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Sport occupies a unique place in the world – universally popular, it is played and watched in many different forms across the globe. It can also be a powerful tool for social action and development and there is growing recognition of the role that it can play in advocating education, health, peace, values, equity and promoting economic and social development. Sport's flexibility allows it to be adapted to meet a variety of needs in vastly different environments.

The potential is increasingly evident. Yet currently there is limited awareness of the potential advantages of strategic engagement of businesses in development partnerships that work through sport, missing the opportunity to combine business benefits (managing business risks, reputation and opportunities) with development gains (bringing the power and resources of business to benefit development). This paper aims to share current thinking and best practice in the field of Sport and Business Partnerships and to stimulate further action.

Lord Coe, OBE,
Double Olympic Gold Medalist

Shared Goals is aimed at both the development and the business communities. The opening sections outline the development context and make the case for business engagement in partnerships for development around sport. The paper then looks at partnership practice and considerations for running a sport-based project. The final section identifies ten issues that can be effectively tackled through sport and business partnerships.

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SHARED GOALS

Sport and Business in Partnerships for Development

Gina May and Joe Phelan, June 2005

I More than a game

Sport has a huge influence on our lives. After work, it is the largest form of mass civil participation, transcending geography, politics, class, race, sex, culture and religion.³ More voluntary community-level leaders and teachers give time to sport than to any other human activity including religion. It attracts immense audiences, and has great economic influence, power and reach into countries and communities.

Sport is more than a game. Professional and amateur clubs and athletes, supporters, sporting goods industries, and the massive ancillary worlds of travel, media and communications and sport sponsorships all have a stake in it. Together, these interests can make a considerable impact on some of the most formidable challenges facing the world today, such as reducing corruption, mitigating conflict and encouraging sustainable development.⁴ This paper will explore how these goals might be achieved, looking at why and how more companies could become more imaginatively involved in this movement.

SPORT IS IMPORTANT FOR DEVELOPMENT

Competitive sport has inherent benefits for athletes and spectators. But sport also has twofold development benefits: the inherent benefits of physical activity (principally related to improved health and wellness) and the power of sport as a

medium for delivering other development objectives (such as education, inclusion and economic development). Sport is now becoming an important part of poverty reduction strategies⁵ (see Section III). Carol Bellamy, former Executive Director of UNICEF, believes that “the idea of sport is shifting, it’s not just a luxury, but also an extraordinary tool that can be used to achieve development and peaceful goals.” It can help tackle development issues through its capacity to transcend national barriers and appeal to different sections of society.

A sport project can be a focal point for rebuilding or mobilising communities – particularly in post-conflict, post emergency and refugee situations – if it is used to challenge prejudices, celebrate diversity or catalyse participation. It is a powerful neutraliser with an accepted universal language and rules, and can be a potent unifying symbol. For example, the Olympic Rings has the highest global recognition of marketing logos⁶, and recent years have seen an attempted revival of the ancient Olympic Truce that for 400 years brought a temporary cessation of hostilities around the time of the Games, allowing all athletes and spectators to travel in safety.⁷ Equally, encouraging contact between communities in conflict – whether in the Middle East or even war zones – has demonstrated the neutralising power of sport.⁸

This paper is about sport and business engagement in partnerships for development.

We use here the widely accepted Council of Europe definition of sport: “all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and wellbeing, forming social relationships, or obtaining results in competition at all levels”.¹

By ‘partnership’, we mean a collaboration in which organisations (including government, business, non-governmental organisations, civil society, or individuals) work together in a transparent, equitable and mutually beneficial way, committing resources, sharing risks and benefits, and working together towards a sustainable development goal.²

A ‘sport project’ here means a development project – an initiative, campaign or programme resulting from an organisation or partners – that utilises sport, either for the inherent health benefits of participating in sport, or as a vehicle for action on or delivering messages about other development issues, such as promoting education, peace or equity.

By ‘business’, we mean both the for profit sport industry and related communications industries, which have specific opportunities and challenges, and the wider business sector, which can draw on the power of sport to promote reputation and manage the risks and opportunities of operating in an international context either for commercial marketing or as a social investment.

The forgotten right

Children's right to play is sometimes referred to as the "forgotten right", perhaps because it appears to the adult world as a luxury rather than a necessity of life.¹³

Sport provides an effective way of engaging a wide spectrum of society, and can be particularly successful in connecting with people who are marginalised or that are difficult to reach, notably workers in the informal economic sector, the unemployed, youth and the socially excluded. These groups are among the most vulnerable in society, and sport projects such as the examples quoted in this paper can help to tackle some of the toughest problems facing them, such as gender and human rights discrimination or the stigma of HIV/AIDS in the workplace and communities (see Section III/2, 5 and 9).

Health is an increasingly important development priority.⁹ Participation in sport has inherent health benefits, both physical (reducing the risk of developing non-communicable conditions related to sedentary lifestyles, overweight and obesity), and mental (promoting psychological wellbeing and reducing depression and anxiety). It can also be used to communicate health-related messages, such as the importance of sanitation (see Section III/1, 2, 7, 8, 9 and 10).

Sport's strength as a communication medium means that it can be used to aid community education, particularly through their creation of 'safe spaces' in which to discuss taboo or culturally sensitive issues. Sport projects can also be a forum for acquiring skills and promoting learning, thereby contributing to conditions that enable economic development (see Section III/2, 3, 5, 6, 7 and 10).

Sport fosters collaborative approaches at team, community and international levels (building networks and partnerships across borders). As examples in this report show, many successful sport projects combine government bodies, non-governmental organisations (NGOs) and the business sector in partnerships.

The contribution of sport is receiving greater recognition from global organisations such as the United Nations; in 2003, the General Assembly adopted

resolution 58/5 on the use of sport as a means to promote health, education, development and peace, declared 2005 to be the International Year of Sport and Physical Education, and identified sport as "a powerful vehicle that should be increasingly considered by the UN as complementary to existing activities."¹⁰ As the appreciation of the role of sport in contributing to development is at an early stage, and while there is anecdotal but not yet significant related empirical evidence of impact available, we suggest that collecting appropriate impact data is one of the next tasks.

Sport is not a panacea for development problems, but its ability to help change attitudes and enhance people's choices and opportunities means that it can play an important role in achieving global development targets such as the Millennium Development Goals.¹¹

Box 1: Sport's claimed benefits

- Teaches **life skills** such as communication, cooperation and leadership, and instils the value of effort¹²
- Promotes **respect, equity, discipline and fair play**
- Encourages **participation** of excluded groups
- Provides a **vehicle for delivering a range of messages**
- **Improves fitness and wellbeing**, reducing the risk of non-communicable diseases related to obesity, a growing global challenge
- **Attracts interest** from the media and is well understood by the general public
- Is **well-suited to partnerships** with actors from all sectors; government, business and civil society
- Encourages the **pursuit of Excellence**, both sporting and personal

SPORT IS IMPORTANT FOR BUSINESS ENGAGEMENT IN DEVELOPMENT

In recent years, business has become increasingly involved in raising business standards and addressing development needs through individual company action and collective initiatives such as the United Nations Global Compact (1999), the UN Millennium Development Goals (2000) and more recently through the Commission for Africa's Business Action for Africa Group (2005). Leading businesses recognise the rationale for engagement where they do business, which ranges from managing risks of operating in less-developed markets, through to creating market growth.¹⁴ Business has responded positively to encouragement from consumers, governments and the development community for it to use its power and resources to help tackle some of the world's worst problems, such as poverty and HIV/AIDS. Its role in partnerships with both governments and civil society to achieve these aims is increasingly recognised by leading businesses and those working with them.

"Sport has a phenomenal influence in the world today, particularly in the growth of worldwide communication. As business leaders, our job is to ensure that this influence is used to make society more inclusive and, hopefully, to help bring about and maintain peace."

Stephen Rubin, Chairman, Pentland Plc and the World Sports Forum

All companies have spheres of influence through which they contribute to development:¹⁵

- **core business activities** – through responses in the workplace, marketplace and along the supply chain
- **social investment** – by mobilising core competencies and resources such as money, products, skills and people to support and strengthen local communities
- **policy dialogue and advocacy** – by taking individual and collective action

Right: In Dhaka, two boys play a makeshift game of cricket, the national sport of Bangladesh, in an alleyway of the Old City

Far Right: Inspired by watching foreigners, children attempt to surf on hand-made surf boards, carved out of driftwood, near Luanda, Angola.



to support systemic change at a local, national and international level

In each of these spheres, companies are managing the risks and opportunities they face through sport. For example, BP Colombia is supporting a local football project promoting stability in the community in which it operates (see Section III example 4). Although statistical evidence of its impact is not yet available, BP reports that through projects such as this, it is increasing its acceptance within the community and supporting the movement toward peace.

The creation of a local sporting infrastructure, through clubs, leagues and sport associations, can help to create a more sound business environment as local management capacity is increased. Business can help build this local capacity by offering mentoring services and transferring general management skills, for example through the SportBusiness programme of SCORE South Africa, which assists clubs and sport committees to work more professionally, develop business plans, generate income and create jobs within the community.¹⁶

Major sporting events such as the Olympic Games bring with them increased media interest and scrutiny beyond the sporting arena. Companies can use this as a catalyst to address operational difficulties such as low local business standards, as well as to promote development. For example, the focus on China in the build-up to the 2008 Beijing Olympics has contributed to initiatives such as the 2005 launch of the China Business Leaders Forum, which aims to improve business practices with particular emphasis on business transparency standards.¹⁷

As understanding of the contribution of sport to addressing development issues grows, it is important that business does not overlook the potential role that it can play in maximising this contribution, through sport and business partnerships. Companies are beginning to bring their energy and capacity for innovation to these

partnerships, not only having an impact on development issues, but also providing an opportunity for them to develop new services and products, such as Nike's design of a hijab (a scarf worn by Muslim women, covering the head) suitable for sport, and widening their networks with all parts of society.

THE BUSINESS CASE

There are many examples of current business involvement in sport sponsorship programmes. However, there is a great opportunity to move beyond this marketing-based approach, engaging more strategically to use sport to manage business risks and opportunities and to promote development.

Box 2: Sport and company functions

Sport can help various corporate functions within a company deliver their responsibilities in different ways.

- a **Human Resources** manager might utilise sport projects for employee development through volunteering and to improve working relationships between employees and with communities in multi-site locations
- the **Corporate Communications** department could use sport projects as a basis for building partnerships with government and NGO stakeholders
- **Procurement and Marketing** departments could use sport projects to reach youth consumer markets or strengthen relationships with partners along the value chain

There is a well-established business case for companies to engage in development issues.¹⁸ Here, eight components of the case are expanded to include the additional benefits of doing this through sport.

1 Reputation: The role of business in society often arouses debate and criticism. By highlighting the positive contribution that business can make through bringing its specialised knowledge, skills and resources to bear on economic and social challenges, a well-designed programme can greatly improve a company's

reputation, strengthening and protecting its brand. Building sport into a reputation management strategy is a creative approach. Sport's ability to engage large numbers of people means that a sport-related project can attract wide interest and help companies demonstrate their positive contribution to society.

The imaginative mobilisation of company services, products and resources in sport projects can help raise awareness of a company's brand, or promote a product. However, experience suggests that an inappropriate initiative may produce the opposite effect. The promotional angle can be effective, but should not be the main outcome of the project, and needs to be handled sensitively.

"Good publicity comes from great community work, not one-off hits. We're interested in long-term, sustainable impact."

Ben Tegg,

Charlton Athletic Football Club UK

2 Delivery of community

responsibilities: Sport is only one route toward fulfilling a company's acknowledged responsibilities, but it can be a valuable one. It has been proven to be both effective and cost-effective, and adaptable for use in different environments and cultures. Projects can also be designed to target specific issues identified as priorities by companies, for example education, employee community engagement, leadership development or health.

"Sport is a uniquely powerful way for us to live up to our commitments and to reach and engage young people and excluded groups."

Jim Wynn, Microsoft

3 Employee development: Employee engagement in community activities can help to motivate workforces, enhance skills, and build loyalty and commitment. It can improve recruitment and retention and foster broader personal development. It can also be a route to more strategic community investment schemes. Sport's

An economic driver

“Sport has always been an appropriate vehicle for leadership development; particularly when one carries off the playing field, and into the rest of one’s life, important lessons about relationships and values.”

Gary Waltenbaugh, Mercy Corps

flexibility enables projects to offer a wide range of activities where employees can become engaged, from volunteering time or taking up training opportunities (for example, learning to be a coach) to passing on business skills to participants and project coordinators. It can also be highly attractive to employees who are not motivated towards other forms of social engagement.

“Companies are beginning to link their sponsorship of major sporting events to employee volunteering opportunities at the events themselves. This has huge benefits, motivating employees and enabling companies to share an experience with the public.”

Amanda Bowman, ENGAGE

4 Employee Health: Lifestyle-related diseases are increasingly affecting those in prime working age. This has serious implications for business in terms of productivity, healthcare and insurance costs. Engagement in sport projects can promote active lifestyles among employees. An active workplace ethos can also help in the prevention, early detection and management of non-communicable diseases, reduce the risk of secondary illness in those already diagnosed with a chronic disease, and reduce workplace injuries, lost time, insurance costs and legal liabilities.¹⁹ Sport projects have been particularly successful in tackling some of the difficult issues surrounding HIV/AIDS and other diseases, and can be an effective vehicle for company programmes in this area.

“Weight-related costs are adding US\$12 billion a year to costs of employers in the USA alone.”

Dr. Vince Kerr, Director of Healthcare Management, Ford Motor Co

5 Licence to operate and community engagement: For a business to operate effectively, it must have a robust ‘licence to operate’. While governments have the most direct control over this, other stakeholders can also have an influence, for example through boycotts or criminal

damage. Positive engagement with the local community can help to improve a company’s licence to operate in a region, as it is seen to be contributing to local society, and forging links with local authorities and government. Sport lends itself to collaboration with other partners, and can help form strong cross-sector networks.

“We set up our sport programme as a way of engaging with our local community, and to encourage children to be more physically active, as McDonald’s places great importance on promoting a balanced lifestyle.”

Stephen Hall, McDonald’s

6 Peaceful, stable environment: Business is able to operate most effectively in a stable and secure environment, where its investments and employees are not threatened.²⁰ Contributing to projects that nurture a peaceful environment is therefore directly in a company’s interest, whether by helping to improve acceptance of refugees in society, or by promoting education and economic opportunity. Some of the most successful sport projects have been those aimed at breaking down barriers between groups of people or barriers to development, building unity and opportunity.

“Education and sport can enable refugee girls to take leadership roles in their community. And that’s gold dust: when communities have strong women leaders, stability, peace and development become more likely.”

Maria Bobenrieth, Nike

7 Economic development: Business operates better in a multi-layered economy.²¹ Companies can encourage the growth of local enterprise, enhancing the local business climate and developing skills. Sport can be a focus for programmes to build people’s capacity, creating a more secure economic environment and promoting new business growth. This can help to shorten supply chains, reduce crime and raise the quality of the workforce.

“By not knowing what local needs are, businesses miss the opportunity for providing services and creating jobs.”

Giovanni di Cola,
International Labour Organisation

8 Maximising the effectiveness of engagement in development initiatives:

Some leading businesses are beginning to recognise that using their core business skills in development projects not only has the potential to have a much more significant and long-term impact upon the local population than pure philanthropy, but also provides a more useful learning experience for the company.²⁰ Sport projects are well suited to corporate engagement through the application of core business skills, for example by training participants with financial management or IT skills, or by increasing the capacity of a partner NGO.

“The tremendous human, technical and organisational capacities of business have direct implications in virtually all realms of development. These capacities are every bit as important as capital.”

Kofi Annan, UN Secretary General

Box 3: Caution

Sport is a powerful tool for reaching and uniting people, for building relationships and for tackling important global challenges. But sport’s values carry implications for the type of projects companies sponsor. Specifically:

- Beware of using sport projects to promote what may be perceived as **harmful or ‘unhealthy’ products**, and follow international standards on marketing to children
- Beware of being seen to **exploit young people**, especially by over-branding sport projects
- Beware of **individuals or groups who use sport to bully or exclude**
- Beware of running sport-based development **projects that don’t tackle a real community need**, as they are unlikely to be sustainable

““Everything we do is in partnership, and nothing we do is just sport.”

Ben Tegg,
Charlton Athletic Football Club UK

Right: a sign guides tourists to various activities on the island of Los Roques, Venezuela.
"Sport and tourism are major economic drivers in the developing world, providing opportunities for the provision of services and job creation."
 Giovanni Di Cola, ILO



Far right: a man paints pitch markings in the national stadium in Freetown, Sierra Leone.

Box 4: How companies can use sport in their different spheres of influence

Core business

In the **workplace** companies can use sport projects

- for employee development programmes
- to encourage teamwork and informal communication in multi-site companies
- to promote healthy lifestyles among employees, reducing healthcare costs and absenteeism, and increasing motivation and productivity, for example through the HEAL Global Partnership²³
- to break down barriers and discrimination, especially regarding HIV/AIDS and ethnicity

In the **marketplace** companies can use sport projects

- to support consumer marketing
- to reinforce brand values in communities and with opinion formers
- to reinforce messages around healthy diets and wellbeing, for example through the HEAL Global Partnership²⁴
- sport companies can use sport projects to innovate and test new products, such as sporting apparel for Muslim women

In **supply chains** companies can use sport projects

- to strengthen relationships with existing suppliers, for example through an inter-company sports day
- to develop skills and technology in local businesses, shortening supply chains



Social Investment

Companies can

- attract youth or other marginalised groups to participate in development programmes (for example, on health or education) through sport
- encourage employee participation in community programmes and unlock enthusiasm and creativity for development goals through sport

- invest in sporting infrastructure, including coaches and leagues as well as equipment and facilities
- invest core competencies and resources in increasing skills and employability of local population through sport

Policy dialogue and advocacy

Companies can

- build partnerships with government ministries, NGOs and other companies around sport
- use sporting events as a platform for advocacy on social, economic, health and development issues
- use the influence of major stars to communicate important public education messages to large numbers

- help to promote sport as a human right, as identified by UNICEF
- sport companies can capitalise on the profile and interest in the sport industry to champion transparency in labour standards and supply chains

Popular and flexible

Sport has huge global appeal, and has been used to promote everything from breakfast cereal to treatment for erection problems.

II Sport partnerships

‘Sport partnerships’ is the term used to describe collaborative initiatives between one or more organisations to promote development through sport. In this context we are referring particularly to cross-sector partnerships, where organisations from the business, community and public sectors collaborate to achieve agreed goals – sharing resources, risks and engagement. During recent years, it has become clear that no single sector has all the competencies or the capability to combat the world’s growing social and economic inequities alone. Organisations from all sectors have found that collaborating with others in partnerships can achieve greater impact, by delivering more effective and more sustainable solutions to challenges.

When managed and implemented effectively, these cross-sector partnerships provide a mechanism for each contributor to bring their specific skills and competencies to bear on common problems or opportunities. The resulting combination of resources can increase efficiency and reduce costs. Partnerships also create links across societies, promoting understanding of the priorities and needs of each sector and widening networks.

While partnerships for development, in all their forms, are now understood and being implemented by some, much more can be done. The concept of partnerships, based on transparency, equity and mutual benefit²⁵, can be slow to develop, often where they are needed most. Local participation is crucial for projects to be successful and sustainable. “Without involving local partners in partnership-related projects, through local identification of need and ownership of the proposed solution, what starts as a good idea for a project can end up being little more than a wasted opportunity” says Pippa Lloyd of UK Sport. “For maximum impact, it’s crucial to use existing local resources and structures.”

Sport can actively demonstrate the benefits and sustainability of a partnership

approach. “Sport is incredibly important because it has a set of commonly held, well-understood values” says Giovanni di Cola of the ILO. “We can work together when we have common ground”. Broad principles have emerged for successful, open partnerships. Some of these principles are outlined below, exploring the life-cycle of partnerships designed to run projects.²⁶

Scoping and building partnerships

There is a lot of preparatory work that needs to be done to establish a partnership before active projects or initiatives can begin. It is critical to conduct a needs assessment, preferably in conjunction with local individuals or organisations, to ensure that a project will meet an expressed local need, and not simply duplicate work already existing in the region. Ensuring that the right and most appropriate partners have been identified and chosen is crucial, matching them with the capabilities needed for the partnership to be successful. Partnerships should ideally be open and fully participatory, with parameters set at the outset, so that all partners feel full joint ownership. It may be necessary to conduct some capacity building of partners and appreciate that understanding of the concept of partnership may vary widely.

Building an effective partnership:

- Establish a common approach to an accepted need.
- Assess what local resources and structures are already in place.
- Identify the most appropriate partners – matching skills and capabilities with resources and ability to deliver.
- Agree core principles – identifying what all parties would like to achieve and the main parameters of the project.
- Set assessment criteria – formulating specific targets and means of measuring progress throughout the project’s lifetime.
- It may be helpful to test the project, either on a small scale, or in parts, to identify potential strengths and weaknesses, the need for additional partners, or capacity building.

Managing and Maintaining a Partnership

During this phase, partners should further develop the structure and management of their partnership, identify and mobilise cash and non-cash resources, and begin to implement the project according to the agreed timetable and specific objectives.

Running a partnership:

- Partners need to be flexible to accommodate different working styles and the impact of local cultural issues.
- Further financial and other resources may need to be identified as the project develops or the need for new skills emerges, to ensure sustainability.
- Potential conflicts of interests, for example between a high profile sponsor or products and a health message, will need to be recognised and managed.²⁷

Reviewing and revising

Once the partnership is established, the focus should be on measuring the outputs, outcomes and impacts of activities, as well as some form of assessment of the partnership and its processes. It is important that either the project or the partnership (or both) are continuously revised and improved. For projects to adapt to lessons learned and changing circumstances, monitoring and evaluation should be built in from the beginning. Evaluation methods may also need to be assessed periodically to ensure they continue to fit the designed criteria.

Assessing a partnership:

- Mistakes will be made. These can provide invaluable learning opportunities.
- Consider whether the desired outcomes have been achieved for all partners.
- Assessment may be most effective when conducted by external actors.

Sustaining outcomes

If the initial project is successful, there may be scope to increase its impact by scaling it up or replicating it in other locations. The same broad structure may be applied to a number of projects, but each will have different needs and

Right: a live debate on football and witchcraft on Radio Vive le Paysan, Sapone, Burkina Faso.

Far right: elephant keepers in India play football on elephant-back to raise awareness and appreciation for the animals that are facing grave problems as their habitat shrinks.



challenges and any model must allow for local interpretations. Partnerships with governments can be challenging, but may increase opportunities for sustainability and scale. Elements of successful projects may even be adopted as government strategy or policy.

Sustaining a partnership:

- Where possible, full ownership of the project run by the partnership should be transferred to local partners
- New resources or partners may need to be sought.
- Over dependence on single sponsors or supporters may undermine sustainability

if and when the initial sponsor withdraws)

- Not all partnerships are conducive to replication or even continuation – if a partnership has fulfilled all its objectives and there is no longer a need for it, it should be concluded.

Box 5: Practical considerations for setting up a successful sport project

Appreciate...

...that people from **different backgrounds have different interests** – it may be necessary to offer a range of activities to suit target groups, e.g. movement games for children.

...the **place of sport and volunteering within the culture** of the host country, and the role of fun and play. Participants may be expected to be in school or work, or may expect to be paid to participate or volunteer. In countries where participation in sport is low, collaboration with specialists from other countries can help with coaching and training coaches.

...**health and safety issues**. Although these may not be very stringent in host countries, risk assessment will need to be done, particularly in projects involving volunteers, not least for insurance purposes.

...**child safety issues**, in projects involving children and young people. A child protection policy and code of conduct must be implemented. Specialists in sport, such as the UK Child Protection in Sport Unit, can help with this. References for all volunteers in these projects should be insisted upon.

...the **value of competition**, both positive and negative. Many successful projects incorporate a competitive aspect, but in some situations it may be appropriate to take a more inclusive approach, or promote non-competitive activity such as walking or aerobics.

...the **costs involved in training and managing volunteers**.

...the **suitability of different sports for different facilities**, e.g. outdoor pitches may be too hard for sports such as rugby for much of the year.

...that there may be **existing resources or networks** already in place that can be used.

Appeal...

...**to the individual** – projects need to attract participants. Sport projects can act as a hook to get people engaged in society or education initiatives. The media have a role to play, promoting role models in sport and publicising events and leagues.

...**to parents**. Parents' approval will be needed for any programme involving children, but they can also be usefully engaged as volunteers.

...**to girls and women**. This group will have particular needs. Personal safety is a critical aspect, as well as any cultural issues around clothing, notably in Muslim countries.

...**to corporate interests**. Promote the business as well as the community benefits of involvement in a sport project. Build various routes for corporate engagement into the project.

...**to employees**, who may be keen to participate, have personal affinity to sport, and be able to relate to youth, particularly young executives (25-35). Projects should work with corporate HR departments to secure internal buy-in, for example through the intranet or presentations to employees.

...**to early years**. Physical education with the very young (3-7) can improve motor skills necessary for success in other subjects and instil a culture of teamwork.

...**to local people** by using a balance of internationally-known and indigenous sports or activities. The potential for sporting excellence can be a strong draw for participants.

Access...

...**to facilities**. Consider what resources exist, how available they are to participants and volunteers, what needs to be done to gain access to them, and what style of programme will make best use of the available facilities. Most sports require equipment of some kind, and although needs may initially be limited, consideration needs to be given to ensuring an ongoing source, such as corporate sponsorship.

...**to skills and expertise**. Projects should look for opportunities to transfer technical or life skills. Where possible, they should draw upon local expertise, which will be more cost-effective and have greater impact.

...**to coaches**. Where possible, local coaches should be used, but training may be needed to build local capacity. Consider whether infrastructure for providing this already exists, or if expertise needs to be brought in. A programme could offer local coaches recognised qualifications, promoting employability.

...**to organised competition**, if deemed appropriate. If leagues do not already exist, look at what is required to establish them. They can be a valuable way of creating community networks.

...**for participants**. Look at the timing of projects in terms of participant availability. Cultural and economic factors, and the special considerations of women and girls also need to be taken into account.

...**for volunteers**. Activities need to be timed to fit with free time, and ideally held at consistent times each week.

Fit for life

Sport and physical activity can help to improve quality of life.
Right: The HEAL (Healthy Eating Active Living) Global Partnership was established by the IBLF and international companies to help mobilise a business partnership response to the growing threat of chronic lifestyle-related diseases around

III Sport partnerships in action

Sport partnerships can have the flexibility to tackle a range of different issues of concern to the business and development communities alike. Below are ten issues that can be addressed using sport, each with an example. This is not an exhaustive list: there are other areas where sport can make a difference, given imagination, energy and the right set of partners.

1 SPORT AND HEALTH

Good health is a critical factor for business in terms of managing risk, maximising productivity and controlling costs. Olive Boles, Director of the IBLF's HEAL (Healthy Eating, Active Living) Global Partnership notes, "Companies are increasingly recognising the business case to invest in physical activity as part of a comprehensive occupational health strategy – to prevent, detect and manage non-communicable and secondary illnesses, and reduce workplace injuries, absenteeism, insurance costs and legal liabilities."

According to the World Health Organisation (WHO), there are now more people in the world who are overweight or obese (1 billion) than are hungry or underweight (800 million).²⁸ This is partly due to the change in lifestyles associated with increased urbanisation. Estimates suggest that 50% of the global population now live in urban areas, with the fastest rate of urbanisation in Sub-Saharan Africa. This brings with it an increased incidence of lifestyle-related diseases, such as cardiovascular conditions, cancers and diabetes. By 2020, the WHO estimates that as many people will die from these chronic diseases as from the infectious diseases and related conditions that have traditionally afflicted the world's poorest communities.²⁹

A healthy, active person is less likely to suffer from a wide range of diseases or become overweight. Sport also encourages people to have a greater respect for, and feeling of control over their own bodies. It can promote psychological wellbeing, reducing depression and anxiety.

Sport can be a powerful vehicle for health education, and sport programmes have been used to provide nutritional information, demonstrate the importance of sanitation measures such as brushing teeth, or encourage attendance for vaccination programmes such as Right to Play's work with the Global Alliance for Vaccination and Immunisation.³⁰

1 Ville Santé, France

Partners: Business: Nestlé France, Lesieur food company (nutrition knowledge) Go Sport clothing company (sport knowledge), Fournier Pharma and Roche (pharmaceutical knowledge). Government: French Government Ministries with specific expertises (Education; Agriculture, Fisheries & Food; Health; Sport; Regional). Others: CEDUS research organisation (nutrition knowledge) and local health professionals (implementation).

Corporate Motivation:

- maintain leading position in nutrition research field
- contribute to research on combating increasing global problem of poor diet and health
- increase contact across sectors
- risk management

Project: The project is composed of two parts: a research programme exploring the links between food, lifestyle, genetics and health and their impact upon illnesses such as diabetes and obesity; and a pilot programme of education and physical activities in 10 villages over five years, working with families, health professionals, restaurants, schools and local councils to combat obesity in children.

The results are compared with similar towns not involved in the programme. The programme engages 440,000 inhabitants, including 48,000 primary school pupils. It has been credited with the much lower rise in childhood obesity rates (1% for boys) compared with the rest of the region (195% for boys), and healthier eating habits in the population of the towns in the study.

URL: www.villesante.com

2 SPORT AND HIV/AIDS

In many parts of the world HIV/AIDS has had a massive impact on all areas of society, including businesses. Many companies operating in Sub-Saharan Africa have developed sophisticated responses to the issue, tackling it through education initiatives as well as treatment in both workplaces and communities.

Sport's power to connect with different social groups, notably youth, makes it a particularly strong weapon against HIV/AIDS. Young people are most at risk of contracting and dying from the disease – around half of all people who acquire HIV become infected before they turn 25 and typically die before their 35th birthday³¹ – but they are also the most likely to be open to positive, carefully targeted messages about ways of protecting themselves against the disease.

Involving HIV-positive people in sport projects can help to break down the stigma around the disease and educate communities. Physical activity can also boost the immune system and strengthen the psychological wellbeing of people with HIV and AIDS-related illnesses.³²

2 Kicking Aids Out! Network, Africa

Partners: Government: UK Sport, the National Sport Council of Zambia, Sports and Recreation Commission of Zimbabwe, Norwegian Olympic Committee and Confederation of Sports, and Commonwealth Games Canada (international contacts and expertise, and funding). Development organisations: Sports Coach OutReach (SCORE), Sport in Action, EDUSport, Mathare Youth Sports Association, Emima, Right to Play (implementation, local expertise).

Project: Kicking Aids Out! Network is an international network of organisations working together to use sport and physical activity as a means of raising awareness about HIV/AIDS and motivating behavioural change among youth. Educational games and activities are used to encourage peers to discuss issues that affect their lives and communities, and peer leaders

the world, which are largely a result of increasing inactivity and poor diet. HEAL has identified a framework for action and assists companies in implementing initiatives in workplaces, marketplaces and wider communities across the world. www.healpartnership.org
Far right: Dawn aerobics class in Tehran's Mellat Park, Iran.



are identified and supported. Sport skills and life skills are integrated in a physical environment, both sport-specific and using general movement games, with each organisation adapting the programme to local needs. Projects also aim to build local capacity and encourage local leaders and coaches to run their own projects, thus increasing sustainability and impact.

The network is highly supportive of each member, with a desire to work in partnership and learn from each other. There are standard training materials and workshops for the whole network. It works closely with its donor organisations, who can become involved more as project partners than purely financiers. The current concept of KAO is based on experiences in Southern African countries. Over 60 KAO instructors from 13 different countries have been trained since October 2004. These leaders are now delivering additional workshops in their respective countries, cascading the impact of the concept into the community.

URL: www.kickingaidsout.net

3 SPORT AND EDUCATION

Many businesses support education initiatives around the world. This not only enables a company to deliver on its social responsibilities, but also raises the education levels locally, contributing to a more skilled workforce. Improving local education standards can also help to boost the local economy, encouraging the growth of business and combating over-dependency on a single employer.

Physical education is part of the national curricula of many countries, and can be used to promote and support other types of learning, both within and outside a formal (schools-based) learning environment. Sport has a positive impact on education; physical activity has proven benefits to a child's ability to learn³¹, and increases concentration, attendance and overall achievement. Sport can directly support school attendance. For example, the EduSport Go Sisters initiative uses a female peer coaching programme through

which peer leaders receive a stipend to cover their school fees or further training. Participation in sport projects can build the skills of local people through training, particularly if efforts are made to transfer ownership of the project to them.

Sporting events can also be a focus for raising awareness and generating action around key issues. For example, the Charlton Athletic/British Airways Lesedi La Bokamosa programme in South Africa uses interaction with children to incorporate basic information such as safety messages for girls into sport sessions. Projects also encourage exchanges of information, for example the British Council's Dreams and Teams initiative pairs up schools in the UK and abroad, giving pupils an opportunity to learn about each others' lives and interests.

3 Magic Bus, India

Partners: Business: Standard Chartered, Unilever and Deloitte (funding, facilities volunteers), Bath Rugby Club (sport expertise, contacts, funding). Government: state government. Development organisations: Magic Bus, other local charities (expertise, access to participants), Laureus Sport for Good Foundation.

Corporate Motivation:

- employee development
- community engagement
- profile raising

Project: Volunteers from multinational companies work with at-risk children aged 7-18 in India's slums, developing life skills and knowledge while having fun in the outdoors. The project uses mixed team sports such as rugby, football and cricket, with regular activities and league competitions, as well as outdoor camps with a range of different sports. Many of the participants are outside the education system, and the certificate of completion can be helpful in applying for jobs. Some of the participants go on to become Youth Mentors for the programme themselves.

The project has worked with corporate partners to develop a learning curriculum that can be tailored to each child's needs, and includes mentoring, training

programmes, job placements and shadowing with the corporate partners. The programme grew out of a clearly identified need, is firmly rooted in the local community, and offers experiential and work-based learning. The project aims to become fully self-sustainable in each city that it works in, partly through corporate support and the construction of community centres that can also be hired for management training.

The programme is partnering with the state government to provide an hour of Physical Education a week for 700,000 children in Mumbai over the next year.

URL: www.magicbusindia.org

4 SPORT AND PEACE

Violence undermines and fragments society, leads to a loss of values, and deters development.³² The ability of all sectors of society to operate successfully is constrained. For business, operating costs can increase, supply and distribution chains can be severely disrupted, and personal safety of both employees and consumers can be threatened.

Sport has been used successfully in peace-building and can provide an arena for social inclusion and support. Because sport transcends barriers such as religion and race, sport projects can be conducted in difficult environments: Playing for Peace is an organisation that uses basketball to bring together children from different backgrounds, religions and racial groups in Israel and the West Bank, Northern Ireland and South Africa. Sport can draw divided groups together in a 'safe space', where they can gain knowledge and understanding about peaceful co-existence. It has been used in this way by companies and the UN High Commission for Refugees to foster tolerance.

The universal language of sport can be an eloquent voice for messages about peace, reconciliation and the core values of sportsmanship, encouraging respect for opponents regardless of differences and promoting the example of mediation

A weapon against prejudice

Role models can be a powerful tool for breaking down stigma around issues such as HIV/AIDS and for encouraging changes in attitudes and behaviour.

of disputes through the use of referees. Sport projects can become a focal point for rebuilding communities and increasing contact between disparate groups. Sport also works well in the most sensitive post-conflict situations: UNICEF estimates there are over 300,000 child soldiers in the world, and their demilitarisation can be a particularly difficult issue. Organisations such as Right to Play work with partners in countries including Sierra Leone and Sudan, training networks of coaches to work with former child combatants, some of whom were abducted and forcibly recruited into army ranks, to help assimilate them back into society.

International initiatives that use the power of sport as a diplomatic tool, such as the Olympic Truce, are gathering momentum. In 2003 the UN General Assembly unanimously adopted a draft resolution on 'Building a Peaceful and Better World Through Sport and the Olympic Ideals', and an International Working Group on Sport for Development and Peace has been created to work with governments, the UN, NGOs, sport agencies and federations, and other members of civil society to promote the power of sport for development.

4 Football for Peace – Aguazul District, Colombia

Partners: Business: BP Colombia (resources and logistics). Government: Colombian government ministries, Presidential 'Young Colombia programme' (local knowledge and institutions, high-level support). Developmental organisations: UNICEF, GTZ (expertise and resources), High Commissioner for Peace, Contexto Urbano (local knowledge, experience). Other: FIFA (expertise).

Corporate Motivation:

- promote a peaceful, stable society
- improve licence to operate
- promote the principles of human rights, cohabitation and tolerance in armed conflict areas

Project: BP has been operating in Colombia since 1987 and its research has highlighted the impact of violence on life

and business in the region. In response to this it worked with an NGO with a proven model to promote community integration and peaceful conflict resolution through sport.

Through football games and leagues, the project works with children and young people considered to be at risk of being recruited into Colombian armed groups. The games have revised internal rules, which help to promote gender rights (mixed teams, with women having to score first), encourage communication and interaction between the players (counsellors, rather than referees, supervise play), and promote non-violent conflict resolution and fundamental values such as teamwork, respect, social and civic participation (behaviour and sportsmanship have direct influence on final results).

Since 2004, around 20,000 children and young people and 5,000 coaches have participated, and plans are to expand it to 50,000 children. The project has had an impact on the individuals who participate and on their communities. The positive behaviours learned and practised by the players are taken home to their families and much of the initial mistrust between different groups has been broken down.

Polls conducted by the NGO revealed appreciation of BP's contribution and effort, and it has been called on by the community to continue supporting the project.

URL: none available

5 SPORT AND EQUITY

Business is driven by consumers. Improving the economic participation of marginalised groups not only widens the consumer base but can also help a company demonstrate its corporate values, both internally (motivating its employees) and externally (improving its licence to operate). Given the opportunity, talented individuals from these sidelined groups can bring great value, becoming community leaders, entrepreneurs or employees, helping to drive local regeneration and cohesion.

Sport can reach out to touch the most vulnerable or disenfranchised people

in society. Sport can be a powerful way of empowering those with disabilities, encouraging them to take control over their own bodies, creating role models through events such as the Paralympics, and helping them integrate into society. Inclusion in sport initiatives can help to break down stigma and ignorance. An example is UK Sport and the London Community Cricket Association's establishment of Blind Cricket in the West Indies, which is helping to demonstrate to people both with and without a disability that it does not prevent people from achieving their aims.

Many sport projects seek to promote the role of women in society. One example is the Mathare Youth Sports Association in Kenya which, as well as integrating girls within their general programme, has set up a girls' football league. Such initiatives create useful forums for imparting gender-specific information, particularly around sexual health, and equipping women and girls with the skills and knowledge to pursue equality. Girls participating in sport are less likely to enter into violent relationships, suffer depression, become unwillingly pregnant or smoke.³³

Sport can raise self-esteem and increase respect for both teammates and opponents. Sport projects allow individuals to experience responsibility by leading a warm-up or refereeing a match, increasing their self-belief. There is a correlation between aspiration, resulting from confidence and hope for the future, and responsible behaviour in educational and sexual terms.³⁴

5 Together for Girls, Kenya

Partners: Business: Nike (sport and apparel expertise). Development organisations: United Nations High Commission for Refugees (UNHCR) (knowledge of issues around gender, trauma and education in a Muslim refugee community), CARE (education expertise).

Corporate Motivation:

- reach socially excluded groups through sport

Right: The England goalkeeper, David James, playing a Kicking Aids Out activity with local children in Blantyre, Malawi.



Far right: Hellen Nyawira, 15, with other members of her football team. She has acted as a youth ambassador for Kenya and she and her teammates teach their peers about the dangers of HIV and AIDS.



- demonstrate commitment to mission and deliver on responsibilities

Project: Nike's mission is to provide 'innovation and inspiration to every athlete', a commitment that extends to the socially excluded, making refugees an important group for Nike.

The Dadaab refugee camp in the North of Kenya is populated by Somali refugees, a group suffering extreme exclusion. An initial donation of sport products proved very successful in engaging with many of the young people targeted, but most of the beneficiaries were boys; girls were the excluded of the excluded. Nike and UNHCR committed to work more closely together to reach these girls.

First, basic infrastructure improvements were made to the schools and sport facilities, making them more conducive environments for girls, for example by constructing female only toilets. Second, the quality of the human resources around education and sport were improved, for example by recruiting more female teachers. Nike also worked to build the capacity of all the teachers to work with refugee girls and sport. Third, support from community leaders was secured for girls to participate in education and sport.

Coaching sessions by both professionals and volunteers are run in a variety of sports, such as volleyball and athletics. These act as a draw to involve the girls, and are used to encourage them to enroll and then stay in education. Activities are timed for optimum accessibility for this group. Nike has worked with the girls to develop clothing that is culturally appropriate and suitable for playing sport, and female role models have been identified and mentored.

Female participation has grown quickly, and measurements of success are currently underway. The camp's female runners and volleyball players have been successful in national competitions, becoming a focal point for community pride and changing the status of women within the camp. As the project becomes more established, UNHCR and Nike hope to replicate the model in other refugee camps throughout Africa.

URL: www.nikeresponsibility.com

6 SPORT AND ECONOMIC DEVELOPMENT

Companies have a direct interest in the economic health of their host communities. They have a vested interest in improving the local business climate and standards of business conduct, and avoiding overdependence on the company as a local employer. Building up local businesses can also help to reduce costs through local outsourcing and subcontracting, and strengthening local business networks.³⁵

Sport has great potential to contribute to the economic development of communities and nations, in terms of job creation and business development within and beyond the sport industry.³⁶ Many sport projects are built around coaching and sport leadership, offering participants training, qualifications and experience. Sport projects can also be very beneficial in terms of building competencies such as leadership, organisational abilities and problem solving.

Local sport industries can also trigger economic development. Encouraging manufacturing of equipment and event organisation can help to create a market for additional goods, services and skills from the local population in both the formal and informal sectors. Equipment manufacturing in particular can be a productive, low-resource economic activity, providing job opportunities and fulfilling local demand for equipment and services. This is exemplified by the organisation Alive and Kicking, which works with the shoe company Bata to set up stitching centres in Kenya making leather footballs that carry HIV and malaria warnings. These centres require low initial investment but have high productivity, helping to bring economic regeneration to rural areas.

6 Sports Partners UK South Africa Project

Partners: Business: Cattle-Jones Associates (local experience, contacts), Emerging Markets Group and Deloitte local

offices (advisory, administration), Worldwide Sports (resource and administrative support). Government: Local government (resources). Development organisations: DFID Business Linkages Challenges Fund (resources). Other: Major sporting bodies e.g. South Africa Sports Commission (expertise).

Corporate Motivation:

- utilise core business skills
- encourage economic development
- build connections across sectors, and in potential growth market

Project: South Africa will host the 2010 football World Cup, and is a venue for many major sporting events. This brings with it a huge need for skills in event management and an opportunity to promote black economic empowerment, an important issue for business in South Africa.

Conducted in three different regions, the project trained participants in basic event management, giving them the skills to seek employment within the sport or events sector, and to train others.

Deloitte wanted to build on its relationship with major sporting events and promote economic development in the black community. They provided management advice throughout the project, helping it to adapt. For example:

- training the participants to train others took longer than expected, and had to be scaled down but enabled the quality of the training to be higher
- the courses had to be developed in different languages, and adapted to local environments, taking into account the very low levels of literacy in some communities
- working closely with local bureaucracies was often difficult and frustrating, but was very important to get local buy-in to the project

250 mentors completed the course, with training cascaded down to 2000 others, and direct permanent employment secured for 200 within the period of the programme. The trainers become accredited and can be paid for delivering the approved courses.

The project now aims to expand and become self-sustaining, with a focus on World Cup contracts.

URL: none available

A chance for dignity

Sport can promote self belief.

Right: Lalita teaches other young girls karate at a Women's Education Centre in Bihar, India. As a female from one of the lowest castes in India she has overcome great social barriers to reach a position of respect.

7 SPORT AND COMMUNICATION

The mass popularity of sport provides a powerful tool for communicating important social messages. Sport is used widely throughout the world to tackle health and gender issues, and sport stars often lend their profiles to particular causes, such as cricketer Ian Botham's recent visit with the Laureus Sport For Good Foundation to the area devastated by the December 2004 tsunami. Sport events and their associated marketing materials can provide a particularly good forum for imparting information to large numbers of people. Media coverage of sport can also have a significant impact in highlighting development issues.

Business can work through sport to transfer messages both to participants in programmes, for example about the role of women in society, and to employees and consumers, raising awareness of how the company is managing its responsibilities and demonstrating its corporate values. The widespread interest in and understanding of sport means that it can also act as a platform for convening businesses, organisations or people, bringing them together to tackle a common goal. For example, sport industry companies have joined the Football Association, government bodies and football clubs in the Kick It Out campaign, tackling racism in UK football.

"The power of sports can transcend boundaries, motivate, move and unite people. Sport offers us a unique opportunity to bring the world's attention to UNICEF's mission and help maximize resources and attention on the issues facing children."

Simone Clarke, UNICEF

Through bringing people together, sport projects can cross boundaries and open dialogue in a 'safe space'. They also raise the visibility of core values such as respect, cooperation and honesty; vital for achieving development goals.

7 Radio journalist training, Malawi

Partners: Business: Malawian Radio stations (medium for development messages), Government: UK Sport (expertise in sport partnerships). Development organisations: BBC World Service Trust (media skills), Kicking Aids Out (expertise in sport and development). Others: English Football Association (coaching), FIFA (capacity building).

Corporate Motivation:

- develop a domestic football league that is commercially viable and has the capacity to be a tool for development
- improve the professionalism of journalists in the country

Project: Radio is the dominant form of media in Malawi, reaching 98% of the population. Nine radio stations are working together and with partners to improve the quality of their coverage of the domestic football league and of development issues.

The high quality coverage of the English Premiership by international media draws attention away from the Malawian league. FIFA is working with the domestic league to incorporate developmental strategies into its growth, and is seeking ways to raise its profile.

BBC World Service Trust is training sport journalists from each of the radio stations, improving the professionalism of their coverage, their understanding of the link between sport and development and their ability to report on it. The journalist training is combined with English Football Association training of coaches, Kicking Aids Out education programmes and a five-a-side tournament for school children. This has the following benefits:

- The FA-trained coaches put their new knowledge into practice by working with the school children
- Kicking Aids Out teaches the children about HIV/AIDS. Their staff participate in the journalist training, learning how the media works and how to get their messages out
- The journalists interview the coaches for national media, a ready-made story about the link between sport and development.

URL: www.bbc.co.uk/worldservice/trust

8 SPORT AND COLLABORATION

Sport projects can encourage collaboration, not just among participants, but also among community groups and project organisers. Successful projects often bring together a range of different actors from business, government and civil society. Working together can increase their effectiveness and expand their networks, but it also promotes understanding between the partners beyond the boundaries of the specific project, potentially reducing conflict between them. Involvement in collaborative work can help a company deliver its responsibilities in a sophisticated way, through the use of core business capabilities such as IT or management skills, complementing the strengths of partner organisations.

Most sport projects are built around team sports, emphasising the benefits of increased peer interaction and the range of skills necessary for success, such as teamwork, preparation and coordination. Some projects develop leagues and tournaments, which further increase the scope for contact within a community, or even internationally. Sport can therefore reach across borders, using a shared passion to connect different parts of a nation, a continent or the world.

8 Lesedi La Bokamosa ('Look Into the Future'), South Africa

Partners: Business: Charlton Athletic Football Club (sport and youth expertise, project experience), British Airways (international development expertise). Government: British and South African Police Services (access to local decision makers), UK Foreign and Commonwealth Office (long-term financing).

Corporate Motivation:

- improve existing community work by learning from a new setting
- meet consumer brand expectations
- build relationships with major companies

Project: Situated in an area of London with high numbers of refugees, low employment and a history of race-related violence, Charlton Athletic has made community

She attended the centre against her father's will and learned how to read, write and defend herself in a community which frequently abuses women.

Far right: one-legged footballers compete in a football match in Freetown Sierra Leone.



investment central to its business model. After establishing the largest community programme of any business in the UK, it wanted to build on the benefits of its work and knowledge by working in partnership in a developing country.

Alexandra Township has a population of 250,000 people and suffers from poor sanitation, low employment and high levels of crime. Football coaching is used as the motivation for participating in citizenship, healthy eating and hygiene education for young people. Teachers and other locals are trained by Charlton Athletic to deliver the courses, and crucially also to train others. The coaches are not paid, but are provided with the equipment needed for the courses they have been given the skills to run.

In the second year, the new coaches worked with the original partners to deliver the project, training more coaches in the process. In the third year, professional female cricketers were involved, showing positive images of women playing sport. Alongside the coaching, new modules were introduced on child protection and sanitation education.

The project now reaches 4,000 young people from the township every week, and will be replicated in Namibia. Charlton Athletic continue to see benefits, both in their community and their commercial relationships.

URL: www.cafc.co.uk

9 SPORT AND ENVIRONMENT

Many businesses have commitments relating to protection of the environment. This encompasses a variety of aspects, from reducing the use of energy resources to promoting care of natural resources, both among employees and communities. For some companies, this has provided business opportunities; BP is working with rural communities in Sub-Saharan Africa to provide low-cost solar electricity solutions, and Unilever is working with its suppliers to promote sustainable agriculture initiatives, which will be more productive in the long term.

Increased interaction with the natural and built environments can help promote respect for them. Facilities are fundamental to any sport and development projects can give people access to grounds or facilities that would normally be unavailable to them. For example, the Magic Bus programme in India has been allowed to use the grounds of a local members' sports club for its work with children from the poorest part of Mumbai.

As participants develop an appreciation of their environment, they can also be encouraged to have a greater stake in their community. Sport programmes can help to develop this, and promote interaction more widely across social or age gaps. As sport becomes a focal point within the community, with families and friends becoming supporters, it can be used to nurture community values such as volunteering.

9 Mathare Youth Sports Association, Kenya

Partners: Government: Commonwealth Sports Development Programme, Nairobi Juvenile Courts and Police (programme work), Norwegian Ministry of Environment (resources). Development organisations: Strommer Foundation, Mathare Youth Sports Association (local knowledge and access). Others: Netherlands Olympic Committee, Netherlands Sports Federation (physical training expertise, resources).

Project: The project was set up in 1987 by local people, creating football leagues to engage the youth of the Mathare and neighbouring slums of Nairobi (the largest and poorest in Africa). The boys' league was later replicated by one for girls, promoting equality between the sexes. This initially met with resistance, but the girls' teams now compete successfully internationally, providing role models and challenging negative societal views on girls playing football.

The leagues involve the community, with care of the local environment a cornerstone of the programme. The need for facilities suitable for playing sport has encouraged

a greater respect for the environment among participants. Regular cleanups are conducted every weekend. This improves living standards in the slums by controlling the risk of contagious diseases, gives youth a positive role in their community, and educates them about the importance of environmental conditions. Income-generating activities have also developed, such as selling compost from the rubbish collected.

The sport programmes are also used to support education and training initiatives, with school grants available for long-term participants. Work is done with schools to improve physical education, and help people gain professional coaching qualifications. The Association is also looking at extending its sport activities into juvenile detention centres, transferring the benefits of sport to jailed children, and has started work in refugee camps.

The club now has more than 14,000 members aged 9-18, making it the largest soccer club in Africa. The project has received international recognition, including a nomination for the Nobel Peace Prize. It has now been replicated in Tanzania and Uganda, and aims to be an inspiration and source of expertise for similar youth self-help projects in poor urban and rural communities in Kenya and other countries.

URL: www.mysakenya.org

10 SPORT AND YOUTH DEVELOPMENT

There are currently over 300 million unemployed and underemployed young people aged 18 to 30 around the world. This is a vast under-used resource that has the potential to act as a labour pool or to become entrepreneurs, given the right skills. Involvement in youth development work, through mentoring initiatives such as Youth Business International, which helps disadvantaged young people to become entrepreneurs by providing business mentoring and funds, gives companies opportunities for employee development and promoting local economic development.

Common ground

Sport projects can become a focal point for increasing contact between different groups and have been used effectively in post-conflict situations.

The most effective solutions to local development challenges are often found within local communities, so it is important to develop the skills and confidence of the next generation of community leaders. The ILO refers to sport as “a powerful tool to connect people, particularly youth”. Sport can be very effective in bringing together different sections of society and engaging them in capacity building activities. As participants gain confidence from the programmes, they begin to take charge of other areas of their lives.

“Before sport, I lived on the streets making mischief. Today, I dream of being a boxer and a lawyer”

Manuela Lopes Silva, participant, Laureus’ Fight for Peace project, Brazil

Companies have found that sport can be a powerful way of engaging with their local communities. For example, McDonald’s UK Football initiative has encouraged over 3.2 million children to be more active, trained over 10,000 new football coaches through the FA and runs connected activities centred around their restaurants. Sport-based projects also aim to develop leadership skills for the next generation. They teach the importance of values such as discipline, respect for others and resilience. In societies where youth has little say, projects are enabling young people to organise and run large-scale football tournaments.

Initiatives such as these boost the self-confidence and esteem of young people, and encourage them to aspire to goals they would not have considered before. However, Rob Hillier of BBC World Service Trust suggests that “the focus should be on participation rather than elite achievement, as young people can be disheartened by losing.” Sport projects can empower a future generation of leaders, by giving them the opportunity to shape their own lives and learn more about the possibilities open to them. Young people also gain a healthy alternative to potentially harmful behaviours, and can interact in an informal, safe setting.

10 South African Youth Sports Volunteer Project

Partners: Government: UK Sport (resources, expertise, contacts), various sport and government bodies, German Olympic Committee, local councils, government sport and education departments. Development organisations: SCORE (expertise, access).

Project: SCORE (Sports Coaches OutReach) works in South Africa, Namibia, Zambia and Mozambique, recruiting and training international volunteers to deliver projects in mainly rural communities. The programmes aim to build strong communities through the empowerment of people, develop international and intercultural understanding and relationships through volunteer exchange, and use sport and physical development as a medium for development and a catalyst for exchange, focusing on children and youth.

SCORE runs a variety of programmes: training and assisting teachers to broaden participation in sport, both in school and in the community; bringing communities together around sport; working with physically and mentally challenged people; promoting the sustainable establishment of community sports clubs; empowering and increasing the participation of women and girls in sport; encouraging community and national volunteers; promoting values such as integration and fair play; and constructing multi-disciplinary sport facilities.

All the programmes focus on building the capacity of the local community through sport, transferring project ownership to them where possible, and using local and regional resources. Workshops are run on sport leadership, managing resources, administration, and generating income and employment through sport. Some of these workshops are specifically targeted at women, who also receive assertiveness training and are encouraged to take a more prominent role in society. Leaders for future activities are identified and mentored, and aspects of the Kicking Aids Out! Network programmes have been incorporated into many of the existing programmes.

SCORE is typically engaged in a community for about three years, working closely with

a number of local bodies in the region to identify suitable communities and schools, and on monitoring and evaluating the projects. Since its inception, over 400,000 children have participated in SCORE programmes, with 10,000 teachers trained in over 160 communities, and 28 multi-purpose sport facilities built. There have also been increased partnerships with and integration of sport organisations in regional sport and development work.

URL: www.score.org.za

Right: US Marines play volleyball with Afghan contract labourers near Jalalabad, Afghanistan.
Far right: Muslim and Christian players pray together before a match in Kenema, Sierra Leone



IV Summary

Sport provides a powerful focus for effective engagement of business in development. In 2005, the United Nations International Year of Sport and Physical Education, the world's attention has been drawn to the role that sport and physical education can play in development, not only on the sports field but in education, in HIV/AIDS awareness and in economic development.³⁷ Further work needs to be done now on developing measurements that can demonstrate the impact of sport on these development challenges.

Sport is providing an arena where partnerships can flourish. Development agencies are specifically engaged in developing country programmes that use sport. NGOs are using sport both to engage disadvantaged people, and to teach them how they can play a full part in society. And companies are joining these efforts, bringing resources, dynamism and innovation. Central to this success is sport's ability to engage people, irrespective of age, gender, wealth or impairment. Sport captures the imagination, communicates messages, raises aspirations and rewards effort. These are values reflected in business.

There is a clear case for business involvement as a strategic partner in sport initiatives, and examples of corporate engagement in sport projects do exist, but there is potential for much more. Questions of ethics and conflicts of interest must always be honestly addressed, but by considering what can be done in international markets, listening to communities, engaging with the right partners, and unlocking the potential of sport, companies can improve their impact on society as well as their effectiveness as a business.

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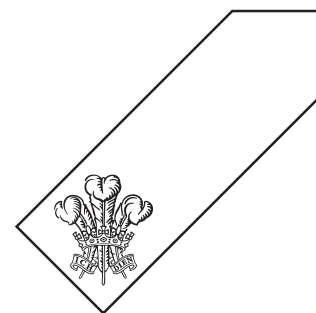
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The International Year of Sport and Physical Education (IYSPE 2005) provides a unique opportunity to focus the world's attention on the importance of sport in society and on how sport and physical education programmes can be used as tools to help combat challenges such as extreme poverty, conflict and HIV/AIDS and help achieve the Millennium Development Goals.

The overall goal of the IYSPE 2005 is to highlight the vital contribution sport and physical education can make in the achievement of global development goals and encourage a more systematic use of sport in development programmes. Through a series of conferences, events and the publication of research documents, the value of sport and physical education for education, health, development and peace is to be clearly demonstrated.

www.un.org/sport2005

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UK Sport is best known for its work with the Sports Councils of England, Scotland, Wales and Northern Ireland, the BOA and other agencies to drive the development of a world-class high-performance system in the UK. Under its Worldwide Impact Strategy (WWI) UK Sport also collaborates with other partners to:

- Develop sport worldwide
- Provide access to overseas facilities and support networks
- Actively promote British sport and influence overseas
- Use sport as a vehicle for promoting human and social development

As part of the WWI Strategy UK Sport's exchequer-funded International Development Assistance Programme (IDAP) supports projects that foster sport and human development through sport.

The programme's priority themes are:

- 1 Education and youth development, including coach education
- 2 The promotion of equity in and through sport
- 3 HIV/AIDS education and awareness
- 4 Enhancing good governance including conflict resolution
- 5 International research, monitoring and evaluation
- 6 Building global partnerships

UK Sport also hosts the secretariat for International Development through Sport UK (IDS UK), a charitable trust providing funds for international sports development. IDS UK supported projects complement and extend the core business undertaken by UK Sport through the IDAP.

www.uksport.gov.uk/worldwideimpact

The IBLF is a business-led non-profit organisation that promotes responsible business leadership and partnerships for sustainable international development. It is governed by a Board of Trustees and supported by almost 100 international companies including some of the largest sports sponsors and sporting goods producers.

Programme areas which relate directly to sport partnerships for business and development:



In addition IBLF

- led a policy dialogue between World Health Organisation and leading global food, beverage and other companies,
- contributed to World Federation of Sporting Goods Industries report on emerging markets,
- CEO Robert Davies delivered the opening speech at the 2002 World Sports Forum "Sport, Citizenship and Development: challenges and opportunities for sports sponsors", and presented to the 3rd International Conference for Media Professionals in a Globalised Sports World "Media Power and Responsibility in Sport and Globalisation".

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