

SHARED GOALS THROUGH SPORT

Getting a Sustainable Return for Companies and Communities

Dave Prescott and Joe Phelan



‘At its best, [sport] brings people together, no matter what their origin, background, religious beliefs or economic status. And when young people participate in sports or have access to physical education, they can build up their health and self-esteem, use their talents to the fullest, learn the ideals of teamwork and tolerance, and be drawn away from the dangers of drugs and crime. That is why the United Nations is turning more and more often to the world of sport for help in our work for peace and our efforts to achieve the Millennium Development Goals.’¹

Kofi Annan

Former Secretary General of the United Nations

The International Business Leaders Forum (IBLF)

IBLF works with business, governments and civil society to enhance the contribution that companies can make to sustainable development. It is supported by over 100 of the world’s leading businesses.

IBLF is one of The Prince’s Charities, a group of not-for-profit organisations of which The Prince of Wales is President. The organisations are active across a broad range of areas including opportunity and enterprise, education, health, the built environment, responsible business, the natural environment and the arts.

IBLF’s work in the field of sport and development

IBLF’s first report, *Shared Goals*, was written in 2005, when sport was emerging as an effective medium for meeting development challenges. Companies, long aware of sport’s power, were beginning to incorporate sport into their social investment programmes in a more strategic way. Some of IBLF’s corporate partners were among the leaders in this area.

Building on this experience, IBLF continues to work with its partners to put theory into practice, for example providing partnership training to groups of sport-bodies and supporting sport-based projects in the Middle East and elsewhere.

www.iblf.org/sport

The views, observations, conclusions and recommendations in this report are those of the research team and authors, intended to inform and stimulate debate, and do not necessarily represent the views or formal position of the IBLF or its supporters or partners.

Cover Photo

Malaysian children play soccer at a beach in the east coast state of Terengganu © Zainal Abd Halim/Reuters 2008

Back Cover Photo

Women play netball as part of a female empowerment programme in Delhi, India. © Standard Chartered

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Rukea Mustafa aims at a target during a practice session in Baghdad, Iraq. © Ceerwan Aziz/Reuters 2005

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EXECUTIVE SUMMARY

‘Shared Goals Through Sport’ looks at the business motivation behind, and characteristics of, effective private sector engagement in sport for development, which is defined as using sport to empower individuals, alleviate poverty, and create social change. The purpose of the report is to encourage greater private sector engagement in sport for development partnerships. It builds on the findings of ‘Shared Goals’, a report produced by the IBLF and UK Sport in 2005.

The report argues that:

- Sport offers a unique means for companies, non-governmental organisations (NGOs) and governments to form partnerships to meet development objectives in health, gender equality, youth development, social inclusion, and conflict prevention. These partnerships are particularly valuable in developing countries, where social and political challenges are urgent, and where the private sector is looking to meet sustainability commitments.
- Effective partnerships in this area remain limited in number, and there remains a great deal of untapped potential. Greater fluency in the following three arguments is required in order to increase engagement in sport for development partnerships:
 - 1 Sport can be a socially valuable activity;
 - 2 Sport can be used to meet international development objectives; and
 - 3 The private sector can be a partner in using sport to meet international development objectives.
- Many companies are already engaged in sport in a range of ways. Some companies are linked to sport through marketing, advertising or sponsorship; others support community-based sport; and other companies provide sport-related goods and services. In many cases there are opportunities to make creative links between these activities and sport for development objectives.
- There are some examples of companies using sport for development partnerships to benefit their businesses in a number of ways. This includes achieving social investment objectives, engaging with employees, improving government relations, and reaching new target markets. However, general awareness of the business opportunities represented by sport for development among the private sector remains low.
- Some NGOs recognise that the private sector can bring a range of skills, expertise and resources to sport for development partnerships, as well as offering access to new relationships. A significant element of the NGO community still views the private sector primarily as a funding source, without recognising the wide range of other attributes that companies can bring.
- Governments are relatively unaware of sport's potential to meet development objectives. Beyond a small group of government departments in northern Europe, Canada and Australia, government funding for sport for development partnerships is currently difficult to secure.



Luis de la Cruz, 13, bats a ball during a training session in Barahona, Dominican Republic. © Eduardo Munoz / Reuters 2008

- However, a number of developing countries, including Ghana, Sierra Leone, Tanzania and Papua New Guinea, have included sport for development in their Poverty Reduction Strategy Papers and national plans.
- Interest in sport for development is likely to spike over the next two to three years with a series of high profile sporting events being hosted in developing countries, including the Beijing Olympics (2008), the Delhi Commonwealth Games (2010), and the football World Cup in South Africa (2010).
- As global efforts to meet the Millennium Development Goals (MDGs) remain mixed – according to the World Bank, ‘action to scale up development efforts needs to accelerate, but steps forward still appear tentative’¹² – the use of sport for development is of significance to the private sector and the development community.

Next steps

This report illustrates the scope for increased action by governments, NGOs and the private sector to work together in partnership to exploit the many opportunities that exist for them to achieve shared goals through sport. It concludes with a series of practical suggestions on how all partners can support private sector engagement in sport for development.

In order to catalyse further action, the findings of the report are being disseminated through a series of meetings starting with London and Delhi during 2008. The IBLF is also exploring ways in which the lessons learnt from the report can be used to encourage and support sustainable initiatives involving business as a partner in this field.

The report has been made possible through the generous support of Standard Chartered, Nike and UK Sport.

INTRODUCTION:

Exploring the shared goals of business, sport, and international development

The worlds of business, sport, and international development may appear to have little in common. However, in the last few years, important connections have emerged between these three broad social and economic forces.

First, organisations promoting international development are beginning to pay more attention to the potential of sport as a vehicle for achieving their objectives. A recent high-level report noted that:

*'Sport and physical activity are rapidly gaining recognition as simple, low-cost, and effective means of achieving development goals. Over the past decade, UN agencies, international sport federations, international and national non-governmental organisations and national governments have been using sport as a tool for development and peace.'*³

Second, there is growing recognition of the critical role that cross-sector partnerships – collaborations between companies, NGOs and government agencies – can play in achieving international development objectives. As Gareth Thomas, UK under-secretary of state for international development, observes:

'As the Prime Minister has made clear, it is now more important than ever for donors and government agencies to form new, creative partnerships for development, including with the private sector, if we are to achieve the MDGs.'

Many leading companies are now involved in cross-sector partnerships, both as a means to meet commitments to sustainable development, and also as a means to reach new markets in middle- and lower-income areas of developing countries.

Third, companies have long been engaged in sport, for example as sponsors and marketers, through the manufacture of sporting goods, infrastructure development, event hosting, and media activities. In addition, major sporting clubs are themselves private sector entities who are keen to be seen as responsible companies. Linkages are gradually being made between these well-established areas of activity, and emerging corporate sustainability and social investment activities.

A growing body of material is available on the subject of cross-sector partnerships. Some of the leading reports in this area have been produced by the IBLF and its partners. There are also several reports looking at the use of sport as a vehicle to meet development goals, available from the 'Sport for Development International Platform' website. For example, a practical and vivid selection of case studies has been produced by the Sport for Development and Peace International Working Group⁴, highlighting initiatives around five key themes: child and youth development, health and disease prevention, gender, inclusion of people with disabilities, and social integration and peace building. Furthermore, the Working Group is due to present an analysis of the contribution of sport to attaining development objectives, the work of governments in this realm, and policy recommendations to national



governments on using the development potential of sport. This will be published in their report “Harnessing the Development Potential of Sport: Advice to Governments”, to be launched at the Beijing Olympics in 2008.

However, almost no practical guidance exists in the third category, looking at how companies might use sport to meet development objectives through cross-sector partnerships. It is this gap that the present report seeks to fill.

Although this report has been written primarily for a business audience, it is hoped that the findings will be of relevance to all partners. The report considers the following questions:

- What are the views of NGOs, governments and amateur sports fans on the private sector as a partner in sport for development?
- What current forms of engagement does the private sector have in the field of sport, and how might this engagement be expanded or adapted to meet development objectives?
- What is the business motivation for becoming involved in partnerships in this area?
- What current good practice examples are there?
- What practical tool can a business manager use to approach this area for the first time?
- What is required from the private sector and its partners in order to pursue more partnerships in this area?

WHAT IS SPORT FOR DEVELOPMENT?

Sport for development is defined as the use of sport or physical activity – often community-based team sports – as a means to meet development objectives, particularly youth development, health promotion, gender equity, social inclusion, and conflict prevention⁵. Sport in this context is a vehicle or a catalyst for the wider development objective. The positive mental and physical effects of sport itself are useful by-products.

STAKEHOLDER OBSERVATIONS

Sport is in many ways a unique vehicle for development.⁶ It is a relatively low-cost means of bringing together disparate social groups, often young people, on a basis of shared rules and mutual respect. Recognising these universal attributes of sport, a recent Nike advertising campaign carried the tagline: *'It's 90 feet to first base, no matter where home is.'*⁷

Despite growing recognition of these trends, cross-sector collaboration in sport for development has been limited to a few pioneers. Some of the barriers to further engagement are endemic to cross-sector partnerships; others are due to the nature of sport itself. Greater fluency in the following three arguments is required in order to increase engagement in sport for development partnerships:

- 1 Sport itself can be a socially valuable activity;
- 2 Sport can be used to meet international development objectives; and
- 3 The private sector can be a partner in using sport to meet international development objectives.

The situation is further complicated by the fact that, in the context of international development, sport is a means to an end, rather than an end in itself, and confusion exists about the precise scope and nature of the debate.

In an attempt to bring some clarity to the situation, the next section of the report provides a series of snapshots of how different stakeholders – the development community (including NGOs and UN agencies), government bodies, as well as sports fans and amateur players – relate to the private sector as partners in using sport for development. The report then explores engagement challenges from the point of view of the private sector.

Views from the development community

There is growing acknowledgement within the development community that sport offers a legitimate vehicle for achieving development objectives such as the Millennium Development Goals⁸. The Sport for Development and Peace International Working Group includes a number of countries that are now systematically using sport to address MDGs. For example, in Papua New Guinea funding from a National Sports Trust supplemented by Ausaid is being used to assist a campaign to halt violence against women, and in Sierra Leone sport is seen as a powerful way of reintegrating former child soldiers and healing the scars of a bitter civil war.

As an indication of the tremendous power of sport to contribute to development and peace, the Mathare Youth Sport Association⁹ – a Nairobi-based youth programme linking sports with environmental cleanups, AIDS awareness, leadership training and other community service activities – was nominated for the 2006 Nobel Peace Prize.

Thoughtfully employed, sport provides a platform for meeting a range of development goals. Sport can be a unifying force for marginalised social groups, such as women in Muslim societies, or at-risk youth in inner cities; it can motivate and empower participants and it can promote health and wellbeing. Mike Emery, strategic partnerships manager at sport for development NGO Right to Play, suggests that these attributes of sport are readily grasped by business managers:

*'In our experience, sport attracts companies in a way that other social issues don't – it's a subject that business people can empathise with. This makes it an unusually effective means of engaging companies in development issues.'*¹⁰



Colombian boys watching a football match against Argentina on TV: Colombia have just had a near miss. © Jeremy Horner /Panos

However, there is a persistent view among some parts of the development community that the primary contribution of companies to sport for development partnerships is a financial one. While companies can offer financial support to projects, money is just one of a range of resources that the private sector has at its disposal (see page 16-17). Simone Clarke, who works in UNICEF's corporate alliances team, makes the following observations about working with companies, based on some high profile partnerships between UNICEF and major football clubs such as FC Barcelona and Manchester United:

'We're moving away from the kind of donor/recipient relationship that involves asking for a cheque and explaining what we do with the money, towards more participatory partnerships, where the private sector brings a whole range of skills and resources to the project. When we put together our partnerships, in sport for development and elsewhere, we need to identify where commercial interests overlap with social and ethical interests - this is not always easy, but it's the only way to ensure full commitment from all of the partners.'¹¹

This reflects the need for non-business partners to understand the business motivation for partnerships. Ned Wills, director of the Laureus Sport for Good Foundation, emphasises this point:

'The development community recognises the potential of the private sector, in a general way, but doesn't know how to access its skills and resources. Especially as decision-making processes vary from company to company. Not enough practitioners understand both the company and the development side of the debate.'¹²

Views from governments

Interviewees for this report suggested that there is relatively limited government interest in the opportunities of sport for development. Exceptions

include a core group of government departments in northern Europe, Australia and Canada; plus those developing countries (notably in sub-Saharan Africa) where creative partnerships for development, including with the private sector, are being actively pursued.¹³

One example of a major commitment from government to utilise the development potential of sport is in the UK. London will host the 2012 Olympic and Paralympic Games, providing an opportunity to implement a programme of sport for development in partnership with a wide range of countries across the world. The first expression of this commitment is the International Inspiration programme, led by UK Sport with partners UNICEF UK and the British Council. The first phase of this programme seeks to create opportunities for children and young people of all abilities from severely disadvantaged communities in Azerbaijan, Brazil, India, Palau and Zambia, in order to enrich their lives through sport. At the heart of London's successful bid for the Games was the promise that they would help to inspire children across the world, and International Inspiration is seen by government figures as integral in laying the foundations for a long-term international legacy from the London 2012 Olympic and Paralympic Games.¹⁴ The programme director, Debbie Lye of UK Sport notes that:

'The challenge of delivering an ambitious and widespread international sport development programme provides an unprecedented opportunity to build on what has been learned within the UK and overseas. By involving UNICEF and the British Council we are creating a partnership framework within which leading UK sport, development and education agencies can come together to support international communities, enrich our own experience and foster intercultural understanding. We very much hope that the private sector will see these benefits and want to be part of International Inspiration.'¹⁵

In other cases, governments have been less enthusiastic about sport for development, and one reason for this is the difficulty of locating sport for development in any single government department. Companies have observed that their requests for support in this area fall somewhere between ministries responsible for sport, and those dealing with health, education, or international development.

Increased political will is required for further government engagement, and this can only happen when it can be effectively demonstrated that sport (as opposed to other forms of social activity) can be used to meet development targets. Encouragingly, this has already happened in Ghana, Tanzania and other countries that have included sport within their Poverty Reduction Strategy Papers. Advocates for sport for development from the private sector and from NGOs have a clear role to play in encouraging more government involvement and in helping other countries to recognise the value of including sport in their national poverty reduction plans.

An example of a call to action directed at governments comes from the recently-established, Monaco-based NGO, Peace and sport. The aim of this organisation, according to its president, former Olympic medallist Joël Bouzou, is 'awakening the consciences of the world's decision makers to the strategic part that can be played by sport among communities in crisis'.¹⁶ This view is strongly endorsed by governments such as Sierra Leone and Rwanda that have experience of the power of sports interventions in such contexts.

Views from sports fans and amateur players

This section considers the trends evident in responses to a BBC World 'Have your say' blog on the subject 'Sport can change the world – just give it a chance.'¹⁷ The following observations and illustrative bloggers' remarks provide an interesting, international perspective on these issues:

Sport has positive attributes...

- Contributing to social cohesion and peace. One blogger commented on the global reach of some sports: 'FIFA, the international organisation for soccer, has more member states than the United Nations'.
- Encouraging healthy living, personal character growth, combating social problems & educating communities.

...however there is significant negative feeling towards sport...

- Aversion towards elite sportsmen and competitiveness in sport
- Social exclusion based on sporting ability. One blogger noted: 'One danger is that the participants who benefit the most are only those who excel in the game'

...and there is widespread confusion between the concept of sport for development on the one hand, and 'increasing access to sport' (sometimes confusingly referred to as 'sport development') on the other:

- One blogger wrote: 'Since in Africa our biggest ill is economic related, we need to get our priorities right...sport is very advantageous and our African people should love it, but it should not be at the expense of our economic development activities.'

To develop the second point, there are clearly downsides to sport. Examples include the unfair exploitation of talent from developing countries for commercial gain – so-called 'muscle drain'¹⁸, violent rivalry among supporters of opposing teams, and an emphasis on winning at any cost, all undermine the positive values of sport.¹⁹ However, if applied carefully, with clear objectives, and through partnerships, it is reasonable to claim that sport has tremendous scope to bring creative solutions to development challenges.

The final point demonstrates a common lack of clarity about the use of sport in these partnerships. Sport is not an end in itself, but a means to an end, such as economic development or other social objectives.



SHIFTING PERCEPTIONS

OLD PERCEPTIONS:
NON-GOVERNMENTAL
ORGANISATIONS SEE COMPANIES
PURELY AS A FUNDING SOURCE.
COMPANIES SEE NON-GOVERNMENTAL
ORGANISATIONS PURELY AS A
SOURCE OF GOOD PUBLIC RELATIONS.

NEW PERCEPTIONS:
PARTNERS RECOGNISE EACH OTHER'S
DIFFERENT AND COMPLEMENTARY
STRENGTHS AND SKILLS; OPENLY
ACKNOWLEDGE ONE ANOTHER'S
MOTIVATION FOR PARTICIPATION;
AND SHARE RISKS AND REWARDS.

PRIVATE SECTOR ENGAGEMENT

So far this report has mapped out the context for private sector engagement in sport for development partnerships. The following section turns to companies themselves, beginning with a brief exploration of well-established areas of 'the business of sport', that is, the various marketing, sponsorship, manufacturing, and social investment opportunities that are presented by sport. It then considers how this activity might be adapted or leveraged in order to meet development objectives. For a theoretical framework on how companies might engage in sport for development through their core business, through social investment, and through public policy dialogue and advocacy, see page 5 of 'Shared Goals' (2005).

Current private sector engagement in sport can be categorised according to the following, often overlapping, areas:

- sponsorship and support of major tournaments, teams and players;
- encouraging community-level sport and physical activity;
- producing sport-related goods and services; and
- employee engagement

Sponsorship and support of major tournaments, teams and elite players

In today's professionalised sports industry, major sporting events, teams and elite players all receive considerable support from sponsorship deals, often with the private sector. Sport has a wide reach, is a major driver of media content globally, and brings a number of positive associations for company brands. Also, major sporting events can be huge drivers for cultural and economic growth in host nations. Can companies use these sponsorship and marketing arrangements in order to engage in sport for development? If so, what are the opportunities?

Answers lie in the areas of overlap between sports marketing and sponsorship on the one hand, and corporate responsibility and sustainability on the other. For example, many developing countries are better represented in elite sport than in other cultural or economic spheres (see above right). Several related questions arise:

- What risks and opportunities exist for the sponsors of athletes in relation to the social and environmental development of those athletes' home countries?
- To what extent do athletes want to be associated with responsible sponsors, as opposed to those with a poor public reputation? Some sporting agents are beginning to look at ways to link sponsorship deals to players' own foundations.²⁰

Another way to approach the question is to consider how sponsorship deals link with existing corporate sustainability commitments, including through considering the legacy of sporting events. As Dr Suixin Zhang, executive vice president of Volkswagen Group China, notes:

'We have focused our Olympic-related social responsibility efforts and investments on issues closely linked to our industry. For example, we are currently working with Chinese media to launch a series of Driver Safety Films as part of a broad-based public education campaign and Olympic legacy program to reduce the number of fatal car accidents in China.'²¹

Encouraging community-based sport and physical activity

Many companies are involved in increasing access to amateur and community-based sport, for example by encouraging participation, helping to finance the start-up of community-based sporting organisations, training sports coaches, and so on. In most cases this activity is an outgrowth of sponsorship and marketing deals.

Sporting Power vs. Economic Power²²

Several African nations are considerable forces in world football: FIFA place Ghana 14th, Cameroon 17th and the Cote d'Ivoire 24th in their world rankings. Yet in terms of GDP per capita they are ranked 198th, 171st and 187th respectively.

In athletics, Kenya finished 2nd in the medals table at the 2007 World Championships behind the United States and just ahead of Russia, but suffers the 14th highest unemployment rate on record with 40% unemployed compared with 4.6% in the US and 5.9% in Russia.

Coca-Cola provides an instructive example here as it promotes community-based sport and physical activity both as part of its corporate 'commitment to wellness'²³, and through its support for sporting federations such as the International Olympic Committee and FIFA. In the latter case, Coca-Cola's sponsorship enables these organisations – who themselves are keen to be seen as responsible, well-governed organisations – to promote their own grass-roots sports programmes. Another example comes from China, where Volkswagen's table tennis sponsorship deal includes support for the development of the Volkswagen International Table Tennis Training Center. A third example, in the UK, is Barclay's Spaces for Sports project, which grew from a recognition in the company that its sponsorship of elite sport could be usefully complemented by support for grass-roots sporting activity.

To take another example, Standard Chartered is involved in sponsoring the Greatest Race on Earth series of marathons. As part of these sponsorship deals, the company undertakes a number of community outreach activities, including local language websites to encourage participation; a 'marathon academy' which links professional athletes with young people, and setting up new races.

The question for the company is how – and whether – it can link this kind of activity to its other sport-related engagement, including its GOAL project in India, which empowers women through netball (see page 18-19). The answer lies in the extent to which a company's engagement in sport can be tied to core business objectives.

For a large bank such as Standard Chartered, the common theme running through its sport-related business activities might be a commitment to economic

development. For a company in the healthcare and pharmaceutical sector, health development might be the strategic basis of its involvement in sport. For a company in the tourism sector, a sport for development partnership might help to deliver the business objective of community safety and security.

Producing sport-related goods and services

Another way that the private sector engages with sport is through core business processes, that is, through providing goods and services which are used in sporting activities. One example here is Nike's production of footballs suitable for use in refugee camps. The footballs which were developed as part of the company's involvement in the ninemillion.org campaign, on the basis that many refugees are young people, many live in these camps for several years, and yet there is no formal infrastructure in place to support them.

Designing the footballs presented a major production challenge as they had to be durable and yet meet Nike's strict performance standards. The project raised many issues about Nike's business model – especially as the footballs were donated – and about the limits to a company's engagement in sport for development.

While it may seem that activities in this category are of most relevance to companies in the sporting goods industry, there is a huge ancillary network of companies associated with sport, for example in the media and communications sector, the apparel sector, the healthcare sector and the tourism sector. For all of these sectors, sport presents a major business opportunity. In particular, sport is a significant social force in developing countries, and it therefore represents – for companies who are thinking laterally – a means to meet the needs of markets 'at the bottom of the pyramid'²⁴.



Despite increased private sector engagement over the past three years, there are relatively few examples of truly creative and large-scale partnerships in sport for development. However, as the field of cross-sector partnership generally has become more professionalised, robust tools now exist, which can be used in order to ‘leapfrog’ challenges such as a lack of shared language, limited good practice norms, and a sometimes-patchy basis of mutual trust between companies, the development community, and sport organisations.

Furthermore, though the private sector possesses a unique set of skills, relationships and resources, there are currently few practitioners who are fluent in the language of both business and international development, let alone those who understand the potential for sport in the debate, limiting the nature and scale of private sector engagement in sport for development partnerships. A specific instance of this problem arises from the fact that NGOs and companies have different target audiences. Not all companies recognise that NGOs need to maintain credibility with their supporters (and therefore have to be very careful about the nature of their association and interaction with companies). At the same time, not all NGOs recognise that companies need to respond to consumer markets in sophisticated ways. One insight into a company’s view of the consumer audience comes from the Coca-Cola Company’s senior marketing communications manager Petro Kacur, who observes that:

‘The Olympic Games and FIFA World Cup sponsorships (our biggest, global sports sponsorships) provide us with great platforms for creating opportunities for our customers at retail and to connect with consumers on a personal, emotional level.’²⁵

Employee engagement

In many cases, the private sector has a tremendous opportunity to involve its employees, from project design and management support through to volunteering and fundraising activities. Company employees are often passionate about sport and very happy to volunteer time to sport-related activities, particularly if there is a positive wider social outcome associated with their efforts.

One example here is World Swim Against Malaria – an NGO that distributes nets to prevent malaria – which raises money for the nets through the sponsorship efforts of employees of the sporting goods manufacturer Pentland, via its Speedo subsidiary. Company employees participate in swimming events, raising funds directly for the NGO. Lesley Roberts, who organises the company’s involvement in the programme, notes that:

‘All our employees bought into this project as it created team spirit and a sense of competition. There is a feel-good factor because everyone who has worked on this knows they are saving children’s lives.’²⁶

Another human resource factor that is relatively unique to large companies is the ability to mobilise networks of individuals in offices across the world to engage in partnerships. Mel Young, president of the Homeless World Cup, seeks to match the objectives of his organisation with the global reach of large companies:

‘The Homeless World Cup runs competitions all over the world, and we work with global companies who have a similar reach. Through their local offices, our corporate partners provide invaluable logistical and human resource support, as well as linking us up with local projects who might be interested in our work.’²⁷



Neighbourhood table tennis champions play ping pong in the Ajegunle slum, Nigeria. © Jacob Silberberg/Panos 2007

Obstacles to private sector engagement

Despite the many drivers and opportunities, a number of structural and perceptual factors within companies can act as obstacles to engagement. The main obstacle here is the relatively limited awareness of the business opportunities available in this field. Other constraining factors include:

A lack of senior-level advocates within companies. Managers responsible for implementing sport for development projects can face difficulty in convincing other parts of the business that the effort is worthwhile. These individuals can be required to repeatedly make the case, firstly for sport as a development vehicle, and secondly for their company's engagement in this area.

A lack of clarity in relation to other areas of sport-related activity. The widespread engagement of business in other areas of sport, for example sports marketing activities, brings opportunities to diversify into sport for development projects, as discussed above. However, there exists a fear that participating in sport for development partnerships could somehow limit the effectiveness of well-established areas of commercial engagement.

The lack of an obvious business department in which to pursue these issues. The case studies later in the report show that sport for development can be driven by managers responsible for community affairs, sustainability, corporate responsibility, or corporate equity and marketing. From a management process point of view, sport for development resembles other corporate sustainability challenges such as climate change, human rights, anti-corruption and so on, and as with these issues it requires gradual adaptations to company policies and processes. This can take some time and varies significantly from company to company.

The lack of evidence that sport can be used to meet development objectives. Until recently, despite a large amount of anecdotal evidence that sport could be used to meet development objectives, hard data was lacking. However the evidence base has been given a major boost by the recent (October 2007) publication of an academic literature review on sport for development and peace, commissioned by the Sport for Development and Peace International Working Group. The study found evidence that sport can be used to meet objectives in youth development, health development, gender equity, social cohesion, and conflict prevention (less so in the latter case).

From 'monitoring and evaluation' to 'learning and development'

The last point above raises an important question about the impact of partnerships generally, which is a huge topic in its own right. This section looks at how different organisations are responding to the need for specific, measurable evidence that sport for development partnerships are effective.

At the root of the challenge is the fact that, where it is possible to provide clear evidence for traditional development indicators it is more difficult to make causal links between engagement in sport for development projects and positive social and economic outcomes. Simone Clarke of UNICEF's corporate alliances team explains that a traditional development indicator, such as number of vaccinations administered to a group of children in a given location, is much more difficult to apply in the case of sport for development projects.



NBA star Yao Ming teaches a mentally disabled child during a "Basketball Without Borders" event in Shanghai, promoting friendship, healthy living and education.



Monitoring and evaluation (M&E) has therefore emerged repeatedly from interviews for this report, and elsewhere, as a critical area for success. Business managers and budget holders require evidence that programmes are effective before committing resources. However, accountability requirements can sometimes be onerous, overshadowing other success criteria such as:

- ensuring the sustainability of the project,
- building the capacity of local organisations, and
- ensuring that participants are meaningfully engaged in the activities.

Another M&E challenge relates to the difficulty of making causal links between a sport for development project and a social outcome, such as a decrease in crime rates, or a reduction in HIV/AIDS infection rates.

In February 2005 UNICEF hosted a seminar in New York to discuss the difficulties of assessing the effectiveness of sport for development projects. As a result of this workshop, UK Sport, in collaboration with UNICEF and Magic Bus, commissioned a monitoring and evaluation manual.²⁸

The manual puts an emphasis on the measurement of process as well as outcomes. Drawing on four case studies in Africa and India, the manual argues that programme design and M&E are interdependent. This approach allows for learning, providing the explanation for success and failure, and understanding what are the sufficient conditions for sport to have those desired outcomes.

This approach has been applied in the case of Standard Chartered's GOAL programme (see page 18-19), where the engagement and development of participants is tracked as a measure of effectiveness.

To give a specific example: rather than making claims about the impact of the work on a broad concept such as 'social cohesion', the programme looks at how the people involved in the programme have developed as a result of their involvement. In another example, UK Sport has recently partnered with Comic Relief in order to build a body of evidence about the role sport can play in improving lives in disadvantaged communities. The three-year initiative will work directly with 10 grassroots projects across eight countries providing an opportunity to add to growing knowledge of the role of sport in a development context.

Pippa Satchwell, formerly UK Sport's International Development Consultant, explains:

'This initiative is one of the largest and most in-depth of its kind in the world, the results of which will be used to develop a portfolio of good practice around the use of sport in development. This knowledge will be shared with development organisations, sporting bodies and governments to shape programmes that will bring tangible benefits to disadvantaged young people and their communities.'²⁹

Maria Bobenrieth at Nike comments that a shift needs to occur from 'a summarative/reporting approach to a formative context, so that the emphasis is shifted to capacity building through the M&E process. This encourages transparent learning and removes fear of producing honest and timely feedback loops.'³⁰ substance plc³⁰, a UK-based social research company working with Standard Chartered on its GOAL programme, comments that, instead of thinking in terms of 'monitoring and evaluation', it may be more useful to think in terms of 'learning and development'.

SHARED GOALS OF THE PRIVATE SECTOR AND SPORT FOR DEVELOPMENT

Aspects of sport for development of interest to the private sector

Universal participation

All people are, in theory, able to participate in sport. They do so on a basis of mutual respect and an adherence to common rules. This makes sport an ideal medium for forming partnerships.

Local community links

Sporting networks reach and engage all areas of local communities, including otherwise socially marginalised groups.

Breaking down barriers

Sporting activities, particularly team sports, provide an opportunity

to bring together parts of society in limited contact, e.g. different religious or ethnic groups.

Public health benefits

By encouraging physical activity, sport improves the health of participants - particularly beneficial in the context of growing rates of chronic diseases and poor mental health.

Youth participation

Sport is of particular interest to young people, especially in poor countries where mainstream educational opportunities may be limited.

Leadership and empowerment

Participants in sporting activities often become active and empowered members of society.

Legacy of major sporting events

The Olympics, the football World Cup, and other sporting tournaments can - if a long-term view is taken - have social and economic benefits for years to come.

Aspects of the private sector of interest to sport for development

Commitment to international values and standards

Many large companies have diversity targets; adhere to business principles in the areas of human rights and anti-corruption; and extensive environmental commitments.

Building global relationships and networks

Companies succeed or fail largely on the strength of relationships across business units and with external stakeholders, including governments.

Developing human capital

Companies want to be seen to be

responding to local community needs in order to maintain their licence to operate. Also they want to attract and retain open-minded, well-motivated employees.

Using the power of branding and communications

High-profile sports brands are among the most well recognised of any brands globally, and as such can be used to communicate, for example, health messages, more effectively than more traditional channels.

Harnessing technical, IT and managerial skills

Successful companies base their

business on effective systems and processes, project management skills, and general management experience.

Reaching underserved markets

Leading companies are finding ways to serve consumers at the 'bottom of the pyramid' - the three billion low-income consumers outside of mainstream markets - with low-cost goods and services using new business models.

Maximising financial resources

External-facing business units (community relations, external affairs depts.) have budgets which they are looking to spend on well-managed projects.

So far this report has concentrated on setting the context for the partnerships, exploring how companies might engage, and looked at some of the obstacles they might face. **This diagram attempts to summarise these issues by articulating the ‘shared goals’ of the private sector and sport for development projects.** This report will now look in-depth at four case studies of leading companies who are engaging in these partnerships.

Shared Goals

Contributing to peaceful, well-governed and secure societies, and stable operating environments

Encouraging healthy, active populations and reducing rates of disease

Strengthening local communities

Sharing values that underpin economically and socially successful societies

Empowering marginalised groups and reducing inequality

CASE STUDY

Standard Chartered – Empowering women in India through netball

Standard Chartered and sustainability

In its 2006 sustainability review, Standard Chartered's CEO Peter Sands states that: 'The business of banking makes a major contribution to the economic growth of countries, personal development for people and business growth of companies'. A commitment to economic development in the widest sense is at the heart of all of Standard Chartered's business objectives.

Community investment is one of seven of Standard Chartered's core 'sustainability themes'. The bank has three global community investment programmes: Seeing is Believing, which helps to restore sight; Living with HIV, which aims to protect basic human rights, promote the health of bank employees, and keep the business costs associated with HIV/AIDS to a minimum; and GOAL, currently a pilot global programme to empower young women, which is the focus of this case study.

Standard Chartered and sport

Standard Chartered is active in the field of sports marketing, including support for the Greatest Race on Earth marathons in Hong Kong, Singapore, Mumbai and Nairobi. The GOAL programme is run separately from its other sports marketing activities, though there are areas of overlap between them, as discussed below. GOAL is the first sport for development partnership in which the bank has been involved.

Standard Chartered's GOAL programme

GOAL uses netball as a vehicle to empower young women in India. It is a multi-stakeholder initiative bringing together business, NGOs, colleges, schools, communities, international and national sporting bodies, as well as aligning with the government of India's ongoing efforts to empower young women. It consists of the following components:

- a leadership awards programme, working with 60 underprivileged young women in South Delhi, and comprising a 45-hour modular training course;
- a champions programme, whereby 15-20 young women have been recruited as GOAL champions from five women's colleges in Delhi to act as coaches and participate in community events;
- a Coaches for Social Change programme, where netball coaches are given specialised training in the use of sport to encourage social change within communities;
- an employee engagement component for bank employees: bank staff can contribute to the design and delivery of modules on financial literacy and health, mentor leadership award candidates, and attend community events.

Netball was chosen because it is almost exclusively associated with women, as well as being a non-contact sport, cheap to set up, and easy to play, making it a good vehicle for achieving positive social outcomes in this particular local context.

Strategic business motivation

A number of business factors motivated the bank's involvement in the project. Firstly, India is one of the bank's core markets, and Standard Chartered is the largest foreign bank in the country. Adam Popat, corporate affairs manager at the bank, who is responsible for the GOAL programme, comments: 'Part of building a sustainable business is about investing in the communities in which we operate. Through initiatives such as GOAL, we can contribute to sustainable development in local communities'.

Secondly the programme brings in elements of its other community investment work, including its Living with HIV programme, as well as microfinance, scholarships, and other elements of the bank's approach to sustainability. Also, by working with young women and disadvantaged community groups, GOAL helps Standard Chartered to meet its commitment to being a thought leader on diversity and inclusion.



Women play netball as part of a female empowerment programme in Delhi, India. © Standard Chartered

Next, by running a project in line with a stated government aim of empowering young women, GOAL has provided opportunities to deepen relations with the government of India – an important motivation for the bank as it seeks to grow its business in this major emerging market. The project also provides the bank with useful positioning as it seeks to be a sponsor for the 2010 Commonwealth Games, as part of the bank’s sports marketing activities (netball is one of the five core sports for the Delhi Games).

Long-term development benefits

Women are not only profoundly affected by sustainable development challenges, but are also instrumental to providing solutions to these challenges. As the World Bank quote below demonstrates, there is strong evidence to show that empowered, educated women boost prosperity and help build a legacy of healthier and better educated children. Adam Popat comments that ‘empowered, healthy women are a prerequisite for sustainable development’.

The programme works with existing NGO networks in India, helping to ensure that the activities are locally relevant and appropriate. As part of the groundwork for the programme, Standard Chartered’s local NGO partner, NAZ India Trust, conducted a long process of relationship-building with parents and communities involved in the project. The young women participating in GOAL come from disadvantaged backgrounds, and many are outside the formal education system.

Main lessons of GOAL

The GOAL programme was concluding its one-year pilot at the time that this report was produced, so future plans are still in discussion. Options are currently being discussed on the feasibility of replicating the programme in other countries, with a locally appropriate sport as the delivery vehicle for the programme, for example, using rugby in South Africa. A legacy programme will be implemented in Delhi to ensure sustainability of the work there, and there are plans to extend GOAL to Mumbai and Chennai.

In terms of development benefits, there are signs that the participants progressed significantly as a result of their involvement in GOAL. Halfway through the programme, 96% of participants were still engaged, and 30% of participants had shown increased knowledge of health, communication and entrepreneurship. As another indication of the programme’s success, some of the participants are now confident enough to play in front of male members of the community – a significant achievement, given the local cultural context.

A final observation is that the absolute number of women involved in the programme was small. As Anne Grant, Standard Chartered’s deputy chairman, puts it:

‘Our challenge now is how to make an impact in more of the places where our 60,000 staff work, without the project becoming a resource drain on the company, and without losing the quality of the impact.’³¹

‘Investing in gender equality and empowerment of women is smart economics. Greater gender equality helps to create a fair society, raises economic productivity, and helps advance other development goals. Better monitoring and mainstreaming of women’s empowerment and equality into policy formulation and programs of international assistance are therefore vital to the development agenda.’

CASE STUDY

Nike – Combating racism in Europe through football

About Nike

Nike, Inc. describes itself as ‘the world’s leading designer, marketer and distributor of authentic athletic footwear, apparel, equipment and accessories for a wide variety of sports and fitness activities’. With 2006/2007 revenues of approximately US\$15bn, the company produces around 50,000 product styles per year, which it sells in over 160 countries. Nike is ‘one of the top 50 brands in the world’.³³

Nike and sustainability

Nike has recently undergone a strategic shift: where previously corporate responsibility was seen as primarily a risk management issue, driven by a need to protect the company’s brand, it is now viewed as ‘a catalyst for growth and innovation’, according to Nike CEO Mark Parker - a means to reach new markets and to enhance the brand. This new approach has implications all along the value chain, with corporate responsibility no longer the preserve of one particular staff function, but rather ‘a design function, a sourcing function, a consumer experience function’.³⁴

Nike and sport

For Nike, sport is indivisible from its overall business strategy, and therefore also from its approach to corporate responsibility. As well as manufacturing sporting equipment and sponsoring leading athletes, Nike also uses sport to pursue social change (in other words, using sport for development). Maria Bobenrieth, regional director of corporate responsibility at Nike’s European headquarters, notes that, for Nike, sport is ‘an entrée to talk about other social issues’. These issues have included:

- gender equality: encouraging women to participate in marathons; developing a hijab suitable for Muslim women to wear while playing sport;
- homelessness: supporting the Homeless World Cup; and
- the refugee crisis: developing specially-designed footballs for use in refugee camps and working with the UN High Commission for Refugees to promote education among refugee children.³⁵

Nike’s Stand Up Speak Up (SUSU) programme

In 2004 a leading European footballer was facing racist abuse during matches. He approached Nike, his sponsor, to see if it could do something to combat racism. In response Nike worked with a Belgium-based NGO, the King Baudouin Foundation (KBF), to create the Stand Up Speak Up (SUSU) campaign. A TV commercial was produced in five different languages, featuring top Nike-sponsored footballers from across Europe holding written cards stating their love of football, and their anger at racist abuse, and a black and white wristband was developed in order to raise awareness of racism among football fans. Money raised from selling five million of these wristbands (the first million of which were produced by Nike) went to anti-racism projects across Europe.

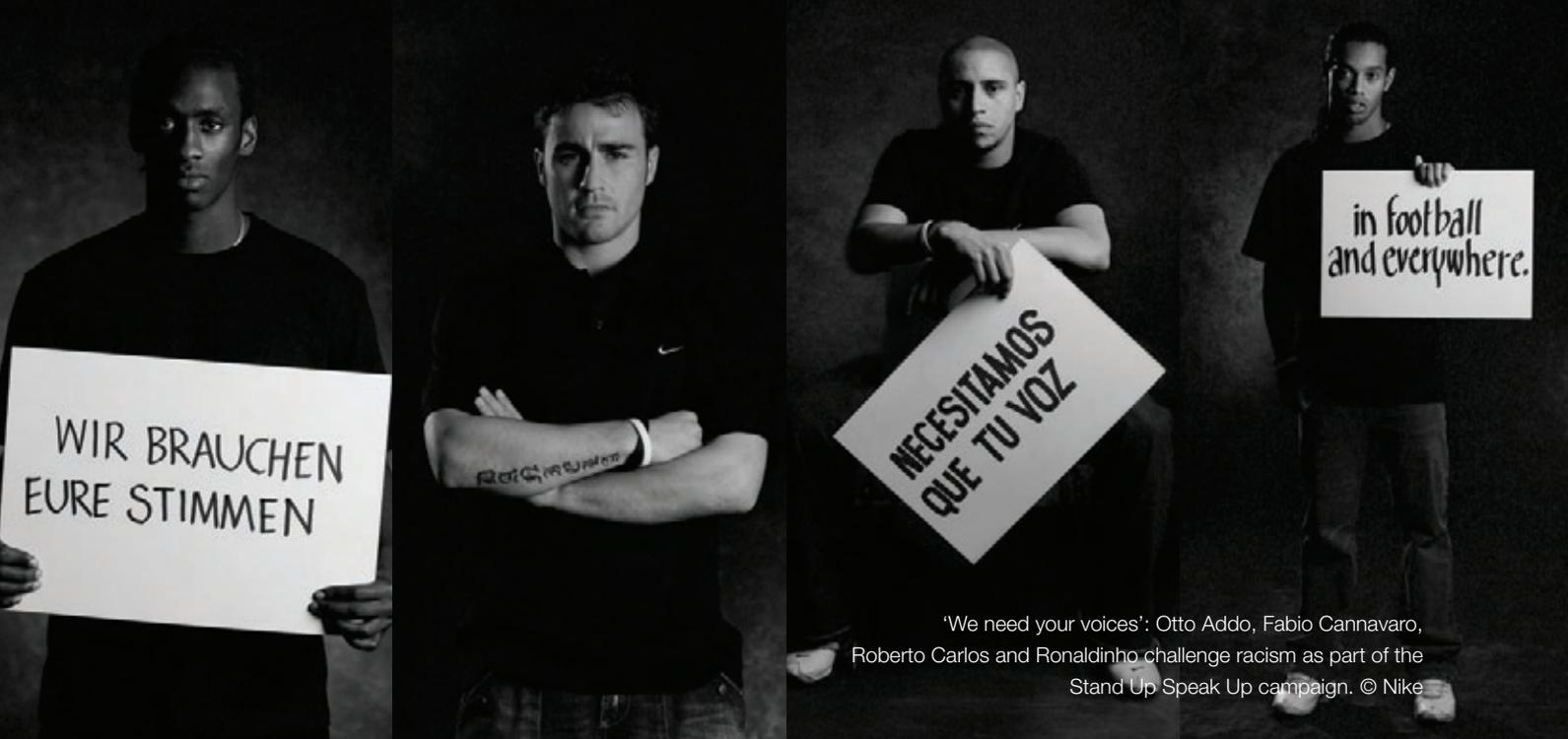
Hannah Jones, global head of corporate responsibility at the company, says that Nike’s aim is ‘not to be the brand of causes, but the brand of activists’. By encouraging football fans to wear the black and white wristband, Nike was encouraging ‘consumer activists’: empowering individuals to take a stance on social challenges. By supporting projects across Europe, the campaign sought not just to give a voice to the silent majority of football fans who found racism unacceptable, but also to find ways to actively combat racism through sport (in this case, football).

Strategic business motivation

The SUSU campaign had a clear fit with Nike’s business strategy. It was motivated in the first place by recognition that – in business terms – one of the company’s key marketing assets was being threatened. Beyond this, however, there was a real sense of passion among Nike employees who felt it was a challenge that they possessed the skills and resources to address.

Long-term development benefits

Many of the projects funded by SUSU are only now (during 2007) reaching maturity, so it is too soon to draw firm conclusions about the programme’s effectiveness in combating racism. However the



following impacts have been identified from the awareness-raising part of the campaign:

- An estimated ten thousand football players, fans and parents, coaches, officials, community workers, teachers, media audiences and other groups in Europe have been reached more or less intensely by the SUSU initiative, either as a participant in one of the 200 local projects or as an indirect recipient of the SUSU message;
- In the minds of these thousands, star football players have become associated with the message that racism is not acceptable and that those who agree (the silent majority) should openly object to it; and
- A large majority of projects has created awareness about the issue of racism in football, reinforcing the SUSU message across Europe.

In addition, a number of capacity-building benefits have been identified. Maria Bobenrieth notes that when it came to distributing funds to local projects it was a real challenge to find NGOs literate in both football and anti-racism. By the end of the campaign, NGOs involved were significantly more skilled in both of these areas, with benefits including the introduction of multilingual advertisements for their work and more flexible approaches to funding applications. Furthermore, a new network of NGOs has been created across western Europe, most notably through the peer review mechanism which formed an essential part of the monitoring and evaluation process.

Value added by involvement of the private sector

Because Stand Up Speak Up was prompted directly by one of Nike's sponsored players, it is clear that the campaign would not have happened without the company. Its input was crucial in the production of the television commercials, drawing on both the company's marketing skills and its relationships with leading footballers. Nike was also instrumental in producing the wristbands, aiding product design and funding

production costs of the first million wristbands. Following the awareness-raising stage, Nike took a back seat, believing that it was more appropriate for the NGO partner KBF to undertake the administration of the programme.

Main lessons of SUSU

Ann de Mol was the SUSU project manager at the Brussels-based KBF, which was the implementing partner in the project. She makes the following observations about working with Nike:

'The knowledge and experience that Nike brought to the partnership were as important as the money. For example Nike brought a Europe-wide dimension to the project, to complement our national focus; the company brought in new partners; and Nike's staff added value to the content of the project through their knowledge of sport for development.

One challenge that we faced was due to the different working methods, timescales and priorities of Nike's corporate responsibility department versus their marketing departments and PR teams throughout Europe. Driven by the marketing department, the campaign was launched before the division of labour had been agreed between ourselves and Nike. KBF was seen as the coordinator for the project, and we were being approached by individuals for information about the distribution of the wristbands - which hadn't even happened at that stage.'³⁶

Because Stand Up Speak Up responded to a very specific need there are currently no plans to replicate the campaign elsewhere, although Nike continues to work on anti-racism projects. Importantly, the campaign demonstrated that sport is a legitimate tool for social change, and that the private sector can add value in this area. The opportunity to do so must now be impressed upon other companies, NGOs and funding bodies to accelerate the proliferation of sport for development partnerships.

For more information see Endnote 37

CASE STUDY

British Airways – Promoting community cohesion in South Africa through football

About British Airways

British Airways (BA) is one of the world's largest international airlines, with 2006/2007 revenues of £8.4bn. In conjunction with its business partners, BA flies to 629 destinations in 143 countries. The company employs around 50,000 staff, mostly based in the UK at Heathrow and Gatwick airports.

BA and sustainability

BA aims to minimise the environmental impact of air travel and support local communities in countries that it flies to. The company believes that aviation plays an important role in developing low-income economies, for example by promoting inbound tourism that yields a significant source of income and employment opportunities and provides connections to the business centres of Europe. In 2006-7, BA contributed £6.3 million to over 130 community and conservation projects in flight destinations around the world, including the project in Johannesburg that provides the focus of this case study.

BA and sport

BA is active in the area of sports marketing, serving as the official carrier of the England and Scotland national rugby teams. In addition, BA's Community Relations team has supported a number of projects in and around the Manchester area, including ticket sponsorship which allowed a British football team to travel to Cape Town to compete in the Homeless World Cup. The Community Relations department also managed the 'Looking to the Future' project.

BA and the Looking to the Future project

Of the three million people living in Johannesburg, 1.2 million populate the Alexandra Township - a small and overcrowded region with a troubled social, economic and political history. Looking to the Future is a cross sector partnership formed in 2003 between BA, the Metropolitan Police, Charlton Athletic Football Club and the South African Police Service.

The programme uses football as a means to build stronger bonds within the community between young people, local inhabitants and the South African Police Service. It works through two main channels:

- A sports education initiative, delivered by Charlton Athletic FC. This involves training local people in the prestigious FA Level 1 qualification, so that they can take over the running of the programme and train further coaches themselves. 36 locals had achieved this standard by 2005, coaching 1,000 children on a weekly basis with 10,000 young people having experienced the programme in its first two years.
- A series of health, well-being and citizenship workshops, delivered by community workers from BA and the Metropolitan Police. Sport is used as a vehicle for communicating with the children involved in these projects. Mary Barry, Head of Community Relations at BA, explains that 'with some of the education work we've done in schools, the children have not only talked about the joy of sport as something they just want to participate in, but also what they actually feel about living and being in Alexandra Township.'³⁸

Once the project was established, the UK partnership withdrew, leaving the programme to be managed by an in-country steering committee. The South African Police Service ran the sports education initiative along with the qualified local coaches. Schools and NGOs took over the running of health, well-being and citizenship workshops. The objective is to sustain the programme until at least 2010.

BA's involvement in the project

The company played an active role in shaping the overall direction of the programme, and maintained a watching brief throughout the duration of the project, although in-country delivery of the programme's objectives was led by the project partners.



Matt Parrish, Charlton Community Scheme Manager, Training the Trainers session on child protection. © Mary Barry/British Airways

BA also provided flights and cargo to those involved, allowing for the transfer of skills and expertise as well as equipment from the UK to South Africa, not just for delivering the programme but also for extensive preparation to develop trust between the project representatives from the UK and local partners.

The British Airways Community Learning Centre – which works with schools in the Heathrow area to provide educational opportunities to local communities – was also involved with the project. Along with the Metropolitan Police they delivered workshops on health and citizenship.

Strategic business motivation

Education and youth development are at the core of BA's social investment objectives. Football provided an excellent medium to deliver on these two objectives.

A second business motivation lay in the fact that South Africa represents one of British Airways' busiest routes, and safer communities are more likely to be attractive to consumers as holiday destinations. Also, the Football World Cup will be hosted by South Africa in 2010, providing an added incentive for BA to strengthen its relationship with local communities in the country.

Next, the Community Relations team regularly shares lessons from the project internally, so that the company's commercial teams – for example – are aware of local sensitivities, challenges and opportunities when exploring new investments.

Long-term development benefits

Looking to the Future has helped to create a healthier and safer environment in the local community. The South African Police Service and participants in the project commented that football gives young people a focus away from crime. One young participant stated that 'you have strength and energy with soccer, and when you come to

soccer you can't do bad things and crime.'¹³⁹ Reduced crime rates have also helped improve the reputation of the police among local community members.

The project has also provided a successful model for promoting social cohesion elsewhere in South Africa. In March 2007, a version of the project was launched in the two townships of Mitchell's Plain and Khayelitsha in Cape Town, endorsed by the Western Cape Government and the City of Cape Town. Partly as a result of these projects, plans are currently being discussed to build a new football stadium in Cape Town.

Main lessons of Looking to the Future

The preparation that went into building trust before the project began was vital in order to work effectively with the local community and between the implementing partners. Mary Barry states that 'one of the most crucial reasons for the partnership working effectively has been the lack of a political agenda from any side. Everyone has been open and honest from the start.'¹⁴⁰

Comprehensive monitoring and evaluation of the project has enabled its successful transference to Cape Town following the handover of responsibility for running the project to local partners in Johannesburg. An independent evaluation of the project was circulated to all partners, including the heads of the football club and the police services.

The evaluation study also helped to bring in new funding, with the UK Foreign and Commonwealth Office commissioning the transference of the programme to Cape Town, based on evidence of the successful work in Johannesburg. Furthermore, it helped to bring in new partners. Charlton Athletic shared the project methodology with the new partners, Ajax Cape Town Football Club.

CASE STUDY

Vodafone – Supporting sport for development in the Asia-Pacific region through corporate philanthropy

About Vodafone

Vodafone is 'a world leader in providing voice and data communications services', with over 200 million mobile customers – both private and corporate – around the world. The Group has a significant presence in Europe, the Middle East, Africa, Asia, Pacific and the USA through a network of local operating companies and joint venture arrangements. The company's 2006/2007 revenues were £31.1bn. Currently Vodafone employs 60,000 people.

Vodafone and corporate responsibility

Vodafone established its CR (corporate responsibility) department seven years ago, with the ambition of being a recognised leader in the CR agenda. Each local operating company has a CR department, and eleven of the company's 23 operating companies publishes local CR reports. All operating companies have handset recycling programmes and conduct supplier CR assessments. The group strategy on energy use and climate change is currently being implemented.

Launched in 2005, the company's five-year group CR strategy outlines priorities on ethics, stakeholder engagement, consistency, responsibility to customers, reuse and recycling, energy and climate change, and socio-economic value. The company also has a group social investment policy, which guides the activities of the group foundation, which is the focus of this case study.

Vodafone Group Foundation and sport for development

The Vodafone Group Foundation (the Foundation) was launched in 2002, as a legally distinct entity from the company, in order to implement the objectives of the company's social investment policy. Since 2002 the Foundation has disbursed over £100m on a wide range of social issues of relevance to Vodafone's business. Recently, sport for development has been chosen as one of two new focus areas, with a £12m

allocation to be distributed between 2007 and 2010. As part of this new focus area, the Foundation is funding projects that use sport to meet health, education and welfare objectives. The Foundation has identified the following areas where sport can make a contribution:

- Health: increasing awareness of HIV / Aids, tackling heart disease and obesity and promoting well-being
- Education: improving behaviour, literacy and numeracy skills, cultivating citizenship
- Welfare: alleviating poverty and the development of sustainable economic activity

Two leading figures from the world of sport, Dame Tanni Grey-Thompson and Sir Matthew Pinsent, are acting as advisers to the Foundation's efforts in this area. Three projects have so far been awarded funding, one of which is Red Dust Role Models.

About Red Dust Role Models

Red Dust Role Models (Red Dust) is an Australian based health promotion charity which aims to improve the health and well-being of disadvantaged youth living in remote or isolated communities.

Elite athletes and other positive role models volunteer their time to visit schools, youth organisations and health clinics throughout the Australian Outback and across the Asia Pacific Region. Role Models are trained to effectively convey healthy lifestyle messages and promote education as a pathway to greater opportunities.

Red Dust programme strengths include well-established relationships with community leaders and educators; positive and innovative collaborative associations with relevant NGOs; and a commitment to cultural understanding through targeted training of role models. Cultural diversity and tolerance are highly valued and the calibre and passion of Red Dust role models are critical elements of the success of the programme.



Red Dust participants play Australian Rules Football in the Australian Outback. © Vodafone Foundation

Red Dust is endorsed by health professionals, educators, local and territory government departments and peak sporting bodies and associations. Red Dust acknowledges the value and need for complementary programming and subscribes to a ‘whole of community’ approach when addressing the challenges faced by disadvantaged young people. Red Dust is committed to working together with community and corporate partners, local government and community leaders to achieve sustainable improvements in the health and education of disadvantaged youth.

The Vodafone Group Foundation’s support will fund a feasibility study into whether the methodology applied in Australia can be replicated elsewhere, such as India, Fiji, or New Zealand.

Strategic business motivation

The Foundation is a philanthropic organisation and its motivation is to make investments in the communities in which Vodafone operates.

Sport was chosen as a new area of focus because of the growing recognition of the contribution sport makes as a delivery mechanism for community and social development objectives around the globe. It provides touch points and unique opportunities for generating healthy and positive living amongst young people and their communities. This has been recognised in recent research and publications both in the UK and the wider international community.

The Foundation seeks to support projects which not only invest in the communities in which Vodafone operates in order to address local needs, but which also allow Vodafone employees to provide additional support and benefits for the projects. With a predominantly young workforce, the contribution which sport makes to people’s lives is part of Vodafone’s common understanding.

‘Sport is a passion which is enjoyed by many Vodafone employees,’ comments Andrew Dunnett, director of the Vodafone Group Foundation. ‘As the programme is rolled out, we hope that an increasing number of employees will become engaged.’⁴¹ To date a number have already participated in Red Dust programmes in Australia.

Anticipated outcomes

Through the sport for development investments in Europe, Africa and Asia–Pacific, the Foundation is seeking partners where the funds will unlock other potential sources of income, will make a lasting contribution – sustainable after the proposed grant agreement ends – and will deliver tangible benefits to the lives of many young people.

‘Sport is a passion which is enjoyed by many Vodafone employees, and as the programme is rolled out, we hope that an increasing number of employees will become engaged.’

Andrew Dunnett

Director, Vodafone Group Foundation

CONCLUSIONS AND RECOMMENDATIONS

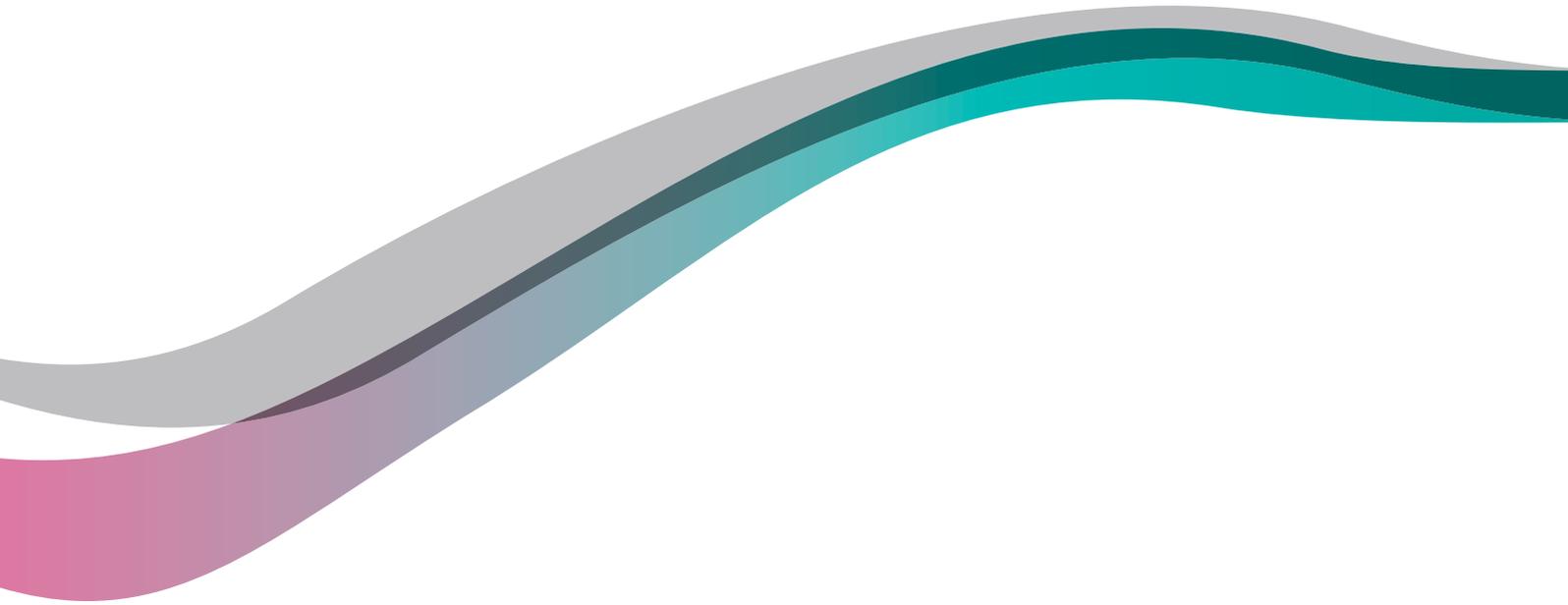
The research undertaken for this report indicates:

- Corporate interest in sport for development is growing. The business contribution to international development, and associated awareness of sustainability, is also gaining pace. The areas of overlap between the two look set to expand.
- Interest in sport for development is likely to spike over the next two to three years with a series of high profile sporting events being hosted in developing countries.
- As global efforts to meet the Millennium Development Goals remain mixed – according to a recent World Bank report, ‘action to scale up development efforts needs to accelerate, but steps forward still appear tentative’⁴² – the use of sport for development is of real significance to companies and communities.

Action can be taken in order to accelerate and improve private sector engagement in sport for development partnerships, as follows:

Recommendations for companies

- 1 Manage sport for development from the core of the business, by:
 - appointing a senior representative;
 - developing a robust business case for action; and
 - ensuring internal understanding of sport for development versus other areas of company engagement in sport, for example sports sponsorship
- 2 Institutionalise company engagement in sport for development, by developing partnerships based on this concept as a means to:
 - achieve social investment objectives;
 - meet sustainability commitments;
 - reach new markets in developing countries; and
 - creatively build on existing activities in the areas of sports marketing, increasing access to sport, and producing sports-related goods and services.
- 3 Advocate the use of sport for development among wider business community, by:
 - referring to these partnerships during presentations to mainstream business audiences; and
 - strengthening the public policy framework for sport for development during discussions with governments, NGOs and funding agencies.



Recommendations for NGOs

- 4 Understand the business motivation for engaging in sport for development partnerships, which is rarely driven by public relations considerations. Instead, companies are likely to be interested in partnerships which meet strategic business objectives such as economic development, health development, or safety and security.
- 5 Think creatively about the role that the private sector as a potential partner can bring to the partnership, looking not just at financial resources, but the wider range of attributes. Most importantly, large companies have a highly-skilled, well-motivated set of individuals at their disposal who want to have a positive impact on society, and have contacts throughout the business community and with a wide range of external stakeholders.

Recommendations for governments

- 6 Think creatively about how sport can be used to meet national and international targets for development, including the Millennium Development Goals. This could be done for example by forming cross-departmental teams from ministries responsible for international development, sport, health and business.
- 7 Consider how the private sector can be an active partner in sport for development, bringing skills that are not readily available in NGOs or government agencies.

Recommendations for all partners

- 8 Integrate monitoring and evaluation processes fully into project design, for example by
 - making the development of participants an important focus of the M&E activities;
 - implementing systems of peer review among project managers (rather than, for example, using external evaluators);
 - using IT solutions to track the development of participants; or
 - sharing the lessons of projects widely so that others looking to work in the same area can replicate successes and avoid mistakes.
- 9 Have an open mind when entering into dialogue with other sectors in relation to sport for development. Misperceptions exist in all organisations – particularly as sport is an emotional subject and elicits strong views – and these can act as an obstacle to collaboration.
- 10 Be strict about the use of the concept of sport for development in external communications, in order to resolve confusion with other forms of business engagement in sport.

ACTION CHECKLIST FOR COMPANIES

IBLF has developed many tools that can help companies to navigate the difficult process of establishing, managing and reviewing partnerships. Managers are encouraged to consult these materials.⁴³ This section applies IBLF's 'partnering cycle'⁴⁴ to the findings and case studies in this report to provide an action checklist for managers looking to participate in a sport for development partnership. The actions below are based on the partnership principles of transparency, equity, and mutual benefit.

1 Scoping & Building

What is the business motivation for engaging in a sport for development partnership? For example:

- The company is already active in sports marketing and/or supporting community-based sport/producing sport-related goods and services (see page 10);
- The company is looking for new ways to meet social investment objectives or sustainability commitments; or
- The company is looking to reach new target markets in developing countries.

Has a government/civil society partner been identified?

- Undertake a review of existing UN, government and civil society organisations active in the field of sport for development (see page 6).

Has a shared goal been identified for the partnership, following open and frank discussion of motivations? (see page 16)

2 Managing & Maintaining

Has the division of labour been agreed between the partners?

- A huge amount of work goes into managing and maintaining a sport for development partnership. If the implementing partner is an NGO, this work should be fully recognised, and resourced where necessary, by the other partners. (see page 6)

- The business contribution should be clearly understood, and might involve marketing and communications expertise; in-kind goods and services; project management; ICT capacities; and international relationships. Crucially, employee engagement opportunities should be maximised in order to capitalise on people's passion for sporting activities. (see page 12)

3 Reviewing & Revising

How will the project be monitored and evaluated? (see page 13)

- What information is being measured, and for whom?
- Sport for development is uniquely difficult to monitor. Can a 'learning and development' approach be taken?
- Can in-country project managers be trained to carry out monitoring and evaluation activities, for example using IT-based solutions?

4 Sustaining Outcomes

How will the project become sustainable?

- Can locally-based organisations continue the work once the international partners have established the project?
- Can the lessons of the project be shared with other organisations?

Further tools, and guidance:

Cross sector partnership: The Partnering Initiative website – www.thepartneringinitiative.org
Sport and development: Sport and development international platform – www.sportanddev.org
Enhancing the contribution that companies can make to sustainable development: IBLF website – www.iblf.org

Endnotes

- ¹ Quoted in the introduction to Report on the International Year of Sport and Physical Education (2005) United Nations.
- ² According to the Global Monitoring Report (2007) World Bank.
- ³ Literature reviews on sport for development and peace (2007) Sport for Development and Peace International Working Group
- ⁴ From the Field: Sport for Development and Peace in Action (2007) Right to Play
- ⁵ For more information see Literature reviews on sport for development and peace (2007) Sport for Development and Peace International Working Group.
- ⁶ See page 7 of the first 'Shared Goals' (2005) report for an analysis of the practical considerations of using sport for development, including what safety considerations, which types of sport are appropriate, how to engage different social groups, and so on.
- ⁷ Nike's Amare Stoudemire basketball advert
- ⁸ The Millennium Development Goals is a set of specific targets on poverty alleviation, health, education, and the environment. The goals were set by the United Nations in 2000, to be achieved by 2015. See www.un.org/millenniumgoals
- ⁹ See www.mysakenya.org/
- ¹⁰ Interview notes
- ¹¹ Ibid.
- ¹² Ibid.
- ¹³ The International Working Group on Sport for Development and Peace is due to deliver its policy recommendations on integrating sport for development to governments worldwide during 2008.
- ¹⁴ See www.uksport.gov.uk/news/uk_leads_international_inspiration
- ¹⁵ Interview notes
- ¹⁶ See www.peace-sport.org
- ¹⁷ The blog was launched to accompany the podcast of the same name, aired on Friday 21st September, 2007, from the Next Step Conference 2007.
- ¹⁸ 'Muscle drain' is the physical equivalent of 'brain drain', the phenomenon whereby the most talented citizens of developing countries emigrate to richer countries.
- ¹⁹ Sport for development and peace: from practice to policy (2006) Sport for Development and Peace International Working Group.
- ²⁰ See, for example, the Laureus 'Sport for Good' Foundation in the UK, or Athletes for Hope in the US
- ²¹ E-mail communication with the company
- ²² For FIFA world rankings see www.fifa.com; for GDP per capita rankings and unemployment rates see www.cia.gov/library/publications/the-world-factbook/index.html; for medal table see www.oaska2007.jp/index_e.html
- ²³ Health and wellness report 2006 (2007), The Coca-Cola Company
- ²⁴ The 'bottom of the pyramid' is a term developed by CK Prahalad and Stuart Hart to refer to the billion or so middle- or low-income consumers who are currently outside mainstream markets
- ²⁵ E-mail communication with the company
- ²⁶ E-mail communication with the company
- ²⁷ Interview notes
- ²⁸ Sport-in-Development: A Monitoring and Evaluation Manual (2006) Professor Fred Coalter, University of Stirling
- ²⁹ Interview notes
- ³⁰ See www.substance.coop.
- ³¹ Remarks made during a panel on corporate involvement in sport for development at the Next Step 2007 conference
- ³² Global Monitoring Report: Confronting the Challenges of Gender Equality and Fragile States (2007), World Bank
- ³³ Nike, Inc. (2007) Innovate for a Better World: Nike FY05-06 Corporate Responsibility Report
- ³⁴ Ibid.
- ³⁵ A notable aspect of the programme website (www.ninemillion.org) is the 'facts and figures' section – an accessible breakdown of world's refugee crisis – which draws on Nike's communications skills and marketing know-how.
- ³⁶ Interview notes
- ³⁷ Official Stand Up Speak Up website www.standup-speakup.de (go to 'Evaluation' section) The Mulier Institute website www.mulierinstituut.nl/english (see 'Football and racism' under 'News and agenda' section) The original Stand Up Speak Up advert on YouTube: go to www.youtube.com and search for 'Stand Up Speak Up'
- ³⁸ Looking to The Future project documentary DVD.
- ³⁹ Ibid.
- ⁴⁰ Interview notes
- ⁴¹ Ibid.
- ⁴² See Endnote 8
- ⁴³ The IBLF brochure 'Developing the art and science of cross-sector partnership' provides a useful introduction to the tools and materials available
- ⁴⁴ Ibid.

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