

Spring 2017

Using sport as a global change agent: The United Nations Model of Sport for Development

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Using Sport as a Global Change Agent: The United Nations Model of Sport for Development

An Honors College Project Presented to
the Faculty of the Undergraduate
College of Business
James Madison University

by Meghan Burke

Spring 2017

Accepted by the faculty of the Department of Hospitality, Sport and Recreation Management, James Madison University, in partial fulfillment of the requirements for the Honors College.

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PUBLIC PRESENTATION

This work is accepted for presentation, in part or in
full, at Godwin Hall on May 1st 2017.

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Acknowledgements

I would like to offer my heartfelt thanks to my project advisor, Dr. David Shonk, for his guidance and patience. I truly appreciate the support he gave me throughout this research project, especially when I wanted to completely change my topic half way through. I would also like to thank the project's two readers, Dr. Joshua Pate and Dr. Emeka Anaza for giving up your time and expertise and helping me to focus my paper and find what I was really interested in writing about. Thank you to the Hart School for providing me with so many incredible opportunities. More specifically, thank you to all the Hart School professors who have challenged and supported me over the past four years. Lastly I'd like to thank my family who has given me every opportunity to be successful and has kept me motivated throughout this project.

Abstract

Since 2001, the United Nations (UN) has used sport as a development tool through the United Nations Office on Sport for Development and Peace (UNOSDP). This paper examines the issues in the Sport for Development and Peace (SDP) movement that warranted the UN's involvement and looks at how and why the UN uses sport. It will also offer recommendations on how it can continue to do so in a more sustainable way. Academics have struggled to find a way to measure the success of the SDP movement and the only evidence that exists that shows that sport is creating long-term positive change is anecdotal. This creates a problem as it is challenging to convince potential donors to financially support an initiative when there is no quantitative proof of success. Through the theoretical lens of institutional theory and resource dependence theory, this paper explores the current organizational structure of the UN's involvement and propose a new organizational structure that will make the UNOSDP more financially sustainable.

Keywords: sport for development, organizational structure, United Nations, UNOSDP

Using Sport as a Global Change Agent: The United Nations Model of Sport for Development

Access to sport has long been considered by the United Nations (UN) to be a fundamental human right ("Overview", n.d.). According to the UN Inter-Agency Task Force sport “is about participation. It is about inclusion and citizenship. Sport brings individuals and communities together, highlighting commonalities and bridging cultural or ethnic divides” (2003, p. v). This belief in the power of sport serves as the foundation for the Sport for Development and Peace (SDP) movement. This movement consists of many organizations that support various causes. For example, PeaceBallProject provides access to sport for refugees; Generations for Peace works on conflict resolution through community building in the Middle East; and Right to Play empowers children by getting them involved in sport. These are just a few examples. SDP organizations can be governmental, non-governmental, corporate, charitable, international or local. They can be cause specific or general, but the majority of programs are targeted towards the youth population of the most disadvantaged nations and communities of the Global South (Darnell, 2016). The term Global South has replaced the term “Third World” in academic circles and consists of developing nations in Africa, Asia, and Latin America (Mitlin & Satterthwaite, 2013).

With such a diverse segment of participants in these different regions, SDP organizations could have been more effective if they coordinated their efforts and worked together to try to find solutions to global issues. Two primary challenges faced the SDP movement in terms of coordinating their efforts and the United Nations stepped in to try to resolve them. One was cultural in nature and the second was structural.

The first challenge with the SDP movement stemmed from a lack of cultural sensitivity. According to Stafford, Bowman, Eking, Hanna, & Lopes-Defede (1997) “cultural sensitivity is being aware that cultural differences and similarities between people exist without assigning them a value” (p. 33). As with many development initiatives, the imposition of Global North values on those in the Global South has emphasized the neo-colonialism nature of sport for development. The negative impact of this cannot be discounted as SDP programs often tried to replace sports and values customary to the area with Western sports and values, ignoring sporting practices already in place (Coalter, 2007; Giulianotti, 2004). Sport is a reflection of the society in which it exists and ignoring the values and culture in each specific region is counterproductive. For example, what is culturally appropriate in Namibia is not necessary appropriate in Malaysia. According to Kidd (2008) SDP programs “when conducted in responsible, culturally appropriate ways, with community support (p.376)” can make a difference, but there is need for oversight so that programs do not exacerbate the very problem that they are there to solve (Darnell, 2016). Because of the United Nations’ breadth of cultural knowledge and relationships with national governments they have been able to provide resources and guidance to help SDP organizations become more culturally aware.

The second challenge facing the SDP movement, and the one this paper will primarily focus on, was a lack of structure resulting in limited evidence that sport was actually creating long-term positive change. Prior to the United Nations, there was no overarching organization to provide guidance. Thus, many programs focused on teaching “participants the skills they need to survive amid inequality and oppression but [did] little to challenge or change the root causes of such marginalization” (Darnell, 2016, para. 12). In its infancy, SDP organizations were unwilling or unable to empower the people in the community to help themselves. Many SDP organizations

were excessively defined by donors, who acted like missionaries, caring little for creating long-term change (Kidd, 2008). Most academics believe that sport programming is most effective when it is combined with other educational and cultural programs (Hartmann & Kwauk, 2011; Welty Peachey, Cunningham, Lyras, Cohen, & Bruening, 2015). However, that prevailing opinion in academia was not being practically applied. Due to the lack of monitoring and evaluation systems, there is little proof that sport is helping outside of anecdotal evidence.

Anecdotally, there are positive outcomes from SDP programming. For example, the United Nations International Children's Fund (UNICEF) has used sport to raise awareness on immunizations and has organized sporting events for measles vaccination campaigns all over the world. UNICEF is the greatest champion of sport for development and uses “renowned sports stars in various sports [to promote] health campaign[s] through which approximately 5 million children were vaccinated in 2003 alone” (“Sport and Public Health Campaigns”, n.d.). Results such as these are encouraging, but the ways of measuring success are insufficient, which makes it difficult to convince donors to keep funding these programs (Hartmann & Kwauk, 2011). As a result, the impact and sustainability of these organizations has been limited and there are a lot of doubts about just how productive sports can be in furthering international development (Lindsey, 2016; Levermore, 2008). The lack of organizational structure is the void that the UN has worked to fill.

The UN contends that sport is a cost-effective development tool (UN Inter-Agency Task Force on Sport for Development and Peace, 2005). This is one of the main reasons that sport management scholars have studied sport for development organizations and why it is imperative to continue to do so. If researchers can determine that sport is positively affecting the developing world, then the UN and SDP organizations can refocus their efforts and work to create lasting

change. It is also important to analyze the organizational structure of the UN's Office on Sport for Development and Peace as it exists and to evaluate if changes to that structure would benefit the organization as a whole.

The purpose of this paper is twofold: a) to describe how and why the UN has used sport as a vehicle for social change and: b) to offer recommendations on how it can continue to do so in a more sustainable way in the future. This paper will first provide a history of the UN using sport as a vehicle for social change and describe the model that the UN used from 2001-2015 through the lens of institutional theory. Then it will describe a proposed model through resource dependence theory and offer suggestions on how to make the UN Office on Sport for Development and Peace (UNOSDP) financially sustainable.

Literature Review

History of United Nations Involvement

The United Nations saw the value of sport as early as 1922 when the UN International Labor Organization established a relationship with the International Olympic Committee ("Organizations", n.d.). Since 1993, the General Assembly has endorsed the Olympic Truce, which calls for a pause in conflict for the length of each Olympic Games (United Nations Inter-Agency Task Force on Sport for Development and Peace, 2003). The United Nations' commitment to using sports as a vehicle for social change has increased exponentially in the last 25 years. This is due in part to the high-profile success and lobbying of grassroots organizations like Sports Coaches Outreach and Mathare Youth Sports Association and in part due to the need for a change in the way the UN approached development (Coalter, 2007). With the adoption of General Assembly Resolution 55/2 *United Nations Millennium Declaration* in 2000, the UN, for the first time in its history, publically committed to international development with the eight

Millennium Development Goals. The publication of the Millennium Development Goals (MDG) were an opportunity for the SDP movement as sport programming was relevant to the achievement of each goal. Figure 1 outlines specifically how sport programs make progress towards these goals and exhibits the faith the UN has in the impact of sports.

<p>1. Eradicate extreme poverty and hunger</p> <ul style="list-style-type: none"> • Participants, volunteers and coaches acquire transferable life skills which increase their employability • Vulnerable individuals are connected to community services and supports through sport-based outreach programs • Sport programs and sport equipment production provide jobs and skills development • Sport can help prevent diseases that impede people from working and impose health care costs on individuals and communities Sport can help reduce stigma and increase self-esteem, self-confidence and social skills, leading to increased employability
<p>2. Achieve universal primary education</p> <ul style="list-style-type: none"> • School sport programs motivate children to enroll in and attend school and can help improve academic achievement • Sport-based community education programs provide alternative education opportunities for children who cannot attend school • Sport-based community education programs provide alternative education opportunities for children who cannot attend school
<p>3. Promote gender equality and empower women</p> <ul style="list-style-type: none"> • Sport helps improve female physical and mental health and offers opportunities for social interaction and friendship • Sport participation leads to increased self-esteem, self-confidence, and enhanced sense of control over one’s body • Girls and women access leadership opportunities and experience • Sport can cause positive shifts in gender norms that afford girls and women greater safety and control over their lives • Women and girls with disabilities are empowered by sport-based opportunities to acquire health information, skills, social networks, and leadership experience

<p>4. Reduce child mortality</p> <ul style="list-style-type: none"> • Sport can be used to educate and deliver health information to young mothers, resulting in healthier children • Increased physical fitness improves children’s resistance to some diseases • Sport can help reduce the rate of higher-risk adolescent pregnancies • Sport-based vaccination and prevention campaigns help reduce child deaths and disability from measles, malaria and polio • Inclusive sport programs help lower the likelihood of infanticide by promoting greater acceptance of children with disabilities
<p>5. Improve maternal health</p> <ul style="list-style-type: none"> • Sport for health programs offer girls and women greater access to reproductive health information and services • Increased fitness levels help speed post-natal recovery
<p>6. Combat HIV and AIDS, malaria, and other diseases</p> <ul style="list-style-type: none"> • Sport programs can be used to reduce stigma and increase social and economic integration of people living with HIV and AIDS • Sport programs are associated with lower rates of health risk behavior that contributes to HIV infection • Programs providing HIV prevention education and empowerment can further reduce HIV infection rates • Sport can be used to increase measles, polio and other vaccination rates • Involvement of celebrity athletes and use of mass sport events can increase reach and impact of malaria, tuberculosis and other education and prevention campaigns
<p>7. Ensure environmental sustainability</p> <ul style="list-style-type: none"> • Sport-based public education campaigns can raise awareness of importance of environmental protection and sustainability • Sport-based social mobilization initiatives can enhance participation in community action to improve local environment
<p>8. Develop a global partnership for development</p> <ul style="list-style-type: none"> • Sport for Development and Peace efforts catalyze global partnerships and increase networking among governments, donors, NGOs and sport organizations worldwide

Figure 1. How sport programs relate to Millennium Development Goals. Reprinted from The Millennium Development Goals in *United Nation*, n.d. Retrieved January 16, 2017, from <https://www.un.org/sport/content/why-sport/millennium-development-goals>. Copyright United Nations 2016.

In 2001, two important steps were taken to coordinate and provide a coherent approach to using sport for development and peace. The first was the appointment of Adolf Yogi, former President of Switzerland, as the Secretary-General's Special Adviser on Sport for Development and Peace; and the second was the creation of the United Nations Office on Sport Development and Peace (UNOSDP). Through these actions it was "formally recognized that sport could be used at the individual, community, national and global levels as a mechanism, in combination with existing efforts, to achieve specific targets" (Beutler, p.360). Both these steps were a commitment to using sport as a vehicle for social change. It is notable that since 2003, the UN has issued resolutions reaffirming this commitment every single year, including as recently as 2016. Sport was at the forefront again as the UN planned its 2030 Agenda for Sustainable Development. In General Assembly resolution 70/1, member states recognized "the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives" (A/RES/ 70/1, 2015). Sport will play an instrumental role in achieving the goals set out in the 2030 Agenda.

Theoretical Framework

To describe the United Nations' current model for sport for development and peace and suggest a new model for it to use moving forward, we must first identify the parameters within which we will study the organizational changes that have occurred. Sport researchers who have studied organizational change have claimed that "because sport is a complex social phenomenon with both micro- and macro-level tangible and intangible outcomes", it cannot be neatly defined by one theoretical framework (Lyras & Welty Peachey, p. 315). Instead, to truly understand, we

have combined different theoretical frameworks. This paper will use the lens of institutional theory, or how change occurs based on certain elements being institutionalized, and resource dependence theory, which is how change occurs based on the need for securing resources.

Institutional Theory

Institutional theory argues that organizations change their structure to conform to expectations (DiMaggio & Powell, 1983). While the literature on institutional theory is extensive, this paper will specifically focus on institutional isomorphism. Institutional isomorphism is the idea that the environment will pressure organizations to adopt specific practices and processes in order to survive and then organizations will continue to look to the environment to determine future decisions. (Washington & Patterson, 2011; DiMaggio & Powell, 1983; Hawley, 1968). DiMaggio and Powell (1983) also contend that there are three types of isomorphism that lead organizations to become increasingly similar: coercive pressure, mimetic pressure, and normative pressure. Coercive pressure comes from political influence and unbalance power relations. Mimetic pressure comes from uncertainty and leads to the mimicking of more successful organizations. Lastly, normative pressure comes from the fact that SDP organizations draw from the same pool of resources. Whether those resources are financial or human, there is not an unlimited supply. This theory is evident in the initial involvement of the UN in the SDP movement.

Original Organizational Structure of U.N.'s SDP model

The original framework, (see Figure 2), was established in 2002, when the UN Secretary-General established the UN Inter-Agency Task Force to review activities involving sport within the UN system. One of the most significant tasks for this group was to “establish an inventory of

existing Sport-for-Development programs, identify instructive examples” and provide structure to the industry ("UN Inter-Agency Task Force on Sport for Development and Peace ", n.d.). Two important conclusions were reached by this Task Force. One was that “well-designed sport-based initiatives are practical and cost-effective tools to achieve development and peace objectives” ("UN Inter-Agency Task Force on Sport for Development and Peace", n.d.). The second was the establishment of the role of the UN in SDP. That role was defined as follows:

The creation of a common framework on sport for development and peace would draw together the full spectrum of actors involved with sport, including government (e.g. ministries for youth, sport, health, finance and others), sports organizations (e.g. sports federations, NOCs, national football associations, sports clubs), sport-related development NGOs, and the private sector. Within this framework, the resources and needs of particular locations should be mapped, communication and consultation between the different actors facilitated, and strategic actions and partnerships planned. (United Nations Inter-Agency Task Force on Sport for Development and Peace, 2003)

The UN’s model provided resources, both monetary and informational, and connected all the major players in the SDP sector so that they could share experiences and improve. This Task Force established coercive isomorphism over the rest of the SDP sector. From the work of the UN Inter-Agency Task Force emerged the Sport for Development and Peace International Working Group (SDP IWG), “an intergovernmental policy initiative” who from 2004 to 2008 “articulated and adopted policy recommendations” for governments on how to incorporate sports into their developmental goals (UN Business, 2013). In 2008, the General Assembly adopted a Resolution reaffirming their commitment to sport for development by incorporating the SDP IWG into the United Nations systems under the Special Advisor on SDP. This provided the initial structure for the United Nations Office on Sport for Development and Peace (Figure 2).

However, as the UNOSDP has evolved, this model has become outdated and is not sustainable in its current format.

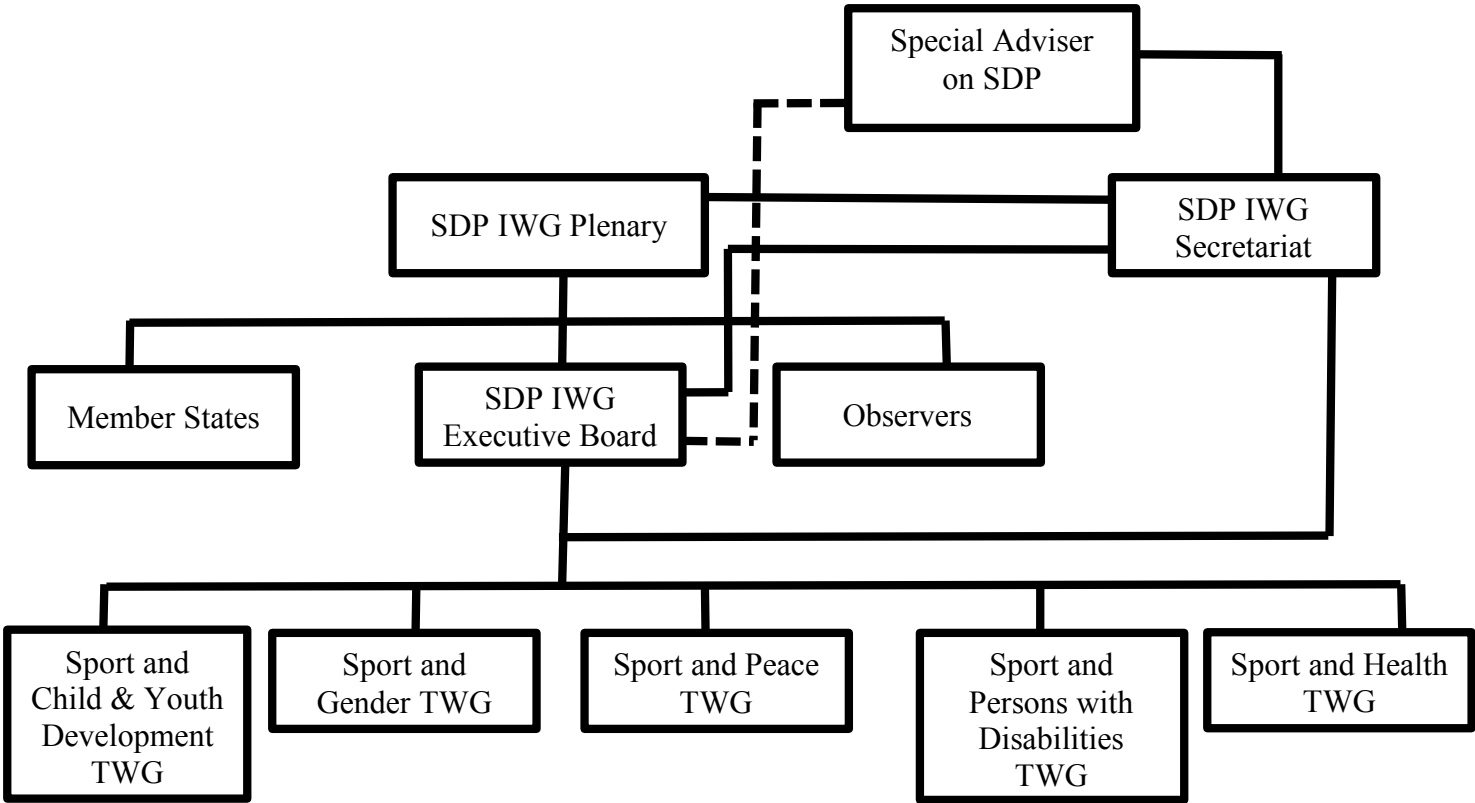


Figure 2. UN’s SDP Model 2001-2015. United Nations Office on Sport for Development and Peace. (2015). *Annual Report 2015*. Geneva: United Nations Office on Sport for Development and Peace. Retrieved from [https://www.un.org/sport/sites/www.un.org/sport/files/ckfiles/files/UNOSDP_Annual_Report_2015%20\(1\).pdf](https://www.un.org/sport/sites/www.un.org/sport/files/ckfiles/files/UNOSDP_Annual_Report_2015%20(1).pdf)

Special Adviser to the Secretary General on Sport for Development and Peace

Since the Special Adviser to the Secretary General on Sport for Development and Peace position was created in 2001 only two men, Adolf Ogi and Wilfried Lemke, have held the office as of 2017. The role of Special Adviser to the Secretary General on SDP is to serve “as an advocate, facilitator and representative of the social purposes of sport” (business.un.org, 2014). As an advocate they promote the use of sport as a tool for development. As a facilitator they encourage partnerships and dialogue, and as a representative they represent the Secretary-

General and the United Nations at major global sporting events, such as the Olympics (United Nations Office on Sport for Development and Peace, 2015).

SDP IWG Secretariat

Between 2009 and 2015, the UNOSDP hosted the Secretariat of the SDP IWG ("Sport for Development and Peace International Working Group", n.d.). In this role, the UNOSDP "provides the entry point to the United Nations system with regard to Sport for Development and Peace, and works to bring the worlds of sport and development together" (UN Business, 2013). However, the responsibilities are more in line with a support role. As secretariat, the UNOSDP organized meetings, prepared agendas, produced newsletters and performed other tasks for the SDP IWG as needed.

SDP IWG Executive Board

The SDP IWG Executive Board consists of "the Chair (Head of the Secretariat or his/her representative), honorary chair (Special Adviser to the UN Secretary-General on Sport for Development and Peace), Co-Chair (one delegate from the host country of the Executive Board meeting), Regional Representatives (one Member State representative from each geographical region: Africa, Asia, Americas, Oceania, Europe), Working Group Representatives (Chair and Co-Chair of each Thematic Working Group), [and] donors" (Sport for Development and Peace International Working Group, 2010). The main duties of the Executive Board are determining agendas, conducting voting and guiding the thematic working groups (Sport for development and peace international working group governing principles, 2010). The SDP IWG Plenary is the umbrella term for the Executive Board, Members and Observers. This group meets annually.

Observers

Observers are “experts from academia, international, intergovernmental or non-governmental organizations” (Sport for Development and Peace International Working Group, 2010). While this group, as the name implies, takes a more passive role in the process their insight and expertise is valuable because of their experience with sport for development and peace.

Member States

Member States include the 193 sovereign states that are members of the United Nations. Of these countries, 54 are in Africa, 44 are in Asia, 47 are in Europe, 23 are in North America, 14 are in Oceania, and 12 are in South America. Though the United Nations officially recognizes the existence of 195 countries, Vatican City and Palestine are Non-Member Observers.

Thematic Working Groups

Thematic Working Groups are groups established to deal with different issues as laid out by the 2008 SDP IWG Report “Harnessing the Power of Sport for Development and Peace: Recommendations to Governments”. Themes include sport and health, sport and child and youth development, sport and gender, sport and persons with disabilities and sport and peace. These groups meet as needed and exist until the Plenary decide the issue has been remedied and each of the Thematic Working Groups is composed of a Chair, Co-Chair, Members and Observers (Sport for Development and Peace International Working Group, 2010)

Resource Dependence Theory

Resource dependence theory (RDT) was first introduced by Pfeffer and Salancik in their 1978 book *The External Control of Organizations*. They based RDT on the assumption that organizations do not exist in a vacuum, but rely on and are affected by the environment in which

they exist. There are three main tenants of resource dependence theory; the environment matters, organizations have strategies to limit their reliance on others, and understanding the power dynamic is vital to understanding organizations (Pfeffer & Salancik,1978; Davis & Adam Cobb, 2010). Slack & Hinings (1992) suggested that when organizations are unable to generate the variety and amount of resources they need for survival, their dependence on external resources creates uncertainty. However, according to Biermann & Harsch (2016), there has to be a balance between securing reliable resources and organizational autonomy. Resource dependence theory is a driving factor behind the suggested framework (Figure 3).

Suggested Organizational Structure for UN’s SDP Model

In the past, the main objective of the UNOSDP was to support others and to provide structure to the SDP sector so that other organizations could thrive. However, the UNOSDP has outgrown its Secretariat role and there will be a substantial amount of organizational change that will need to take place in order for it to be successful as its own SDP entity.

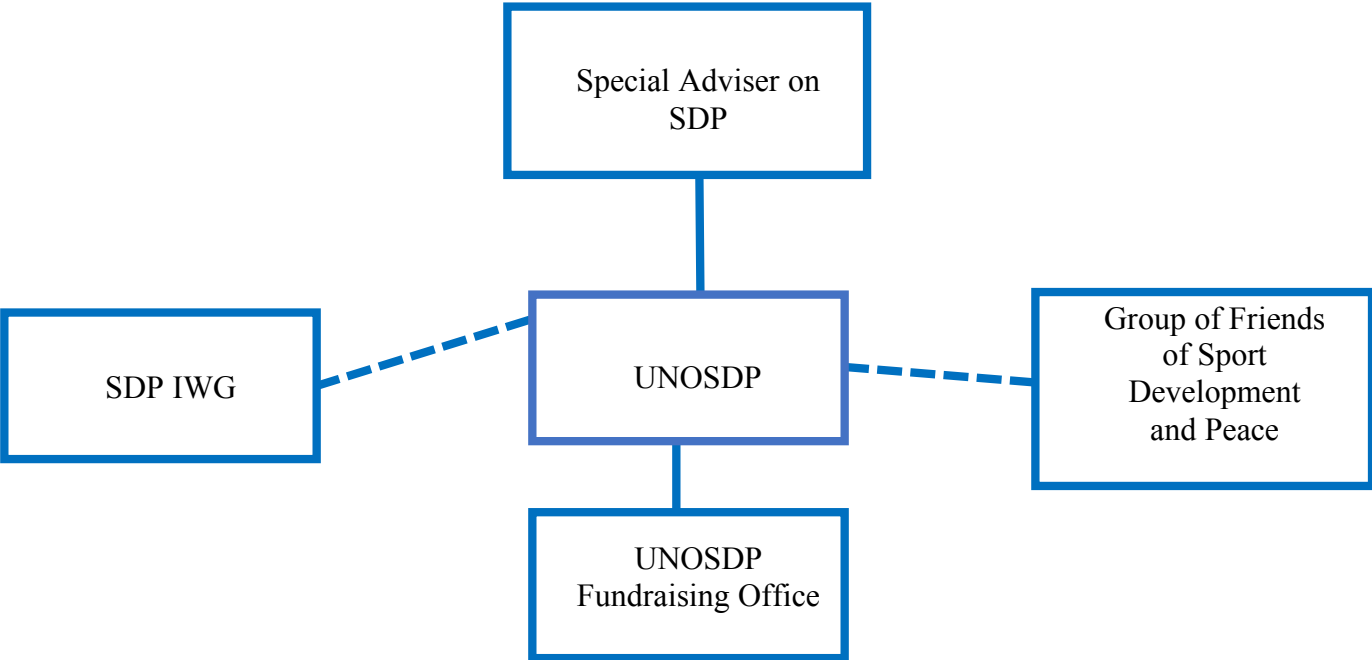


Figure 3. Suggested Organizational Structure for the UN SDP Model

UNOSDP

This model proposes that the UNOSDP will continue to work in support of the Special Adviser on SDP as they serve as an advocate, facilitator, and representative. Sport has an increased role in the Sustainable Development Goals Agenda for 2030 and the UNOSDP remains at the forefront as it “engages with an extensive network of stakeholders, including governments, UN system entities, civil society, organizations, sport federations, academia, private companies and the media” (United Nations Office on Sport for Development and Peace, 2015). In addition to supporting the Special Adviser, the UNOSDP has recently started to create its own programming on a grassroots level which, if it can be successfully sustained, will allow the UNOSDP to refocus its extensive network onto its own goals.

The Youth Leadership Program (YLP) was launched in 2012 by Wilfried Lemke in order to empower young people to create positive change in their communities (“UNOSDP Youth Leadership Camp in Bradenton, Florida”, 2016). This educational initiative was designed for young people, 18-25, who were already working on grassroots sports programs in the developing countries where they live. Since its launch the UNOSDP has “held 23 YLP camps in 8 different countries educating more than 800 youth leaders” (“The Norway Cup will host a Youth Leadership Programme”, 2016). These numbers are impressive but even more impressive is the impact of these camps.

Three camps have been held in South Korea, with participants from both North and South Korea working to create harmony in the Korean Peninsula in advance of the Winter Olympics in PyeongChang in 2018. A recent partnership with the International Wheelchair Basketball Federation will lead to a project that will teach people in developing countries how to fix their wheelchairs so that slightly broken wheelchairs can be fixed and reused (“New partnership

between UNOSDP and International Wheelchair Basketball Federation", 2016).

Another initiative of the UNOSDP is the planning and promotion surrounding the International Day for Sport Development and Peace (IDSDP). According to General Assembly Resolution 67/296, adopted in August 2013, every year on April 6, the UN and its Members raise awareness about the potential of sports to contribute to developmental goals ("International Day of Sport for Development and Peace", n.d.). As a part of this day, the UNOSDP launches different campaigns that highlight how sport is being used to change the world. For example, in advance of IDSDP 2017, the UNOSDP launched a digital campaign #WePlayTogether, where SDP organizations could submit pictures that would be showcased on social media and at the UN in Geneva, Switzerland ("UNOSDP launches #WePlayTogether Campaign", n.d.). Not serving as Secretariat for the SDP IWG will free up the UNOSDP to pursue more projects that can create positive change on a grass-root level, while still maintaining its role in support of the Special Adviser.

SDP IWG

The new role of the SDP IWG will be in support of the UNOSDP. While the General Assembly's latest sport Resolution "acknowledges the activities" of the SDP IWG and "encourages the United Nations system and the Sport for Development and Peace International Working Group to further strengthen their cooperation" the separation of the UNOSDP from the SDP IWG suggests that, at the very least, the relationship between the two will be different. (A/RES/ 71/160, 2016). In this proposed model, the SDP IWG will continue its work addressing the five thematic issues, but it will take on a more informal role when it comes to advising. By specifically focusing on these five issues, the new SDP IWG will complement the informal Group of Friends of Sport for Development and Peace, who will provide the UNOSDP with

more general information about best practices of SDP.

Group of Friends of Sport for Development and Peace

The Group of Friends of Sport for Development and Peace (GoF SDP) is an informal platform among permanent representatives to the U.N. and as of 2015 included 47 countries. Established during the International Year of Sport in 2005, the Group meets every two months to have an open dialogue and share their national experiences and practices in the hope that this discussion will encourage other countries to integrate sports into their development policies (Group of Friends of Sport for Development and Peace Factsheet, 2015). The Group of Friends is also one of the first groups consulted, though informally, for the United Nations General Assembly resolutions relating to Sport for Development and Peace ("Group of Friends of Sport for Development and Peace Factsheet", n.d.). In the most recent resolution to this effect, A/RES/71/160, the General Assembly encouraged "Member states to join and participate in the Group of Friends for Sport for Development and Peace" (A/RES/ 71/160, 2016). This is significant as puts the SDP IWG and GoF SDP on the same level in terms of influence on the UNOSDP. Since much of the UNOSDP's work is done on a national level by working with local governments and local partners, the Group of Friends of Sport for Development and Peace is an invaluable asset to the UNOSDP as they build a network for Sport for Development and Peace organizations.

UNOSDP Fundraising Office

The UNOSDP is not technically a part of the UN system and as a result receives no funding from the contributions that countries make to the UN each year. It is funded entirely by voluntary contribution of countries through a special Trust Fund for Sport for Development and Peace that was created in 2008. The reliance on this type of funding, which requires nations to

believe in the power of sport, puts the UNOSDP at risk because it is not financially sustainable. It severely limits how effective the office can be. In 2015, contributions were made by the government of Germany, the government of the Russian Federation, Government of the Republic of Korea, the International Olympic Committee and Korean Air (United Nations Office on Sport for Development and Peace, 2015). The UNOSDP can accept voluntary contributions from a wide range of donors, including governments, the private sector, non-profit organizations, foundations and individuals (United Nations Office on Sport for Development and Peace, 2015). Creating an office with the sole purpose to raise money for the UNOSDP will allow the UNOSDP itself to focus on expanding the Youth Leadership Program and its other grassroots initiatives. Also, as this fundraising office will report only to the UNOSDP, there will be less bureaucratic red tape limiting the use of the money. This office will actively pursue diversified funding sources, namely corporate partnerships and philanthropic development.

Corporate partnerships are the best way for the UNOSDP to fund itself. Currently, they only have one, Korean Air, with whom it has partnered since 2012. This is a missed opportunity for the UNOSDP to raise money as any company could use this partnership to meet their corporate social responsibilities. According to PricewaterhouseCoopers' 2016 Global CEO Survey of 1,409 CEOs in 83 countries, 64% say that corporate social responsibility is a core value to their business (PricewaterhouseCoopers, 2016). The work that the UNOSDP does is so diverse and globally dispersed that it would appeal to many different corporations. Having a fundraising office specifically to build these relationships and make these deals would make the UNOSDP more sustainable.

Philanthropic development is another way that the UNOSDP can fund itself. Having a development team that focused on prospect research would be a significant benefit. This would

allow the UNOSDP to target high net-worth people who are already giving to international organizations and convince them to support the UNOSDP's initiatives. This research would be done by looking through annual reports of international organizations to see who their donors and looking for people with giving interests that involve sport and determining their capacity to give. Much like corporate partnerships, development is relational in nature and relationships take time and attention. The UNOSDP would not be able to dedicate time to this process of prospecting donors and fostering relationships without a distinct fundraising office. Another important element to philanthropic donations is there is very little red tape and no strict evaluation methods are need because it is their money to give away.

Discussion

The purpose of this paper was to describe how and why the UN has used sport as a vehicle for social change and to offer recommendations on how it can continue to do so in a more sustainable way in the future. While there were a few structural changes between the original model and the suggested model, the most significant is the creation of a fundraising office that is specific to the UNOSDP. As previously noted, the UNOSDP is not a part of the UN system and thus receives no funding from the contributions that countries make to the UN each year. The creation of a fundraising office will help make the UNOSDP more sustainable in the long run. In addition, it creates an added element of legitimacy to the SDP movement.

When it got involved, the UN to a certain extent institutionalized the whole SDP movement. The UNOSDP has caused institutional isomorphism and created an environment where other organizations look to it to learn best practices and share resources. Coercive pressure comes from political influence and unbalance power relations. The United Nations is an authoritative organization and by association the UNOSDP has a certain degree of power over

SDP organizations. Normative pressures relate directly to the UNOSDP and the SDP sector because resources in the Global South are typically limited and there are a limited number of donors who will continue to support sport for development and peace without analytical evidence that it is actually making a difference.

While institutional isomorphism can be applied to the United Nations' involvement in the SDP sector from 2001-2015, there is a shift happening in the organizational structure that is best explained through the resource dependence theory. The shift in the organizational structure is occurring because, while the UNOSDP will continue to provide resources to other SDP organizations, they are increasingly implementing their own grassroots programming. This is going to put a strain on resources. The UNOSDP's reliance on other entities to provide funding not only restricts them, but it also threatens their existence. At the same time, they cannot accept money from people and organizations that do not support the principles of the United Nations. There has to be a balance between agreements to secure reliable resources and organizational autonomy. This is especially true with an entity within the United Nations, which must maintain its integrity as an independent body. One of the fundamental ideas of resource dependence theory is that organizations strategize to limit their reliance on others. The UNOSDP funding itself is that strategy.

Conclusion

In the 15 years since the UN officially became involved there has been very little progress in analytically measuring whether these programs are actually working. All evidence is anecdotal and any progress that has occurred in the developing world cannot be definitively linked to sports programming. Currently, that only seems to be a concern among the academic community but it is not sustainable when the UNOSDP and other organizations within the SDP

movement have no way to prove their worth to investors. While by no means a long-term solution, having a fundraising office whose only task is to secure funding for the UNOSDP will allow the office to keep functioning while academics and practitioners develop a way to measure success when it comes to SDP organizations.

While this research paper is an initial step in understanding the sustainability of the UNOSDP and offers preliminary solutions, further exploration is needed. This paper is limited in that it does not delve further into the positives and negatives of this model. Corporate partnerships and philanthropic development would require oversight to make sure those giving money would not be able to push their own agenda through the UNOSDP. Future research studies should compare this model to other development models within the UN System. They should also look into whether being incorporated into the UN system would be in the best interest of the UNOSDP. While having a piece of their budget provided would be helpful, it would be difficult to accomplish and would come with rules and regulations. One positive of not being directly funded by the United Nations is that UNOSDP operates with far less bureaucratic restrictions than other developmental initiatives. More research to support this model, where the Office efficiently funds itself, could have significant implications for developmental aid practices across the board.

The United Nations is committed to using sport to reach its Sustainable Development Goals through 2030. However, unless the UNOSDP makes strides to fund itself, it will not be able to achieve the ambitious programs that it wants to. The UNOSDP needs to have a fundraising office that raises money in a variety of ways or else it will be not able to sustain itself.

Appendix 1. Timeline of the UN's Involvement.

1922		International Labour Organisation (ILO) and International Olympic Committee (IOC) establish institutional cooperation , later reinforced through a series of partnerships between the IOC and UN system partners
1993	October	UNGA resolution 48/11 adopted , "Building a peaceful and better world through sport and the Olympic ideal," reviving the ancient Greek tradition of Olympic Truce. Similar resolutions have been adopted since then every two years prior to each Summer and Winter Olympic Games.
1994		International Year of Sport and the Olympic Ideal
2000	September	UN Millennium Declaration adopted : Millennium Development Goals (MDGs) established
2001	February	1st Special Adviser to the UN Secretary-General on Sport for Development and Peace, Mr. Adolf Ogi, is appointed
	November	UN Inter-Agency Task Force on Sport for Development and Peace is established
2003	February	1st International Conference on Sport and Development (Magglingen, Switzerland)
	November	Publication of landmark report of the UN Inter-Agency Task Force on Sport for Development and Peace , "Sport for Development and Peace: Towards Achieving the Millennium Development Goals," and presented at the 1st 'Next Step' Conference in Amsterdam, Netherlands
		1st UNGA Resolution "Sport as a means to promote education, health, development and peace" is adopted (58/5) , proclaiming 2005 as the International Year for Sport and Physical Education (IYSPE)
2004	August	Sport for Development and Peace International Working Group (SDP IWG) is established
	October	UNGA resolution 59/10 is adopted , "Sport as a means to promote education, health, development and peace"
2005		International Year of Sport and Physical Education (IYSPE 2005) , with 125 UN Member States involved, 20 international and over 18 regional conferences organized (including the 2nd 'Next Step' Conference in Livingstone, Zambia), connecting the role of sport with the issues of development, health, culture, environment, peace, gender and education
	September	UNGA resolution 60/1 is adopted , "World Summit Outcome"
	October	UNESCO International Convention against Doping in Sport is adopted
	November	UNGA resolution 60/9 is adopted , "Sport as a means to promote education, health, development and peace"
	December	European Parliament Resolution on "Development and Sport" is adopted , acknowledging sport's positive contribution to social inclusion and cohesion, intercultural dialogue, environmental understanding and the reintegration of children in post-conflict situations
		2nd International Conference on Sport and Development in Magglingen, Switzerland
2006	October	UN Report on the International Year of Sport and Physical Education (IYSPE 2005) is published
	November	UNGA resolution 61/10 is adopted , "Sport as a means to promote education, health, development and peace" which takes note of the Action Plan in the report of the Secretary-General (A/61/373) which serves as an initial road map for a three-year period to expand and strengthen partnerships, sport for development and peace programmes and projects and advocacy and communications activities
2007	February	UNESCO International Convention against Doping in Sport enters into force
	March	Convention on the Rights of Persons with Disabilities and its Optional Protocol opens for signature (Article 30 providing that States Parties take appropriate measures

		to enabling persons with disabilities to participate on an equal basis with others in recreational, leisure and sporting activities)
	September	3rd 'Next Step' Conference is held in Windhoek, Namibia
	December	Adolf Ogi concludes his mandate as Special Adviser
2008	April	Wilfried Lemke is appointed as 2nd Special Adviser to the UN Secretary-General on Sport for Development and Peace
	May	Convention on the Rights of Persons with Disabilities and its Optional Protocol enters into force
	August	Olympic Games in Beijing , where a large contingent of UN representatives are present and around/during which a vast number of initiatives are implemented by UN entities
		Final Report of the Sport for Development and Peace International Working Group (SDP IWG) , "Harnessing the Power of Sport for Development and Peace: Recommendations to Governments," is published in Beijing Proposal for a renewed mandate for the SDP IWG into the United Nations Office on Sport for Development and Peace is endorsed by the Executive Committee
	September	Paralympic Games in Beijing , providing a platform to raise awareness and stimulate action on advancing the rights of and opportunities for persons living with disabilities
	December	UNGA resolution 63/135 is adopted , "Sport as a means to promote education, health, development and peace"
2009	May	1st 'International Forum on Sport, Peace and Development' is held in Lausanne, Switzerland, organized by the International Olympic Committee (where several UN bodies such as UNOSDP, UN-Habitat, UNDP and WHO are represented)
	June	'Forum on Productive Youth Development through Sport in Africa' is held at the UN Office in Nairobi, Kenya. Joint initiative of the UN Office on Sport for Development and Peace (UNOSDP) and the Jacobs Foundation, in collaboration with the Swiss Academy for Development (SAD) and the Mathare Youth Sports Association (MYSA).
	October	UN Secretary-General Ban Ki-moon addresses the 13th Olympic Congress in Copenhagen, Denmark (first time in history that a UN Secretary-General attends an Olympic Congress)
		Three resolutions on sport adopted by the UN General Assembly: <ul style="list-style-type: none"> • 64/3, granting observer status at the General Assembly to the International Olympic Committee (allowing the IOC to take the floor and participate in consultation meetings) • 64/4, calling for the respect of the Olympic Truce Resolution during the 2010 Vancouver Winter Olympic and Paralympic Games, and mentioning the first-ever Youth Olympic Games in Singapore in August 2010 • 64/5, entitled "2010 International Federation of Association Football World Cup event in South Africa," urging the international community to harness the World Cup for the development of the whole African continent
2010	May	1st UN-IOC Forum organized in Lausanne, Switzerland, jointly by the UN Office on Sport for Development and Peace (UNOSDP) and the International Olympic Committee (IOC)
		Inaugural meeting of the reconstituted Sport for Development and Peace International Working Group (SDP IWG) in Geneva, Switzerland, attended by 50 government representatives and intergovernmental organizations to discuss the potential of sport as a means to support child and youth development

	June-July	First-ever FIFA World Cup™ held on the African continent (in South Africa) , with UN Secretary-General Ban Ki-moon attending the opening and the UN family at large using the event to make a push for the Millennium Development Goals (MDGs)
	August	UN Office on Sport for Development and Peace receives UEFA Monaco Charity Award of €1million by the Union des Associations Européennes de Football (UEFA), to distribute to five Sport for Development and Peace projects worldwide
		First-ever Youth Olympic Games in Singapore, where three UN agencies (UNAIDS, UNEP and UNICEF) take part in the Cultural and Education Program (CEP)
	September	High-Level Roundtable “The Value of Sport as a Development Tool” held at UN Headquarters in New York, attended by UN Secretary-General Ban Ki-moon, Heads of States and Government Representatives
	October	UNGA Resolution 65/4 adopted , “Sport as a means to promote education, health, development and peace”
	December	European meeting of the Sport for Development and Peace International Working Group at the European Parliament in Brussels, on the theme of "Sport, Child and Youth Development"
2011	January	One-UN "Score the Goals" comic book on the MDGs is launched in Geneva by UNDP Goodwill Ambassador Iker Casillas
	May	2nd International Forum on Sport, Peace and Development is held in Geneva, Switzerland, jointly organized by the UN Office on Sport for Development and Peace and the International Olympic Committee
		2nd Plenary Session of the Sport for Development and Peace International Working Group (SDP IWG) at the United Nations Office at Geneva
	December	UNDP's ninth annual Match Against Poverty in Hamburg, Germany
		UNGA Resolution 66/4 adopted, “Building a peaceful and better world through sport and the Olympic Ideal”
2012	January	1st UNOSDP Youth Leadership Camp held in Doha, Qatar. Part of the larger initiative envisioned by Mr. Wilfried Lemke Special Adviser to the UN Secretary-General on Sport for Development and Peace: the Youth Leadership Program
	August	Publication of the Secretary-General Report A/67/282 “Sport for Development and Peace: mainstreaming a versatile instrument”
	October	3rd Plenary Session of the Sport for Development and Peace International Working Group (SDP IWG) at the United Nations Office at Geneva
		1st Thematic Meeting on Protection and Safeguarding in Sport held in the United Nations Office at Geneva (UNOG)
	November	UNGA Resolution 67/17 adopted, “Sport as a means to promote education, health, development and peace”
	December	UNDP's tenth annual Match Against Poverty in Porto Alegre, Brazil
2013	May	Adoption of the UNESCO Declaration of Berlin of the fifth International Conference of Ministers and Senior Officials responsible for Physical Education and Sport (MINEPS)
	June	3rd International Forum on Sport, Peace and Development is held in New York, jointly organized by UNOSDP and the International Olympic Committee (IOC), with the support of the United States Olympic Committee (USOC)
	August	UNGA Resolution 67/296 adopted, “ International Day of Sport for Development and Peace ”, which declared 6 April as the International Day of Sport for Development and Peace
	September	Adoption of the UNHCR Resolution 24/1 , “Promoting human right through sport and the Olympic ideal”
	November	UNGA Resolution 68/9 adopted, “Building a peaceful and better world through sport and the Olympic ideal”
2014	March	UNDP's eleventh annual Match Against Poverty in Bern, Switzerland

	April	1st International Day of Sport for Development and Peace
	July	4th Plenary Session of the Sport for Development and Peace International Working Group (SDP IWG) at the United Nations Office at Geneva
	August	Publication of the Secretary-General Report
		A/69/330 “Sport for Development and Peace: realizing the potential”
	September	Adoption of the Convention on the Manipulation of Sport Events by the Council of Europe
	October	UNGA Resolution 69/6 adopted , “Sport as a means to promote education, health, development and peace”
2015	April	2nd International Day of Sport for Development and Peace
	June	First ever European Games held in Baku, Azerbaijan
	October	UNGA Resolution 70/1 adopted, “Transforming our world: the 2030 Agenda for Sustainable Development”, in which Sport is recognized as an “important enabler for sustainable development”
		UNGA Resolution 70/4 adopted, “Building a peaceful and better world through sport and the Olympic ideal”
	November	Adoption of the UNESCO International Charter of Physical Education, Physical Activity and Sport
	December	The United Nations is awarded the Olympic Cup by the International Olympic Committee
2016	February	High level event “The Value of Hosting Mega Sport Events as a Social, Economic and Environmental Sustainable Development Tool” held in New York, USA
	April	3rd International Day of Sport for Development and Peace
		UNHRC Resolution A/HRC/RES/31/23 adopted, “Promoting human rights through sport and the Olympic ideal”
		High level event “Celebrating the Olympic Spirit” on the occasion of the passage of the Olympic Flame at the UN Office at Geneva in the presence of the UN Secretary-General

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