Implementing Sports in Refugee Camps

A Team Project for the MSA 2013 in collaboration with UNHCR

Alexander Korsik
Viktoria Ivarsson
Olivia Aya Nakitanda
Luis Ricardo Perez Rosas

Lausanne
August, 2013
ABSTRACT

A wide array of organizations implement sport for development worldwide, some of which have already partnered with UNHCR to deliver sports components in refugee camps. This paper compares and contrasts a selection of such programmes, to provide a thorough comparison of methods used, selected sports, and key objectives and targets. This assessment sets the basis for suggested best practices for implementing partners, using a pilot in Uganda as a specific example.

Our goal is to provide guidelines on how to implement sport in refugee camps. Implementing partners can provide equipment and money, but the difficulty is to find someone to run a sport programme in an organised manner. Early on, we identified the importance of thinking about implementation on the ground to address the needs and specific desires of refugees as a difficulty in researching the topic remotely. The Team therefore convened with UNHCR to research and survey who’s doing what if anything in these camps (UN agencies and other organisations, as well as corporations), in order to get a comprehensive overview and suggest what works and what doesn’t. This research is supplemented with further more specific insights from selected key informants, gained through a series of 30-45 minute semi-structured interviews.
EXECUTIVE SUMMARY

When the diplomats and leaders of the world’s 189 countries represented at the United Nations (UN) gathered for the UN Millennium Summit in the year 2000 to adopt a global action plan on the world’s key issues, they set a target and timeline for achieving those objectives in 8 areas urgently requiring international cooperation and coordination: the Millennium Development Goals (MDGs). Several of those areas were subsequently identified as potentially benefiting from sport as a tool for achieving the targets set. With this in mind, the United Nations High Commissioner for Refugees (UNHCR) has been leveraging the power of sport as a means of fostering peace and development in refugee camps across the world. Mandated to lead and coordinate international action to protect refugees and resolve refugee problems worldwide, UNHCR is ideally positioned to integrate sport in its activities on the ground. With local officers and other staff committed to meeting the basic livelihood needs and concerns of refugees living in camps, UNHCR asked the Academy of Sports Science and Technology (AISTS) to put together a team of students to explore further how best to integrate sports in refugee camps, providing practical guidelines on how to implement sports-related programmes in line with a broader education strategy.

This paper analyses how a wide array of organizations implement sport in refugee camps worldwide, some of which are have already partnered with UNHCR to deliver sports components in refugee camps. These are compared and contrasted to provide a thorough comparison of methods used, selected sports, key objectives and targets, and so on. This assessment sets the basis for a collection of suggested best practices in the development of an implementation plan by an organization wishing to include a sports component in their work in refugee camps. To anchor this evaluation in an actual context and provide a more precise case study as opposed to a generic overview, this study focuses on the situation in Uganda. Thus, the tools and concepts outlined in the collection of best practices are further evaluated in relation to the state of refugee camps in that country based on research, key informant interviews and local knowledge.

The key conclusions from this study suggest that an understanding of the local context is paramount in the success of implementing sports-related programmes in refugee camps. Involvement of the various stakeholders on the ground is key, in such a way that the implementing partner never operates in isolation. Local authorities, other organizations operating in the camps, governmental representatives at all levels, and the staff of the implementing partner on location, must all be consulted and committed to linking with and listening to the refugee community, so
that the sports components respond to their particular needs and challenges. Furthermore, while we observe that there is much to be learned from the organisations already implementing sports programmes in refugee camps, there are also a number of organisations that are currently not operating in this field that would have significant potential to do this in the future. Our pilot and set of best practices can be used to illustrate how these and other organisations may best implement sports programmes in refugee camps. These guidelines serve as a basis for further study, and they can eventually be expanded and applied to camps where such practices are not yet implemented. We also illustrate from our research and interviews that these programmes are successful in achieving their goals, and that they are therefore in high demand, while existing organisations not currently always able to cope with this.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Table of Figures</td>
<td>6</td>
</tr>
<tr>
<td>2. Abbreviations</td>
<td>7</td>
</tr>
<tr>
<td>3. Research Methodology</td>
<td>8</td>
</tr>
<tr>
<td>4. Introduction</td>
<td></td>
</tr>
<tr>
<td>I. Sport as a Tool for Development and Peace</td>
<td>10</td>
</tr>
<tr>
<td>II. The Refugee Situation in Uganda</td>
<td>13</td>
</tr>
<tr>
<td>5. Chapter 1: Sport for Development Practices</td>
<td></td>
</tr>
<tr>
<td>I. Sport for Development Projects in Uganda</td>
<td>19</td>
</tr>
<tr>
<td>II. Overview of Existing Sports Projects Elsewehere in the World</td>
<td>20</td>
</tr>
<tr>
<td>6. Chapter 2: The Use of Sports in Refugee Camps Worldwide</td>
<td>23</td>
</tr>
<tr>
<td>7. Chapter 3: Developing Sports Programmes in Refugee Camps in Uganda</td>
<td>26</td>
</tr>
<tr>
<td>8. Conclusion</td>
<td>38</td>
</tr>
<tr>
<td>9. Bibliography</td>
<td>39</td>
</tr>
<tr>
<td>10. Appendix 1: Projects Implementing Sports In Refugee Camps Worldwide</td>
<td>44</td>
</tr>
<tr>
<td>11. Appendix 2: Operating and Implementing Partners of UNHCR in Uganda</td>
<td>61</td>
</tr>
<tr>
<td>12. Appendix 3: UNHCR Sports Partnerships</td>
<td>63</td>
</tr>
<tr>
<td>13. Appendix 4: Template and Script for Semi-Structured Interviews</td>
<td>67</td>
</tr>
<tr>
<td>14. Contributors</td>
<td>68</td>
</tr>
</tbody>
</table>
# TABLE OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1</td>
<td>The Millenium Development Goals (MDGs)</td>
<td>11</td>
</tr>
<tr>
<td>Figure 2</td>
<td>Representation of Refugee Population in Uganda (As of August, 2012)</td>
<td>13</td>
</tr>
<tr>
<td>Figure 3</td>
<td>Refugee Population in South West region by settlement locations. Figures as of August, 2012.</td>
<td>15</td>
</tr>
<tr>
<td>Figure 4</td>
<td>Refugee Population in West Nile by settlement location. Figures as of August, 2012.</td>
<td>15</td>
</tr>
<tr>
<td>Figure 5</td>
<td>UNHCR Uganda Operations Profile</td>
<td>16</td>
</tr>
<tr>
<td>Figure 6</td>
<td>A glance at Rwamwanja Refugee Settlement that covers an area of 42 square miles in Western Uganda.</td>
<td>17</td>
</tr>
<tr>
<td>Figure 7</td>
<td>Congolese refugees arrive at Nyakabande transition camp in Kisoro district, South Western Uganda. From here, the refugees are redirected to the various refugee camps aforementioned.</td>
<td>18</td>
</tr>
<tr>
<td>Figure 8</td>
<td>Summary of UNHCR Implementing Partners for Sports Programs in Uganda.</td>
<td>19</td>
</tr>
<tr>
<td>Figure 9</td>
<td>Recap of sports used in programmes in refugee camps (the numbers in column 1 indicate how many of the projects analyzed used this sport).</td>
<td>24</td>
</tr>
<tr>
<td>Figure 10</td>
<td>Without the basic needs of life, investments can not be made into sport. Engagement in sport by the refugees will remain low.</td>
<td>27</td>
</tr>
<tr>
<td>Figure 11</td>
<td>Education is a key complementing factor and should be seen to address the needs of specific groups.</td>
<td>28</td>
</tr>
<tr>
<td>Figure 12</td>
<td>Strengthening delivery systems at the lowest levels is key for these programs to have the greatest impact.</td>
<td>30</td>
</tr>
</tbody>
</table>
LIST OF ABBREVIATIONS

ADF: Allied Democratic Forces
AISTS: Academy of Sports Science and Technology
DRC: Democratic Republic of Congo
FALP: Functional Adult Literacy Programme
FC: Football Club
FIFA: Fédération Internationale Football Association
FIVB: Fédération Internationale de Volleyball
FRC: Finnish Refugee Council
FUFA: Federation of Uganda Football Association
HIV/AIDS: Human Immunodeficiency Virus/Aquired Immunodeficiency Syndrome
IDPs: Internally Displaced Persons
IOC: International Olympic Committee
MDGs: Millennium Development Goals
NBA: National Basketball Association
NGO: Non-Governmental Organization
PSFR: Private Sector Fundraising
RTP: Right To Play
SDP: Sport for Development and Peace
SGBV: Sexual and Gender-based Violence
UN: United Nations
UNF: Uganda Netball Federation
UNHCR: United Nations High Commissioner for Refugees
UNOSDP: United Nations Office on Sport for Development and Peace
WFP: World Food Programme
RESEARCH METHODOLOGY

The goal of our research is to provide UNHCR with practical guidelines on the implementation of sports programmes in refugee camps. To identify best practices in terms of how sport has been implemented in refugee settlements, and suggest a specific set of recommendations for the particular case of refugee camps in Uganda (pre-selected with UNHCR) we decided to focus on existing knowledge on that topic.

To get information about the refugee situation in Uganda, different organizations working there and some existing projects in the area we used several documents provided by UNHCR (UNHCR Draft Uganda Strategy for Refugee Education 2013-2016) and Mr Claude Marshall (UNHCR Private Sector Fundraising (PSFR) Section, Uganda – 2013 UNHCR Partners in Uganda. UNHCR: N.p, n.d. Web. 17 June 2013). We also analysed the documents provided by Right to Play organization regarding their sports projects in Uganda (RTP Uganda 2013 Annual Workplan – Refugee Programme. RTP Uganda: RTP Uganda, 29/03/2013. Document).

For the research of different existing sports projects in refugee camps and the areas of conflict we went through the resource guides provided by Ms Susan Bird (Education Officer for Sports and Youth, UNHCR; UNHCR, Guide to Resources, Sport & Woman and Girls 2013, and then through several websites of implementing organizations we found in those guides.

We also led six semi-structured interviews with key informants (see Appendix 4): Anne Reitsema (Head of Country Programmes) and Johan B. ten Hoeve (Head of Country Programme) at Medair International; Mr Peter Ethabu (Country Manager for Uganda) at Right to Play; Ms Francesca Bonelli (Senior Project Development Officer) at the UNHCR Private Sector Fundraising (PSFR) Section; Ms Line Pedersen (Livelihoods Officer) at UNHCR; Ms Maren Kroeger (Programme Officer and Assistant to the Special Adviser) at the UN Office on Sport for Development and Peace (UNOSDP); Katia Mascagni (Head of Relations with International Organizations and Cooperation) at the International Olympic Committee (IOC).

We asked them about their experience in the area, challenges they faced, the results they achieved and their recommendations for better understanding of the topic. One of the main issues in researching our topic was to ensure we had contact with persons on the ground, so as to have a realistic overview of the real concerns and situation locally, as well as make credible recommendations in terms of suggesting best practices and suggesting the key characteristics of a
pilot programme. In this context, we also relied heavily on the local knowledge of Ugandan team member Aya Olivia Nakitanda.

We complemented this with the broader existing literature on sport for peace and development (see Bibliography for further details).
INTRODUCTION

I. SPORT AS A TOOL FOR DEVELOPMENT AND PEACE

Today, a worldwide movement composed of government and inter-governmental agencies, private trans-national corporations as well as international and national non-governmental organizations are increasingly supportive of the idea that sport is indeed a valuable means to address social issues (Cardenas 3). Further, “Sport cannot cure all the world’s ills, but can contribute to meaningful solutions.” As highlighted by Dr. Jacques Rogge, President International Olympic Committee.

A strategy for social intervention in disadvantaged communities known as sport for development and peace (SDP) has become a platform for the implementation of projects and the design of research that employs sport and various types of physical activities with the purpose of propelling peace and promoting economic development, including achieving the Millennium Development Goals (MDGs).

The MDGs are the world's time-bound and quantified targets for addressing extreme poverty in its many dimensions-income poverty, hunger, disease, lack of adequate shelter, and exclusion-while promoting gender equality, education, and environmental sustainability. They are also basic human rights-the rights of each person on the planet to health, education, shelter, and security. At the Millennium Summit in September 2000 the largest gathering of world leaders in history adopted the UN Millennium Declaration, committing their nations to a new global partnership to reduce extreme poverty and setting out a series of time-bound targets, with a deadline of 2015 (Millenium Project par.1).
In 2003, the UN Inter-Agency Task Force on Sport for Development and Peace defined sport, for the purposes of development, as “all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organized or competitive sport, and indigenous sports and games.” This definition has since then been accepted by many proponents of Sport for Development and Peace (UNOSDP par. 2).

The idea of using sports to advance peace dates back to ancient Greece with an Olympian Truce (Ekecheiria) intended to stop war during the celebration of the Olympic games. During the truce period, spectators, athletes, artists and their families were able to travel to the Olympic Games and return to their places of origin in total safety (Olympic.org, 2009) as asserted by Cardenas (4).

Sport for Development and Peace refers to the intentional use of sport, physical activity and play to attain specific development and peace objectives, including, most notably, the Millennium Development Goals (Sport for Development Peace International Working Group 21).

Sport plays a significant role as a promoter of social integration and economic development in different geographical, cultural and political contexts. Sport is a powerful tool to strengthen social ties and networks, and to promote ideals of peace, fraternity, solidarity, non-violence, tolerance and justice. According to the Sport for Development and Peace International Working Group, an inter-governmental policy initiative whose aim is to promote the integration of Sport for Development and Peace (SDP) policy recommendations into the national and international development strategies of national Governments, sport is seen to have the most benefits in the following areas (UNOSDP par. 5):
• Individual development
• Health promotion and disease prevention
• Promotion of gender equality
• Social integration and the development of social capital
• Peace building and conflict prevention/resolution
• Post-disaster/trauma relief and normalization of life
• Economic development
• Communication and social mobilisation

From a development perspective, the focus is always on mass sport as opposed to elite sport. Sport is used to reach out to those most in need including refugees, child soldiers, victims of conflict and natural catastrophes, the impoverished, persons with disabilities, victims of racism, stigmatization and discrimination, persons living with HIV/AIDS, malaria and other diseases (UNOSDP par.6).

The 1951 Refugee Convention establishing UNHCR spells out that a refugee is someone who “owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality, and is unable to, or owing to such fear, is unwilling to avail himself of the protection of that country” (UNHCR: Refugees: Flowing Across Borders par.3). Internally displaced persons, or IDPs on the other hand have not crossed an international border to find sanctuary but have remained inside their home countries.

The Office of United Nations High Commissioner for Refugees (UNHCR), the UN Agency for Refugees, was set up in 1951 to help the estimated 1 million people still uprooted after World War II to return home and have continued to help find durable solutions for tens of millions of refugees. At the beginning of 2012, the number of refugees of concern to UNHCR stood at 10.4 million (UNHCR: Figures at a Glance: Refugee Figures par.2). The refugees of concern to UNHCR are spread around the world, with half in Asia and some 28% in Africa. They live in widely varying conditions, from well-established camps and collective centres, to makeshift shelters or living in the open. More than half of all refugees of concern to UNHCR live in urban areas. They all face three possible solutions: repatriation, local integration or resettlement.
The UNHCR has long been using the power of sport (See Appendix) and education in its programmes to foster development of refugee children and youth and to ensure tolerance and understanding between communities. In coordination with sports-oriented partners such as Nike, FC Barcelona, the UN Foundation, the International Olympic Committee, Right to Play, and the International Volleyball, Badminton and Basketball Federations, UNHCR continues to expand its sports programmes in refugee camps, mostly in Africa, Asia, South America and Eastern Europe. Through advocacy, fundraising and capacity building, the UNHCR has run various programs benefitting refugees around the world most notably the ninemillion.org campaign that was launched in 2006 as a private-public sector initiative to increase awareness and involvement for the welfare of refugees. Through this campaign, proceeds raised were invested in education and sport in a ratio of 2:1 respectively and also saw donations of sports equipment.

II. THE REFUGEE SITUATION IN UGANDA

The Republic of Uganda is a land-locked country in East Africa, bordered on the East by Kenya, on the North by South Sudan, on the West by the Democratic Republic of Congo (DRC), on the South West by Rwanda and by Tanzania on the South. Refugees from the DRC, Rwanda, Burundi, Sudan and Somalia have been feeling to Uganda for the past 30 years from the some of the most severe and protracted conflicts in history. As of August 2012, there were 189 633 persons of concern to the High Commissioner for Refugees being hosted by Uganda (Uganda: 2013 UNHCR Country Operations Profile 2013 n.pag.). The Congolese constitute the largest refugee population.
There are 8 refugee settlements located in three geographical areas, the Southwest, the Mid-West and West Nile (See map below). Settlements in the Southwest are Nakivale, Oruchinga, Kyaka II and Rwamwanja. Kyangwali settlement is situated in the Mid-West and West-Nile consists of Kiryandongo, Adjumani, and Rhino Camp in Arua. However, nearly a quarter of the refugees in Uganda reside in Kampala – urban refugees (UNHCR Background document 4).

Nakivale, Oruchinga, and Kyaka II have been operating in the Southwest for over 50 years. These three settlements comprise of 85,763 or 46% of the refugee population in Uganda. The Rwamwanja settlement, which previously hosted Rwandan refugees from 1959 until their voluntary repatriation in 1994-96, now hosts 22,608 refugees, almost exclusively Congolese. Kyangwali is the only settlement in the Mid-West, accounting for 19,691 or 10% of the refugee population in Uganda, 85% are Congolese. The West Nile area, close to South Sudan hosts some 15,678 refugees in three settlements. The refugee population was expected to increase by more than 50% by the end of 2012 as they received a new wave of asylum seekers from South Sudan. In the past five years, Uganda has seen a fivefold increase in the number of persons of concern to UNHCR living in urban areas, from 9,000 in 2007 to 48,000 today.
Figure 3 Figures as of August, 2012 (UNHCR Background Document 4).

Figure 4 Figures as of August, 2012 (UNHCR Background Document 5).
Figure 5 UNHCR Uganda Operations Profile

The Government of Uganda provides refugees with land for housing and farming and oversees physical and legal security in the settlements with the technical, financial and material support of UNHCR although they have not made any monetary contributions to UNHCR since 2001, when $1000 was injected. The World Food Programme (WFP) also provides food assistance to the refugees, while national and international NGOs run multi-sector projects under the leadership and coordination of UNHCR (See Appendix 2 for implementing and operating partners).
The refugee camps are human settlements organized in clusters as in villages and are supported with basic needs such as food, clothing and support by various implementing organizations. The children attend schools that are run by the UNHCR, or local schools operated under the mandate of the Ministry of Education that are free (Universal Primary Education and Universal Secondary Education).

Figure 6 A glance at Rwamwanja Refugee Settlement that covers an area of 42 square miles in Western Uganda

When the refugees arrive in Uganda, they may suffer from trauma induced by their displacement, their presence in a foreign and sometimes xenophobic environment, and their lack of financial resources. Compounding matters, they are likely to migrate with little education or professional skills, leaving them in weak position to cope with their displacement and survive in Uganda (Bonfiglio 3).
Figure 7 Congolese refugees arrive at Nyakabande transition camp in Kisoro district, South Western Uganda. From here, the refugees are redirected to the various refugee camps aforementioned.

On 12th July, 2013, The Africa Report reported on that an estimated number of 70 000 Congolese refugees have fled into Uganda from North Kivu since fighting erupted between the Allied Democratic Forces (ADF), a Ugandan rebel group, and the Congolese armed forces in Kamango on July 11, 2013 (Olukya n. pag.). With the ever increasing number of refugees immigrating, providing even the most basic needs remains a challenge.

One of our key informants, with more than 10 years of field experience in refugee camps in Africa admitted that even providing the basic needs of life such as food, water and shelter to refugee communities remains a challenge. Human resource to cater for the various needs is limited and field staff are often stretched beyond their capacity to deliver within their means.

The bulk of UNHCR's resources will be invested in managing essential services to meet basic needs. Those in high demand are: access to effective international protection; legal support; basic shelter and core relief items; water, sanitation and hygiene; primary health care, including HIV prevention and response; and nutrition assistance, with a focus on anaemia reduction. UNHCR will also assist the most vulnerable refugees with specific needs and conduct child-protection and SGBV prevention and response programmes. In addition, it will run projects to improve primary education, livelihood opportunities and self-reliance, including food security (Uganda: 2013 UNHCR Country Operations Profile 2013 n.pag.).
CHAPTER 1: SPORT FOR DEVELOPMENT PRACTICES

I. SPORT FOR DEVELOPMENT PROJECTS IN UGANDA

Due to the limited human resource and the challenging working environment for the UNHCR field staff, they are unable to engage actively in implementation of sports programs, a reality which was discovered though our key informant interviews. Currently, UNHCR runs sports programs alongside its education strategy (with education partners) as well as through other implementing partners such as Right To Play (See Appendix 2). Alongside their primary mandate, several education partners implement sports programmes in their areas of operation in the form of providing equipment to schools and organizing sports events occasionally. Information from our key informants revealed that the scope of their sports related activities is very limited compared to that implemented by Right To Play Uganda, citing majorly lack of resources as a setback despite a general consensus that Sport programs are beneficial in these communities.

<table>
<thead>
<tr>
<th>Implementing Partner</th>
<th>Area of operation</th>
<th>Operation Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right To Play</td>
<td>Oruchinga, Nakivale</td>
<td>2007 – Present</td>
</tr>
<tr>
<td>Interaid Uganda</td>
<td>Kampala (Primary)</td>
<td>-</td>
</tr>
<tr>
<td>Windle Trust</td>
<td>Kampala (Post-primary)</td>
<td>2010- Present</td>
</tr>
<tr>
<td></td>
<td>Oruchinga, Nakivale, Kyaka II</td>
<td>2010- Present</td>
</tr>
<tr>
<td>Finnish Refugee Council</td>
<td>Oruchinga, Nakivale, Kyaka II</td>
<td>2010- Present</td>
</tr>
<tr>
<td></td>
<td>Kyangwali</td>
<td></td>
</tr>
<tr>
<td>UNICEF</td>
<td>Rwamwanja (Pre-primary education)</td>
<td>2012-Present</td>
</tr>
<tr>
<td>World Vision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Save The Children</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action Africa Help</td>
<td>Kyangwali</td>
<td>2007- Present</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local District Administration</td>
<td>Rhino I, Kiryadongo, Adjumani</td>
<td>-</td>
</tr>
<tr>
<td>Community establishments</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rhino, Kiryadongo, Adjumani</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kyangwali</td>
<td></td>
</tr>
</tbody>
</table>

Figure 8 Summary of UNHCR Implementing Partners for Sports Programs in Uganda

Right To Play (RTP) is a global organization that uses the transformative power of play – playing sports, playing games – to educate and empower children facing adversity. Right To Play’s programmes incorporate a methodology that uses sport as tools for learning in four areas: Basic
Education and Child Development; Health Promotion and Disease Prevention; Conflict Resolution and Peace building; and Community Development and Participation.

RTP is the principal partner of the UNHCR in implementing sports and leisure programmes for refugees in Uganda since 2007. In 2013, RTP programme will implement programmes in Nakivale and Oruchinga settlements targeting approximately 15 383 children aged 5-18 years according to their 2013 Annual Workplan (2). RTP uses sport (football, volleyball and netball), play (over 500 games including sitting volleyball) and unique educational tools (Sport Works, Live for Life, Live Safe Play Safe) that are well received by different groups of the refugee community. The programmes are run by the few employed field staff, but also teachers from schools and volunteers from the refugee community who are provided with a small incentive. RTP also offers training programmes for the volunteers and coaches.

The programmes are demand driven and of great impact. Internal program evaluation reveals significant milestones as a direct impact of these activities: 80% youth report development positive life skills (e.g self esteem, leadership), 10% increase in average test scores (numeracy and literacy equivalent) of participating children/youth, 15% increase in education survival rates from grade 5 to grade 7 among others (2013 Annual Workplan – Refugee Programs 3-4).

The team cited inadequate funding, discrimination of girls and loss of trained volunteers through departure to other organisations and repatriation as challenges faced in their operations. As of present, RTP does not receive any funding from UNHCR and neither is there any Memorandum of Understanding between the 2 organisations. However, RTP remains an implementing partner as UNHCR is responsible for the coordination of the activities of all institutions operating in refugee camps in Uganda.

II. OVERVIEW OF EXISTING SPORTS PROJECTS ELSEWHERE IN THE WORLD

To identify the best practices of implementation of sports programmes in refugee camps that could be used in the future in Uganda, it is necessary to take a look at existing sports projects in conflict zones and refugee camps all over the world. It is important to understand the needs and specific desires of refugees and to see how these needs and desires are satisfied by refugees’ participation in different sports projects. This knowledge will help us to choose the best examples
of implementation of sports activities and to suggest our recommendations for the refugee camps in Uganda.

All the projects we analysed (see Appendix 1) were implemented in Asian and African countries in zones of conflict, or in the areas of low standard of living and extreme poverty. The main goals of those projects were to improve the lives of people involved, to educate youth through participation in sports programmes, to support physical and mental health of people, to spread understanding and peace in the areas of implementation and to enable people to break out of the cycle of poverty, ill health, crime, drug abuse and social exclusion.

Among sports activities that were used in those projects we found mostly ball games (football, volleyball, netball, basketball and futsal), but also ultimate Frisbee project in Middle East, yoga programme in East Africa, boxing in Afghanistan, cricket, kickboxing and some others. We also found out that apart from sports activities many organizations were doing a lot of educational work with participants, such as health education (in particular regarding HIV/AIDS prevention), relationship building, community activism, peace building workshops and women rights seminars. We find it also important to mention the challenges that organizations might face in the process of project implementation. After analysing various projects we were able to identify some of the main ones: lack of locally based coaches and sports enthusiasts in the regions of implementation; tension and lack of communication between different ethnic and religious groups in conflict areas; different cultural and religious features (e.g. women can not participate in sport of any kind in some countries and cultures); lack of people (volunteers) and funding.

However, despite many challenges that organizations were facing, most of them managed to show great results of their work. Among the best achievements we found improvement of participants’ health (thousands of people joining sports activities), strengthening ties between communities in areas of conflict, improvement of participant’s knowledge of health and sexual issues, positive response to the programmes from most of the participants.

It is important to know though, that all these great sports projects would have been impossible to implement without help and funding from different partners and organizations. The list of implementing partners includes many different types of companies, foundations, organizations and federations. We found small sport equipment providing companies being part of these
projects, along with many national and international sports federations, charity foundations, big sports apparel corporations and giants of the financial world.

More detailed information about different projects of sports programmes implementation all around the world can be found in Appendix 1 (10 projects).
CHAPTER 2: THE USE OF SPORTS IN REFUGEE CAMPS WORLDWIDE

Several actions have been done and are being done in refugee camps around the world. In the case where sports activities were implemented, we analysed them as shown in the templates below. These illustrate the variety of programmes that organisations are developing for the improvement of life skills of people in refugee camps. We observed that sports implementing programmes used mainly activities that are easy to play and do not need specific equipment that could limit the use of the activity.

ANALYSIS OF MOST CITED SPORTS IN REFUGEE CAMP PROGRAMMES WORLDWIDE

<table>
<thead>
<tr>
<th>Sport</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football (5)</td>
<td>Accessibility (Field sport)</td>
<td>Contact sport</td>
</tr>
<tr>
<td></td>
<td>Low cost of implementation</td>
<td>Can cause competitive frictions and tensions, or</td>
</tr>
<tr>
<td></td>
<td>Universality</td>
<td>exacerbate cultural and religious rivalries</td>
</tr>
<tr>
<td></td>
<td>Many role models for children</td>
<td>Not culturally acceptable for women in many societies</td>
</tr>
<tr>
<td></td>
<td>Team sport</td>
<td></td>
</tr>
<tr>
<td>Volleyball (2)</td>
<td>Accessibility (Field sport)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low cost of implementation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Universality</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Culturally accepted in most refugee groups for females</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Team Sport</td>
<td></td>
</tr>
<tr>
<td>Netball (2)</td>
<td>Easy accessibility (Field sport)</td>
<td>Not popular among males</td>
</tr>
<tr>
<td></td>
<td>Low cost of implementation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Popular among girls in refugee communities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Team sport</td>
<td></td>
</tr>
<tr>
<td>Sport (Count)</td>
<td>Popular among</td>
<td>Drawbacks</td>
</tr>
<tr>
<td>--------------</td>
<td>---------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Boxing (2)</td>
<td>Popular among males</td>
<td>Technically difficult to implement, Costly equipment, Considered violent, Not well accepted by society in camps, Gender issues, Not universal, Individual sport</td>
</tr>
<tr>
<td>Yoga (2)</td>
<td>Simple equipment, Low cost, Different levels of complexity, Can be practiced individually or collectively</td>
<td>Technically difficult to implement, Culturally incompatible</td>
</tr>
<tr>
<td>Ultimate Frisbee (1)</td>
<td>Accessibility (Field sport), Low cost of equipment, Easily understandable rules</td>
<td>Not universal, Lack of role models</td>
</tr>
<tr>
<td>Play (1)</td>
<td>Fun for everybody, Educative, Usually mass involvement, Easy understanding</td>
<td>Teachers needed, Sports may be preferred</td>
</tr>
</tbody>
</table>

**Figure 9 Recap of sports used in programmes in refugee camps (the numbers in column 1 indicate how many of the projects analyzed used this sport)**

Football and volleyball that are reknown worldwide with great attraction and visibility, are most frequently used by organisations that operate sports programs. Football plays a big role in refugee camps; famous star players are seen as role models and as a dream in the children’s lives. Both are
universally understood, engage more people as a team sport and cost less to implement in comparison with other sports.

Others include netball, ultimate Frisbee, boxing, yoga and play. These were seen to be specifically implemented in few camps where they are successfully developed. Boxing, ultimate Frisbee, and yoga are a good proposal because of their unique characteristics as illustrated in the table above. Positives include accessibility to play, low equipment prices, and easy implementing while negatives aspects are non-universality, gender and society issues and absence of worldwide role models to inspire and act as role models for the youth and children. Yoga is easy to teach, no equipment required making it low cost, different levels of complexity cater to participants of different levels, and it can be practiced by oneself. Participants reported feeling better, regaining confidence, and generally enjoying the activity (Stampler 2011). Play is an innovative way to educate and help people, as they have a dual effect: fun and educate. As seen from RTP, different forms can be developed to suit the needs of different groups within the camps. This comes with the need to acquire coaches for implementation. Further, the youth may prefer more popular sports like football. Details of each of these programmes can be found in Appendix 1.
CHAPTER 3: DEVELOPING SPORTS PROGRAMMES IN REFUGEE CAMPS IN UGANDA

To achieve the delivery of an ‘ideal’ sports for peace and development programme in refugee camps in Uganda, the findings from our research and key informant interview suggest there is need for cooperation between stakeholders at all levels from the global to the local to meet the following objectives:

- To increase the number of organizations implementing sports projects in refugee camps in Uganda
- To provide support to existing and new entrants
- To develop and implement programmes customized to the needs of the refugee communities
- To address sustainability of the programmes

At the policy level, the Uganda government has displayed tremendous support in hosting refugees from the neighbouring countries. Through the Office of the Prime Minister, land is allocated and refugees can access social amenities including free Universal Primary Education among other incentives. This is an opportunity for UNHCR and other stakeholders to leverage on to advocate for or support improvements in existing infrastructure such as schools, roads and hospitals that will not only uplift the conditions for the hosts but also the refugees. This is particularly important for the urban refugees residing in Kampala as the refugee population is integrated into the already stretched national education system and also depend on other public social services.

Further there is need to increase awareness of the importance of sports programmes among key decision makers and local authorities (district governments). Such platforms can lead to influence favourable conditions for new entrants or existing partners from the host state and areas. Increasing number of implementing partners is key, as was highlighted in our interviews that sport for development programmes are on high demand especially where the youth are involved. But currently, Right to Play is only one organization in Uganda implementing sports programmes as their primary mandate.

Right to Play has been a pioneer in providing sport and play programmes in refugee camps. On the other hand, we have also appreciated that other organizations operating within the camps could be subsidiary implementers. This was the case with Medair, a relief organization that carried out
sports activities in addition to their primary mandate but their initiative was successful and well received by the internally displaced people in Northern Uganda who suffered effects of the 20-year war. Organizations such as the Uganda Red Cross Society, which is currently running the Nyakabande transit camp in Kisoro district, could be supported to possibly provide sports programmes to the refugees. Other institutions with a potential to implement sports programmes would be religious domains such as churches and mosques because many refugee communities have a strong affiliation to their faith. In addition, religious institutions own land and other facilities that can be utilized for sport (Refer to figure 11 below).

I. PROGRAMME DESIGN

Sports programmes, especially for children of school going age who represent 43% of the total refugee population in Uganda should be complementary alongside education. UNHCR runs 50 primary schools across the 4 regions where the refugee settlements are located and sports can create an incentive in their efforts to improve enrolment and retention of refugee children in schools.

Figure 10 Without the basic needs of life, investments cannot be made into sport. Engagement in sport by the refugees will remain low.
Adult education opportunities are provided by a number of collaborating organizations working in Uganda. Their programmes include: literacy (FALP), English for non-English-speaking adults, and classes in other languages; business skills training; civic education for refugee leaders; youth leadership training; community media and computer training. This is another avenue to implement sports programmes for the older refugees. The Finnish Refugee Council (FRC) has been an active operational partner of UNHCR in providing alternative education programmes in Kyangwali. Existing organizations that have good knowledge of the operating environment in refugee camps could easier be supported into engaging in sports programmes than green organizations (See Fig 11,12).

**Figure 11 Education is a key complementing factor and should be seen to address the needs of specific groups**

Football would be the most suitable sport to implement considering its universal popularity, understanding of the game and limited resources that are required in the target population. For the girls, volleyball and netball would be found more culturally acceptable in these communities with deep rooted native and religious backgrounds, that includes refugees of Islamic faith. Ultimate Frisbee is another low cost team sport that has been successfully used by Ultimate Peace in the Middle East and was well received by the youth in that area of conflict. Team sports would
be preferred as more people can engage in the sport at the same time, and would better address the complexity of the multi-ethnic nature of the Ugandan refugee camps (except Rwamwanja that hosts exclusively Congolese).

Engagement in sport can be improved through regular sessions as well as competitions, the latter of which are well appreciated by children and youths. Medair had an inter-IDP football competition that excited not only the displaced people participating but brought the local communities together. Such an incentive would be logistically challenging, but not impossible especially involving settlements in the same region. Creating contact between refugees living elsewhere could yield pleasant exchanges between the communities.

Key informants highlighted the need to customize programmes to the characteristics of the population. UNHCR staff and other organizations, including Right to Play also have human resource that are stretched. Fortunately, local authorities and community establishments are operating education programmes in the North Western settlements, which is a window to build their capacity in order to deliver sports programmes alongside. In other sites, teachers in schools, refugee leaders, personnel from religious movements and host community volunteers can be targeted for training to implement the programmes to overcome the challenges of language barrier, openness in communication and to pass on the skills required for the programme to remain sustainable. Giving incentives as was highlighted by a representative from Right to Play, is also a key factor in retaining these volunteers (Refer to Fig 12 below).
Figure 12 Strengthening delivery systems at the lowest levels is key for these programs to have the greatest impact.

Programme implementers need to be sensitive to the needs of special groups, such as the girls and disabled to effect inclusion. Gender balance in recruiting volunteers would be paramount to create an environment deemed secure to enable girls participates especially for Somalian communities that are predominantly Islamic. Adult education programmes could also target specific skills specific to women such as tailoring, handcraft making, hairdressing and agriculture so that adult women can access sports alongside vocational training (See Fig 11 above).

Limited resources were cited as the major setback in carrying out sports programmes in refugee camps in Uganda. The above programme design provides a further increase in budget. UNHCR in this regard will benefit from continued partnerships and aiming to further strengthen ties with among others companies (mainly sports equipment), foundations, organizations and international sports federations to secure financial, logistical and technical support. In this aspect, programs such as the ninemillion.org has been successful in UNHCR’s mandate of advocating, fundraising and capacity building.
In 2010, a multi-functional centre at Kiziba refugee camp in Karongi district, while in Nyabiheke and Gihembe camps, volleyball and basketball courts have been constructed and are currently used by the population of concern and the surrounding community in Burundi. The International Olympic Committee has contributed to this cause by building schools in Dabaad, Kenya and Chad. Such initiatives could possibly be extended for implementation in Uganda.

At the local level, the local sports bodies in our suggested sports, the Federation of Uganda Football Associations (FUFA), Uganda Volleyball Federation (UVF) and Uganda Netball Association (UNF) are fully fledged independent bodies with capacity to offer training for volunteers if provided with financial and logistical support. Right to Play, with an experience of 6 years operating in refugee camps in South Western Uganda is a valuable source of expertise that could be utilized for knowledge transfer to other organizations. Other UN agencies, including the United Nations Office on Sport for Development and Peace can also be resourceful.

Athlete engagement is also fertile ground. More, especially those from areas in conflict could be engaged by the UNHCR in their campaigns. One successful example is Luol Deng, a 23-year-old basketball player who fled his native South Sudan as a child and ended up as a refugee in England. He went on to study in the US, joining the Chicago Bulls in 2004 as a forward. Deng, who also plays for England, made headlines with his pledge to donate US$50 to ninemillion.org for every basket he scored. Potential high profile targets include Mo Farrah and Bernard Lagat who are originally from Somalia and Kenya respectively.

Considering the extensive work and long term presence of RTP in Nakivale, Oruchinga and Rwamwanja camps, UNHCR could look into strengthening sports programmes in other sites which are benefitting minimally through the education partners.

It can not be neglected that as UNHCR and many relief organizations operating in refugee camps struggle to provide even the basic needs to the increasing number of refugees, sports remains a secondary mandate in their strategies.
II. SUGGESTED PILOT PROJECT

The following are the key recommendations that define the characteristics of a sports programme to be implemented in a refugee camp in Uganda.

Context:

Pilot project of implementing sports activities in refugee camp designed to support physical, mental and emotional health of people, facilitating authentic personal expression, building supportive communities, and inspiring positive action.

Goals:

With reference to UNHCR’s Education Strategy 2012-2016, and our insights into the work in progress on a strategy specific to Uganda, the high-level goals for such a pilot would as follows:

- To improve the quality of lives of people involved
- To educate the refugees through participation in sports programmes
- To promote peace and understanding among the different refugee groups as well as with the host communities
- To appreciate the benefits of an active sporting life
- To bring happiness to the lives of the children
- To create opportunities for skills development e.g volunteer/coach in the programme
- To highlight the issue of gender equality and inclusion of special groups

Activities:

1) Ball games: football, volleyball and netball
2) Ultimate Frisbee
3) Special activities culturally appropriate for women may include aerobics, jogging or running
Mixed teams, where both boys and girls can participate together is possible in ball games as well as ultimate Frisbee, making them more inclusive. Secondly, the programmes may also include educational activities both during the games (e.g. the “numbers game” with the ball) and after (e.g. different work with participants, such as health education (HIV/AIDS prevention), relationship building, community activism, peace building workshops and women rights seminars). Third, specific activities need to be offered to women who do not necessarily share an interest in sports such as football or volleyball. Here recommendations included aerobics, jogging or running, as suggested by women in camps themselves. Yoga may also be a good selection for older populations, as is the case with the Africa Yoga Project (see Appendix 1) but in the East African context, it is not universally understood. Having noted all of the above, our key informants all stressed that consultation and surveying of the local population to find out their specific preferences would be a best practice.

While the examples above were often cited as the most implemented, we also note that in fact we should not limit ourselves in suggesting only these sports are available. Any sport can be implemented in a sports camp as long as it is realistic in terms of local conditions. In addition, the presence of a professional or semi-professional coach, athlete or enthusiast of any sport can play a key role in making it popular in a refugee camp. Local sports, games and dances should also be accounted for in this sense, they are part of traditions that we forget play a key part in these societies and are therefore worthy of further attention.

CHALLENGES:

- Lack of locally based coaches and sports in the camps at the start of the programme

To overcome: one of our main goals is to train coaches and the camp staff

- Tension and lack of communication between different ethnic and religious groups in conflict areas (some are Muslims, some are Christians all coming from different countries i.e the hosts and refugees).

To overcome: put those people in the same team, so they can communicate and build better relations

- Low willingness to participate; a lot of refugees are traumatized (Medair interview).
To overcome: Psychological training for those, help them to overcome it through sport. Also conduct an environmental analysis to know what suits every refugee group.

- Cultural and religious differences e.g. women from countries/cultures/faiths can not participate in sport of any kind.

To overcome: Use of more gender accepted sport like netball and also conduct gender awareness campaigns through these programs to promote equity.

- Lack of volunteers, it is important to find people, who will be working on site.

To overcome: Look into different available groups among operating organisations, refugees and locals (See figure 12 above).

- Relationship with local authorities; lack of support, unwillingness to participate (Medair interview).

To overcome: UNHCR as the overseer of the operations within refugee camps can act as intermediary between authorities and partners, as well as develop procedural guidelines for the smooth running of these programmes.

EXPECTED RESULTS:

- Improvement of health

- Improvement of participant’s knowledge of health and sexual issues through education

- Strengthening ties between communities divided by conflict or religious beliefs

- Creation of channels for feedback from the participants

- Development of sustainable programs

- Improvement of education of youth

- Possible opportunity to become a model project for other organizations working with refugees

This list is indicative; to understand if the expected results were achieved an evaluation process that includes targets, objectives and performance indicators should be defined up front, as part of the planning and framework of the implementation programme itself. Such a monitoring system
can be self-organised using simple measures in time and space, as well as more detailed feedback gathered from surveys and discussion groups of participants. Local authorities may also be a part of this evaluation, for example to establish further cooperation and development of the programme.

POSSIBLE PARTNERS AND FUNDRAISING:

Among possible partners can be many different types of companies, foundations, organizations and federations. Such as equipment providing companies, national and international sports federations, charity foundations, big sports apparel corporations and giants of the financial world.

- Governments (local – Uganda, or the governments of other countries) land, funding, teachers, coaches
- Sports organizations (e.g. IOC, FIFA, FIVB) coaches, players, funding
- NGO’s (e.g. Danish Refugee Council, Norwegian Refugee Council, American Refugee Committee) funding, volunteers, teachers
- Sports corporations (e.g. Nike, Adidas, Reebok) sports equipment, on site activities
- Sports clubs (FC Barcelona, FC Chelsea) players, coaches, teams outfit
- Athletes and athletes foundations (Leo Messi Foundation, Ray Allen foundation (NBA player)) funding, on site visits with lectures and master-classes

Having said this, sometimes the biggest and most known organisations are not necessarily the best partner. This very much depends on the specifics of the region and set targets and objectives, as outlined earlier. Furthermore, some donors express conditions on the regions and the sports they wish to pursue. Guided by this principle, we conclude that further research and networking may assist in order to have a better understanding of even small existing local programmes that one may not necessarily be aware of, but may prove to be the most suitable implementing partners on the ground.

SPECIFIC RECOMMENDATIONS BASED ON KEY INFORMANT INTERVIEWS:

- Sports programmes should be run as complementary along side education and health; but in some cases to ensure the integration of elderly populations, a separate approach may be useful. Furthermore, having a single sports-coordinator may not always be feasible due to
resource constraints, in which case integrating the sports component as part of other programmes is satisfactory.

- The planning phase is crucial. The local situation should be researched, and clear definitions of which populations to target should be set. Measurable, achievable objectives and corresponding indicators have to be defined in order to monitor, compare and adjust the project. For example, targeting elderly women with an objective of increasing participation in sport activities, one could use yoga, aerobics or jogging for a specific activity and measure participation statistics on a monthly basis in a given area.

- The major importance is to give refugees opportunities to get their values and live back; not to increase benefits or a specific sport goals

- Sports can help a better coexistence of life within in camps, but also with other camps and other communities such as schools and youth centres.

- Do not dump projects on the people, a constant guidance and control must be done. Thus the involvement and consultation of both local authorities and local refugees with an experience in sport (doctors, coaches, teachers) is paramount to ensure the above-mentioned targets, objectives and indicators are realistic and appropriate.

- This also means that different approaches must be taken based on the different types of camps and the extent of their integration in local communities. For example, in some camps, schools and training facilities already exist making implementation of a sports programme different to camps that do not have the space or the equipment set up. As well as this, identifying up front what specific skills and knowledge are missing and where it can be found within the camp or local community can improve integration of local considerations.

- Support continuity even after the organization’s mission ends so projects will not get stuck. Here again the involvement and back-up of the local authorities is important for the programmes continuation. This includes educating refugees as coaches or teachers to continue the programme after the mandate of the implementing partner is completed. This can be helped by the implementing partner better knowing the community, language and cultural considerations from the onset.

- People who are motivated will keep doing sports in the future, so the refugees should be encouraged and supported in their willingness to do sport
- Protocols should be followed to operate for a better developing and understanding of the refugees culture
- Analysing and understanding of witch and why sports are meaningful for the refugees
- Sometimes refugees prefer their local sports, so it should be considered in the process of implementation

In terms of next steps, the recommendations above offer a blueprint for steps to follow in identifying which implementing partner would be most suitable. The first step has to be to clearly identify the target group and set the desired objectives for the programme. This planning phase includes research on existing practices and gaps in skills and knowledge based on the targets and objectives. This can then help determine which sports are preferable, what kinds of resources (staff, equipment, training, facilities) are required, the extent to which further cooperation with local authorities needs to be established, and provide a more detailed estimation of funding requirements. Taking this to the next level, it may be that the sports coordinating function within UNHCR has a key role to play in creating in-house expertise on where local officers may look and connect with the relevant persons on the ground. We understand the difficulties and structural as well as technical obstacles that may still need to be overcome, but our findings suggest that UNHCR may be well placed to develop a centralised and centralising function for tools, guidelines and key evaluation indicators to be used when it comes to implementing sports in refugee camps.
CONCLUSION

We observe on the one hand that there is much to be learned from the organisations already implementing sports programmes in refugee camps. However, there are also a number of organisations that are currently not operating in this field but that would have the potential to do that in the future. Our pilot and set of best practices can be used to illustrate how sports programmes may best be implemented in refugee camps, and can eventually be expanded and applied to camps where they are not yet implemented. We also illustrate from our research and interviews that these programmes are successful in achieving their goals, and that they are therefore in high demand, while existing organisations are not currently always able to cope with this.

One of the main difficulties in collecting best practices and putting forward recommendations specific to a geographical region is the need to consult stakeholders locally in order to make findings more robust. Within the scope of our project this was not possible, but we utilized the resources available to us to set up a framework, which we believe may lay the groundwork for further study in the design of sports programmes in refugee camps in Uganda and elsewhere. Taking this research to the next level would for example require investigating the local situation further, and conducting key informant interviews with the relevant stakeholders suggested in our findings.
BIBLIOGRAPHY


UNHCR, Guide to Resources, Sport & Community Mobilization. UNHCR 2013

UNHCR, Guide to Resources, Sport & Education. UNHCR 2013

UNHCR, Guide to Resources, Sport & Disability. UNHCR 2013

UNHCR, Guide to Resources, Sport & Livelihoods. UNHCR 2013

UNHCR, Guide to Resources, Sport & Mental and Physical Health. UNHCR 2013

UNHCR, Guide to Resources, Sport & Peace-Building. UNHCR 2013

UNHCR, Guide to Resources, Sport & Woman and Girls. UNHCR 2013


Web sources with no articles otherwise specified:

http://www.actionafricahelp.org/kyangwali-refugee-settlement

http://www.actvuganda.org/

http://www.africayogaproject.org

http://www.aliveandkicking.org

http://www.boxgirlskenya.org


https://www.fao.org

http://www.grassrootsoccer.org

http://www.hopethroughaction.com

http://humanrightshouse.org/noop/page.php?p=Articles/5063.html&d=1

https://www.iom.int

https://www.jrusa.org

http://www.righttoplay.org

http://www.toolkitsportdevelopment.org/html/topic_F0B476C1-F9D1-4BC7-9768-37EFDA78E6E5_0BD2DBA6-457C-43F1-8C09-9B528D639C52_3.htm


http://www.ultimatepeace.org


http://www.windle.org.uk/WhereWeWork.aspx
APPENDIX 1: PROJECTS IMPLEMENTING SPORTS IN REFUGEE CAMPS WORLDWIDE

AFRICA YOGA PROJECT

WHERE:
East Africa (Kenya)

DETAILS AND CONTEXT:
71 yoga teachers educated and employed
300 free classes weekly
5000 people improved weekly

GOALS:
- to educate 200 teachers in Africa by 2015
- to support physical, mental and emotional health of people, facilitating authentic personal expression, building supportive communities, and inspiring positive action

ACTIVITIES:
- yoga practice, meditation, self-exploration through inquiry, performing arts as a vehicle for empowerment, health education (HIV/AIDS), relationship building, and community activism

RESULTS:
- increased flexibility
- lower stress levels
- reaching optimal healthy weight

PARTNERS:
- Baptise Power Yoga Institute
- Be Present
- Harambee Arts
- Healcode
- Hiptalayyyoga
- I Love Yoga
- Minbody Business Management
- Next Generation Yoga
- Sarakashi Trust
- Shining Hope for Communities
- We Want Peace
- Wellicious
- Wildlife Works

FUNDRAISING:
- donation-based yoga classes and workshops (offering a free yoga class)
- yoga jam events (raise funds and bring awareness)
- fundraising events

VOLUNTEERING:
Seva Safari Programmeme and Trips to Africa with Africa Yoga Project

ULTIMATE PEACE

WHERE:
Middle East and Colombia

DETAILS AND CONTEXT:
Ultimate Peace builds bridges of understanding and friendship between youth who live in communities divided by conflict, using the character building sport of Ultimate Frisbee as a tool. (Arabs and Israelis)

GOALS:
- to help people and organizations around the world play Ultimate and spread understanding and peace
- to become not just a programme but a movement

CHALLENGES:
No locally based UP coaches, when UP coaches are not able to travel to communities

ACTIVITIES:
- UP camps (from 2009)
- World Games in Colombia 2013
RESULTS:
- Ultimate Frisbee gained immense popularity and official recognition in the Middle East
- Hundreds of youth joined UP activities
- More players, coaches and partners are willing to participate
- Local football and basketball coaches were educated to be a UF coaches

PARTNERS:
- Corporate partners: FiveUltimate.com; Discraft; Breakmark; Patagonia; UltiVillage.com; UltiCoach
- Project Partners: Israeli Ministry of Culture and Sport; Ultimate Players Association of Colombia; Work Flying Disc Federation; The Great Canadian Ultimate Game
- Funding Partners: Yad Hanadiv (Rotschild Foundation); Pinion Street Foundation; Marcia Brady Foundation

FUNDRAISING:
- equipment donations
- money donations

VOLUNTEERING:
- Catalyst programme (doing UP work at your region)
- Ulti-Mates (sponsoring one youth player to send him to UP camp)

PEACE AND RECONCILIATION THROUGH SPORT

WHERE:
Sri Lanka

DETAILS AND CONTEXT:
Programme designed by Mercy Corps to train youth association leaders, community facilitators and coaches to use sports and games to teach lessons about conflict management and peace building

GOALS:
- to strengthen the ability of youth to act as a force for peace and reconciliation
- building and rebuilding connections between divided communities to prevent disintegration into a continued cycle of violence

CHALLENGES:
- legacy of mistrust, tension and lack of communication between Sinhalese, Tamil and Muslim communities

ACTIVITIES:
- peace building workshops
- multi-ethnic sports tournaments (football)

RESULTS:
- positive relations between participating youth increased by 20% over the course of the programme
- nearly two thousand youth from 12 villages in the district were involved
- sports activities strengthened ties between the communities

PARTNERS:
- Nike
- Ampara District Football Association in Eastern Sri Lanka

FUNDRAISING:
Funding and product donations from Nike

FIGHT FOR PEACE PROJECT

WHERE:
Afghanistan

DETAILS AND CONTEXT:
Fight For Peace Project (FFP) is Afghan Girl’s boxing team, created by Cooperation for Peace and Unity (CPAU) in 2007. After agreements with the Afghan Olympics Committee, the team FFP was
transformed into Amateur Afghan Women Boxing Team, the first ever Afghan Women boxing team in Afghanistan.

GOALS:
- to improve the lives of the girls involved, improving their health and fitness
- to teach them the benefits of an active, sporting lifestyle
- to challenge them, and Afghanistan, to question the roles of women in sport and in society
- to develop a strong and inclusive civil society in Afghanistan

CHALLENGES:
Afghanistan remains a conservative country, until recently women could not participate in sports of any kind, and a culture of active and sporting women needs to be built from the ground up, FFP Project main goal is to help to do that.

ACTIVITIES:
- training for girls (30 girls in a team)
- boxing competitions for women in Afghanistan

RESULTS:
- successful team competing in international competitions in Tajikistan, China and Istanbul
- winning medals at world championships
- Sadaf Rahimi competed at the Summer Olympic games in London 2012

PARTNERS:
- Cooperation for Peace and Unity and their partners
- The Afghan Boxing Federation
- The Afghan Olympic Committee

FUNDRAISING:
- donations through website

**BOX GIRLS KENYA**

WHERE:
Kenya

DETAILS AND CONTEXT:
Box Girls is a not-for-profit community and young peers association facilitating positive social change through Boxing, Education, and Gender development. The programme is launched to create a world where women and girls lead dignified lives in secure communities where they are valued as equal members and have control over their sexuality and economic development.

GOALS:
- Use boxing as a sport that will build girls confidence and self-esteem to enable them achieve their aspiration/goals.
- Promote youth’s active participation in community development.
- Use boxing as a sport that will build leadership skills and challenge gender stereotypes.
- Advocate for the rights of women in sports and access to uses of resources and rights.

ACTIVITIES:
- trainings in boxing, self defence and self confidence
- events and activities on focus areas regularly and at convenient school vacation days
- platforms to advocate for the rights of women and girls
- knowledge transfer through education and relevant information dissemination

PARTNERS:
- Box Girls International
- Dutch Embassy Kenya
- Global Bike
- Comic Relief
- Womenwin
- Foundation for International Cardiovascular Services

FUNDRAISING:
- donors, well wishers, philanthropists and development partners

ALIVE & KICKING
WHERE:
Ghana, Kenya, Zambia

DETAILS AND CONTEXT:
Kicking manufactures quality sports balls in Kenya, Zambia and Ghana. Their footballs (soccer balls), volleyballs, netballs, handballs and rugby balls generate employment for over 120 people, provide a product tailored for the African market and are used as a tool for raising health awareness.

GOALS:
- Creating sustainable employment in the manufacture of sports balls
- Ensuring that disadvantaged children have access to balls that are suitable for the condition
- Using sport to raise health awareness in sub-Saharan Africa

ACTIVITIES:
- Organize football road shows and tournaments to raise knowledge of health issues, provide accessible HIV testing and reduce stigma about disease
- Made over 450,000 sports balls since 2004
- 1,035 children taking part in football and netball tournaments, which attracted over 7,000 spectators
- 425 people discovering their HIV status at free pitch-side testing centres
- 800 footballs and netballs donated

RESULTS:
- The majority of footballs are sold in retail outlets across Africa and 20% have been donated to schools and children’s projects
- Enable over 120 adults to work their own way out of poverty, earning a fair wage in good conditions.
- Have reached over 70,000 children and their families through health awareness initiatives
- 99% of participants in the sports based education activities improving their knowledge of HIV/AIDS (based on a sample of 282 young people surveyed)

PARTNERS:
- KPMG
- Clarity
- UEFA
- RBKC
- The Trafigura Foundation
- Others

FUNDRAISING:
- London Marathon 2013
- British 10K London run
- Virgin Money Giving

GRASSROOT SOCCER

WHERE:
South Africa, Zimbabwe, and Zambia

DETAILS AND CONTEXT:
Grassroots Soccer uses the power of soccer to educate, inspire, and mobilize communities to stop the spread of HIV. To achieve the mission, they continuously improve their innovative HIV prevention and life-skills curriculum, share their programme and concept effectively, and utilize the popularity of soccer to increase the impact.
Annual budget of $4.2 million, 61 employees.

GOALS:
- To effectively share curriculum and concept with local implementing partners, allowing achieving scale in a sustainable way while making use of local capacity and infrastructure.
- To empower local community role models (professional soccer players, youth sport coaches, teachers, peer educators, etc.) with the tools to educate the youth in their communities.

ACTIVITIES:
- Global (curriculum development, measurement and evaluations, strategic development and financial management)
- In-country (in-country training and on-going technical assistance, assistance in the overall capacity building of partners organizations)
- Organizing tournaments and football camps
- Skilzz Magazine

RESULTS:
- Evaluations in seven countries have shown positive impact on knowledge, attitudes, stigma, and communication related to HIV
- GRS graduates in Zimbabwe were 6 times less likely to report early sexual debut, 4 times less likely to report sexual activity in the last year, and 8 times less likely to have had more than one sexual partner
- Shown effectiveness in significantly reducing sexual risk behaviour, decreasing stigma, and improving students’ knowledge, attitudes, communication, decision-making skills, and perceived social support related to HIV and AIDS

PARTNERS (Premium):
- USAID
- Nike
- Bill & Melinda Gates Foundation
- Elton John AIDS Foundation
- Barclays
- Many other smaller supporters

FUNDRAISING:
- individuals
- corporations
- foundations

WHEELCHAIR BASKETBALL KENYA

WHERE:

DETAILS AND CONTEXT:
Kenya Wheelchair Basketball Federation (KWBF) was established in the year 2000 as the national body responsible for running wheelchair basketball in Kenya. A number of Paralympic athletes representing Kenya in the 1996 Paralympic Games witnessed wheelchair basketball being played and came back with the idea.

GOALS:
- Creating awareness of the rehabilitative and social value of sports
- Empowering and increasing the capacity of persons with a disability
- Giving persons with a disability an opportunity to reach their potential, achieve self-determination and integrate into society

ACTIVITIES:
- Providing real playing opportunities at all levels for persons with varied physical disabilities
- Women play on the same team as men during recreational or learning opportunities

RESULTS:
- Good ground work was done to establish viability of the project
- Good response and co-operation from beneficiaries
- Good publicity and advertisement in the media
- Support from local companies which provided refreshment and snacks
- Good turn out by the general public
- Positive response from invited guests like District sports officers, area leaders, and the press

PARTNERS:
- Kenya Wheelchair Basketball Federation
- U.S Government
- Omega

CAMBODIAN VOLLEYBALL PROGRAMME

WHERE:
Cambodia
DETAILS AND CONTEXT:
The development of a sustainable disability sports programme in Cambodia for persons with a physical disability, in particular amputees. Rehabilitating landmine survivors and traffic accident victims forms an integral part of the disability sports development.

GOALS:
- Continue the process of national reconciliation and the rehabilitation of landmine survivors and the persons with a disability (PWD’s) of Cambodia through an annual team sports training and competition programme
- Assist the socio-economic reintegration of mine/UXO victims and other persons with disability through team sports and community-based recreational programmes
- Establish Cambodia as the ASEAN Centre for Disability Sports Development and Competition
- Integrate disability sports programmes into the educational and institutional frameworks of Cambodian society
- Strengthen community participation and the development of self-help groups through team club sports programmes and the related community supporters base
- Encourage corporate sector social responsibility through sponsorship of CNVLD disability sports programmes

ACTIVITIES:
- National coordination of an annual sports training and competition programme for the persons with a disability of Cambodia
- Utilize the foundations of the CNVLD programme to implement a broader programme of sporting and recreational activities for women and children with a disability
- The construction of outdoor multi-purpose sports courts in provincial Cambodia within community locations and the local manufacture of sports wheelchairs
- The provision of training the trainers courses for persons with a disability in cooperation with sports technical advisors from the German and Australian Institutes of Sports
- The participation of Cambodian athletes with a disability in regional and international sporting events.

RESULTS:
- Restoring the self esteem of the persons with a disability of Cambodia through team sports
programmes
- The on-going development of Cambodia as the regional (ASEAN) disability sports centre
- The development of disability sports clubs as self help groups within their respective communities
- The improved social and economic reintegration of persons with a disability including training and employment creation
- The reintegration of disabled demobilized soldiers into mainstream Cambodian society

PARTNERS:
- The Cambodian National Volleyball League (Disabled) Organization
- Ministry of Social Affairs, Veterans and Youth Rehabilitation
- Ministry of Education, Youth and Sports
- UNICEF
- UN Adopt-A-Minefield Programme
- Handicap International
- The German Government Cooperation Programme
- AusAID
- World Organization of Volleyball for the Disabled

HOPE THROUGH ACTION

WHERE:
South Africa

DETAILS AND CONTEXT:
Hope Through Action was specifically created in 2007 to bring about an imaginative and life changing initiative for young people in South Africa. They use sport as a medium, not only to develop positive life skills, but also physical ability, to assist young people in coping with difficult realities. Vision: ‘through the power of sport – to change lives, to bring hope and to release potential’.

GOALS:
- to enable young people to break out of the cycle of poverty, ill health, crime, drug abuse and social exclusion
- to work together to achieve this by providing a means for young people to increase their
  physical fitness, enhance their self-esteem, increase their awareness of health issues,
  develop positive life skills and improve their employability
- to provide purpose built centres which are safe and secure environments where young
  people can play sport, develop life skills and grow into mature adults and leaders in their
  families and community

ACTIVITIES:

- Futsal (Mbekweni has a FIFA standard futsal pitch)
- Football – for all ages from 5 years to 25
- Netball (A purpose built netball court is planned to open early 2012)
- Cricket – both quick and full
- Kick Boxing – a favourite amongst the girls as to encourage self confidence and protection
- Rugby - specifically to bring communities together

FUNDRAISING: Finding money for:

- Capital construction of future centres
- Support in operating costs
- Support for individuals to develop specific skills e.g. learn a musical instrument, develop
  computer expertise, etc.
- Support for leagues and individual teams

PARTNERS:

- Deloitte
- Goldman Sachs
- PWC
- Investec
- Many others

VOLUNTEERING:

- Educators to work on literacy programmes
- Sports coaches
- Music teachers
- Mentors and coaches for individuals

RIGHT TO PLAY

WHERE:
Benin, Burundi Canada, China, Ethiopia, Ghana, Jordan, Lebanon, Liberia, Mali, Mozambique, Pakistan, Palestinian Territories (West Bank and Gaza), Peru, Rwanda, South Sudan, Tanzania, Thailand, and Uganda

DETAILS AND CONTEXT:
Use sport and play to educate and empower children and youth to overcome the effects of poverty, conflict and disease in disadvantaged communities

GOALS:
- Basic Education and Child Development
- Health Promotion and Disease Prevention
- Conflict Resolution and Peace Building
- Community Development and Participation

ACTIVITIES:

- Volleyball
- Basketball
- Football

PARTNERS:
Corporate Partners:
- Master Card Worldwide

Global Partners:
- Sport Federation
- Football Clubs Foundations
- International Olympic Committee
- Nike Foundation

FUNDRAISING:
- Government
- UN Agencies

**RIGHT TO PLAY (Uganda Case)**

**WHERE:**
Western Uganda (Oruching and Nakivale)

**DETAILS AND CONTEXT:**
Global organization that uses the transformative power to play to educate and empower children facing adversity

**GOALS:**
- Sports for improving life skills
- Harmony and peaceful coexistence between groups living in camps

**CHALLENGES:**
- Funding and resources
- High demand and not enough resources
- Small incentives for volunteers
- Girls in some cultures denied to do sports

**ACTIVITIES:**
- Volleyball
- Football
- Netball
- 500 games for play (ex. sitting volleyball)

**RESULTS:**
- Improved life skills
- Improved peaceful coexistence in camps

**PARTNERS:**
- UNHCR
- Government of Uganda
FUNDRAISING:
- UNHCR
- Government of Uganda

VOLUNTEERING:
- Athletes ambassadors
- 900 are refugees

THE MODEL PEACE AND SPORT ORGANISATION

WHERE:
Burundi, Ivory Coast, Colombia, DRC, Israel, and Palestine

DETAILS AND CONTEXT:
Sustainable peace throughout the world. Practice of structured sport and sporting values to educate young generations and help foster social stability, reconciliation and dialogue between communities.

GOALS:
- Turn no-man’s land into sports grounds
- Reintegrate child soldiers into society
- Help war orphans regain self confidence
- Integrate refugees
- Help the poor have access to education
- Establish a spirit of citizenship in disadvantaged urban areas

ACTIVITIES:
- Volleyball
- Basketball
- Football

PARTNERS:
- Local project managers
- Government
- International Sports Federations
- National Sports Federations
- Equipment suppliers
- Champions for Peace (Elite partners for local projects)
- Education, health, nutrition partners

FUNDRAISING:
- Financial partners
- Sponsors
APPENDIX 2: OPERATING AND IMPLEMENTING PARTNERS OF UNHCR IN UGANDA

GOVERNMENT AGENCIES

WHERE:
Local goverments of: Adjumani, Arua, Kiryandongo, Moyo, Yumbe

DESCRIPTION:
Provides refugees with land for housing and farming and oversees physical and legal security in the settlements with the technical, financial and material support of UNHCR

AFRICAN CENTRE FOR TREATMENT AND REHABILITATION OF TORTURE VICTIMS

DESCRIPTION:
Pioneer provider of services to survivors and victims of torture in Uganda. Supports the process of rehabilitation of victims of torture by security agencies or by rebels in Uganda and neighbouring countries.

FOOD AND AGRICULTURE ORGANISATION OF THE UNITED NATIONS (FAO)

DESCRIPTION:
Make sure people have regular access to enough high-quality food to lead active, healthy lives.

HUMAN RIGHTS NETWORK

DESCRIPTION:
Foster the promotion, protection and respect of human rights in Uganda through linking and strengthening the capacity of member organizations at national, regional and international levels.

INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC)

DESCRIPTION:
Activities in favour of refugees and detainees, ensuring access to water and sanitation.
Supporting the integration and promotion of international humanitarian law.

PARTNERS:
- URCS (Uganda Red Cross Society) provides assistance to communities in the area
- Red Crescent Movement
UGANDA RED CROSS SOCIETY

WHERE:
Uganda (Kisoro)

DESCRIPTION:
Management of Congolese refugees who have crossed into the country

INTERNATIONAL ORGANISATION FOR MIGRATION (IOM)

DESCRIPTION:
- Movement, Emergency and Post-crisis Migration Management
- Migration Health
- Regulating Migration
- Facilitating Migration
- Migration Policy and Research

MIGRATION SERVICES JESUIT REFUGEE SERVICE / USA

DESCRIPTION:
Accompany, serve and advocate for the rights of refugees and other forcibly displaced persons

PARTNERS:
U.S. Jesuits

PUBLIC DEFENDER ASSOCIATION

DESCRIPTION:
- Criminal aid to the poor people
- Provide effective legal services for disadvantaged people charged with criminal offences
APPENDIX 3: UNHCR SPORTS PARTNERSHIPS

FC BARCELONA

WHERE:
African countries: Swaziland, Malawi, Angola, Rwanda, Ghana
Catalonia, South Africa, China, Brazil

DETAILS AND CONTEXT:
The FC Barcelona Foundation and UNICEF signed its first agreement in September 2006 for a duration of five years. That agreement provided for the donation, by FC Barcelona, of 1.5 million euros per year to Unicef, to perform together, projects in the fight against AIDS. The understanding also included incorporating the logo of the UN Children's Agency on the front of the FC Barcelona football shirt.

GOALS:
- Promote children's human development,
- Improve infrastructure,
- School equipment
- Knowledge of educators.

ACTIVITIES:

Promotion of education through sport

THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)

WHERE:
Panama, Venezuela, Namibia, Dadaab, Chad, Uganda and Kenya

DETAILS AND CONTEXT:
Since 1994, IOC has worked with UNHCR in refugee camps and resettlement areas around the world. Projects include those that offer structured sport and recreational activities for refugee children whose social bearings have been destroyed by war and conflict.
Among the IOC’s many projects with UNHCR are the Giving is Winning campaign, Sport Against Sexual Based Violence (SGBV), ANOCA, and education initiatives.

In collaboration with:

1) African National Olympic Council Association (ANOCA)

ANOCA is an umbrella group of 53 African Olympic Committees. Through this partnership UNHCR, the IOC & ANOCA are providing meaningful opportunities to engage youth through sport programming including:

- Training of coaches / physical education teachers / childcare workers/ recreational peer leaders
- Provision of adequate sport equipment and sporting attire
- Rehabilitation / construction of sporting fields / pitches / courts
- Establishment of safe, regular and various sporting / recreation activities
- Establishment of leagues / tournaments / competitions / celebration days

2) UNHCR and IOC

Are dedicated to strengthening and building the capacity of the community, supporting the possibilities of a stronger sense of self-reliance. While the challenges are formidable, we see great hope and promise in the community as well as our partners in fulfilling this vital task. The main objectives of the IOC’s work in partnership with UNHCR are: the provision of equipment; the support and organisation of activities and competitions in camps; and the construction of infrastructure. While the broad objectives remain the same, the partnership models vary according to different types of refugee camps (long-term settlements vs. settlements in current conflict areas).

3) Sport Against Sexual and Gender Based Violence (SGBV)

In 2007, The UN refugee agency and the IOC reaffirmed their long-standing cooperation and agreed to work together to engage young men and women in sport projects that address sexual gender based violence. Initial projects will be implemented in Panama, Venezuela, Uganda and
Kenya and will include interactive training sessions that combine sports instruction and sexual and gender based violence awareness training.

NIKE FOUNDATION

The Nike Foundation is pioneering a new approach to development by creating insights-driven innovations, strategic partnerships and solutions that can be scaled to enable and equip adolescent girls to realize their potential. When a girl in poverty completes secondary school, marries and has her first child later, she helps to create economic growth, political and social stability.

Driving massive resources to adolescent girls. In 2010 we formed Girl Hub, a strategic collaboration with the U.K. Department for International Development (DFID) aimed at transforming the lives of adolescent girls living in poverty by engaging girls themselves as active participants. We work in Ethiopia, Nigeria and Rwanda to create programs for girls, with girls. Girl Hub delivers results for girls in a variety of ways – family planning, direct assets, resource creation for girls in humanitarian settings, and through research and data disaggregation.

Getting girls on the international development agenda. Ten years ago, girls were widely invisible to the global development community. In 2008, the girl effect launched as a concept to radically change the way policymakers and funders viewed girls’ development issues. Accompanied by a short film that caught the attention of global leaders at the 2009 World Economic Forum, the girl effect has since evolved into a global movement aimed at inspiring and equipping individuals, networks and organizations with the tools and information they need to make the girl effect happen.

From the halls of the World Bank to the stage of the Clinton Global Initiative and beyond, the Nike Foundation has partnered with some of the most well respected organizations and leaders in the development community toward a vision: those adolescent girls are embedded in – and integral to – the eradication of global poverty.

Examples:

1. Chicago Bulls basketball player Luol Deng is the latest high-profile supporter of UNHCR’s nine million.org campaign, which raises funds to provide education and sports activities for millions of young refugees around the world.
2. Olympian Gifts: In the spirit of the 2008 Beijing Olympic Games, UNHCR and the International Olympic Committee (IOC) ran a major clothing collection project titled 'Giving is Winning'. National Olympic Committees, Federations, sponsors, recognized organizations; members and supporters of the Olympic Movement have been encouraged to donate unused sports and casual clothes, which will then be distributed by the UNHCR to various refugee camps around the globe.

3. Play4Africa: Initiative by top Spanish footballers and clubs that donated footballs, boots and humanitarian aid to refugees in 14 countries en route to the World Cup in South Africa, 2010 Source
APPENDIX 4

Template and Script for Semi-Structured Interviews

Question 1

a) To give us the background, describe your experience and personal involvement in sports in refugee camps (note location, timing, duration, level of involvement, target group (girls/boys, women/men, children/adults), seniority...

b) Can you comment on the characteristics of the camp(s): presence of schools in the camps, number of people in the camp, what country they come from, life in the camp (how the refugees spend their day), other statistics on the camp and refugees...

Question 2

When the project was initiated, what was the main challenge faced in terms of funding and resources? Did you work with any implementing partners and/or governmental organisations? What relationship did you build with the local authorities?

Question 3

Were there any particular difficulties in implementing the project on the ground? What sports were used in the programme? Did you work with (coaches, athletes or refugees)?

Question 4

How was the project received by refugees? How willing were they to participate? Were any measures used to rate their success? Did you do any survey of this and could you share the results with us?

Question 5

In hindsight, what, if anything, would you have done differently?

Question 6

What would be your main recommendation/advice to an organization looking to implement sports projects in refugee camps?
CONTRIBUTORS

Core Team

Alexander Korsik is Russian and recently completed his studies in Politics and International Relations of Asian and African countries at Moscow State University. He has worked in real estate and interpreter services, as well as volunteering for several sports organisations.

Viktoria Ivarsson is Swiss and Swedish and has a background in International Relations. Prior to signing up for the MSA 2013, she worked for 6 years for the World Economic Forum in Geneva. Her passion is golf although her other interests include Formula One and winter sports.

Olivia Aya Nakitanda is from Uganda where she is a 10 times National Swimming Champion, having also represented her country at the Beijing Summer Olympic Games. A medical doctor by training, she has worked in various capacities for patient care, rescue missions and emergency services alongside holding leadership positions within the National Olympic Commitee of Uganda.

Luis Ricardo Perez Rosas is Mexican. He recently completed a degree in Sports Management at the Johan Cruyff Institute in Spain and has also studied Business Administration at the Universidad Nacional Autonóma de Mexico (UNAM) in Mexico City. He was a professional football player for 10 years in his country where he also worked as a coach and administrator of a new football academy for kids.

Supervisors

We gratefully acknowledge the guidance, support and assistance of:

Susan Bird, Education Officer, UNHCR

And

Geert Hendricks, Head of Projects, AISTS