SDP TOOLKIT MODULE:

AWARENESS, ADVOCACY AND SOCIAL MEDIA

Contents

Overview

Module Objectives
This module provides policy and program guidelines to support the awareness and advocacy of sport policies and SDP activities where social media plays a key role in delivering on impactful outcomes. Understanding the role of the media with specific reference to social media in spreading information, informing stakeholders, consumers and audiences about stories and content rooted in the value-add of sport to communicate issues of interest to society is crucial. It does so in line with the basic theories and understandings of the Sport for Development and Peace (SDP) sector, in which sport is used to meet non-sport goals related to development and peace.

Who is this module for?
This module is relevant to everyone that has an interest in Sport for Development and Peace or is specifically interested in awareness and advocacy of sport policies and the use of social media. This includes (but is not limited to) policymakers, government officials, members of civil society, sport federations, and non-governmental organizations (NGOs).

What is this module about?
   This module:
- Defines awareness and advocacy and social media and connects them to SDP outcomes.
- Identifies key links between SDP and selected Sustainable Development Goals (SDGs).
- Identifies key steps to implement and evaluate relevant policies and programs.

Learning Objectives
On completion of this module, participants will have:
• Explored the ideas and principles of Sport for Development and Peace.
• Identified key concepts regarding sports programs and policies aligned with selected Sustainable Development Goals, and aimed at creating awareness, and advocacy using social media that have a role in impactful management practices within the field of SDP.
• Considered the conception, implementation and evaluation of an SDP program or policy aimed at furthering awareness, engage in advocacy and using social media as useful management tool.

MODULE MAP: **AWARENESS, ADVOCACY AND SOCIAL MEDIA**

1. How do awareness, advocacy and social media connect to SDP?	2. What is the current policy context?
3. How can relevant policies or programs be developed?	4. The four phases of policy/program development
5. Summary and key learning points	6. References and Further Reading

Technical Content

Background
Using ideas and methods from the Sport for Development and Peace sector, many governments and organizations, including external actors and influencers have designed and implemented policies and programs to deliver on outcomes for the broader society around issues associated with development and peace building. The present module focuses specifically on the use of social media to raise awareness and advocacy of such policies. To meet these goals, government and other stakeholders can and should:

► **Review** the context of policy awareness, advocacy, and the role of social media for the SDP field and in collaboration with strategic and implementing partners across different sectors.
► **Raise awareness** of the importance and possibilities of connecting sport to development as it relates to advocacy through and beyond the use of regular social media, current policies, and programs as it the case of linking to awareness campaigns around issues of societal significance such as advocacy related gender-based violence around or on the 6th of April as International SDP day. This awareness should be created among government sectors, civil society organizations, sport entities, target populations (e.g., local communities) and the public.
► **Mobilize** support of various stakeholders, including the media related to established associations, media practices and emerging usages of social media platforms to achieve outcomes related to information sharing, creating awareness and advocacy. Strategic partnerships may consist of collaboration among mainstream civil society organizations, youth groups, sports federations, development organizations and others.
► **Promote** linkages and coordination with other national programs, particularly in the areas of awareness, advocacy, social media and related communities of practice.
► **Create or adapt a program theory** that outlines the processes by which to advocate for SDP, implement social media activity in ways that align with the agency and activism in driving positive change
► **Set achievable targets** to use sport as a tool to support awareness and advocacy through social media platforms in ways that align with the Sustainable Development Goals and that are consistent with international standards.
► **Determine the necessary resources and advocate** for funding for sport policies and programs that can facilitate awareness and advocacy through the use and influence of social media.
► **Monitor and evaluate** the extent to which building awareness, advocacy, and the strategic use of media (specifically social media) co-create positive effects and social change at individual, institutional, community and societal levels.

Principles and Definitions

1. Defining Advocacy, Awareness and Social Media

   a. ***Awareness*** refers to communication processes that provide stakeholders with accessible, understandable views of the policies and practices associated with a particular domain, in this case SDP related topics, issues and special events such as a particular campaign or commemoration of for instance, International SDP day on the 6th of April.

   b. ***Advocacy*** are the communication processes that draw attention to the importance and need of a particular policy area or issue with the aim of mobilizing support and action.

Advocacy and awareness of SDP policy-related areas are crucial for building support within and through the SDP sector. Despite significant awareness and advocacy gains in recent years, not all stakeholders understand the links between sport, development, and peace. Thus, continual efforts are needed to help make *"the topic of sport and development included in global development agendas (and) in raising the awareness of all actors – UN organisations, government, sports associations, NGOs, the economic sector, the media and the scientific community – of the considerable possibilities of sports."[1]*

   c. ***Social Media*** refers to internet technologies that enable users (organisations and target audiences) to (co-)create and share content and/or participate in social networking.

In sport generally, and SDP specifically, social media is recognized as an important element of an overall "strategic sport communication model."[2]

Social media can thus be an important tool for policy advocacy in general because, if managed effectively, it serves to promote and amplify the importance of a policy domain, and to connect with new stakeholders and build networks.

It should be noted that although cell phone usage has increased globally, issues of connectivity remain a challenge in impoverished or poorly resourced environments. In such circumstances other forms of media (e.g., radio) may serve local communities in creating awareness or mobilize action around matters of public concern such as gender-based violence. This mode of delivering information was particularly effective during the Covid-19 pandemic.

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[1] SDC (2005) Sport for Development and Peace. Available at: https://schwery.com/wp-content/uploads/2016/01/sdc_sport_magglingen2005_eng.pdf

[2] Naraine, & Parent, M. M. (2017). This Is How We Do It: A Qualitative Approach to National Sport Organizations' Social-Media Implementation. International Journal of Sport Communication, 10(2), 196–217. doi: 10.1123/IJSC.2017-0006

The media can be broadly divided between the print and electronic media. The print media includes newspapers, magazines and programs as words and images on paper, whilst the electronic media includes radio, television, and film. These types of media provide information, entertainment and/or opportunities for interaction. Media consumers differ and competitive sport events and athletes provide the hype and public appeal that SDP stories seldom have. It is inevitable that competitive sport and elite sport athletes (and teams) dominate the media space with little SDP stories reaching public audiences. The framing of SDP themes and stories still needs to find a public voice and global appeal. Not only would such content not appear in mainstream media, but the sport-for-good messaging is often overshadowed by building a legacy (event or charity) and projecting a caring identity for organisations (e.g., businesses or the government), teams, athletes, and politicians.

For organizations and youth, social media platforms have become a significant media platform and influence. It is instrumental in social marketing, recruiting members and delivering on newsworthy or informative and entertaining content. Young people can co-create and share their experiences, whilst raising the profile of SDP programs, organizations, or topics. Journalists and broadcasting agencies are key players to capture and represent stories and newsworthy articles for a particular readership. profile – something that is envisaged by the IOC 365 campaign of putting the value of sport at the forefront. The goal of Olympism 365 is to strengthen the role of sport as an important enabler of the United Nations Sustainable Development Goals (UN SDGs), and the strategy is the engine behind Recommendation 10 of Olympic Agenda 2020+5, the IOC's strategic roadmap (https://olympics.com/ioc/news/olympism-365-from-strategy-to-implementation#:~:text=The%20goal%20of%20Olympism%20365,5%2C%20the%20IOC's%20strategic%20roadmap..)

2.   Relevance and Connections to Sport for Development and Peace (SDP)

Advocacy and awareness, and the use of social media are all connected to **development** and **peace**, broadly defined. They are processes for promoting policies in support of development and peace. They serve to build networks, coalitions and partnerships that build support and that share policy models (such as one to address gender equity) and best practices between and across locations.

The competitive sport space and actors connect directly and/or indirectly with the SDP sector. SDP carries a global profile of sport in aid of 'doing good'. It is for this reason that well-known elite athletes and celebrities align themselves with public campaigns to propagate and advocate for social change and bring the plight of the less fortunate to the public realm. Leading such actions at a global stage, was the highly visible act of Johann Koss, the four-time Norwegian Olympic speed skater who in 1994, started a multi-time campaign at the Winter Olympic Games in Lillehammer to address the plight of the children in war-torn Sarajevo. Olympic Aid was founded and over time became a globally recognised fundraising organisation, Right to Play

with more than 300 professional athletes in 40 countries driving SDP outcomes. Individual athletes may also find their own foundations to 'give back to society' and launch campaigns. Global organisations such as UNAIDS, UNICEF and UN Refugee Agency make use of Goodwill Ambassadors and Advocates/Profile Supporters inclusive of elite athletes.[3]

KEY POINT: Therefore, and in line with Sustainable Development Goal #17 (Partnerships for the Goals), *building advocacy and awareness of the role of sport in development and peace can lead to stronger policies and more effective programs around the world.*

Advocacy, particularly through social media, is an important aspect of strengthening and supporting sport-based programs and policies, particularly in ways that are contextually sensitive and relevant.

 In building a case for SDP, collective empowerment of marginalized groups and social inclusion are worthy causes.

Social inclusion, according to the World Bank means improving the terms on which individuals and groups take part in society, particularly those disadvantaged based on identity. Positive sporting opportunities can provide participants with a feeling of belonging, regardless of their identity or social standing. In many campaigns, in order to create awareness around issues of inclusion of marginalized (left behind) populations, advocacy also speak to the root causes; these include cultural practices that undermine, for instance, women becoming leaders in sport and society, or people with disabilities not having the same opportunities as their abled-body counterparts.

Community building is an important outcome for many programs or interventions focusing on community integration or cohesion. in SDP. Sport offers a cross-cultural, inclusive, and fun experience that can build community-based relationships, especially amongst groups who might not otherwise interact. Many community-based activities such as growing community gardens or community clubs that provide activities such as homework support, sport and physical activity programs, outdoor adventure or community clean-ups create opportunities for community members to interact and form relationships or connections for future collaboration and support. In communities where ingrained divisions or violence exist, peacebuilding goes

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[3] 4 UNAIDS, the forerunner organisation to combat AIDS works with 25 Goodwill Ambassadors, among whom 3 are high-profile athletes. Available from:
http://www.unaids.org/en/aboutunaids/unaidsambassadors; The United Nations Children's Fund works with over 400 international, regional and national Goodwill Ambassadors and Advocates. 80 of them are athletes. Available from: https://www.unicef.org/people/people_ambassadors.html; 6 The UN Refugee Agency works with 22 Goodwill Ambassadors and 20 High Profile Supporters, three of them are athletes. Available from: http://www.unhcr.org/prominent-supporters.html

hand in hand with community integration and creating mutual understanding and respect for disparate groups.

Social media has a place for facilitating networking at community level. The benefits of using social media for policy advocacy, are:

- Provides a massive platform for networking.
- Provides a cost-effective way to connect with others to promote a common cause.
- Offers connections to policymakers and officials.
- Offers connections to media and reporters.

Link: https://www.nassp.org/social-media-101-using-social-media-to-advocate-and-influence-policy/

KEY POINT: Building advocacy and awareness of SDP policies and programs can contribute to peace and development. This can be done by increasing public understanding of the benefits of SDP, such as empowerment, social inclusion, community building and social capital. Through advocacy and awareness, existing policies and programs can also be promoted, shared, and implemented in other contexts.

Policy Context

Advocating for, and building awareness of, SDP is connected to the Sustainable Development Goals, the UN's development agenda for 2030. The relationship between SDP and the SDGs is articulated most clearly in the Kazan Action Plan (KAP), which resulted from the *Sixth International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS VI)* in 2017.

The KAP:
- recognized the SDGs as the overarching policy consensus regarding international development.
- stated that sport and physical education can make a strong contribution to meeting the SDGs and contributing to sustainable development, and
- connected sport to priorities of gender empowerment, partnership development and youth engagement.

According to the Commonwealth Secretariat, the Kazan Action Plan (and its associated MINEPS Sport Policy Follow-up Framework) connects sport and SDP to meeting SDG targets. In this case, SDG 17 states that through effective (global) partnerships, we can ensure a fairer world for everyone. This overarching SDG has several direct and indirect contributions within set targets of which the following are most relevant to the content of this module:

Target	SDGS	MINEPS	Sport result areas
Direct contribution	17.3 Mobilize additional financial resources for developing countries from multiple sources. 17.9 Enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all the SDGs, including through North–South, South–South and triangular co-operation.	I. Developing a comprehensive vision of inclusive access for all to sport, physical education and physical activity. II. Maximizing the contributions of sport to sustainable development and peace. III. Protecting the integrity of sport.	▢ Sport for economic growth and productive employment. ▢ Sport for sustainable communities, consumption and environment-friendly practices. ▢ Inclusive access to sport for all. ▢ Improved sport. intergovernmental relations as well as government to government partnerships ▢ Sport partnerships between governments and civil society ▢ Building capacity, strengthening governance, and protecting the integrity of sport.
Linked contribution	17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the SDGs in all countries, in particular developing countries. 17.17 Encourage and promote effective public, public–private and civil society partnerships, building on the experience and resourcing	I.2 Establish multi-stakeholder partnerships. I.1 Align with sustainable development priorities. II.8 Build effective, accountable and inclusive institutions at all levels. III.4 Strengthen measures against the manipulation of sports competitions.	▢ Sport for economic growth and productive employment. ▢ Sport for sustainable communities, consumption and environment-friendly practices. ▢ Inclusive access to sport for all. ▢ Building capacity, strengthening governance and protecting the integrity of sport.

strategies of
partnerships.

The different sport result areas relate partnership formation across different policy areas (some covered by other modules in this toolkit). It speaks to wealth-creation associated with economic growth and employability leading to productive employment. It also reflects on environmental care and includes issues of waste management (community clean-up activities and awareness creation). For such actions, the awareness about an issue of concern and inter-governmental collaboration such as between the Ministry of Health, Ministry of Education, Ministry of Public Works, Ministry of Gender, Youth and Minorities (should that exist in your country) and Ministry of Sport, Arts and Culture are crucial for national and community-level changes. Building alliances and sharing resources have a multiplier effect for all stakeholders to deliver on their mandates and ensure sustainable change.

Policy and Practical Guidelines

This section offers <u>seven</u> guidelines for developing policies and programs to support advocacy and awareness, mentoring and social media in and through sport.

1. <u>Inclusion of Key Stakeholders</u>

Developing policies or programs should involve a cross-section of actors that have a legitimate stake in the issues. In the case of advocacy and awareness, mentoring and social media through sport, these stakeholders may include the following:

- Government Officials (National) from ministries or divisions of youth, labour, economic development, health, and education. They can share important information with colleagues to create awareness and buy-in and ensure coherence with existing policies and programs.
- Government Officials (Provincial, Regional, Local) at senior level from provincial, regional, and local governments can help to identify the issues related to advocacy and awareness and social media in their local context. They can also support awareness and shared ownership for campaigning and program implementation.
- Elected Officials can lend important credibility when establishing the advocacy and awareness of the value of sport and SDP by also using social media to communicate to the public. They are also able to support any necessary legislative reforms and to hold the government to account.

- Sports Federations understand the national, regional and/or local sports context and delivery system. They can support the advocacy and awareness of sport programs and policies and use social media to convey key information and open public debates. They can also build awareness and support amongst sport-based stakeholders.
- Grassroots Sports Organizations and NGOs already operate at community level in most regions of the globe. They often possess strong working knowledge and institutional memories of community needs and concerns in which sport and SDP can play a role in meeting non-sport goals. They should be recruited to participate in the design of policies and programs and can contribute to policy coherence and program implementation.
- Non-sport NGOs may focus on advocacy and awareness, and social media. Their knowledge of these fields is valuable to the development of sport-based programs and policies. They should be included in the design and implementation of such.
- International Organizations – International Organizations, such as the United Nations, UNESCO, Commonwealth Secretariat, African Union (AU) and European Union (EU) and/or sport organisations like the IOC (365 strategy), are key stakeholders in the broader policy context and advocacy and awareness and social media. Their policy statements and priorities should be consulted.
- Funders and charities include a host of SDP-supportive charities, funders and advocates (such as Comic Relief, Laureus Sport for Good, streetfootballworld/Common Goal) are involved in advocacy and awareness, mentoring and social media. They may offer institutional and/or financial support.

2. Accessibility of the process

The advocacy and awareness of SDP policies and programs and social media should be accessible and participatory. This requires the adoption of transparent, accommodating, and open approaches to the sharing of information. It is critical that such communications are in accessible formats and that accessibility is ensured for meetings, workshops, fora or other opportunities for personal participation.

Previous SDP consultations for policy development, program implementation and research have called for a *communitarian approach*, where the free cultural exchange between cultural groups is supported, and groups are encouraged to learn from one another through a collaborative approach to sport participation.

3. Sustainability

Advocacy and awareness of SDP Policies and programs and social media should aim to achieve long term results, with benefits that extend beyond the lifespan of the policy or program itself. To do so, the inclusion of SDP principles is required. The policy or program itself should also:
- be based on a realistic assessment of existing and potential human and material capacity and practices;

- consider, in all its elements, how institutional and human capacity across stakeholders can be developed to meet short- and long-term needs; and
- dedicate time and resources to the development of national and local capacities.

4. Coherence

To ensure policy coherence, the creation process should take account of other relevant policies, programs and processes. This means that any sport-focused program or policy should take into consideration current policies and programs, current forms of advocacy and social media. For example, governments or organizations may have social media policies or strategies already in place, and existing advocacy networks may provide opportunities for connection.

5. Flexibility

Advocacy and awareness of SDP policies and programs, mentoring and social media need to be responsive to changing circumstances and include mechanisms for on-going monitoring and periodic review. Being open to new ideas and remaining responsive to changing circumstances is critical for success.

6. Language and Approach

Policy and programming guidelines should take care to use inclusive language that emphasizes positive, yet balanced communication. There is a tendency for SDP agencies to claim life-changing outcomes without substantiation or backed up by evidence. Research has found that some SDP training manuals focus too often on deficiencies, risks and individual limitations through the language used within their manuals and by their practitioners. Language based on improvement and empowerment is likely to be more effective.

7. Program Theorizing

To be both successful and sustainable, programs and policies must be based on a clear and well-defined program theory, which outlines the processes and/or mechanisms by which to raise awareness of SDP programs and policies, or support mentorship.

Phases of Development

The development and implementation of SDP policies and programs designed to support advocacy and awareness and social media should proceed through the following four phases:

1. A **preparatory phase**, during which key agencies and organizations address the institutional structures for planning and engaging with other stakeholders, including the media, sports organizations, relevant ministries, service providers, and international organizations. The international policy context and gathering of relevant data for evidence-based planning and decision-making should inform advocacy and awareness creation.

2. A **development phase**, during which key agencies and organizations elaborate a policy or program within a specific country context, intensify the consultation process, and develop the policy or program.
3. An **implementation phase**, during which relevant agencies implement the policy or program.
4. A **monitoring & evaluation phase**, which overlaps with the implementation phase and involves a process of adjustment of policy or programs objectives and activities as response to changing circumstances.

1. **Preparatory Phase**

The goal in the Preparatory Phase is to establish the leadership, shared ownership and support necessary to develop and implement a successful policy or program. Inputs from multiple stakeholders should be sought. This is also the phase during which to situate and connect the policy or program to the broader policy context. The Preparatory Phase should proceed through several steps:

- **Soliciting support or endorsement** – When key stakeholders or decision makers commit to the policy or program, the buy-in process accelerates. When this happens, there is a shared commitment and support for policies and programs.

- **Designating leadership and coordination** – Depending on the policy or program to be developed, establishing leadership should involve stakeholders from sports organizations, government agencies, NGOs and funders. Depending on the scope of the policy, sub regional coordinating committees can also be put in place for support. A coordination structure is required to provide strategic leadership, dissemination and the implementation of the policy, ensuring effective communication among stakeholders and the broader public.

- Leaders and coordinators should stay in **close contact with all stakeholders**, making sure that underrepresented groups are heard, both formally and informally, to ensure the input of all of those impacted by the policy or program, to raise awareness, engage in advocacy and to inform about the goals and objectives.

  Sport organizations and practitioners should strive to build meaningful relationships with participants and effective partnerships within their respective communities. The use of media should fit into the local context and life worlds of the target audience.

- **Participation and consultations** – Since the Development Phase (below) requires identifying priorities and barriers, it is necessary to engage in consultation with all stakeholders about the specific challenges related to creating awareness, advocacy and communication to external audiences. This should be done in an open, transparent and participative manner.

Examples from the Preparatory Phase

Organization: Viasport

Location: British Columbia, Canada

Viasport is a sports advocacy organization in the Province of British Columbia that provides strategic leadership to the amateur sport system. Their purpose is to "lead the development and growth of amateur sport in B.C. – bring more families to the field of play, more fans into the stands, more athletes to the podium, more sporting events to the province, and more supporters into the system."

Notably for this module, Viasport has developed a guide for how to create a social media policy for sports organizations. Viasport states that while 94% of sports organizations use social media, less than 30% have a policy guiding their members on how to do so.

When implemented effectively, a social media policy saves time and effort and ensures that all members and advocates have a clear role and clear direction in utilizing social media tools.

According to Viasport, a good social media policy for sport organizations is based on seven principles:

1. Focuses on the positives of the organization
2. Reflects the organization's mission and values
3. Promotes and educates
4. Displays trust and empowers participation
5. Has clear goals and objectives
6. Is flexible and adaptable
7. Integrates with and across other mediums, such as offline communication

While each sport organization's social media policy will be unique, following these seven principles will help to ensure that social media tools are used in a focused, strategic and effective manner.

Link: https://www.viasport.ca/social-media-toolkit/Creating-a-social-media-policy-for-your-sports-organization

- **Determining a funding strategy** for the whole life cycle of the policy or program is fundamental, so this phase should draw a particular attention to it. Responsibility for the budget may vary. Funders may invest for the benefit of obtaining media exposure for the company, organisation and/or program. It is important to identify the best stakeholders to support in this area.

- **Preparing a preliminary assessment** – The preparatory phase should conclude with an explorative assessment or review of existing laws, policies and practices. For example, there may be current frameworks related to social media that are relevant to the development of sport policies or programs. See examples below:

There are different ways in which policies come into being, based on the context and actions of stakeholders. The following summarizes four ways in which ideas may come to be enacted into policies.

Source: Cullerton et al. (2018). *Effective advocacy strategies for influencing government nutrition policy: a conceptual model.* International Journal of Behavioral Nutrition and Physical Activity. Doi: 10.1186/s12966-018-0716-y

Name	Description
Advocacy Coalition Framework	In the Advocacy Coalition perspective, policymaking results from the interaction of coalitions of advocates. Belief systems guide choices and actions. Strong alignment between coalitions can drive change.
Multiple Streams Theory	In the Multiple Streams perspective, policymaking is composed of three streams: problem; policy: and politics. When these streams come together during open policy windows, policy change is likely to occur. Policy advocates play a crucial role in this process.
Punctuated Equilibrium	In this approach, policymaking is characterized by long periods of incremental change and then brief periods of major change. Policy image (framing) and public mobilization play a central role in driving policy change.
Strength of Weak Ties	According to this approach, connection to actors beyond one's immediate group can greatly increase opportunities for new ideas. Access to this information can then enable advocates to influence policymaking.

Figure 1: Theories of Policy Advocacy

2. <u>**Development Phase**</u>

The development phase, which may be overseen by the coordinating mechanism, should include the following steps:

- **Determining Priorities –** Spreading awareness, advocacy and social media all present a range of possible priorities for policy makers and programmers. These can range from encouraging government officials to consider the development and peace benefits of a social media campaign to promote a SDP program. It is therefore necessary to prioritize goals and identify gaps where action will be necessary to advance the policy development or program implementation such as gender equity. This can be done through consultations with different stakeholders (governmental and non-

governmental), in the form of meetings or workshops at national and local levels or opportunities for online or written submission of views, among others.

- **Identifying barriers –** Identifying the barriers to be overcome is crucial. A barriers model is a useful approach for programming and policy makers in reaching set goals on how to implement policies by demonstrating a commitment to the removal of barriers for target populations. These barriers might include a lack of awareness about SDP among key stakeholders or poor connections with SDP advocates from other communities or countries. When developing a policy document or program, organizations should take an active role in ensuring barriers to inclusion are being actively and effectively challenged. For instance, access to sport participation for refugees is complex and may include multiple barriers such as having no or limited access to necessary resources in the host country.

Example from the Development Phase

Program: DC Scores
Location: Washington, DC

DC Scores combines the sport of soccer (football) with the arts and with service learning, and also connects youth to mentors.

The goal of the program is to create "neighbourhood teams that give kids the confidence and skills to succeed on the playing field, in the classroom, and in life."

DC Scores aims to overcome the barriers of social exclusion and poverty; it envisions "a DC where every child – no matter their family income – experiences the joys of childhood: sports, arts, service, and being part of a team."

Notably for the Development Phase, DC Scores proceeds according to a season-based program model designed to support sports, arts, and community service.

During the 12-week fall model, students learn to write creatively and to perform. Every student writes at least five original poems, culminating with a poetry slam. During the 12-week spring season, students at schools work together — building upon the teamwork formed on the soccer field and at the poetry slam — to identify and then research an issue in their school or community, and then address it with a service-learning plan. Projects range from neighborhood cleanups to awareness campaigns, to raising money for the homeless.

Soccer is integrated throughout the program, including a consistent public soccer league for school-aged youth.

Local public-school teachers are hired and trained to run the program at their schools, providing each student with direct access to a trusted mentor.

Link: https://www.dcscores.org/

Program: Campaign: Reshaping Sport and Development by the international platform on sport and development (sportanddev) in partnership with a range of key stakeholders.

Location: Global

Aim: The 2020 campaign aimed to champion, strengthen, and sustain the sport and development sector. It seeks to address inequities which have been exacerbated by the COVID pandemic, to drive change to a more inclusive, accessible, and equitable sport and development sector. Opportunities exist to:

- Advocate for the role of sport in the COVID-19 response and recovery
- Build back better for all
- Ensure sport better serves all in society
- Invest in the sustainability of organisations and infrastructure

Activities and deliverables:

- A call for articles from thought leaders about future directions in SDP.
- Interactive webinar where experts and practitioners discussed how 'we can build back better'.
- Campaign report – key themes and actions in a user-friendly format.
- Community communications.
- Multi-sector collaborations.

The campaign aimed to achieve the following outcomes:

- A more inclusive, accessible, and equitable sport and development sector
- Identification of key themes and actions in reshaping sport and development
- Greater community involvement in setting plans and priorities for the sector
- Upgrade of the sportanddev website to better serve all actors

https://www.sportanddev.org/en/news-and-views/highlighted-initiative/reshaping-sport-and-development/about-campaign-0

Many organizations align with an SDP agenda in focusing on a transformative agenda that set some example for the sport-for-good sector. A campaign or advocacy work is mostly aligned with the mission, vision and programs that deliver on similar outcomes. The theory of change of

Light for the World shows an integrated approach across the different organizational offerings, level of intervention and partnerships to ensure optimal effect within a community and broader society which is made up of different sectors and potential spheres of influence (see Figure 2).
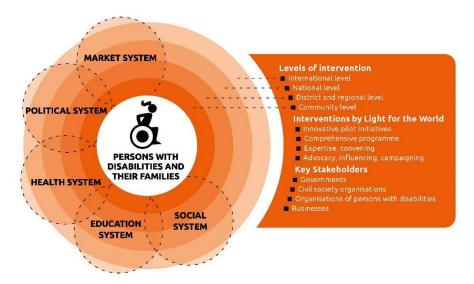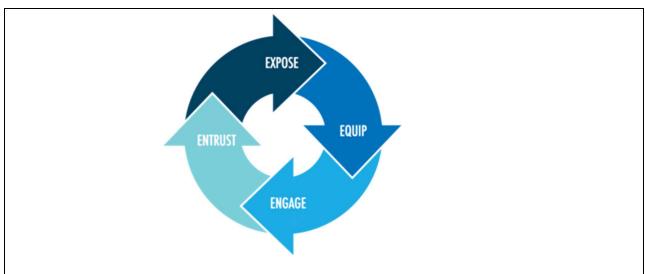

Figure 2. A theory of change approach by Light for the World across an ecosystem of influence

- **Developing a Program Theory –** It is crucial in developing a sport policy or program to create or adopt a program theory. In an effective program theory, everything a participant experiences leads to the next set of conditions that must be negotiated. This allows for an understanding of why a program works or not. See Figure 3 for a sample program theory in sports mentoring and international exchange.

Through consultations with people from more than 60 countries, leaders of the Center for Sport, Peace and Society at the University of Tennessee developed a philosophy of empowerment for social change. The theory can and should be applied in a culturally grounded manner, through which participants learn to view themselves as experts who are equipped and empowered to solve local challenges in their communities. The theory is based around the following principles:

- **Expose** people to new ideas, resources, and networks.
- **Equip** people to tackle issues in their communities.
- **Engage** people in new experiences and exchanges.
- **Entrust** people to carry out their own vision for change.

Source: Center for Sport, Peace and Society – University of Tennessee
https://sportandpeace.utk.edu/philosophy/

Figure 3. Theory of Empowerment for Social Change – Center for Sport, Peace and Society

- **Establishing Indicators –** Indicators are necessary for the eventual monitoring & evaluation of the policy or program. The purpose of indicators is to provide relevant information that is clear and can be measured and objectively verified. It is also important to consider who is to be responsible for determining indicators and measure effects.

The criteria for indicator development will be included in the Module on Monitoring and Evaluation, based on the Sport and SDG Toolkit, Version 4.0 of the Commonwealth Secretariat

In the case of sport for skills training, employability, and volunteering, relevant indicators might include:

- ✓ Networks in place to communicate the values and benefits of SDP to key stakeholders.

- ✓ The availability of resources for advocacy and social media activity.

- ✓ The establishment and implementation of a social media policy and strategy to promote SDP activities.

- ✓ The establishment and implementation of a mentoring strategy, including both a pool of mentors and learners.

- ✓ Mentors and learners interacting with each other through SDP activity.

- **Preparing a draft action plan –** A core group should be identified to lead the drafting of the policy or program. The plan should clearly set out the overall goals and objectives and identify, based on the preparatory phase, priority areas and sectors. It should also set strategies for achieving objectives, including specific activities to be undertaken and plans for monitoring and evaluation within a set timeframe.

Table 2: Sport and Social Media Implementation: Benefits to Organizations

Benefits	Exemplary Quotations from National Sport Organization Staff
Reaching audiences and stakeholders	• It's a good way to reach all of our members or even, you know, just people who are interested in our sport. • It can go out to anyone 24 hours a day, 365 days a year. It's just there and people can easily find it, can easily get information.
Innovating and adapting to current technology	• I think we've all come to realize that it's not a fad, it's not going away, if anything it's just growing and evolving. • I think [social media] is reflective of the demographics and reflective of today's society. Traditional media, traditional ways of communicating are out the window.
Building credibility	• It's an expectation and everybody does it to some extent. The ones that have really invested time in people and money into a strategy and some resources to execute that, I think, have become a lot more credible. • I think it's almost a necessary evil that you have to have now to connect with your followers.
Distributing and communicating content	• A lot of what we're doing is sharing, bringing people to our Website and ensuring they know what's going on. • Just sharing any photos of our athletes and things like that people are happy to see. And it's kind of more about a patriotic vibe I would say. All the positive stuff.

Source: Naraine, M. L., & Parent, M. M. (2017). This is how we do it: A qualitative approach to national sport organizations' social-media implementation. *International Journal of Sport Communication*, *10*(2), 196-217.

- **Conducting Consultations –** Consultations are critical to the success of a policy or program. Once a first draft of the policy has been prepared, a series of consultations should be organized to review it. All relevant stakeholders should be included. The goal is to ensure that the program or policy:

  ✓   Reflects appropriate priorities and addresses barriers,
  ✓   Is based on an appropriate program theory; and
  ✓   Enjoys buy-in and support before implementation.

- **Finalize Policy or Program** - After consultations and stakeholders' participation, the policy or program can be finalized, in accordance with the broader policy context and SDP principles.

Table 3: Summary of Steps to take in Policy Advocacy

Action 1 – Establish advocacy objectives
- What are the specific, strategic goals you wish to promote?

Action 2 – Undertake a situation analysis
- What is the existing policy landscape and the challenges to overcome?

Action 3 – Identify audiences and build coalitions
- Who are the existing allies and advocates with whom you can partner and strategize?

Action 4 – Use social media and online working tools to increase inclusivity and impact
- What tools (Twitter, Facebook, Instagram) can be used to spread your policy objectives and connect with other advocates?

Source: UNESCO (2021) How to Influence the Development of Quality Physical Education Policy: A Policy Advocacy Toolkit for Youth

3. Implementation Phase

The implementation phase, during which the policy or program is put into use, should include the following steps:

- **Designate a coordinating group – Implementation** requires the designation of a coordinating group who should:
  - ✓ Promote coordination, information sharing, and relationship management between stakeholders involved in the implementation process.
  - ✓ Communicate information on the policy or program's implementation, including to the public and through reporting to stakeholders.
  - ✓ Ensure adequate financial management, and good governance.
  - ✓ Lead the monitoring and evaluation processes (discussed in next phase).

- **Profile and public awareness** – The implementation phase should also include activities to raise awareness about the program or policy. These can include the sharing of positive outcomes, profiles of participants, or examples of behavior change achieved

through the program or policy. In this way, the relevance of the program or policy will be promoted, and more people will understand its value.

<u>Examples from the Implementation Phase</u>

Organization: Girls in the Lead

Location: Global

Background: As opposed to implementing specific SDP programs, Girls in the Lead is a policy advocacy and awareness organization that serves as a "learning community and platform for connection. The ultimate goal is a world full of strong girls and safe communities."

Aim: To do this, the organization serves as a hub through which share and scale-up ideas and best practices from SDP, in line with their objectives. They work to "accelerate the transformation of the sports for development landscape to be more focused on gender, impact and resiliency."

Stakeholders: The organization is comprised of partners from Germany, India, Kenya, South Africa and the USA.

Implementation: In the terms of the Implementation Phase, Girls in the Lead is, in effect, a Coordinating Group. They promote and facilitate coordination between stakeholders and communicate information in support of strong SDP programs and policies. The specific actions undertaken by Girls in the Lead include:

- Offering a global webinar series, to share policy information and best practices

- Providing online coaching classes

- Distributing online resources and materials from SDP practitioners around the world

- Facilitating mastermind groups that build online communities of SDP practitioners and policy makers

Link: https://girlsinthelead.org/

Organization: PK Gaza

Location: Gaza Strip

Background: In 2005, young people in Gaza, particularly young men and boys, began engaging in parkour – or free running. Parkour is "the act of running, jumping, leaping through an urban environment as fluidly, efficiently and creatively as possible" (Thorpe and Ahmad, 2015). Contextually, residents of Gaza "have remarkably high levels of access to internet and

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telecommunications" (Thorpe and Ahmad, 2015, p. 693) which meant youth could access parkour culture through social media and online tools.

Aim: Members of the parkour community in Gaza formed a group called PK Gaza. They used parkour to engage in physical activity, to re-appropriate dangerous spaces, to build resilience, and to claim agency over their lives amidst ongoing conflict and occupation.

Notably for this module, and for the Implementation Phase, the internet and social media were essential for the development of parkour in Gaza, and for the formation of PK Gaza.

Implementation: Members of PK Gaza used social media to document and communicate their own versions of the sport to a global audience, and to connect to the global parkour community. Some of their videos now have hundreds of thousands of views.

According to Thorpe and Ahmad (2015), this kind of local, grassroots, SDP activity – facilitated through social media – deserves recognition from policy makers, even though it may exist outside the mainstream spaces of sport or SDP.

Link: https://www.youtube.com/channel/UCV0CKWM_5sRqdaKPd149Gzw

Instagram: @matargaza

Source: Thorpe, H., & Ahmad, N. (2015). Youth, action sports and political agency in the Middle East: Lessons from a grassroots parkour group in Gaza. *International Review for the Sociology of Sport*, *50*(6), 678-704. Doi: 10.1177/101269021349052

Organization: Gainline Africa

Place: Post-conflict Eastern Africa

Background: Gainline Africa implement social media practices to support grassroots programs offered through community sport clubs. The programs include leadership training and sport-based rehabilitation program at a prison, youth detention centre, a scholarship program and value-based STAR (Sportsmanship, Teamwork, Accountability, Respect) after-school program focused on sport participation, academic performance, and volunteering.

Implementation: The organization uses different social media platforms to disseminate news, promote events and educate its stakeholders. They engage in relationship marketing by creating long-term relationships and aim to maintain sustainable conversations with their followers. Their preference for using Facebook and Web sites is to facilitate action asking their followers to attend events, donate and support the organization in different ways. Their tweets focused primarily on information sharing via a one-way communication as an initial step towards relationship building.

Following an eight-week in-depth community consultation with local stakeholders to provide sport-based programming for local youth.

Gainline Africa mainly uses three social media platforms – Facebook, Twitter and Instagram to augment their e-mail communications and Web site that features news of staff, upcoming events, blog posts and an online store. They use social media for the following organizational functions, namely to:

- Disseminating information – using one-way communication and sharing pictures through Instagram on the Eastern African post-war context and plight of young people.
- Educating stakeholders – providing information about SDP and priority development issues. Some Facebook message to the UN read: "Big Day for Sport for Development and Peace [link] UN creates International Day for Sport for Development and Peace in a historic decision"; "Can Citizen Feedback Strengthen Development? [link]@gainlineafrica agrees yes!@WorldBank".
- Promoting events – raising awareness about events and call followers to act, including asking people to buy tickets to attend events.

Other platforms like Snapchat, Vine and YouTube to showcase videos provide additional opportunities for information sharing.

Source: Hambrick, M. E., & Svensson, P. G. (2015). Gainline Africa: A case study of sport-for-development organizations and the role of organizational relationship building via social media. *International Journal of Sport Communication*, *8*(2), 233-254. Doi: 10.1123/ijsc.2014-0087

4. Monitoring & Evaluation Phase

Monitoring and Evaluation (M&E) is an essential element of successful policies and programs that use sport, including those that aim to support awareness, mentoring and social media. The four pillars of M & E which include planning, monitoring, evaluation, and learning (MEL) will be discussed in the Monitoring and Evaluation Module.[4]

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[4] See Commonwealth Secretariat Sport & SDG Indicator Toolkit V4.0 Measuring the contribution of sport, physical education and physical activity to the Sustainable Development Goals. https://production-new-commonwealth-files.s3.eu-west-2.amazonaws.com/migrated/inline/SDGs%20Toolkit%20version%204.0_0.pdf

Summary and Key Learning Points

This module linked advocacy and awareness of sport, SDP and social media, to peace and development within the context the SDP sector. The key point of the module is that policy advocacy and awareness in SDP is important and can be facilitated by the strategic use of social media. The use of social media in this sense relates to a strategy or tool to achieve SDP outcomes aligned with targets informed by selected SDGs.

Key elements of the current SDP policy context were provided as well as seven guidelines for the development of relevant policies and programs. The main component of the module are the four phases of policy/program development, including relevant examples from the SDP sector. Following these four phases can help to create sport-based policies and programs that are empowering, inclusive and documented to a wide range of stakeholders. Several case studies demonstrate how organizations in the field of SDP or related aligned with similar causes, use social media to advocate or create awareness of positive social change at community and/or societal level.

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