional climate issues was highlighted as having been accelerated due to hosting the World Cup.

5.8 The local organising committee of the FIFA World Cup Qatar 2022™, the Supreme Committee, have worked closely with Qatar Foundation to ensure that accessibility for those living with disabilities or different forms of impairment is given priority. Advancements in making the tournament accessible, for example for those with hearing or visual impairments, were mentioned as new practices that have not been implemented before by previous FIFA World Cup hosts. Hence, organisers have indicated sharing of these new practices to sustain such developments in accessibility to enable subsequent hosts to make further enhancements.

5.9 While legacy plans pertaining to infrastructure and post SME usage of facilities have been a critical point of the criticism for Global South hosts⁴¹ and the associated investment towards SMEs, examples of how sustainable plans for the infrastructure were shared. GA leadership provided examples of the sustainable plans to repurpose the venues. For example, Education City Stadium was earmarked for repurposing the facility after the SME towards women and sports engagement in Qatar. Questions regarding how such repurposing will sustain the provision of sports, physical activities or recreation-related activities that form part of SDP contributions to other development policy remain to be answered.

⁴¹ Cornelissen, S. (2012). "Our struggles are bigger than the World Cup": civic activism, state-society relations and the socio-political legacies of the 2010 FIFA World Cup. *British Journal of Sociology*. 63, 328–348; Allen, D., Knott, B & Swart, K. (2013) 'Africa's Tournament'? The Branding Legacy of the 2010 FIFA World Cup™, *The International Journal of the History of Sport*, 30:16, 1994-2006

6.0 SME, Sport Celebrity Ambassadors and Athlete Activism

6.1 The role, influence, and responsibility of high-profile sport personalities in raising awareness of issues and driving change was also discussed.^{42 43}The Supreme Committee enlisted high-profile post-active football or sports career personalities as part of their Qatar Legacy Ambassador programme. These global and local sports personalities continue to be part of the appearances for Generation Amazing Foundation's global and local legacy projects. Many other organisations in the Sport for Development space also benefit from the support of past or present athletes.

6.2 In the case of those sports celebrities who are past their active careers, it was argued that they can utilise their platforms to champion local or global causes without overly intense scrutiny from national governing bodies. However, athlete activism was deemed more challenging for some of the current national football team players participating in the FIFA World Cup 2022, with examples shared from a number of South American and Middle East countries. Some players felt that their voices were silenced and that in many cases they felt they had 'zero power' despite their platforms as sports celebrities.

6.3 Conversely, the power to use sport as a platform to campaign or protest was deemed to be a responsibility of federations as a whole, and respective nation-states, without pressing undue pressure on individual or collective national team players. Preserving the right of each national team player as an individual to protest in accordance with their value and belief system was highlighted as a sound approach. Doing so was preserving the right of the player to avoid endorsing contradictory messages to their values on fighting injustices.

⁴² Boykoff, J. (2014). *Celebration Capitalism and the Olympic Games*. London: Routledge.

⁴³ Boykoff, J., & Fussey, P. (2014) 'London's shadow legacies: security and activism at the 2012 Olympics', *Contemporary Social Science* (9), 253–70 <https://doi.org/10.1080/21582041.2013.838292>

6.4 Nonetheless, many current athletes do use their platforms to campaign or protest. Athlete activism was highlighted through a new UK Sport and the True Athlete Project initiative supporting athletes with training programmes to use their platforms now unlike after retirement from active performance sports. This training programme, entitled Powered by Purpose⁴⁴, highlighted the support rendered to elite athletes to help them identify a social issue affecting their immediate community or a global concern. Furthermore, it was stated that being socially conscious and using one's elite sport platform to give voice to the voiceless could enhance one's elite performance.

6.5 Other roundtable contributions cited examples of academic work related to the Middle East and SDP focused on the effect of elite sport celebrities of Muslim or Islamic faith on Islamophobia in specific locations and globally in non-Muslim dominated contexts. As more findings emerge from studies conducted before, during, and post the staging of the FIFA World Cup Qatar 2022TM, the role of sport in addressing racial divisions, stereotyping attitudes, Islamophobia, and generally the negative narratives of the Middle East region may demonstrate positive changes.

6.6 However, the organisational behaviour of corporations within the sports industry associated with SME or national teams apparel contracts were at risk of accusations of double standards due to protecting their financial interest - profits. Corporations were criticised for at times putting their interests ahead of genuine concerns towards local or global development concerns. The discussions in Doha questioned the corporate social responsibility values of global corporations and how they are contributing to UN SDGs and local area development aspirations. Corporations have been known, especially historically, to shun athletes who took a contradictory stance on social or political matters. The discussions praised those athletes that choose to use their voice, that being silent was no longer an option when there was the possibility of using one's platform to provide a voice to the voiceless.

⁴⁴ The Powered by Purpose programme supports athletes who have a keen interest in using the power and platform of sport to inspire positive change

7.0 Legacy as a Product and not as a By-Product

7.1 SMEs provide the hosts with opportunities to advance local, national, and international development policy aspirations. There is need to ensure that legacies of SMEs appear as intended products within bidding documentation and not as by-products, an afterthought. Therefore, articulation of legacy plans in the bidding documentation need to elaborate how the anticipated outcomes reflect the views of multiple beneficiaries or key stakeholders.

7.2 An international governing body participant reiterated bidding documentation should be informed by voices of stakeholders and not based on assumptions regarding the needs of stakeholders. For example, the FIFA Women's World Cup 2023 in Australia and New Zealand's legacy theme is focused on environmental concerns. The assumptions during the roundtable were leaning more on gender-related matters as key priority due to the tournament being a women's football tournament.

7.3 Global development agencies such as World Health Organisation (WHO) and United Nations Women have recently demonstrated their involvement in establishing close ties with organisers of SMEs. This is viewed as a positive trend particularly where such collaborations focus on how sport and physical activity can contribute towards wider development objectives. However, adequate representation of Global South case studies is required to demonstrate shared spaces for collaborative efforts in SDP knowledge generation and knowledge exchange.

7.4 To ensure sustainable development and continuity of legacy plans, it was suggested that current hosting nations or cities need to discuss their legacy aspirations with upcoming hosts. Sharing of implemented plans and lessons learned by previous hosts of SMEs was identified as key to sustaining the social impact of legacy activities. Certain international governing bodies of sport already encourage hosts to build upon the previous host's legacy

plans. However, contextualisation of legacy plans was key to address local, national, and international development concerns.

7.5A coordinated catalytic approach was proposed as potential for enhancing the impact of SMEs. Examples were cited by Generation Amazing Foundation and Qatar Foundation regarding the close ties and joint planning for sustaining developments gained with the next hosts of the FIFA World Cup 2026. Identifying key actors within the entire SME ecosystem and SDP actors to support the sustainability legacy initiatives was highlighted as key to maximising the catalytic effect that SMEs present.

7.6 SMEs provide the sport sector and beyond, with opportunities to draw resources from a range of key actors that have a stake in the hosting of the event. These stakeholders span the range of private, public, voluntary or grassroots organisations. Therefore, leveraging SMEs to ensure resource mobilisation was one of the key messages from some funders. Another being the establishment of long-term plans post the event to enhance the evidence base for SDP initiatives.

Conclusion and Recommendations

The focus of the roundtable discussions was on leveraging SME to benefit the SDP field. Of particular attention was how Global South SME hosts can address some of the limitations that scholars researching the SDP field have previously discussed. How can a Global South host address the SDP field's limitations whilst also advance the role of SDP in global development? While the future host nations of the FIFA World Cup 2026 will be located in the Global North, the regional football governing body (CONCACAF) has affiliated member associations that are located in the Global South. How will the future hosts extend the SDP legacy plans that the previous hosts had envisioned to achieve?

Collaboration on generating, capturing, sharing, and managing knowledge to ensure continuity of initiatives, partnerships, and strategic priorities to enhance the role of SDP within SME strategies is essential. However, political, technological, cultural, and economic differences cannot be ignored as they pose a challenge for transfer of knowledge from previous hosts to future hosts and associated locations.

For the SDP field to attract more investment, to scale-up cross-sectoral work involving sport, addressing the current limitations of measuring the social impact of SDP need to be addressed. Opportunities are presented to SDP actors to leverage SMEs to advance SDP initiatives and tackling of forms of inequalities. SMEs, due to their diverse range of interests, have been criticised for exacerbating or fuelling inequalities of some populations. The call for new approaches which demonstrate community-level impact as opposed to individual-level impact were emphasised. In addition, longitudinal approaches towards both programming and measurement were highlighted as key requirements.

SMEs have the potential to bring together sport sector actors and non-sport actors, particularly those from the development and private sectors, to leverage sport mega-events for substantial contributions towards global challenges. These actors possess knowledge of effective practices that can be shared to enhance the role of SDP in delivering development objectives. Establishing and sustaining an integrated approach requires adequate investment or strategic manoeuvring to access new funding streams from multiple stakeholders associated with SMEs.

The following actions were recommended:

- A coordinated approach to enhance the potential catalytic effects of leveraging SMEs for resource mobilisation for the SDP field. This will require establishing within the SDP field a group of organisational leaders and scholars with interest and experience of influencing policy and strategic design of SDP programmes.
- Utilising SDP platforms to galvanise efforts across the SDP field to form communities of practice that are inclusive of non-SDP actors for concerted efforts towards evidence gathering capable of demonstrating clear attribution to SDP activities towards development outcomes.
- Ensuring that SDP activities related to legacy programmes are effectively designed with clear articulation of how change will happen right from the bidding process. This will include proposed monitoring and evaluation frameworks and how lessons gained will be shared with future SME hosts.
- Stakeholder mapping and effective involvement of identified stakeholders to support integration of the nexus of SDP and SME legacy activities to existing local, national, or international development objectives.
- Utilise continental and global political and economic forums like United Nations General Assembly, Concordia, The Commonwealth Heads of Government Meeting (CHOGM), World Economic Forum and other reputable congresses to showcase well-researched powerful SDP case studies contributing to social and human development objectives. This will strengthen political will and resource mobilisation opportunities.
- To ensure that SME legacy strategic plans demonstrate how inequalities faced by local communities will not be exacerbated by their hosting status but rather have their voices amplified via the SDP activities related to the SME.
- Utilise Global South SME hosts to promote south-south cooperation which is backed by the host nation and the region to support capacity building in the global South and contribute to reduction of dependency on the Global North.
- Ensure that long-term programming for SDP activities within host nation and beyond for impact assessments to be effectively implemented. Such plans should be a requirement for bidding documentation to demonstrate longitudinal approaches to delivering sustainable development via legacy programmes.
- Ensure that SDP programmes characterised by the SME and SDP nexus utilise their potential to support the development of longitudinal evaluations for their multiple-site legacy projects to support data gathering that is contextualised to different social settings.

- Utilise SME's multisectoral attributes to gain in-depth understanding of the complex problems that SDP attempts to tackle through integration into networks of a diverse range of actors to tap into interdisciplinary approaches to problem solving.
- Ensure that SDP organisational leaders and SDP scholars integrate with mainstream agencies, be part of the complex network or ecosystem, to avoid silo working and promote access to multidisciplinary research and measurement groups.