International sport and world development:
A study of the developmental influences of the
International Olympic Committee

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Declaration of Conflicting Interests

This project was self-funded and as far as the author is aware there is no conflict of interests to declare.
0. Abstract

This research investigates the contribution of the International Olympic Committee to development through sports-related interventions. The use of sport in development is a relatively young, relatively undefined, field. Similarities are noted in the rhetoric of development and Olympism that demonstrate this youthfulness is not as young as the established literature implies. By collating various references to IOC activity in development, a ‘policy’ is drawn up. Further collating brings together three case studies and some background literature to understand the field and the IOC’s place within it. These methods revealed that the IOC works in partnership with many international agencies and puts pressure on National Olympic Committees to advance developmental agendas. The findings are analysed to suggest that the confused field allows the IOC to act loosely whilst its lack of accountability and transparency allows it to portray a more involved stance than it takes. It is recommended that the IOC restructure itself to give credit to the sector and improve its performance in a field made for its Movement. Further research is called on to employ similar organisation level analysis for other mega events, other actors, and for greater attention to the rising role of individual athletes in this area.

Keywords: Development, sport, International Olympic Committee, Olympism, athlete activism,
### List of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANOC</td>
<td>Association of National Olympic Committees</td>
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<td>ANOCA</td>
<td>Association of National Olympic Committees of Africa</td>
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<td>ASOIF</td>
<td>Association of Summer Olympic International Federations</td>
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<td>AIOWF</td>
<td>Association of International Olympic Winter Sports Federations</td>
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<td>ARISIF</td>
<td>Association of IOC Recognised International Sports Federations</td>
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<td>DTS (DtS)</td>
<td>Development through Sport</td>
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<td>EOC</td>
<td>European Olympic Committees</td>
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<td>IF</td>
<td>International Federation</td>
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<td>IFRC</td>
<td>International Federation of Red Cross and Red Crescent Societies</td>
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<td>IGOs</td>
<td>Inter-Governmental Organisations</td>
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<td>ILO</td>
<td>International Labour Organisation</td>
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<td>(1)NGO</td>
<td>(International) Non-Governmental Organisation</td>
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<td>IOC</td>
<td>International Olympic Committee</td>
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<td>IWGSDP</td>
<td>International Working Group on Sport for Development and Peace</td>
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<td>IYSPE</td>
<td>International Year of Sport and Physical Education</td>
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<td>IYSOI</td>
<td>International Year of Sport and the Olympic Ideal</td>
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<td>LDC</td>
<td>Lesser/Least Developed Country</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>NOC</td>
<td>National Olympic Committee</td>
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<td>OCA</td>
<td>Olympic Council of Asia</td>
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<td>OCOG</td>
<td>Organising Committee of the Olympic (and Paralympic) Games</td>
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<tr>
<td>ONOC</td>
<td>Oceania National Olympic Committees</td>
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<td>PASO</td>
<td>Pan-American Sports Organisation</td>
</tr>
<tr>
<td>PTS (PtS)</td>
<td>Peace through Sport</td>
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<td>S+</td>
<td>Sports Plus</td>
</tr>
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<td>S+D (SaD)</td>
<td>Sport and Development</td>
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<tr>
<td>SDP</td>
<td>Sport for Development and Peace</td>
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<tr>
<td>SFD (SiD)</td>
<td>Sport for Development</td>
</tr>
<tr>
<td>SFP (SiP)</td>
<td>Sport for Peace</td>
</tr>
<tr>
<td>SID (SiD)</td>
<td>Sport in Development</td>
</tr>
<tr>
<td>SIDS</td>
<td>Small Island Developing States</td>
</tr>
<tr>
<td>SPD</td>
<td>Sport for Peace and Development</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNIATFSDP</td>
<td>UN Inter-Agency Task Force on Sport for Development and Peace</td>
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<tr>
<td>WFP</td>
<td>World Food Programme</td>
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<tr>
<td>WHO</td>
<td>World Health Organisation</td>
</tr>
<tr>
<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees (UN Refugee Agency)</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific, and Cultural Organisation</td>
</tr>
</tbody>
</table>
### List of Figures

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fig. 4.i</td>
<td>The four dimensions of the IOC</td>
<td>31</td>
</tr>
<tr>
<td>Fig. 4.ii</td>
<td>D4) Governance: The structure of the IOC</td>
<td>32</td>
</tr>
<tr>
<td>Fig. 4.iii</td>
<td>D2) Olympism in Action: The values and how they are achieved</td>
<td>33</td>
</tr>
<tr>
<td>Fig. 5.i</td>
<td>Indicative flow chart of IOC involvement in externally initiated initiative</td>
<td>47</td>
</tr>
<tr>
<td>Fig. 5.ii</td>
<td>Indicative flow chart of IOC involvement in internally initiated initiative</td>
<td>47</td>
</tr>
<tr>
<td>Fig. B.a</td>
<td>D1) The Games – the structure of the Olympic Family</td>
<td>62</td>
</tr>
<tr>
<td>Fig. B.b</td>
<td>D3) Revenue – Origins and distribution</td>
<td>62</td>
</tr>
<tr>
<td>Fig. B.c</td>
<td>The IOC in the international sporting community</td>
<td>62</td>
</tr>
</tbody>
</table>
List of Tables

Tab 4.i  A compilation of IOC related UN General Assembly Resolutions  p35
Tab 4.ii A representative sample of other IOC activities  p39
Tab A.a  A chronology of sport in development  p62
# Table of Contents

Acknowledgements  
Declaration of Conflicting Interests  

Abstract  
Keywords  

List of Acronyms  

List of Figures  
List of Tables  

Chapter 1 - Introduction  
1.i  Introduction  
1.ii  Background  
1.iii  Research focus  
1.iv  Aim and objectives  
1.v  Value and importance  
1.vi  Dissertation structure  

Chapter 2 - Literature review  
2.i  Introduction  
2.ii  Wider concerns – mega events and CSR  
2.iii  Research objective one – the role of sport in development  
2.iv  Research objective two – the role of the IOC in development  
2.v  Research objective three – the nature of the IOC  
2.vi  Conclusion  

Page 1
Chapter 3 - Methodology

3.i Introduction p20
3.ii Research strategy p21
3.iii Data collection p23
3.iv Analytical framework p25
3.v Potential limitations p26
3.vi Conclusion p27

Chapter 4 - Findings

4.i Introduction p29
4.ii IOC development policy p30
4.iii Case study one (CS1) – Sports for Hope p36
4.iv Case study two (CS2) – Giving is Winning p37
4.v Case study three (CS3) – HIV/AIDS Toolkit p38
4.vi Conclusion p40

Chapter 5 - Analysis and Discussion

5.i Introduction p41
5.ii IOC projections p41
5.iii IOC projects p43
5.iv IOC approach p48
5.v Wider observations p49
5.vi Conclusion p50

Chapter 6 - Conclusion

6.i Introduction p51
6.ii Summary of findings p52
6.iii Recommendations p54
6.iv Proven limitations p57
6.v Future research p57
6.vi Conclusion p58

Bibliography p59

Appendices p62

A A chronology of sport in development p62
B A selection of diagrams showing the Olympic network p62
1. Introduction

1.i Introduction

Lambasted by some as a misdirected, inefficient, unsustainable, regrettable disaster of a development project (Tien, 2011) and heralded by others as a celebration of the pinnacle of human achievement (Ritchie, 2009) - The Olympic Games are a divisive mega-event that occurs once every four years (or biennial if one includes the Winter edition). As a result of such controversy much has been written about the benefits, or otherwise, of hosting ‘The Greatest Show on Earth’\(^1\) (Weed, 2011; Porter and Fletcher, 2008). Less has been explored regarding what goes on between these quadrennial (or biennial) parties however. Or indeed on who carries the Games in all their glory and guises from host city to host city.

That force behind the Olympic Movement is the International Olympic Committee (IOC). Although not in charge of organising the prized Games, the IOC prides itself on being the guardian of the Olympic Spirit, the father of the Olympic Family, and the propagator of the philosophy of Olympism (IOC, 2011e). These are all phenomena that espouse ideals of internationalism, equality, and freedom. Ideals that would not appear out of place in a United Nations (UN) declaration or indeed in the mission statement of a global development charity (UN, 2000; Oxfam, 2011).

\(^1\) The origins of this phrase are unknown. Some use it with sincerity, others with irony.
The connections then, between the IOC and development, are immediate. This dissertation investigates those connections. The purpose of this chapter is to introduce the topic, aim, and objectives of this dissertation as well as justifying why it has been carried out and the benefits it will bring. The chapter begins with a discussion of the background to the topic. The focus of the study within this background is then explored before an explicit presentation is made of the research aim and objectives. Explanation is then offered of the value and importance of this research before outlining the structure of the dissertation as a whole.

1.ii Background

Sport - an activity or pastime pursued for exercise or pleasure (OED, 2012) - has long been recognised to bring benefits of entertainment, health, and camaraderie. Similarly lengthy has been societies’ use of sport as a social tool in education and communities (p371, Kidd, 2008). One of the most familiar and prominent examples of this is within the British Empire where games like cricket were used to foster relations between the coloniser and the colonised (Khondker, 2001). Whilst more recently, over the later twentieth century, the world of increasingly professionalised sport took on a political edge that one can see at its zenith with the Cold War boycotts of the Olympic Games in Moscow and Los Angeles.

Development has a much shorter life history. It is generally agreed that development - the conscious advancement of the human condition across the world through reducing inequality and maximising opportunity - is a largely post- Second World War phenomenon (Rist, 2008). Although, it too has colonial links in the desire of former imperial powers to retain and maintain influence in their old colonies by way of aid and assistance (Rist, 2008).
In the past ten years the ancient practice of sport has been brought in to this young field of development as the latest in a long line of saving graces. This merger has given rise to a sub-sector that uses sport as a vehicle to advance a developmental agenda. Given that the IOC has professed development-esque sympathies from its inception in 1894, long before anyone was articulating the field we today call development studies one would be forgiven for assuming that the IOC would be leading the way. Alas that does not appear to be the case as Guest has demonstrated (Guest, 2009). This dissertation investigates why.

1.iii Research focus
Before advancing it must be clear what is understood by this merger of sport and development. The field is known variably as sport-for-development-and-peace, development-through-sport, sport plus, sport-in-development and many other aliases. Such diversity is testament to its inherent incoherence. For the purposes of this work the field will be referred to as sport-for-development (SFD) to reflect the servitude element and the focus here on development over the related realms of peace and reconciliation.

Likewise one must be clear of what we are referring to by the IOC. The Committee sits atop the Olympic Movement guarding and granting the rights to host the Olympic Games. Yet given its wealth of other activities (IOC, 2011e.) it could quite feasibly be labelled an institution, corporation, multilateral, federation, non-governmental organisation, or even a monopoly. It has, after all, no competition for the competition(s) it provides. In many ways it is similar to the Bretton Woods institutions in terms of its reach and lack of shareholders but then not in its lack of

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2 This refers to prominence of successive paradigms in development, see Kothari’s A Radical History of Development Studies (Zed Books, 2005) for a good exploration.
representation or self-awarded mandate. Bearing these definitional possibilities and the historical roots of the field in mind, Scott’s work on institutional theory encouraging ‘a longer and broader perspective’ might well be of use (p31, Scott, 2004).

The IOC describes itself as a values-based sports organisation (IOC, 2011b). Yet its values and ideals are far more often referenced in the public sphere than they are understood or defined. Though perhaps this mystery is fitting given the movement’s historical roots in Ancient Greece and the original mythologies of that era (Chatziefstathiou and Henry, 2007). As a global body the IOC has faced many challenges throughout its existence from charges of corruption to the battle against doping (Gerrard, 2008). So while much might be done in the Olympic name or under its banner this dissertation focuses on the modern day Committee and the enacting of its own values in the field of sport-for-development.

1.iv Aim and objectives

This research seeks to contribute to the established debates on the utility of sport for development generally and evaluate the IOC’s activity in the field, providing recommendations to improve and increase that activity. SFD is a field that is growing in size as well as acceptance, yet, with this greater attention and responsibility has come greater scrutiny and scepticism. The IOC is in a position to facilitate global partnerships, offer continuity, cohesion and withstand the emerging pressures.

In order to do so one must understand how sport could contribute to development and indeed how it has already done so. As a result one will have a greater awareness of the characteristics and challenges for the field and its actors. Yet SFD is not the only area beyond the sporting arena where the IOC is present, one
must be acquainted with the personality of the Committee in order to make suggestions to it. Only then will one be able to outline a way forward for the IOC and for the field.

The hypothesis is that the IOC could unite and orchestrate SFD as it does sport in partnership with the central players of mainstream development. The overall aim of this study is to establish how the IOC might better their performance in the sport for development sector. The research objectives (ROs) of this study are to:

RO1) *Clarify* the role that sport can and has played in development.
RO2) *Identify* the arising and established issues in SFD.
RO3) *Assess* the IOC’s existing approach and why it has been adopted.
RO4) *Determine* how the IOC can improve its contribution to SFD.

1.v Value and importance

Sport has increasingly found itself being used as a development device yet thus far it has been piecemeal and project-based (e.g. Straume and Steen-Johnsen, 2010). As Hayhurst et al. have argued a more coordinated approach could provide an improved platform for impact (Hayhurst et al., 2012). The IOC could provide that coordination and be that platform. There is a need for this research because if left unaddressed good practice will be lost, bad practice recurrent and SFD will not become the saving grace that development consistently seeks. Meanwhile the IOC would continue to struggle to justify its vision and mission in a world where mega-events like its dear Olympic Games attract as much criticism as they do sponsorship (see O’Reilly et al, 2011).

There is a gap in the existing research that fails to address the field or individual organisations at large, instead focusing on independent case studies (e.g.
This research fills that gap by providing a different angle in taking an organisational approach to assessing the role of sport-for-development. This research is valuable because of the recommendations it puts forward. This project has a current resonance too with the dawning of the XXXI Olympiad where the Summer Games go to South America for the first time. Not only that but most recent hosts, London’s insistence on inspiring a generation stretched beyond borders in the form of the International Inspiration programme – worthy of a study in its own right.

This research is important because of the approach it takes. The SFD sector is not totally lacking in critical investigation yet it is so in applying that investigation to an organisation like the IOC. We must look at organisational level and we must look at the IOC. SFD is a reality and it appears time the IOC came to terms with it. Academics, practitioners, and users will benefit from this research because it will compare previously distanced phenomenon and combine their learnable lessons.

1.vi Dissertation structure

The research was conducted through a comparative analysis of a stratified sample of case studies. These findings were set against the reviewed literature to meet the ROs and so the overall aim of the project. The research was mainly carried out at Edinburgh University and ran from its earliest conception in January 2012 to the deadline in mid-August of the same year. The outline of the dissertation is as follows:
Chapter 1 - Introduction covered the background to the topic, the research focus, the overall aim and constituent objectives of the study. It addressed the need, value, and importance of the study as well as outlining its structure.

Chapter 2 - Literature review covers the established work of the field and the central issues that have been identified. It situates this study within a wider context.

Chapter 3 - Methodology covers the overarching strategy and approach of the research. It addresses the data collection methods, and analytical framework. The chapter also discusses issues of validity and reliability as well as the ethical and technical challenges of the project.

Chapter 4 - Findings covers the outcomes of the research. It addresses the main results of the study, presenting them in tabular, diagrammatic, and text formats.

Chapter 5 - Analysis and Discussion synthesises the descriptions offered in the previous chapter and analyses their importance and meaning. It addresses how these findings relate to the ROs set out in this Introduction.

Chapter 6 - Conclusion matches these arguments to the literature reviewed earlier and addresses the recommendations that are made for the IOC and SFD more widely.

The focus now turns to expanding this background and entrenching the need for this research through a review of the literature.
2. Literature review

2.i Introduction

This chapter will provide an analytical overview of the existing literature in SFD and the IOC’s activity within it. The review will clarify the key issues and further show the need for this study whilst staying tied to the ROs to:

RO1) Clarify the role that sport can and has played in development.
RO2) Identify the arising and established issues in SFD.
RO3) Assess the IOC’s existing approach and why it has been adopted.
RO4) Determine how the IOC can improve its contribution to SFD.

Beginning by discussing some wider concerns the review will turn to the first three ROs, breaking them down into more manageable sub-sections. The chapter closes with a summary of the findings and the implications of the review for the dissertation as a whole.

The review is important because it provides a theoretical backdrop. It is needed to know how the field works, to be aware of the other actors and of the broader picture informing their actions. Only with this knowledge will RO4) be fully fulfilled. In reviewing the literature the researcher came across a wealth of materials, only some of which can be dealt with here. However, perhaps most importantly a few
trends were recognised that in themselves are revealing. Firstly Okada and Young’s work on the lack of SFD research in an Asian context rang true with what this study found (Okada and Young, 2011). Similarly not much was found on South American examples, though the more established mega-event discourse was proliferating there in response to the incoming Summer Olympic Games in Rio de Janeiro in 2016.

Beyond these geographic inconsistencies certain sports were more frequent than others, namely football, whilst SFD appears to be most often connected to health education for HIV/AIDS and community reconciliation in war-affected areas. Whilst although this review does not reflect it, relative to the amount of work published on sport-for-development, relatively little has been written explicitly on the IOC or even the Olympic Movement. One constant was the authors’s ever changing acronym to encapsulate the field. There are then, some problems this study will not resolve. Yet by focusing on a multi-continental, multi-sport organisation that has a close relationship with the UN (Observer Status) and so the Millennium Development Goals (multi-issue) it is hoped later research can build on the platform established here to tackle these other problems.

2.ii Wider concerns
This study is at the intersection of two discourses: one established in its discussion of the development impacts of hosting mega-events and the other confused over the nature of sport’s role in development. Therefore this review begins with some extraneous discussions to inform the place of the IOC within development, sport within development and ultimately the IOC within sport for development. Carey et al’s focus on the host city, for instance, may be tangential to this study, yet their arguments on the aiding of disadvantaged populations run to its centre (Carey et al,
The first interaction between the Olympic Movement and development was in terms of the Summer Games and the effects upon the host nation (see Leopkey and Parent, 2012). This has extended to the point whereby the relevant Organising Committee of the Olympic Games (OCOG) and National Olympic Committee (NOC) of the hosts are expected to deliver their own international development initiatives on top of running the show and developing their own society and economy.

Furthermore Carey et al’s proposal that further research look at whether social development is “actually an integral part” of the Olympics and not “merely driven by corporations…to utilize the value and altruistic nature of sport” for their own ends is central to the recommendations made later in this study (Carey et al, 2011). Although Godfrey’s work on this idea of corporate social responsibility (CSR) in sport again belongs to a separate discourse the analysis of sport as a social institution is informative (Godfrey, 2009). It will feature in this study in terms of framing the IOC as an institution rather than the organisation it is usually referred to and in exploring the corresponding consequences of such a linguistic change for our fourth research objective. Much of the CSR discussion centres around the relationship between image and intent, it is a relationship explored here too (Levermore, 2011).

Mangan’s focus, meanwhile, may be on the Games too, yet still illuminates issues under interrogation here - motivations for IOC actions and its resilience in confronting problems of public relations (Mangan, 2008). Conceding that the IOC’s “declarations and actions…have been commendable in intention” Mangan concludes that much remains to be done (Mangan, 2008). This conclusion is taken further here, again with our fourth research objective, seeking to recommend how these grandiose ambitions might be realised. It should be determined whether the

3 For example, the London 2012 OCOG, LOCOG, ran an International Inspiration programme connecting schoolchildren across the world. More details on this can be found here: http://www.london2012.com/join-in/education/international-inspiration/
disparity between what had has been said by the IOC and what the Committee has
done is the fault of the field, the researchers, the policymakers, or indeed any
combination of those three groups. What is more it must be remembered that the IOC
works in many areas beyond sport and that its actions there might inform or affect its
actions here.

2.iii Research objective one

RO1) a. Clarify the role that sport can play in the development sector.
As the above peripheral discussions show this research hopes to adopt the “wide lens”
Kay and Spaaij recommend as well as taking heart from the conclusions they were
able to form despite an open reliance on “secondary analyses of existing data sets”
like this study (p91, Kay and Spaaij, 2011). Yet this study seeks to widen that lens
further in terms of time more than the spatial scope Kay and Spaaij speak of. The
field has focused on its own novelty yet it is argued in this paper that this novelty is
merely the latest form of applying sport to a social cause. The confusion of the role
sport can play is demonstrated by Guest’s characterisation of SFD as a series of
divergent interventions that start out from a homogenizing ideology (Guest, 2009).
It is suggested that the ascribed youthfulness of this “homogenizing ideology” allows
for divergence (p1337, Guest, 2009). Realising and recognising the longer trend of
applying sport beyond sport would offer grounding and reduce divergence. On a
more practical level if the IOC was to adopt a more central and consistent role in SFD
then it could amalgamate Kidd’s field of “disparate activities [currently] loosely
linked together” (p370, Kidd, 2008). Sport can offer a mode for education, economic
advancement and social integration yet Guest is right - delivery is the key (Guest,
2009).
RO1) b. Clarify the role that sport has played in the development sector.

As for the role sport has already played in development David’s soft, uncritical conclusions that sport “motivates, empowers, and inspires” exemplify a prevalent commitment to the intrinsic power of sport (p2, David, 2010). However, it is the rhetoric of this commitment that Coalter and this study seek to challenge (Coalter, 2010). Having said that, David’s work is rare example of research that uses the IOC, or any organisation, as its focus, whilst its case study to recommendation structure is similar to the one employed here (David, 2010). Maguire’s scepticism that “global consumer sport imposes its cultural products on vulnerable communities across the globe” is representative of the other extreme of the literature (p1056, Maguire, 2011). Although analysing the IOC’s ‘Celebrate Humanity’ campaign (a piece of Games marketing) Maguire’s conclusions have something to lend the arguments here. This study will ask whether the IOC’s development efforts are not also “an exercise in enhancing brand equity” (p1058, Maguire, 2011). Peacock is more aligned with the sceptics than the supporters in articulating how the IOC’s “belated efforts to play a leadership role in this [the SDP] movement is ironic” given the Committee’s 117 year rhetorical commitment to the ideals it espouses (p477, Peacock, 2011). It appears that sport has not played a wholly positive game with regard to development nor the IOC a consistent one.

2.iv Research objective two

RO2) a. Identify the arising issues in SFD.

Coalter’s solution to “de-reify” the rhetoric of David and others is to focus on monitoring and evaluation (p295, Coalter, 2010). Whilst these practical and sobering elements must be adopted this study contends Coalter’s rejection of international
organisations (Coalter, 2010). International organisations could facilitate the dialogue called for, spread best practice and absorb the reified rhetoric. Nicholls et al focus on evidence within the evaluation Coalter is calling for (Nicholls et al, 2010). But their claim that Northern organisations “lament the lack of evidence to support the claims of success” does not apply to the IOC who seem oblivious to the need for evidence of any sort (p251, Nicholls et al, 2010). So instead of answering Nicholls et al.’s calls for the promotion of community contributions as more than anecdotal evidence, this study seeks to ensure that all actors’ organisations are concerned with evidence of any sort first of all. Hayhurst et al’s focus on internet platforms could offer a democratic answer to Nicholls et al.’s laments in providing “organizational coherence for more sustained translocal [sic] interactions” (p326, Hayhurst et al, 2010). Perhaps the IOC can be the physical manifestation of these digital platforms and answer Hayhurst et al’s call for coherence. The arising issues then are centred on evaluation, evidence, and electronic resources.

RO2) b. Identify the established issues in SFD.

Schinke and Cole rightly state that although “critiques are important, their frequent repetitions do little to increase our understanding” (p228, Schinke and Cole, 2011). And although this study may not appear in the edition of the Journal of Sport and Social Issues edited by the pair it hopes to contribute to the same “dialogue about different imaginings of sport and development” (p228, Schinke and Cole, 2011). Lindsey and Grattan, meanwhile, are, like Nicholls et al, quick to criticise internationalist accounts of SFD for being non-contextualised and imbalanced (Lindsey and Grattan, 2012). However, it is suggested here that they misinterpret the intentions of the research they refer to. The predominant focus on organisations,
resources, and stakeholders has been for the sake of external evaluation and strategy rather than providing indigenous groups with assessment and feedback. The solution to resolve international imbalances is not to reject international perspectives. Hartmann and Kwauk support Schinke and Cole’s call for “different imaginings” when pointing out that “not a great deal has been done to conceptualise, organise, and structure” the SFD field (p285, Hartmann and Kwauk, 2011). This study offers something in response suggesting the field might be better conceptualised by organisation level research and structured by an organisation such as the IOC. SFD has struggled since its beginnings with questions of Western hegemony, European exports, and a lack of theoretical grounding.

2.v Research objective three

RO3) a. Assess the IOC’s existing approach to SFD.

The IOC “demonstrates many of the concerns relating to the Northern hegemony of SFD” argue Levermore and Beacom (p134, Levermore and Beacom, 2012). Recognising the increased investment by the Committee in SFD as a bid to retain its international reach they suggest “a case study approach [is needed]…to understand relationships between the various stakeholders” (p133, Levermore and Beacom, 2012). This dissertation offers that and a counter to the tendency identified that ignores the rationale behind INGO initiatives. Henry and Al-Tauqi also tackle Northern hegemony in their focus on challenges to, and so development of, Olympism (Henry and Al-Tauqi, 2008). Their core-periphery discussion is both geographic and structural – it is the structural one concerning the NOCs that features most here. Although not talking about the “clamouring for [IOC] membership” it is key to understand the IOC if one is to make applicable recommendations (p356, Henry and
This understanding so far suggests an approach to SFD that prioritises protection of its international reach and is responsive to any threats to that reach. Yet Pound’s research agenda shows an outward concern by the IOC for improvement and an openness to reform (Pound, 2011). However, the fact that the responsibility for this self-examination has been outsourced reveals another ‘quality’ of the Committee - delegation. Nonetheless, this researcher, for one, is not going to refuse the invitation.

**RO3) b. Assess why the IOC adopted this approach.**

Chappelet joins Cantelon and Letters in suggesting that environmental awareness within the IOC was adopted in response to OCOGs initiatives and not vice versa (Chappelet, 2008; Cantelon and Letters, 2000). Chatziefstathiou’s article may be similarly tangential in discussing the entry of women into the Olympic movement however its generalizable conclusion is not just methodologically admirable but also content informative (Chatziefstathiou, 2011). Even if its suggestion that Olympism is formed by “strategic responses to…geopolitical and social events” could, as this study will show, be undermined by Chatziefstathiou’s own assertion on the constancy of change as characteristic of the IOC (p335, Chatziefstathiou, 2011). Albeit for different issues the trend of IOC activism appears to be set. Yet, this study argues it is a reversible trend and that by truly leading in development the IOC can maximise its benefit-bringing capacity. And rather than “strive through another century” as Chappelet phrases it, allow the Olympic Movement to stride through into the future (p1898, Chappelet, 2008). Despite also centring the investigation on environmental issues Zemel’s lessons for recommendations to the IOC are relevant and related to those put forward here (Zemel, 2011). That the IOC “understands the Olympics’
profound impact on the planet, but has only tried to mitigate it where convenient” implies the IOC’s existing, self-protecting approach is part of a wider self-propagating agenda (p176, Zemel, 2011).

2.vi Conclusion

It appears then that SFD is a burgeoning field with generally recognised potential as well as pitfalls. The field has been dominated in the literature by studies into the impact of regional programmes or the more ephemeral possibility of sport for development but less on who should be doing it at a macro level, if anyone, and if so how. This review shows that the problem for SFD is not so much a lack of case studies more a lack of comparison of those case studies. It is a gap that undermines some otherwise adept arguments even if some have at times been too emotive or the counter that, even technocratic. It is hoped that this study will sit somewhere between the two extremes providing some detailed case studies yet simultaneously offering generalizable conclusions.

As for content, the emerging issues of the field concern evidence and evaluation. Whilst the more permanent ones tackle the format and organisation of SFD at large, especially with regard to global power balances and historical overhangs. The strengths of previous studies are their growing establishment of a recognised field and interaction with related areas. The main ‘take-away’ from this review is that language is integral, from the label of the field itself to the image one portrays to concerned parties, wording seems to carry much importance. Meanwhile the indecision and insecurity of the field about its own remit or boundaries appears to have allowed for the loose actions of the IOC to this point. This has not been helped by the Committee’s pre-existent tendency to reform in response to externalities before feigning a pioneering position.
This research addresses these weaknesses by adopting a new approach and offering generalizable recommendations for further improvements. It builds upon the strengths by making use of existing theoretical conclusions. The implications of the review necessitate a wariness of language and aesthetics in analysing the sources especially those from the practicing organisations and individuals. Prominent debates in the field left out here include discussions of SFD as being inherently racial in its production of white benevolence and coloured unsophistication (see Darnell, 2007). The need for research is supported by this review in that it shows that a greater understanding is needed of what this sector is and which actors are exercising authority within it. The next chapter will set out the methodology that will facilitate these investigations, bearing in mind the approaches commended and critiqued here.
3. Methodology

3.i Introduction

3.ii Research strategy

3.iii Data collection

3.iv Analysis framework

3.v Potential limitations

3.vi Conclusion

3.i Introduction

The purpose of this chapter is to articulate the research methods adopted and justify the reasons behind their adoption. It begins by outlining and justifying the overall research strategy before moving on to a discussion of the data collection methods again providing reason for choice. The framework of analysis will then be set out before addressing the limitations of the research design adopted. Finally, a brief discussion of ethical issues and some concluding thoughts on the methodology at large will be offered. The hypothesis being tested is that SFD could be more effective if the IOC took a more involved role. Efforts have been made to ensure the research is, as far as possible, free from bias through consultation with a variety of sources and situating it in the wider literature thereby limiting the influence of the researcher’s own experiences and values.

The main objective that this research design will relate to is RO3) regarding the existing programmes of the IOC. It will be met by a construction and critique of the IOC’s attitude to sport-for-development and its actions within the field. The methodology design grew out of the Literature Review and the accepted practice
there, combined with some ingenuity to meet the aims of the project. It is different to previous methodologies because no comprehensive studies of the IOC’s involvement have been conducted before. These sources were prioritised with the IOC’s own work placed above all else followed by the UN as the most pervasive of international bodies defining the structures the IOC works with, not to mention the frequency of their collaborations. Other field level sources were next, supplemented by the background literature with the media commentary being used more to inform the researcher than illustrate the research.

Before returning to the details of the research design a few broader points must be made. Access to all sources used and collected is public and free (via an academic institution), this was partly due to the resources available to the researcher but also a strategic point to assess how the IOC portrays itself and is perceived in the public sphere. Another benefit of this openness is that future research will be able to make use of the same sources. This meant the difficulties were more in locating the sources than gaining access to them. The date of these sources was consciously largely recent so as to maximise the relevance of the ultimate recommendations. Yet it was not blind to landmark publications, projects, and events of the not so recent past. This historical openness was secured through broad searches at the outset and the compiling of a Chronology (Appendix A) to gain a deep understanding of the research area.

3.ii Research strategy

The overall research strategy was a comparative case study approach. The aim was to identify and investigate a sample of case studies, to situate them in the wider theories and debates of the SFD field, and assess them against the IOC’s development policy. This research strategy was chosen because, as explained in the Literature Review
(above, p10) the problem in this field for practice, policy, and study is not so much a lack of historical evidence, or of experimentation, or ethnography but rather a dearth of macro-analysis. This dissertation seeks to provide some conclusions to reduce that dearth.

The use of case studies seems to be a popular choice amongst SFD scholars and so partly for the sake of ease and continuity this is an appropriate and well-suited strategy to adopt. Furthermore by engaging with the arguments of others one is best placed to elicit a response, and hopefully a constructive debate. What is unique about this strategy however, are the links between the case studies. Rather than sharing a region, sport, or goal the commonality of these studies comes from their nexus in the IOC. This shared organisational heritage ensures an organisational level analysis. However, any analysis of these alone would be redundant without the corresponding background literature, information regarding the policy of the IOC, and information describing their perception and reception by other actors in SFD.

The reason to collate this data in the pathway proposed is that, as alluded to in the Literature Review (above, p10), it has not yet been done to a sufficient degree and so may reveal some findings of value that in turn will illuminate RO1) and RO4) concerning the potential of sport in development and the procedure the IOC should follow to maximise its contribution. The largely secondary data approach was chosen over other types like primary research or content analysis because it was most relevant. The other unique feature is that these case studies and the IOC policies were not pre-existent documents but rather they too have been constructed by the information available in the public domain. This in itself reflects the relaxed approach of the IOC and perhaps in part excuses the comparative lack of investigation so far into IOC work compared to that of other groups.
3.iii Data collection

The data required was IOC policies, plans, procedures and the products of their development endeavours, speech transcripts, conference proceedings, organisation publications, background literature reviewed above (p10), and the wider perspective offered by media reports, commentary, blogs, photographs, and multimedia. The tools used to collect this data were:

- Database searches:
  - library catalogue (Edinburgh University)
  - search engine (Google, Google Scholar, Google News, Google PDF)
  - publisher catalogues (incl. SAGE and Taylor & Francis)
  - journal archives (see Bibliography, p59)

- Website analysis (notably the IOC, UN agencies, and the International Platform for Sport and Development)

- Social media feeds (again mainly of the IOC and UN bodies)
  - Twitter
  - Facebook
  - YouTube
  - Blogs

Initially these searches were quite general and centred on early keywords and phrases such as ‘International Olympic Committee’, ‘sport’, ‘development’, and ‘sport-for-development’ (in all its guises). Broad terms were favoured so as not to exclude any peripheral though potentially informative sources. However, these terms soon became more targeted towards specific conferences e.g. ‘Magglingen’ or
specific events e.g. ‘International Year of Sport and the Olympic Ideal’. In addition to these keyword searches key texts were identified by the frequency of their citation and referral elsewhere as well as documents that aligned with the developing, narrowing research focus. Further sources were found by following up on relevant authors or special editions of journals. Relevant organisations were ‘followed’ through various social media platforms to ensure this dissertation was up to date with the field, this also gave access to visual and multimedia sources to further complement the variety and diversity of sources consulted.

Three case studies were used as the central source to allow enough breadth to provide an astute analysis yet few enough to maintain depth and stay within the timelines of the wider Masters degree. Choosing a mixture of geographic location, scale, type, and format maximised the representative nature of the sample and so the research. They were also selected on the extent of available information. Admittedly prompting issues of bias and a degree of arbitrariness, however, this approach was maintained because variety was needed to ensure the research was indeed new for the field. The target case studies were sampled by selecting one of each format identified: sports facilities (Case Study One, CS1, Sports for Hope), high-profile campaigns (Case Study Two, CS2, Giving is Winning), and resource materials (Case Study Three, CS3, HIV/AIDS Toolkit).

3.iv Analysis framework
The analysis took place on three levels: projection, project, and approach. Immediate connections were drawn between how the sources presented their content in their use of language, format, and structure. Next a close look was taken of the case studies and their connections with the wider discourse. Finally, the case studies, and the
presentation of IOC involvement were combined to discuss the IOC’s approach to
development more generally. Once the sources were collected references to a specific
intervention or to a specific conference *et cetera* were collated. This provided a
semblance of an IOC development policy and the three central case studies
supplemented by a selection of other initiatives discovered. Once the case studies had
been compiled they were assessed against the constructed policy and the background
literature. Comparisons were also drawn beyond, in SFD more widely and within the
IOC more widely too with issues beyond development.

They were interrogated in relation to each other by way of a close,
comparative reading. This reading allowed links to be drawn and so arguments
developed. Various issues arose around the fact that none of the sources were
designed with such a use in mind and so one had to be careful not to alter or affect the
data by translating it to a new format. The technique remained however because these
are precisely the kind of processes it is suggested are missing from SFD and so whilst
rough and ready here it is hoped they will be refined by future research or researchers.
And indeed, if the recommendations made here were to be followed.

Diagrammatic and tabular methods were also utilised to help visualise various
structures, procedures, and pathways both in the research and of the research itself. A
sample of these can be found in the Appendices (p59) at the end of the dissertation.

3.v Potential limitations

Regarding the limitations of the data one can separate them into *scope*, *quantity*, and
*depth*. Such an explicit sample selection policy, outlined earlier (p24), does ensure a
wide *scope* yet risks characterising too concisely the nature of IOC initiatives.
Similarly the sample may not be big enough to generalize too widely, hence the
inclusion of Tab. 4.ii (p39) to indicate other Committee projects. Time, resources, and word counts have limited the *quantity* of data to a manageable amount. They have also been determined by the aim of this research – to evaluate the contribution of the IOC to SFD - which requires a broad view more than any traditionally empirical investigation. For *depth* the limit has been one of access to the original results of IOC projects – inherent to being an outsider to the organisation. Furthermore the data is hardly ground-breaking as it is all in the public domain, whilst official organisation documents have presumably been filtered through public relations and marketing departments.

Having passed through these same channels of some of the most high profile groups on the planet does however offer the sources some validity. The sources are relevant as they all comments upon the actions and intentions of the IOC in the field of development. The issues of secondary validity are largely beyond the researcher’s control. The methods and data remain valid however because, that excluded, the selection of sources, the formulation of the analytical framework and the articulation of conclusions have all learnt from accepted good practice and are substantiated in evidence.

As for reliability, distinction should again be drawn between the data and the methods. The issues of reliability were not too great given the scrutiny and reputation of the academic journals consulted and the organisational reports read yet some documents accessed through Google PDF or Scholar searches are perhaps less reliable as might be the claims of some media sources. However, due to a mix of sources and follow-up checks on the less readily reliable resources the data as a whole can be considered reliable. The methods can be considered reliable too as they are simple and transparent in the collection and comparative reading. Being dependent on the
IOC’s self-projected image could arguably undermine the conclusions yet such a perspective can also be greatly informative, as will be shown.

3.vi Conclusion

The data was collected in this way because it provided the necessary background literature and theory, the main case studies for analysis and some popular or amateur sources to offer a third perspective increasing the relevance and applicability of the findings by situating them in that discourse too. The differences with previous research designs are that it does not focus on a few examples in depth instead analyses the same information on a different level connecting previously disparate data to seek a different level of abstraction and in so doing increasing the impact of existing work and highlighting a new and fruitful approach to research in this area.

The changes to original research design were firstly to move away from the Games themselves as the Literature Review (see p10) demonstrated much has already been done there and so attention turned to the methods between and behind these biennial mega events. Further changes were to move from re-examining academic case studies to formulating one’s own from publicly available information. The final change was a shift from an exclusively environmental focus to situate the study alongside other development concerns in response to the lack of ready evidence available to the researcher. The strategy changed slightly because access was not gained to internal information and so the scope of collection had to be extended to account for this short fall. Being a largely library-based project the researcher and the research has largely been protected from any notable ethical concerns. Although, given the reliance on secondary sources, ensuring proper attribution has been vital.
To conclude, the methodological approach for this project is a secondary comparative analysis of a mixture of constructed case studies. The strategy was to fill the identified gap in the field by drawing the lessons from published work and practice. The data was collected through a form of stratified sampling that was designed to ensure the greatest applicability and transferability of any conclusions drawn and recommendations made. The strategy of compiling case studies and comparing them facilitated the desired meta-analysis. This analytical framework is appropriate as it will provide the comparative tool necessary to best share best practice in SFD. The research choices made are appropriate because they best match the ROs. They can be trusted because they are valid and reliable. The following chapter will set out the data collected by the methods articulated here.
4. Findings

4.i Introduction

4.ii IOC development policy

4.iii Case study one (CS1) – Sports for Hope

4.iv Case study two (CS2) – Giving is Winning

4.v Case study three (CS3) – HIV/AIDS Toolkit

4.vi Conclusion

4.i Introduction

This chapter reports the findings of the collative research. Some exogenous though relevant information for these findings can be found in Appendix B. The data that was collected was:

- IOC self-representations of its development policy
- Structures of the Olympic Movement and their relationship to development
- Peer reports and references to IOC activity in development
- Popular and media sources reflecting on IOC interventions
- Information on key IOC initiatives

Firstly any references to IOC policy, stance, and approach to development issues are compiled from conference proceedings, official documents, and external bodies. Then the three case studies: Sports for Hope, Giving is Winning, and the HIV/AIDS Toolkit are outlined along with an overview of other IOC initiatives before some preliminary conclusions are offered.
As with the literature review there is neither space nor time to recount all of the findings here, instead a representative sample is once again put forward. The themes to note, however, are that language, phrasing, and presentation continue to hold great influence. Meanwhile partnerships, integration, and cooperation are recurrent features. Not always mentioned here but nearly always mentioned with regard to the IOC’s actions in development is the historic link between Olympism and human development. Finally, one should be aware that although the majority of the sources and examples here refer to the United Nations (UN) and its agencies there are other players in the field who have also partnered with the IOC on occasion.

4.ii IOC Policy: Proposals and perceptions

No comprehensive IOC development policy documents were found so presented here are any references to the IOC using sport to advance human development.

The rise in prominence of sport-for-development has been bookmarked by various global conferences and their resultant proposals. In 2003 the Magglingen Recommendations, called for “a common institutional framework” to develop “innovative field level programmes” that will maximise network partnerships with the IOC and NOCs (p19, SAD, 2003). Two years later the Magglingen Declaration told multilaterals to “take a lead role in policy dialogue on strategic and global levels” and asked sports organisations to “integrate and implement sustainable development principles” (p3, FOSPO, 2005). It made no specific recommendations or any reference to the IOC. When asked at the 1st Next Steps Conference, Tomas Sithole (Director of the International Cooperation and Development Department) promised that the IOC would “facilitate more meetings at national levels, bringing together NOCs and government officials from developing countries” (p14, NCDO, 2004). At the 1st International Forum on Sport for Peace and Development in 2009, practitioners
were told “for the umpteenth time” that “unless there was [sic] coordinated approach…efforts would be wasted” (p7, IOC, 2009). The main “take-home” was Jacques Rogge’s (President of the IOC) assertion that “sport [alone] cannot cure the ills of our society” (p8, IOC, 2009). The recommendations tasked the IOC with establishing a Working Party with the UN to facilitate a “comprehensive exchange of information” and told NOCs to lead the field (p29, IOC, 2009). The ‘take-home’ from the 2nd Forum in 2011, this time courtesy of Wilfred Lemke (2nd Special Advise to the UN Secretary-General on SDP), was that “talking is good, implementation is better” (p3, IOC, 2011). The recommendations urged IFs and NOCs to “strengthen their activities” and “UN Member States to cooperate with the IOC” (p32, IOC, 2011).

On its website the IOC presents itself as having four dimensions as depicted in Fig.4.i (IOC, 2012d)

Fig. 4.i – Four dimensions of the IOC

![Diagram of IOC dimensions](image)

The dimension of most relevance to this study is number 2, Olympism in Action. Yet, given their interlinked nature the other three dimensions have a part to play in enacting that Olympism. The structure of the Olympic Family with regard to the International Federations (IFs), National Olympic Committees (NOCs), Organising Committees of the Olympic and Paralympic Games (OCOGs), and their
corresponding regional and continental associations can be found in Appendix B. The origins and distribution of Olympic revenues, Dimension 3, Revenues, is also displayed there. Dimension 4, Governance, meanwhile is shown in the diagram of the IOC’s structure in Fig 4.ii (below). This study is mainly concerned with the ‘International Cooperation and Development Department’, the ‘Olympic Solidarity Department’ as well as the ‘Olympic Solidarity Commission’ and ‘International Relations Commission’.

Fig. 4.ii – D4) Governance: The structure of the IOC
Olympism in Action itself is split into the three Olympic Values: Excellence, Friendship, and Respect. As Fig 4.iii shows (below) Development through Sport comes under the banner of Excellence.

The IOC releases information on its development work via its Factsheets, FOCUS, Olympic Review, press releases, news items on its website, and standalone publications. The Human Development Factsheet states that the Games are “supported daily by initiatives of all kinds to develop sport at grass root level throughout the world” (p1, IOC, 2011b). The MDGs were a turning point in the evolution of the IOC’s approach to SFD as they provided a political framework (p22, IOC, 2010). The Committee makes the following efforts towards achieving them (p1-2, IOC, 2011b):

1) Eradicate poverty – “wide range of activities offering direct food supplies for children”.

2) Universal primary education – “providing educational material along with sports equipment”.

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1) Eradicate poverty – “wide range of activities offering direct food supplies for children”.

2) Universal primary education – “providing educational material along with sports equipment”.
3) Promote gender equity – “fully-fledged gender equity programme”.


7) Ensure environmental sustainability – “applies important financial resources to the programme”.

8) Global partnerships – “places its network and at [sic] the service of development through its advocacy and communication platforms”.

Sithole says the IOC’s work in social responsibility aims to “promote the Olympic values” not “substitute ourselves to specialised agencies” rather “facilitate the link to the world’s most important network, the Olympic Movement” (p17, IOC, 2010; Appendix B).

There are of course sources beyond the IOC’s publications office that have framed the Committee’s approach to development. The International Charter of Physical Education and Sport, for example, formally articulated sport as a human right, its ability to contribute to education and society, its ethical and moral value, and the need for adequate facilities and personnel. The Charter established international cooperation as a “prerequisite for…[sport’s] universal and well-balanced promotion” (p5, UNESCO, 1978). For the International Year of Sport and the Olympic Ideal the IOC Postal Administration issued a commemorative frank, whilst plaques were awarded to participating NOCs and an exhibition was held to mark an “exceptional year for the Olympic Movement” (p2, UN, 1994). Ten years later at the launch of the International Year of Sport and Physical Education sport was described as “a universal language” that can bring people together (p1, UN, 2004). Ambassadors Roger Federer (Tennis) and Margaret Okayo (Athletics) were thanked for attending as champions for the Year (p1, UN, 2004). A later report wrote that the IOC “participated actively in developing activities for the commemoration” (p17, UN, 2005).
In a letter to the IOC, an eclectic group of lobbyists, Schilling et al, commend the Committee on its leadership in sustainability and ask them to take decisive steps to eliminate human trafficking through “strong requirements” on Olympic stakeholders (p1, Schilling et al., 2012). The authors recommend adopting an explicit policy, conducting integrated assessments, training staff, issuing a public report, and revising the Olympic Charter to specifically target the issue.

Table 4.i, meanwhile, shows a representative sample of UN General Assembly Resolutions relating to the IOC, there are others that either replicate points covered by this sample or refer exclusively to the Olympic Games or Olympic Truce (UN, 2012).

Tab 4.i. A compilation of relevant UN General Assembly Resolutions

<table>
<thead>
<tr>
<th>Resolution</th>
<th>Year</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>48/10</td>
<td>1993</td>
<td>Proclaimed 1994 International Year of Sport and the Olympic Ideal (IYSOI), commended IOC’s ideals, and noted that, thanks to IOC coordination, the Year would require no administration costs for the UN family.</td>
</tr>
<tr>
<td>49/156</td>
<td>1994</td>
<td>Congratulated IOC on centenary and “increasing humanitarian activities” with UN agencies.</td>
</tr>
<tr>
<td>52/21</td>
<td>1997</td>
<td>Welcomed “IOC decision to fly the UN flag at all competition sites”.</td>
</tr>
<tr>
<td>54/34</td>
<td>1999</td>
<td>Welcomed “setting up by the IOC of an International Olympic Forum for Development” to consult between IGOs and NGOs.</td>
</tr>
<tr>
<td>56/75</td>
<td>2001</td>
<td>Welcomed IOC decision to mobilise IFs and NOCs to take concrete action on PTS and urged the Committee “devise a special programme of assistance for the development of physical education and sport for countries affected by conflicts and poverty”.</td>
</tr>
<tr>
<td>59/10</td>
<td>2004</td>
<td>Announced 2005 International Year for Sport and Physical Education (IYSPE), encouraged innovative ways to communicate SDP, strategic partnerships and giving special attention to LDCs and SIDS. Suggested stakeholders seek assistance from sports personalities and make interventions compatible with education at all levels. No mention made of the IOC.</td>
</tr>
<tr>
<td>63/135</td>
<td>2008</td>
<td>Encouraged use of mass sporting events to promote and support initiatives.</td>
</tr>
<tr>
<td>65/4</td>
<td>2010</td>
<td>Encouraged actors to contribute to coherence and synergies in field to share best practice and national experiences. No mention made of the IOC.</td>
</tr>
<tr>
<td>66/4</td>
<td>2011</td>
<td>Welcomed the leadership of Olympic athletes in promoting SDP.</td>
</tr>
</tbody>
</table>
4.iii  Case study one (CS1) – Sports for Hope

The first case study presented is the *Sports for Hope* programme. The programme involves the construction of multi-functional sports centres in developing countries accompanied by community programmes. The purpose of these centres is to:

- “give young people the chance to practise sport actively and develop their bodies, minds and wills [sic] in the Olympic spirit.
- offer athletes modern and professional training opportunities.
- support coaches and sports administrators.
- organise sports competitions.
- create a meeting place for shared experiences for the local community, and thereby contribute to social development.
- provide educational programmes in collaboration with Olympic Solidarity.
- provide health services.” (p3, IOC, 2009).

The IOC has overall control during the building phase, before handing over to the NOC to maintain it. After this the Committee assigns certain rights, such as use of the Olympic rings, in return for compliance with certain standards (not articulated anywhere in the public domain).

The first sports complex completed was the Olympic Youth Development Centre in Lusaka, Zambia. The IOC has asserted that it “will set up similar centers [to Lusaka] in other continents [sic]” (p11, IOC, 2010). Stating its objective is “now to replicate the project in other developing countries and thereby institutionalize the programme” (p2, IOC, 2011b). The first stone of a follow-up centre in Port-au-Prince, Haiti was laid in February 2012 (p1, IOC, 2012c).

The Lusaka Centre is run by a seven-member Board of Trustees (five sports representatives and two government representatives) (p6, IOC, 2009?). The Centre is located on the northern outskirts of the city - an area home to over 100 000 people, 78
per cent of whom are under 25. According to the IOC fewer than 5 per cent of those in education take part in sport at school with research showing that the young people are “very supportive” of the development of sporting facilities within their community (p4, IOC, 2009?). For Olympic Day (23rd June) 2011 the centre organised an 8km race in which 1 000 people participated. Special workshops on the Olympic values, doping, HIV/AIDS, environmental preservation, child protection and girl empowerment also ran as part of the celebrations.

4.iv Case study two (CS2) – Giving is Winning

The second case study presented is the Giving is Winning campaign. The campaign collects clothes donations from athletes, coaches, and officials and transports them to refugee populations in camps around the world. When asked about the value of the project Sithole compared it to “a moon rock. You cannot put a price tag on it” explaining that the value is in the “simple satisfaction” of donors, going on to call it “a major victory for our collaborators, the Athletes Commission” (p1, IOC, 2007). The IOC are thinking about ‘how to pursue and even to improve’ the initiative because it “reflects the critical elements of the IOC’s mandate to society” providing “a semblance of normality and structure” to the lives of young refugees. (p2, IOC, 2007).

In the run up to Afro-Asian Games in Hyderabad, India in 2001 the Association of National Olympic Committees of Africa (ANOCA) had the idea for such a scheme but it never took off due to the lack of resources. Then, leading up to the Athens Games in 2004, it “finally did, in a bigger way as an IOC-UNHCR” venture (p1, IOC, 2007). Over 27 000 items were collected during this first instalment and the Committee learnt from this to start collections earlier and ship
items directly rather than take them to the host city. This resulted in over 75,000 items being distributed during the Beijing 2008 version (p12, IOC, 2010). The items were donated to “the less fortunate in several camps around the globe” mostly in Kosovo, Afghanistan, Eritrea, Tanzania, and Azerbaijan (p2, IOC, 2007). Various NOCs expressed their support for the programme by making substantial donations and following the arrival of the donations in 2008 refugees celebrated by organising their own Olympic Games (p12, IOC, 2010). Final figures from the 2012 campaign were not available at the time of writing but at its launch in December 2011 the aim stood at 100,000 pieces of kit, and as of May 2012 over half of that figure had been reached (IOC, 2012c). The key numbers of the Athens campaign have been given as follows (p2, IOC, 2010):

- > 30,000 direct and 100,000 indirect beneficiaries,
- involves 5 countries over 3 continents,
- 30,000 donation bags distributed,
- 27,000 items donated,
- 10,500 athletes and 5,000 officials invited to take part.

4.v Case study three (CS3) – HIV/AIDS Toolkit

The third case study presented is the Toolkit on HIV & AIDS. The first *Toolkit on HIV & AIDS prevention through sport* was jointly published with UNAIDS in 2005, it offers information, activities, programmes and assistance on the subject. The IOC stresses the focus is on prevention in youth age groups. (IOC/UNAIDS, 2005) In tandem with the toolkit the IOC runs workshops with sub-Saharan African NOCs making use of its experience in the health sector with previous partnerships with WHO and the IFRC (p17, IOC, 2010).
Various other IOC schemes were discovered and are listed in the table below:

Table 4.ii: A representative sample of other IOC activities

<table>
<thead>
<tr>
<th>Programme</th>
<th>Year(s)</th>
<th>Location</th>
<th>Partner(s)</th>
<th>Mission</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>OlympAfrica Centre (1)</td>
<td>2004?</td>
<td>Boane, Mozambique</td>
<td>Mozambique NOC, ILO</td>
<td>Empower local community</td>
<td>Sports education, training courses and school fees.</td>
</tr>
<tr>
<td>Safe Play Areas (2)</td>
<td>2008</td>
<td>Nagorno Karabakh, Azerbaijan</td>
<td>ICRC</td>
<td>Restore hope in war-affected populations</td>
<td>“demining areas and building basic sport infrastructures”</td>
</tr>
<tr>
<td>Rehabilitation of Amputees through Sport (2)</td>
<td>2004?</td>
<td>Huambo Province, Angola</td>
<td>IPC, NPC, Angola NOC, Angolan government, MINSA</td>
<td>Help victims of antipersonnel mines</td>
<td>Trained 1 physiotherapist and 3 “sports persons”. Equipped patients with “adequate sports equipment”</td>
</tr>
<tr>
<td>Sport &amp; Education (3)</td>
<td>2011-2014 (an “ambitious three year program”)</td>
<td>Osire, Namibia</td>
<td>UNHCR</td>
<td>To provide “necessary tools to make informed decisions in life” and “overcome the idleness of their life in a camp”</td>
<td>Computer and reproductive health classes. Provides equipment, transport, and training.</td>
</tr>
<tr>
<td>Sport for Peace (3)</td>
<td>2007 (5 weeks)</td>
<td>Monrovia, Liberia</td>
<td>UNMIL, UNOSDP</td>
<td>To foster peace in aftermath of civil war and educate youth about HIV/AIDS</td>
<td>Sports competitions brought together “youth from all parts of country”</td>
</tr>
<tr>
<td>Jeux de la Paix (Peace Games) (3)</td>
<td>2006 (2 weeks)</td>
<td>Kinshasa, Democratic Republic of the Congo</td>
<td>MONUC, UNOSDP</td>
<td>To promote the reconciliation process</td>
<td></td>
</tr>
<tr>
<td>Olympic Values Education Programme (OVEP) (1)</td>
<td>2011</td>
<td>Gatumba, Burundi</td>
<td>UNDP, UNOSDP, government of Burundi</td>
<td>“unique joint venture that is strengthening cross-border stability” with the DRC</td>
<td>“a football ground, athletics track, indoor hall, changing rooms, and office space”</td>
</tr>
<tr>
<td>Community Youth Sport Centre (1)</td>
<td>2008 – present</td>
<td>*WFP running since at least 1977</td>
<td>WFP</td>
<td>“provides food and recreation to disadvantaged children”</td>
<td>Direct financial support and basic sports equipment</td>
</tr>
<tr>
<td>Youth and Sports School Meals (1)</td>
<td>2008</td>
<td>“several communities in Asia, Africa and the Americas”</td>
<td>WFP</td>
<td>“provides food and recreation to disadvantaged children”</td>
<td>Direct financial support and basic sports equipment</td>
</tr>
<tr>
<td>Ad-hoc (3)</td>
<td>Unknown</td>
<td>Various</td>
<td>“NOCs of countries concerned involved”</td>
<td>“supports...importance of relief operations”</td>
<td>“donations of first aid and sports goods”</td>
</tr>
</tbody>
</table>

(1) IOC, 2010 (2) IOC, 2012c (3) IOC, 2011b
4. vi Conclusion

Many of the landmark resolutions, celebratory years or projects are accompanied by press releases, presumably to spread the message and publicise the cause (see UN, 2004). It must be stressed that the resolutions and other case studies put forward here, whilst extensive, are not exhaustive. However, they are representative and, as the Analysis and Discussion (p41) will show, the main message is taken from the language, format, and frequency of the two elements. Within the resolutions especially there is a lot of repetition and formalities. Furthermore not all sports related resolutions mention the IOC. If anything the trend is towards less frequent mentions. The full catalogue of General Assembly resolutions is referenced in the Bibliography (p59). For now it seems the IOC has played a wide and varied role in development. The question remains as to how effective and how long-lasting this contribution has been. The next section seeks to synthesise these findings by way of analysis and discussion relating them back to the ROs and literature review set out earlier (p10).
5. Analysis and Discussion

5.i Introduction

5.ii Lower level - IOC projections

5.iii Medium level - IOC projects

5.iv Higher level - IOC approach

5.v Wider observations

5.vi Conclusion

5.i Introduction

This chapter subjects the findings laid out above (p29) to an integrative analysis against the findings of the literature review (p10) and the ROs. Given that RO1 and RO2 were largely dealt with in the Literature Review this section will focus on RO3, leaving RO4 for the conclusion (p51). The starting proposition is that sport can contribute to development, that the IOC should do more, and that it can do so by taking on responsibility rather than relegating it to already stretched NOCs, OCOGs or sports naïve humanitarian groups.

Although, having said that one could argue the IOC are developmentally naive especially with regard to monitoring and evaluation. For the umpteenth time then we are reminded of the need for balanced and effective partnerships. The IOC’s self-projection and approach however, as seen above are ingrained and non-context specific and so the questions of language and underlying motivations remain pertinent.
5.ii Lower level – IOC projections

The way that the Next Steps organisers asked the IOC what they will do and the early UN resolutions tell the IOC what to do both cast doubt over the feigned leadership role the Committee professes. Nor does the IOC do much to deflect such accusations given the researcher’s inability to determine whether any IOC member attended later Next Steps conferences. One wonders if the 2nd International Forum’s structure into a policy and implementation perspective was a step away from the established Next Steps framework. These relationship dynamics and manoeuvrings would be less suspicious if the IOC improved its transparency and accountability.

Rogge’s Forum ‘take home’ meanwhile is an example of the Committee’s recycled rhetoric (p8, IOC, 2009). Admittedly the stance seems reasonable and realistic. Neither would one want to fault the consistency that such reusable phrases allow. Yet what one would challenge is the consistent delegation and shirking of responsibility that it facilitates. Managing expectations are indeed vital yet meeting them is even more so. One need only look as far back as 1994 and the International Year of Sport and the Olympic Ideal to see that the IOC can lead in the international community, back then bearing the costs of the Year from the UN system (Tab 4.i). The historical record then is not completely as unpromising as Black believes (Black, 2008).

If anything one might argue it is the contemporary record that shows the least promise with misleading ‘Factsheet’ claims of daily initiatives and a “wide range of activities offering direct food supplies” (p2, IOC, 2011b). When flagship projects like Giving is Winning come every four years and the IOC is involved in one food-related programme (Table 4.ii) one questions the Committee’s self-projection. Of course one must afford any publication (including this one) a degree of license with regard to its
turn of phrase. The issue then is not so much the lack of work every 24 hours, or only being involved in one food programme but more with the attitude that fosters the creation of such an image and the use of such language. In terms of presentation of its policies it appears the IOC has indulged in some self-confident exaggeration at times.

5.iii Intermediate level – IOC projects

On the project side of things the issues mirror those of the field with regards to evidence. In the harshest terms the IOC does not do it. Sometimes documents use numbers of participants or costs but usually they are more illustrative than informative. What is more they are more commonly quantified in multiples of ‘several’, ‘many’, or ‘lots’. Even when numbers are offered their selection is somewhat dubious with the first Giving is Winning distributing 30 000 bags (which presumably hold more than one item) yet only collecting 27 000 items in total. (p2, IOC, 2007).

As for the management and running side of the projects there are benign elements in the persistence of joint operations by various partners, hopefully cancelling out respective naiveties. But what is of more interest is in the Sports for Hope case study the IOC has overall control of the project during the building phase, before handing over to the relevant NOC to look after the project’s maintenance. It is this approach that allows the IOC to claim a great deal of work in development without a corresponding degree of effort or financial commitment. As Fig. 5.ii shows in an internally initiated programme the IOC is prominent at the outset when public attention is highest. Whilst in the external schemes represented by Fig. 5.i the IOC generates coverage itself regardless at what point in the process it joins. It should be noted that Sports for Hope is technically the only purely IOC programme. However,
the Committee should be credited with adhering to its promise to expand and “institutionalize the programme” (p2, IOC, 2011b).

Furthermore, one must commend the IOC for its work and indeed remember that these sources are largely bite-size introductions that could, and should, not carry too much detail. However, to profess scientific authority in the very title of these ‘Factsheets’ one feels they could employ a similar modicum of scientific accuracy. This is achieved when talking about universal primary education and conceding a supportive role (p1, IOC, 2011b). This is one instance then where reform would not be too radical as the IOC is unconsciously exhibiting the desired degree of modesty. The claim to a fully-fledged HIV/AIDS programme is similarly accurate with the third case study, the Toolkit, but also in the designated Policy of the previous year (IOC/UNAIDS, 2005; IOC, 2004b).
Fig 5.1 Indicative flow chart of IOC involvement in externally initiated initiative

External body runs scheme

- Scheme succeeds
  - Scheme continues independently
  - Scheme hits difficulty
  - IOC invests
    - Press release
    - Newsletter appearance
    - Conference reference
    - Brochure published
  - IOC passes on responsibility
  - Scheme ends

Fig 5.ii Indicative flowchart of IOC involvement in an internally initiated initiative

IOC runs pilot

- Time gap
  - Pilot succeeds
  - Pilot repeated
  - Pilot hits difficulty
  - IOC passes on responsibility
    - Press release
    - Newsletter appearance
    - Conference reference
    - Brochure published
  - Pilot NOT repeated
5.iv Higher level – IOC approach

One justification of the short and accessible information sources could be found in the IOC’s wish not to “substitute [themselves] to specialised agencies”. Instead the IOC applies pressure to NOCs to lead the field as hosts, bidders, or just in their regular work. The linguistic shift traceable through the UN resolutions further absolves the IOC of responsibility whereby the relationship is less authoritative towards the IOC and increasingly deferential. The calls have been for IFs, NOCs, UN Agencies and UN member states to cooperate with the IOC and not vice versa. Although perhaps even this is already moving to a stage beyond where the IOC fails to even warrant a mention. It is yet to be determined if this is a conscious shift or rather inevitable in a field rapidly growing in the number of players within it.

Another developing trend threatening to overshadow the IOC and so presumably affecting its overall approach is the rise of the individual athlete as activist. The IYSPE press release’s thanking of ambassadors Federer and Okayo suggests the involvement of athletes has become a reality. This is confirmed in Resolution 66/4 having welcomed the leadership of Olympians in promoting human understanding through sport. A strategy the UN General Assembly had called for in resolution 59/10 seven years earlier. Such developments challenge Kidd’s arguments that they were an original force behind the movement.

This idea of external leadership is not new for the IOC though. Again our second case study, Giving is Winning, had its origins in the continental ANOCA and not the IOC. It was the resources that were the limiting factor here. Appendix B showing the distribution of the IOC’s revenues highlights that these resources are ultimately controlled by the IOC. Even the vague “substantial donations” of unspecified NOCs originate from the Committee’s coffers. The novelty of the athlete
movement then is that even if these global citizens make their name on the Olympic stage and identify as Olympians their resources and so the control of their independent development efforts is entirely their own. One means not to set this up as a battle for supremacy however but rather for how best international sport can aid world development. If, with the help of the Athletes Commission, the IOC could coordinate this new sub-set of the sub-sector then its own image would be improved and more importantly the field.

5.v Wider observations

One way these elements could be merged is in symbolism. As demonstrated in Resolution 52/21’s thanks for flying the flag and the flurry of hollow IYSOI memorabilia. The diplomatic friendliness between the UN and the IOC was visually demonstrated in the footage of UN Secretary-General Ban Ki-Moon at the Olympic Congress awkwardly exchanging meaningless gifts with Rogge (UNOSDP, 2010). Perhaps these global superstars could become the new manifestation of this recurrent aesthetic-obsession.

Back to the IOC and other questions surround why a remarkably similar centre to the Lusaka one in Gatumba, Burundi was not brought under the same brand and into the Sports for Hope programme (see Fig. 4.ii). Equally confounding is how Resolution 63/135 can encourage the use of mass sporting events to promote the use of sport for development and peace yet conspicuously make no reference to the IOC and its Games – the biggest of mass sporting events. Whilst other calls for special attention to capacity building in LDCs and SIDS appears to have largely gone un-followed unlike the education compatibility requirement which one sees repeatedly in IOC work most notably in its Olympic Values Education Programme (OVEP) (see
Fig. 4.ii). However given the non-specific reference of the IOC again in these resolutions the Committee could be partly forgiven for not following all of them and indeed one may find evidence of the other elements in other SDP groups, further justifying a field level analysis.

The lack of references to UNESCO’s International Charter of Physical Education and Sport, meanwhile, prompts an urging for a broad analysis of time as well as scope. One could continue this criticism in an absence of referral to the IYSOI proclaimed in Resolution 48/10 yet one should in turn temper this with the obvious desire to appear, and indeed be, forward thinking and up to date. Yet for our purposes here having half the historical lens that Peacock applies aids our understanding of the institution and not only why such an approach has developed (RO3) but how best to correct it (RO4).

5.vi Conclusion

Olympic Gold medallists, distance runner Mo Farah and long jumper Greg Rutherford both appeared at a Downing Street summit on child malnutrition shortly after their victories at the London 2012 Games. The status of neither of them had ever been higher, and nor had such a relatively small summit attracted quite so much attention. If this trend is to continue one must ask what place the big conferences will have to play. With the Magglingen Declaration having offered no actable recommendations nor mentioned any organisation by name it is little wonder Nicholls et al lament the lack of success of SDP given such generality and refusal to engage with the ground level. Could it be that the defining features of the field will change, and become the faces of our sporting heroes?
The final and concluding chapter will bring this discussion back to the intended aim of this study, relate this analysis to that of the wider literature and propose a series of recommendations for the academic, the practitioner, and the IOC.
6. Conclusion

6.i Introduction

6.ii Summary of findings

6.iii Recommendations

6.iv Proven limitations

6.v Future research

6.vi Conclusion

6.i Introduction

The aim of this study was to understand the role of the IOC in SFD and to suggest how its positive impact might be maximised for all stakeholders. The Research Objectives (ROs) formulated to achieve that aim were to:

RO1) Clarify the role that sport can and has played in development.
RO2) Identify the arising and established issues in SFD.
RO3) Assess the IOC’s existing approach and why it has been adopted.
RO4) Determine how the IOC can improve its contribution to SFD.

This chapter synthesises the findings of the Literature Review (p10) and the Analysis and Discussion (p41) mapping this on to the objectives to assess fulfilment of the overall aim. First a summary of the main findings and associated conclusions is presented. Then a series of recommendations are made for how the policy, practice, and research might be improved. Attention then turns to the limitations of the project which feeds into some comments on the future of SFD, before offering some final thoughts. This research advances knowledge by establishing a new framework for
study, suggesting that SFD needs greater integration to increase its impact and that the IOC is perfectly placed to impose such integration.

Returning to our lens it is like Thibault says:

“as we reflect on the power of sport, we need to keep a critical lens on our understanding of the interrelationships between all the stakeholders involved in globalization”. (p14, Thibault, 2009).

Development may not be as ready a threat to the IOC as other manifestations of globalization like the Cold War or decolonisation but it is not unimaginable that SFD bodies like Right to Play and Beyond Sport could come to challenge the uniqueness of the Olympic message – of using sport for the development of mankind. If the IOC wishes to maintain its monopoly and protect its brand it would do well to engage more firmly with SFD. Because although not fully explored here SFD could be seen as a branch of CSR, a branch the IOC cannot afford to ignore. From the literature review and the findings it is clear that sport can play a role in development but has too often fallen victim to aesthetic lip service rather than the true service to the harmonious development of mankind that the IOC has so often promised. The conclusions drawn from that are a fundamental culture change is needed to truly maximise the IOC’s role but that much can be done within the existing frameworks.

6.ii Summary of findings

RO1) Clarify the role that sport can and has played in the development sector.

Sport has long been recognised as having a function beyond mere enjoyment or entertainment. Early Greek physicians recognised its health benefits whilst colonial powers were aware of its social capital generative potential and education activists of
its ability to instil teamwork, tolerance, and discipline (Khondker, 2001; Kidd, 2008). Despite the youthfulness that Kidd praises and the IOC critiques it appears that sport has played a role in the development sector before such a sector was even articulated and it could play an even greater role (Kidd, 2008; p7, IOC, 2010).

SFD is possessed by potential that many academics have researched and written about and that whilst praising, the IOC continually tries to contain, stressing the need for partnerships to share the responsibility. Hayhurst et al and this study suggest the same partnerships can be more effective (Hayhurst et al., 2010). Additionally it is suggested that assessing the role sport has played in international development is even more difficult with the IOC because of the Committee’s reluctance to report on initiatives.

**RO2) Identify the arising and established issues for the IOC in SFD so far.**

The arising issues for the IOC in SFD are procedural in how to proceed with an existing scheme or how to approach a new one. Yet the established issues are the more fundamental ones limiting all else - namely the big questions regarding North-South imbalances and the dangers of inherent racialism or patronizing rhetoric (Darnell, 2007).

The arising issues are small scale and the established issues much broader and in turn impact upon the practice of the field. The arising problems centre around which projects, where, how much, how long – the practicalities. Yet the established problems centre around structures, policies, and whether these projects are actually making a difference – the principles.
RO3) **Assess why the IOC’s existing approach to SFD has been adopted.**

This required an extensive familiarity with the Committee. Combining pictorial representations of the IOC structures with the empirical sources and secondary literature provided some reasons for the status quo. These are that the IOC seeks to maintain a position of international reach, autonomy, and ultimately power. It is able to do this through loose definitions of principles and the Family allowing the IOC, as guardians of Olympism, to take credit for other’s initiatives and provide assistance without long term commitment.

It is not just in development that the IOC exhibits such tactics hence the fundamental call for a shakeup regarding the IOC’s internal structures (see Fig 4.ii, pX) as well as its external relationship with the international community (see Appendix B, p59). The ability to respond to the lead of others yet cooperate with them enables the Committee to portray an involved stance. The lack of comprehensive evaluation by the IOC shows how slight its interaction with SFD is given the field’s identified obsession with M&E exemplified by Coalter (Coalter, 2010).

**6.iii Recommendations**

Merging all of the above left the researcher best placed to determine how the Committee could increase its contribution to SFD. The IOC could increase its contribution by initiating more of its own schemes but more than that following up with greater frequency its successful initiatives. Sharing best practice of its NOCs would also increase its role. Meanwhile improvements could come from better reporting on its work and doing so in a more systematic manner and format. The IOC is not required or bound to do more by itself or its peers. The way to push for these
improvements then is to learn our lessons of history and warn the IOC that inaction would be a threat to its position and to the Olympic movement. As our brief forays into the environmental and mega-event discourses show the Olympic family is not without its critics it is therefore a matter of self-preservation for the IOC to act and become the leader of SFD that it has so long professed to be.

Policy recommendations

- Establish a Sport and Development Commission.

This would involve formulating a mission and actually publishing a policy on development issues. This links to the conclusions to RO3) on the unaccountable autonomy of the Committee as evidenced by its ability to pick and choose its actions according to its self-defined principles. By not having a coherent or comprehensive policy the IOC’s efforts are sporadic, directionless, and untargeted and so of reduced effect. The IOC should restructure its governance establishing a separate commission for Sport and Development to recognise its comparable importance to the questions of the environment, health, and gender equality. The Sport and Development Commission could take over from the International Relations Commission in coordinating the Development through Sport strand of Olympism in Action whilst it could all then come under the International Cooperation and Development Department. This would benefit the Committee’s public relations portfolio by acting as an outward signal of intent, that the IOC is so partial to, yet also give more resources and attention to development concerns and resolve the problem of unconnected one off projects. The resources such change requires would be relatively minimal given its largely administrative nature.
**Practice recommendations**

- Comprehensive IOC reporting on IOC initiatives.

The IOC should publish specific reports rather than the pithy appearances in ‘News’ items on the website *et cetera*. This would facilitate and speed up follow up, foster a culture of evaluation, spread understanding of the IOC’s role, create a platform for good practice in the field and resolve the reliance on anecdotal evidence that Nicholls et al lament (Nicholls et al, 2010). It would benefit the IOC by ensuring its investments were value for money. The target populations and the field more widely would benefit from being able to see and learn from IOC work in development. This recommendation does require greater financial and administration costs yet some of this could be reallocated from currently uncoordinated publications and implemented by the Sport and Development Commission proposed above. This extends the trend of clarity and structural change. Although, given the prominence of partnership projects (see Tab. 4.ii), the IOC could carry this out in tandem with associated groups. This links to the conclusions for RO3) that showed the IOC’s current approach is too slow to be of meaningful impact. As an aside the IOC could push for an International Year of Sport for Development, with the IYSOI in 1994 and the IYSPE in 2005 it seems the international community is due a celebration of the developmental value of sport.

**Research recommendations**

- Organisational level studies of SFD.

There have been conferences for other Olympic causes like the Environment and Gender. The fact that development already has its conference shows an equality that offers some grounds for optimism. Researchers should adopt alternate ways to
investigate the sector, one of which would be to look at organisations rather than sports, foci, countries, or techniques. The novel view of the field would benefit practitioners by learning from investigators beyond their own offices and resolve the problem of disjuncture, smoothing the transfer from astute academic analysis to practical, ground-level improvements. This recommendation could be implemented by organising specific seminars at the International Forum or having special issues in journals such as the one Schinke and Cole introduced in Sport in Society for example (Schinke and Cole, 2011). Such research would perhaps need greater access to organisation data yet much can be collected and observed from the outsider perspective as this study has shown. This links to the conclusions regarding the dearth of organisation level studies revealed in the literature review. SFD is dominated by case studies focused by content, location, method et cetera more than by provider.

6.iv Proven limitations

The limitations of this study are that it was reliant on external data, its case studies were selected due to the frequency of their referral and their representative nature and nor was any contact made with the IOC regarding to these questions. Although given this study was compiled in an Olympic year one can imagine the Committee had its attention elsewhere.

In terms of content this study has not covered the role of NOCs and their regional associations or the international federations IFs. The research has also not referred to second order games such as the Commonwealth or Pan-American Games or other mega sports events like the FIFA Football World Cup – all sizable endeavours that exist beyond the Olympic framework. Nor did it give due regard to
the Paralympic Movement and its relationship first of all to the IOC but also to SFD. It is recommended further research takes place at an organisational level there as well.

6.v Future research

However, the onus is not all on the IOC. But rather a growing area of the field concerns those development efforts of individual athletes. Either as the ambassadors called for in Resolution 61/10, as global citizens signing petitions, or even as entrepreneurs in establishing their own charities and foundations the sporting superstars are taking on a new role. It is a new role that the IOC could facilitate yet also use to its own advantage. It is interesting that Kidd cites this “athlete activism” as a major origin of the SFD movement as a whole given most others argue that the role of the sports personality is a recent one (p370, Kidd, 2008).

Given these ambassadors and champions are often the public’s main way in to this field they could provide a further enhancement to the IOC’s manicured image. One might also make use of the athlete’s celebrity status in presenting an IOC Sport for Development Award in much the same way the Committee already does for gender equality and sustainability corners. This link is extended when one thinks of the IOC’s inclusion of and provision for Independent Athletes (people without a nation) to compete at the Games and the founding internationalism of the modern movement as a whole.

6.vi Conclusion

And so we return to our starting connections between Olympism and development. The Ancient Games praised the Gods, whilst the early, Modern Games praised the human race and spirit, fostering a universal understanding. But both these two forms
of religiosity have now given way to a blasphemous idolatry of the individual athletes achieving the greatest of performances. There is a strand of development that deals with the religiosity of its goals and the worship-like commitment of its followers. The problem remains then not a question of aligning the goals of Olympism and development but rather in activating them.

Rogge has said the IOC must “do more and accelerate [their] efforts” (p5, IOC, 2010). This much is true but it must more than anything else be visible, effective, and reflective in doing so. Others have said that the IOC is pursuing the Nobel Peace Prize. Improving its performance in sport-for-development would take Committee another step closer to that highest of podiums but more than that it would add to our appreciation of the role international sport can play in world development.
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**Appendix A. - Chronology**

<table>
<thead>
<tr>
<th>Year</th>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>776 B.C.</td>
<td></td>
<td>First historical record of the Ancient Olympic Games at Olympia, Greece.</td>
</tr>
<tr>
<td>1894 A.D.</td>
<td></td>
<td>International Olympic Committee (IOC) founded</td>
</tr>
<tr>
<td>1922</td>
<td></td>
<td>International Labour Organisation (ILO) and IOC establish ‘institutional cooperation’ (p8, IOC, 2010).</td>
</tr>
<tr>
<td>1978</td>
<td>Nov</td>
<td>UNESCO publishes International Charter of Physical Education and Sport</td>
</tr>
<tr>
<td>1994</td>
<td></td>
<td>International Year of Sport and the Olympic Ideal (IYSOI).</td>
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<tr>
<td>2000</td>
<td>Sept</td>
<td>UN Millennium Declaration adopted (incl. MDGs)</td>
</tr>
<tr>
<td>2001</td>
<td></td>
<td>Adolf Ogi appointed 1st Special Adviser to the UN Secretary-General on Sport for Development and Peace.</td>
</tr>
<tr>
<td>2002</td>
<td>Jul</td>
<td>UN Inter-Agency Task Force on Sport for Development and Peace established.</td>
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<tr>
<td>2003</td>
<td></td>
<td>1st International Conference on Sport and Development (Magglingen, Switzerland).</td>
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<td></td>
<td></td>
<td>1st ‘Next Step’ Conference (Amsterdam, Netherlands).</td>
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<tr>
<td></td>
<td></td>
<td>International Year of Sport and Physical Education (IYSPE).</td>
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<tr>
<td></td>
<td></td>
<td>2nd Magglingen Conference on Sport &amp; Development (Magglingen, Switzerland).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2nd Next Step Conference (Livingstone, Zambia).</td>
</tr>
<tr>
<td>2007</td>
<td></td>
<td>3rd Next Step Conference (Windhoek, Namibia).</td>
</tr>
<tr>
<td>2009</td>
<td></td>
<td>1st ‘International Forum on Sport, Peace and Development’ (Lausanne, Switzerland).</td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td>2nd International Forum on Sport, Peace and Development (Geneva, Switzerland).</td>
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<tr>
<td></td>
<td></td>
<td>Ban Ki-moon first UN Secretary-General to address the Olympic Congress (Copenhagen, Denmark).</td>
</tr>
</tbody>
</table>
**Appendix B. – The Olympic network** (formed from information at www.ioc.org)

Fig. B.a – D1) The Games: the structure of the Olympic Family

![Diagram showing the structure of the Olympic Family](image)

Fig. B.b – D3) Revenue – Origins and distribution

47% Broadcasting

- 60% OCOGs
- 13.3% IFs
- 13.3% IOC
- 13.3% NOCs

45% Sponsorship

- 50% OCOGs
- 40% NOCs
- 10% IOC

5% Ticketing

- 10% IOC
- 90% NOCs, IFs, OCOGs

3% Licensing

- 10% IOC
- 90% NOCs, IFs, OCOGs

Fig. B.c – The IOC in the international sports community

![Diagram showing the IOC in the international sports community](image)