A Summary of the 2017 EASM Workshop on Organisational Innovation in Sport for Development and Peace

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Overview

Workshop organised at the 2017 European Association for Sport Management (EASM) Conference in Bern, Switzerland on September 7, 2017.

1) Workshop attended by more than 40 researchers and practitioners from around the world

2) List of Presenters and Titles of Workshop Presentations:

Opportunities And Challenges In Sport For Development And Peace (SDP) Management
Solveig Straume (Molde University College)

Intra-Organizational Factors Associated With Innovation In Sport For Development And Peace*
Per G. Svensson (Louisiana State University) and Tara Q. Mahoney (SUNY-Cortland)

Leadership And Economic Empowerment Pathways: An Innovative S4D Framework
Marije Holman and Meg Smith (WomenWin)

An Examination Of A Principal-Agent Funding Relationship Involving A SFD Organization
Gareth J. Jones (Temple University), Kyle S. Bunds (North Carolina State University), and Christine E. Wegner (University of Florida)

Critically Exploring The Institutional Work In Sport-For-Development: The Case Of A Local Sport-For-Development Programme In Swaziland
Mitchell McSweeney (York University)

Seeing Is Believing: Activating Sport For Development Partners
Andrew Webb (Carleton University) and André Richelieu (ESG-UQAM)

Practitioners’ Perspectives On Innovation And The Future Of Sport For Development And Peace
Tara Q. Mahoney (SUNY-Cortland), Per G. Svensson (Louisiana State University), Marion E. Hambrick (University of Louisville)

* Winner of the 2017 EASM Conference Best Paper Award
Caveats on the Current State of SDP

- Lack of Sustainable Funding
- Lack of Coordination/Coherence
- UN’s Commitment and Changing Priorities
- Lack of Government Commitment
- SDP now an Industry

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Trends in Today’s SDP Landscape

**SDG Alignment**
Alignment with the UN SDGs and emergence of new topics

**Policy Coherence**
Focus on policy coherence (e.g., SDP and Sport Integration)

**Sector Coordination**
Emergence of new multi-stakeholder initiative

**Governments**
Better integration of SDP into national sport (development) policies
Trends in Today’s SDP Landscape

Funding
Continued lack of sufficient funding for many NGOs

Changing Actors
Decrease in # of SDP organizations, but also emergence of new actors

Programming
Changing programming principles and models

Technology
New technologies increasingly part of SDP efforts
What is Organisational Innovation?

**Program or Product Innovation**
1. Alternative ways of delivering program
2. Creating new programs or services
3. More inclusive programming
4. New pedagogical approaches
5. Focus on different social issue
6. Adapting existing programs

**Admin. or Process Innovation**
1. New ways of engaging participants
2. Creating new organisational structures
3. Improved communication processes
4. Alternative decision-making systems
5. Development of new staff positions
6. Process-based M&E systems

**Socially Transformative Innovation**
1. Influencing Policymaking
2. Creating Public Awareness
3. Advancing Holistic Community Solutions
Ways to Rethink and Reinvent SDP

Organisational structures of implementing organizations: Process-Based Innovation

- What structures, business models facilitate the survival of SDP organizations? What fundraising models are untested?

Program Design and Implementation: Program-Based Innovation

- How to design and implement projects in alignment with the “SDG principles?” Which models to use to be truly inclusive? How to strike a balance between M&E and creativity? How to pursue a holistic approach without overstretching an organization's capacity?

Policymaking: Process-Based and/or Socially Transformative Innovation

- How to increase policy coherence? How to be heard by policy makers? How to make SDP a truly cross-cutting issue? How to link policy and action in order to have a collective impact?

Coordination and Cooperation: Process-Based Innovation

- What coordination mechanisms are needed to foster cooperation? What initiatives?

Communication about SDP: Socially Transformative Innovation

- How to communicate differently about SDP? How to involve those that are not already engaged in SDP? What role can research play? How to make research better heard in the field?

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Results of Ideastorm Breakouts

Workshop participants rotated between three stations. The ideas generated from these sessions are summarized below.

A) How can technology make a significant contribution to sport for development?

- Organisational capacity building (staff training [e.g., virtual reality], ongoing communication, crowdfunding, data collection), enhancing social fundraising and relationships within funders and donors, and improved media presence and network development.

B) How can opportunities for innovation in SDP be created and better supported for increased collective impact?

- Coopetition, use of alternative and non-traditional sports for a given context, funder collaboration (e.g., shared innovation grant or competition), and empowerment of local partners and stakeholders.

C) What is needed to improve coordination of SDP organizations and policymakers alike to work together toward the achievement of the SDGs through sport-based solutions?

- Knowing your environment, importance of a third-party facilitator, improved opportunities for showcasing initiatives and communication between SDP actors, and enhanced local partnerships with balanced power relations and inclusive decision-making.
Key Takeaways

Ideas shared by workshop presenters were summarized by the co-organizers. The main points are identified below.

1. Innovations Can Take Many Different Forms in SDP
2. Importance of Considering Context When Discussing Innovation
3. Creative Frameworks and Programs May Enhance SDP and Livelihood
4. Potential for Advancing SDP Practice Through Open-Source Solutions
5. The Value of Considering Historical Perspectives in SDP
6. Partnerships Can Play an Important Role in SDP Innovation
Areas Requiring Future Action

Innovation Over Time
Coming up with a new idea is one thing, but what factors enable SDP organizations to be innovative over time and develop sustainable solutions?

Facilitators of Innovation
Can funders and policymakers enable innovation through designated funding and allowing practitioners to experiment with new ways for achieving more meaningful impact?

Socially Transformative Innovations
How can SDP actors better engage in transformative institutional advocacy?

Capacity and Innovation
Many SDP organizations are characterized by noticeable capacity constraints, but how does capacity influence organizational innovation?

Shared Learning
How can we better capture and share ideas and experiences (including organizational successes and failures) to collectively advance SDP practice?
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