

CONVERGENCE 2025 STRATEGIC PLAN (2021-2025)



Centre for Sport
& Human Rights

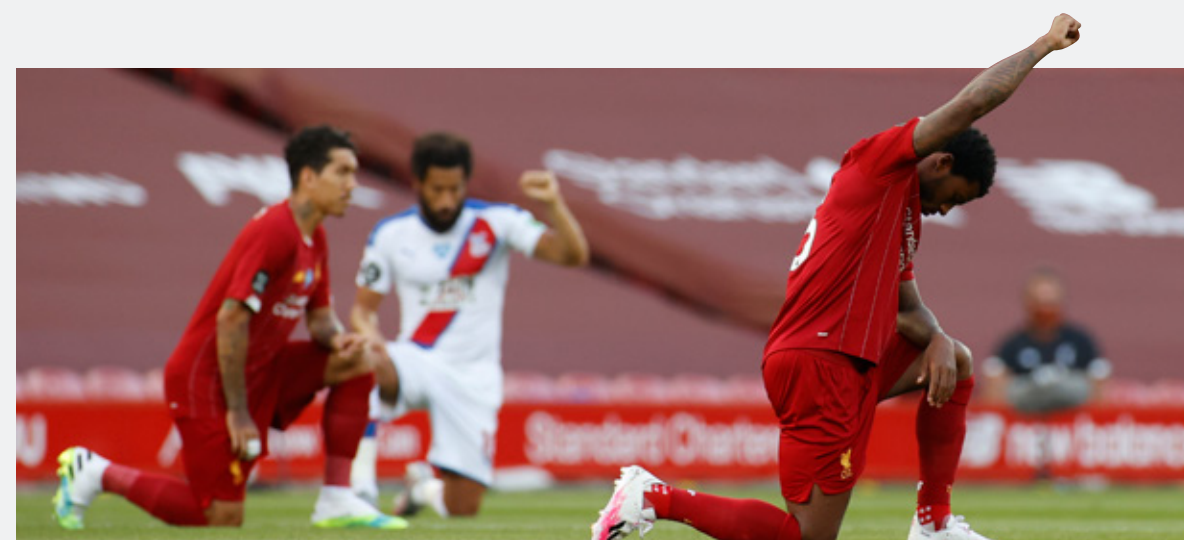
**TOGETHER
FOR BETTER**

THIS IS A RACE

WE MUST

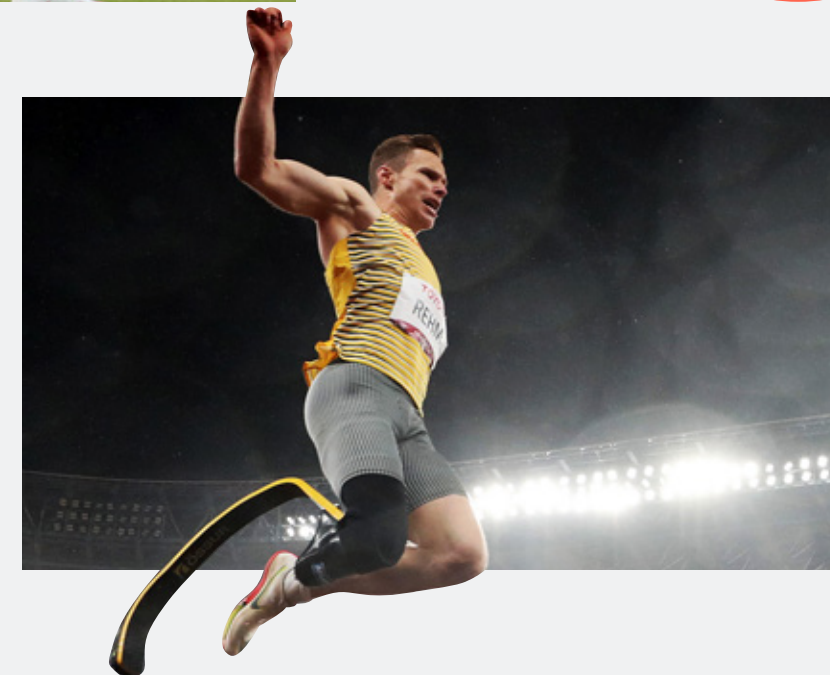


RUN



TOGETHER

TO



WIN

MARY
ROBINSON

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**BUILDING CAPACITY AND
CREATING LASTING VALUE**

BACKGROUND

The Centre for Sport and Human Rights is committed to building on the approach that brought it to life – a focus on advancing international human rights and labour standards through engaging all actors in meaningful commitments and cooperation. This Strategic Plan, *Convergence 2025*, sets out how the Centre will work with others to achieve this mission over the years ahead. We will periodically assess and refresh the plan in order to ensure its strategic relevance and effectiveness, noting the dynamic and swiftly evolving world of sport.

Through various moments of struggle, tragedy, scandal, and protest, combined with periods of enlightenment and new-found awakening, sport has often been viewed as one of humanity's greatest social manifestations. While the intersection of sport and human rights dates back over generations, it is only in recent decades that the world of sport has begun to engage with its impacts, both positive and negative, on the human rights and labour rights of individuals and communities around the world.

Sport provides a common framework that joins the global community around a common set of aspirational values, while showcasing the boundless achievements of individuals and teams to overcome adversity. Yet a gap remains between the promise and reality of sport for many people from the grassroots to the elite and professional levels. Various experiences in sport reveal that where individuals have been deprived of voice and agency, or where significant power imbalances exist, people have become more vulnerable to harm which has a detrimental effect on the legitimacy and credibility of the entire sports ecosystem.

With increasing momentum, many individuals, organisations, and unions, in and around sport are calling for change to address such harms and are working to demonstrate the importance of human rights, and challenging traditional models and practices of sport worldwide. In 2012, the [Institute for Human Rights and Business \(IHRB\)](#) began [exploring](#) how the world of sport could impact human rights, with a particular focus on the responsibilities of actors involved in mega-sporting events. Based on this initial work, from 2015 IHRB developed and served as [secretariat for a coalition](#) of international and intergovernmental organisations, governments, sports governing bodies, athletes, unions, sponsors, broadcasters, and civil society groups, collaborating to [develop evidence](#), capacity and joint action aimed at ensuring respect for human rights throughout sport. In 2016, the coalition published the [Sporting Chance Principles](#) to affirm a shared commitment to realising human rights in and through sport.

[This process](#) led to the [launch in 2018](#) of the Centre for Sport and Human Rights with a [broad multi-stakeholder Advisory Council](#). The Centre [became fully independent in 2021](#) with a [unique governance model, innovative structure, and clear purpose](#), under the custodianship of key actors from across the sports ecosystem, including the formal participation of the UN Human Rights Office, the International Labour Organization, and the Government of Switzerland. In July 2021, a [new board of nine Directors](#) with a diverse range of backgrounds and experiences were appointed to lead the Centre's governance.

FOREWORD

In a world facing existential challenges like the climate crisis and global pandemics, sport can be a beacon of hope and a source of inspiration for what can be achieved through dedication, inclusion and respect for others. Sport is a powerful vehicle for promoting human rights, by championing values such as respect, inclusion, fairness and integrity. However, when individuals and organisations involved in sport act irresponsibly, there can be dire consequences for athletes and others, causing long-lasting harm and trauma.

The Centre for Sport and Human Rights was established not only to prevent harms linked to sport, but also to bring all actors together to share knowledge on good practices and build capacities needed to harness the full potential of sport to advance greater respect for human rights around the world.

The sports ecosystem is complex with many different organisations involved. Each must hold themselves and others accountable for their impacts on the lives of people touched by sport. Delivering a world of responsible sport that upholds its duty of care by respecting and protecting human rights is an urgent challenge. By living up to responsibilities set out in international human rights and labour standards including the UN Guiding Principles on Business and Human Rights, sport can legitimately fulfil its promise of delivering a better world for the people and communities it aspires to serve.

People have voice when they have the capacity to speak up

This strategy, Convergence 2025, sets out a vision of responsible sport that puts people first. This vision requires sport to view itself, and its activities, within a broader framework of emerging environmental, social and governance expectations. Now more than ever, it is in our collective interest to walk our talk and deliver on our commitments. In doing so, we must ensure that the voices and agency of those directly and indirectly impacted by sport are respected and amplified as we work to realise a safe, sustainable and prosperous future.

I urge all stakeholders across the sports ecosystem to embrace a human rights-based approach to their activities at every level. By placing people at the centre, we can ensure that sport contributes to realising the promise of the Universal Declaration of Human Rights, and to achieving the United Nations Sustainable Development Goals.

This is a race we must run together to win.

Mary Robinson,
Chair of the Centre for Sport and Human Rights



PREFACE

Since our launch in June 2018, the Centre for Sport and Human Rights has worked to become a human rights organisation for the world of sport. That has included building an expert team, and establishing an institutional base from which to have sustainable impact. Over the past three years, we've seen the power of bringing all relevant stakeholders together for open and constructive dialogue to address complex human rights challenges linked to sport. We've developed targeted guidance tools for our partners and others on a range of topics from child rights to COVID-19 responses. We've hosted strategic convenings with those seeking advice and assistance in improving their own human rights performance. And we've engaged proactively in urgent situations where human rights harms have occurred. In these challenging times, the Centre has been a catalyst for a growing people-centred movement focused on human rights in sport.

In addition to bolstering our leadership team, we've recruited subject matter experts in several areas including child rights, safeguarding, remedy, and gender, bringing this expertise to bear in our engagement with sports bodies and major event organisers. We've also made significant investments in digital engagement, including webinars on athlete abuse and athlete activism, launching the Sport and Rights podcast series, relaunching our brand and website, and increasingly engaging on social media. These and other activities have made us a trusted partner, viewed by our international network as an expert organisation committed to thought leadership, constructive engagement, and practical action. Our experience to date demonstrates that we are uniquely positioned to serve as a critical platform for research, learning and action in the time ahead.

Convergence 2025 outlines our strategic priorities, approach and activity areas for the period 2021-2025, situated within a broader analysis of the challenges and trends facing the ecosystem of sport. Over the next four years, we will look to bring the world of sport together in ways that prevent harms and create lasting value, supporting the convergence of sporting actors and interests through a human rights lens. Our plan also puts forward a framework with outcomes for responsible sport that we can all work towards together.

While this strategy looks ahead to 2025, it is important to note that as a new organisation we must remain agile, continually measure our impact, and respond accordingly. As such, with our newly appointed Board, we will review priorities, approaches and activities in real-time and adapt accordingly.

There is much to be accomplished, the needs are very real, and the urgency is now.

There is much to be accomplished, the needs are very real, and the urgency is now. By engaging all actors committed to working together, we can realise a world of sport that respects, protects and promotes human rights and creates positive opportunities for individuals and institutions around the world. Indeed, what a wonderful legacy that would be.

Mary Harvey,
Chief Executive of the Centre for Sport and Human Rights



01

INTRODUCTION



SECTION 01: Introduction

Over the past decade, human rights have increasingly become an important factor in some of the most urgent challenges facing sport. This can be seen in efforts among stakeholders such as athletes, sponsors, civil society organisations and labour unions to raise awareness within the world sport about the importance of human rights and labour standards and the responsibilities of all actors involved. This emerging movement is rooted in international human rights and labour standards as they apply to sports bodies and sporting event organisers, in particular their responsibilities as set out in the framework of the United Nations Guiding Principles on Business and Human Rights (UNGPs). Growing awareness of this agenda has begun to shift stakeholder expectations and standards on the roles that sports bodies and major sporting events can play in broader efforts to respect, protect and promote universal human rights.

The Centre for Sport and Human Rights was established to engage and support the efforts of those who work to run, stage, regulate, develop, sponsor, broadcast, attend, and compete in sport and sporting events. Within the framework of the Sporting Chance Principles, the Centre seeks to contribute to preventing and addressing harms to people impacted or potentially affected by sport, including athletes and their families and entourages, communities and the general public, workers (including in supply chains), fans and patrons, the press, volunteers, and technical officials.

Sport and human rights have a natural alignment (see Fig. A). Indeed, the right to play and recreational activities are recognised in the UN Convention on the Rights of the Child, and sport is increasingly used as a development and peace-building tool.

Despite this alignment, there is an urgent need to address human rights risks in or related to sport and sporting events. Over the past decade, numerous human rights related issues and violations have arisen within the world of sport, highlighting the breadth and scale of the challenges we face (see Table 1).

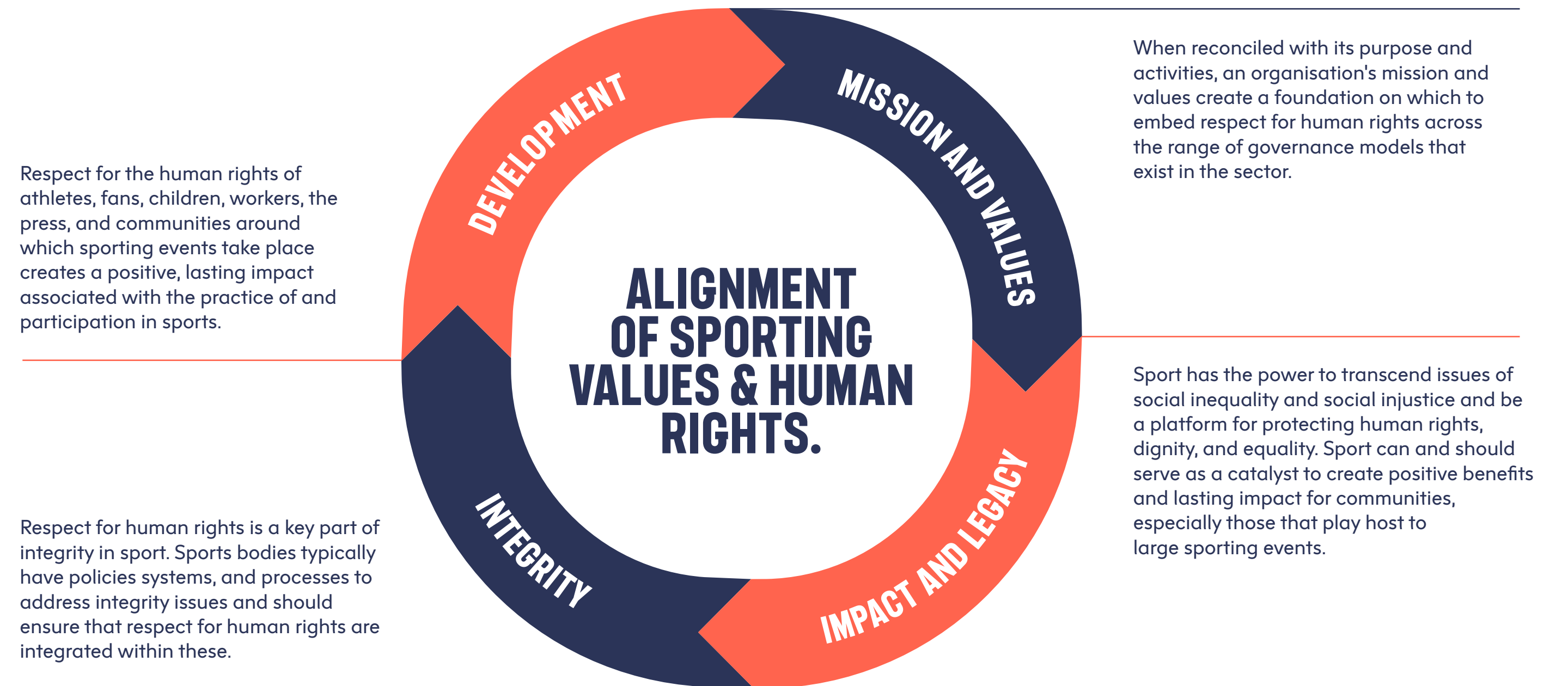


Fig. A. Sport and Human Rights Alignment.

EXAMPLES OF HUMAN RIGHTS ISSUES IN SPORT.

HUMAN RIGHTS	EXAMPLES OF RIGHTS ABUSES
Freedom from Slavery and Decent Working Conditions	Workers on sporting event construction sites are not paid their wages on time, in full and/or are not able to leave their job if they choose
Freedom from Discrimination	Players are subject to racist or homophobic chants or remarks Eligibility criteria for competitions can discriminate against women or individuals with variations in sex characteristics
Peaceful Assembly	Fans or local communities subjected to police violence for protesting peacefully
Equal Pay for Equal Work	Female athletes whose prize money is often significantly less than men's Salaries for migrant workers on mega sporting event construction sites are below a living wage

Case Study / The USA Women's Soccer Team

RIGHT TO EQUAL PAY FOR EQUAL WORK

In an on-going dispute the USA Women's Soccer Team have been fighting for equal pay to that of the Men's team since 2016. The dispute demands both equal pay and equal resources such as training grounds and travel conditions. The case is on-going.



HUMAN RIGHTS	EXAMPLES OF RIGHTS ABUSES
Freedom of Thought, Conscience, Religion	Female athletes denied the ability to participate in sport because they wear a hijab
Effective Remedy by a Competent Tribunal	Lack of access to remedy for human rights violations in sport Lack of access to justice for construction workers building sport facilities, creating a culture of fear on the job
Freedom of Expression	Athletes removed from competitions or from teams due to statements or acts of advocacy, activism and/or protest

Case Study / Cathy Freeman

FREEDOM OF EXPRESSION

After winning the gold medals in the 200m and 400m women's athletics events at the Victoria 1994 Commonwealth Games, Cathy Freeman, of the Kuku Yalanji indigenous people of Australia, carried both the Australian and Aboriginal flags on her victory laps as show of activism to amplify her pride as a sprinter with her heritage, but also to generate awareness of the struggles and hardships of her ancestors.



Rights of Migrant Workers

Trafficking and/or exploitation of temporary or migrant workers (including debt bondage) in construction, hospitality, security, transport and other sectors related to hosting mega sporting events

EXAMPLES OF HUMAN RIGHTS ISSUES IN SPORT.

HUMAN RIGHTS	EXAMPLES OF RIGHTS ABUSES
Freedom of Association and Effective Recognition of Collective Bargaining	<p>Rules that affect the workplaces in and around sport are unilaterally imposed on athletes and/or workers rather than being developed through collective agreements with independent representation</p> <p>Athletes not recognised or included in decision making processes that affect them</p>
Highest Attainable Standard of Health and Bodily Autonomy	<p>Major and/or repeated injuries in sport that have a lifelong impact on athletes are not prevented or properly treated</p> <p>Policies, procedures and service levels regarding athlete mental health, well-being and/or neurodiversity are inadequate or do not exist</p> <p>Public health protocols are not adequate in responding to pandemic related risks that apply to athletes, workers, volunteers and others</p>
Adequate Housing	<p>Displacement of residents or other populations due to construction and demolitions for sporting events and facilities</p>

HUMAN RIGHTS	EXAMPLES OF RIGHTS ABUSES
Freedom from Cruel, Inhuman or Degrading Treatment or Punishment	<p>Coaches using extreme training practices leading to injury or restricting access to food</p>
Freedom from Arbitrary Arrest or Detention	<p>Increased political crackdowns seen around large events as more countries use the hosting of sporting events as a means to promote autocratic regimes</p>
Child Rights	<p>Child labour in mega sporting event and in sport supply chains</p> <p>Cases of mental, physical, and sexual child abuse in sports</p>
Privacy	<p>Obtaining personal information (e.g., via public wi-fi networks or via security apparatus) without consent; using information captured for security purposes to repress legal public dissent or reporting</p>
Free Choice of Employment	<p>Sport is often organised in structures that can limit athletes' options to compete</p>

Case Study / 2014 FIFA World Cup and 2016 Olympic Games in Brazil

ADEQUATE HOUSING

In the run-up to the 2014 FIFA World Cup and 2016 Olympic Games in Brazil, members of local communities were forcibly evicted from their homes and relocated up to 40km away.



02

SPORTS ECOSYSTEM AND STATE OF PLAY



SECTION 02:

Sports Ecosystem and State of Play

The Centre seeks to contribute to and have positive impacts across the entire sports ecosystem. Understanding the dynamic connections between all actors in the ecosystem (individually and institutionally), helps to manage human rights related risks and harness opportunities to reduce harm and positively strengthen sport's impact on society.



SECTION 02: Sports Ecosystem

The world of sport is often viewed through hierarchical structures of governance and ownership, reflecting both the power differentials within the sector, including the ways through which sports bodies have positioned themselves.

Power dynamics in traditional sports structures can exacerbate human rights risks to athletes and others. Reimagining sport from a holistic people-centred perspective is an important way to address these concerns. By applying a human rights lens to the ecosystem of sport, an arena that represents an intricate web of symbiotic relationships is revealed encompassing those affected and between different groups of institutional actors (see Fig. B). A rights-focused ecosystem model with people at the centre, shows that each of these interactions between all stakeholder groups may impact – positively or negatively – different individuals and communities, through the direct and indirect roles they play.

People and their rights should be at the centre of sport. Indeed, people make sport happen – athletes first and foremost, including individuals who are involved in sport at all levels – from local community sports, to high school, university, elite and professional. At the heart of the model and surrounding athletes are the important stakeholder groups of family/entourage, coaches/administrators, fans/patrons, volunteers, technical officials, general public/community, journalists and workers. People in these different roles and capacities may be impacted by each other or any of the institutional actors represented in the ecosystem.

Regardless of the role they play, the extent to which people may be adversely impacted depends in part on a range of characteristics or vulnerabilities that may have specific protections in law. These include for example: children, women and girls, LGBTQI+, people with a disability, historically and/or structurally disadvantaged groups, minorities, migrants, refugees, indigenous peoples and human rights defenders.

The most important aspect of this ecosystem-based approach is that sport is the product of and influenced by many actors – private, public, third sector (not-for-profit), and at local, national, regional and international levels. While sports bodies play an important role in delivering day-to-day sport and events, they are one of many actors that comprise the sports ecosystem. Given the interdependencies within the ecosystem, actions, behaviours and decisions of every individual and institution can have a butterfly effect. When individuals or institutions fail to respect, protect and/or fulfil human rights, the trust and legitimacy of all actors is compromised and the position of sport as a positive force for good is detrimentally impacted. The Centre has structured and positioned itself to engage with all actors to realise a world of responsible sport.

SECTION 02:
Sports Ecosystem

- People and communities whose human rights must be protected and respected.
- States and government bodies that have a duty to promote, protect, and fulfill human rights.
- Institutions and business actors who have a responsibility to respect human rights.

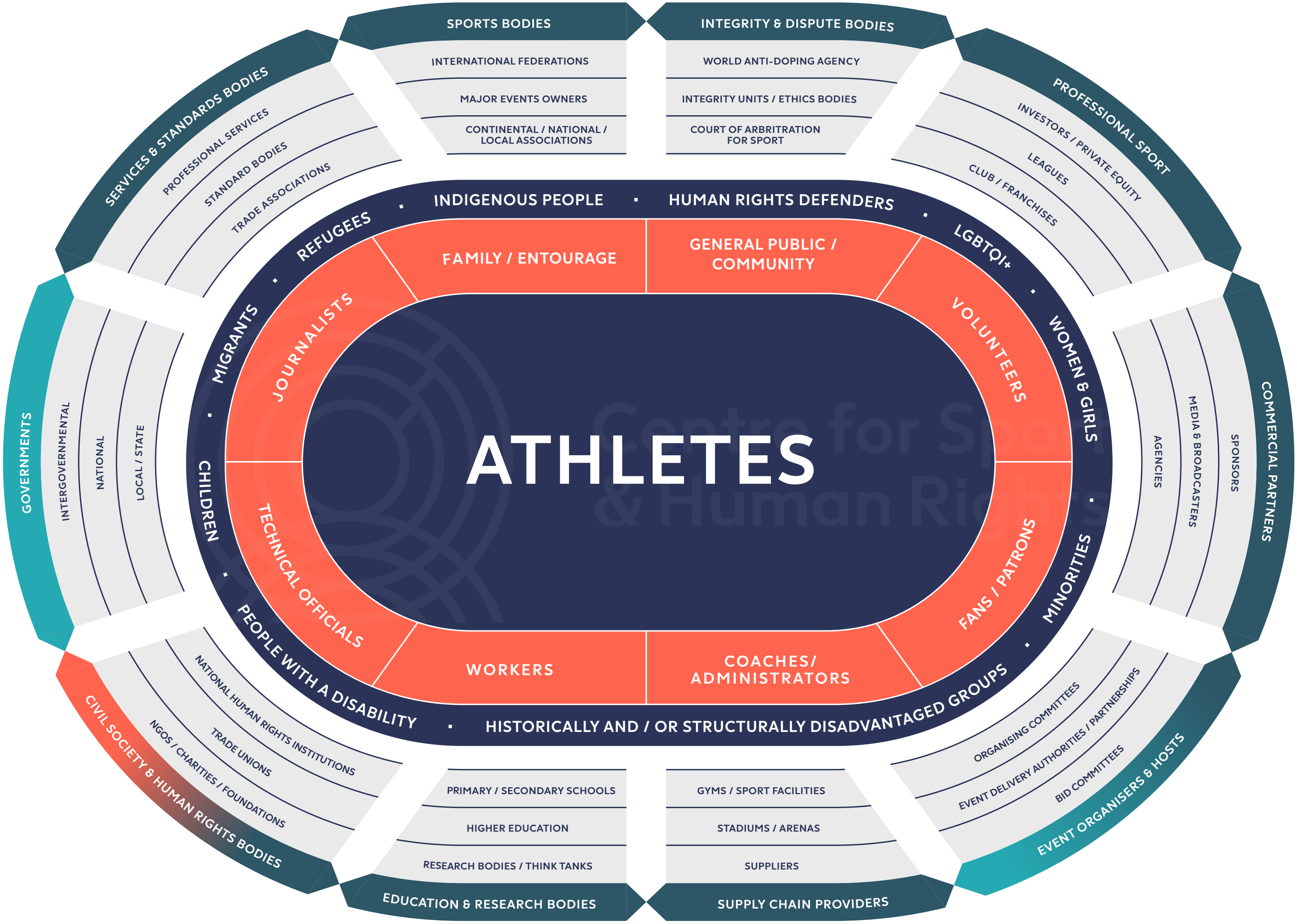


Fig. A. Sports Ecosystem diagram.

SECTION 02: Current State of Play

Now more than ever, a broader sustainability agenda is promoting greater emphasis on incorporating environmental, social and governance considerations across every industry. There is broader recognition that adherence to international human rights and labour standards, particularly through due diligence measures in various sectors, is critical for sustainable success and positive societal impact. The delivery of day-to-day sport and mega sporting events has been impacted by demands for more people-centred, human rights-led approaches that are essential for preventing harm and catalysing positive social change.



SECTION 02: Current State of Play

Growing public awareness of the sports ecosystem's connection to critical human rights issues has been demonstrated through increased public discourse and media coverage on various topics of interest; from decisions related to safeguarding children and adults participating in sport, to where and how major events are hosted, to what commitments are being made to reform labour practices or improve equality, diversity, inclusivity and accessibility. Athletes' rights have gained greater attention with particular focus on freedom of association and collective bargaining rights. Ensuring realisation of these rights is critical to protecting athletes and fostering greater economic prosperity for all. These issues constitute a shift in the value propositions that have kept sport legitimate and viable – both in terms of commercial profitability and social influence. Today, the sports ecosystem is being judged on its ability to realign its value proposition with an approach that demonstrates and measures how purpose-led investments legitimately work to make the world a better place through sport.

A number of sport bodies have taken steps to strategically review, assess and implement aspects of human rights standards and practices in their governance and management activities. The International Olympic Committee (IOC), Fédération Internationale de Football Association (FIFA), the Commonwealth Games Federation (CGF), and others are noteworthy examples in this regard.

This purpose-led shift has resulted in initiatives that seek to address people-centred issues related to sport, for example: the protection of athlete health, safety and wellbeing incorporated into safeguarding policies and the strengthening of grievance mechanisms for those who have been harmed through sport, with particular attention on children. New human rights related issues have also emerged, from responding to the impacts of COVID-19, to fostering the growth of women's sport, to addressing racism and social justice issues in and through sport and providing adequate safeguarding measures. New challenges such as financing and investment models that look to privatise sports that have traditionally been a public good, as well as risks linked to the meteoric rise of e-sport also require further consideration from a rights perspective.

All of these changes are happening within a context where human rights continue to be under threat in many parts of the world. Rising nationalism, identity politics and repression of civil society as well as ongoing poverty, inequality and conflict, makes implementing human rights and labour standards in the world of sport even more difficult.

Convergence 2025 takes into account the ongoing and emerging human rights realities that are currently impacting the sports ecosystem, including cultural norms and practices, resistance to change and a wide array of emerging trends. The Centre is distinctly positioned as a convenor of collective dialogue and action, supporting the various actors to raise awareness of human rights risks within sport, build capacity to prevent and mitigate harms, maximise positive impact, and create lasting value.

03

A HUMAN RIGHTS ORGANISATION FOR THE WORLD OF SPORT

SECTION 03: A Human Rights Organisation for the World of Sport

The Centre's work is rooted in engaging sports bodies (including major event owners, international federations, professional sport organisations and others) and major event organisers in implementing responsibilities as set out in relevant international standards including the UN Guiding Principles on Business and Human Rights and the Sporting Chance Principles.

To this end, all actors in the sports ecosystem have important roles to play in the responsible delivery of day-to-day sport and sporting events that respect, protect and promote human rights. Much of the Centre's work contributes to achieving the Sustainable Development Goals (SDGs) and the Kazan Action Plan (KAP), which links sport policy development to the SDG agenda.



SECTION 03:
A Human Rights Organisation for the World of Sport



VISION

A world of responsible sport that fully respects and promotes human rights.

SECTION 03: A Human Rights Organisation for the World of Sport



MISSION

Our mission is to advance a world of sport that fully respects and promotes human rights by generating awareness, building capacity and creating lasting value through the responsible delivery of day-to-day sport and sporting events.

We pursue our mission by promoting and advancing implementation of the Sporting Chance Principles, engaging those affected, and strengthening accountability through collective action in seeking to realise:

- **Prevention** of human rights harms and violations;
- **Remedy** that is effective, accessible and available for those who experience human rights abuse;
- **Opportunities** to promote human rights that contribute to positive impacts and benefits for all.

SECTION 03: Sporting Chance Principles

The Sporting Chance Principles were developed by the Centre's Advisory Council to affirm a shared commitment to realising human rights in and through sport. All Advisory Council members endorse the Sporting Chance Principles and work individually and collectively to implement them in cooperation with other partners.

01

SPORT HAS INHERENT POWER TO CREATE POSITIVE CHANGE

Sport can help promote human rights and sustainable development, and foster cooperation, solidarity, fairness, social inclusion, education and health at the local, regional and international levels. To realise this potential, it is essential that the protection of and respect for human rights are embedded within the governance and operations of sport, and that the policies, systems, and practices of all actors regularly evolve to reflect the continually developing human rights landscape. This should also be the starting point for engaging with critical issues such as integrity, equality, development, and fair play.

02

INTERNATIONALLY RECOGNISED HUMAN RIGHTS APPLY

The governance and delivery of sport should at all times be based on international human rights instruments, principles and standards, including those expressed in the UN Guiding Principles on Business and Human Rights, the OECD Guidelines on Multinational Enterprises, the ILO Declaration on Fundamental Principles and Rights at Work, and the ILO Tripartite Declaration on Principles Concerning Multinational Enterprises and Social Policy, as well as those that may apply to potentially vulnerable or marginalised groups such as the UN Convention on the Rights of the Child.

03

ALL ACTORS INVOLVED IN SPORT COMMIT TO INTERNATIONALLY RECOGNISED HUMAN RIGHTS

All actors involved in sport should commit to protecting and respecting internationally recognised human rights through their activities and business relationships. Harms that do occur should be addressed. All actors should strive to act responsibly, through their governance, through proper safeguarding, and through protecting/respecting the rights of all stakeholders including athletes, fans, communities, workers, children, volunteers, journalists, human rights defenders, and potentially marginalised groups.

04

HUMAN RIGHTS ARE TAKEN INTO ACCOUNT AT ALL TIMES

All actors involved in sport should identify, prevent, mitigate, and account for how they address their impacts on human rights through a robust and ongoing process of human rights due diligence. This applies to any actor involved in the delivery of sporting events at each stage of their lifecycle from bidding, bid evaluation, planning, development, delivery, staging to legacy, as well as throughout the entire sport value chain.

05

AFFECTED GROUPS HAVE A VOICE IN DECISION-MAKING

Principled and practical ways should be found to strengthen the voice of all those affected by sport, including athletes, fans, communities, workers, children, volunteers, journalists, human rights defenders, and potentially marginalised groups, through meaningful and ongoing engagement. Special efforts should be made to engage with vulnerable and hard to reach groups, and address any discrimination or failure to protect, respect and uphold enabling rights.

SECTION 03: Sporting Chance Principles

06

ACCESS TO REMEDY IS AVAILABLE

Effective remedy should be available to those whose human rights are negatively impacted by the activities or business relationships of the actors involved in sport, including during any stage of a mega-sporting event lifecycle. Governments, trade unions, national human rights institutions, OECD National Contact Points, corporate partners, civil society groups, and sports bodies should coordinate and collaborate on this issue.

07

LESSONS ARE CAPTURED AND SHARED

Lessons learned with regard to human rights successes and failures of the activities and business relationships of the actors involved in the governance and delivery of sport, including throughout a mega-sporting event lifecycle, should be captured, disclosed and shared in transparent ways to raise standards and improve practices in order to prevent a recurrence of adverse human rights impacts over time.

08

STAKEHOLDER HUMAN RIGHTS CAPACITY IS STRENGTHENED

To address human rights risks and opportunities, governments, sports bodies, organising committees and other key stakeholders involved in the governance and delivery of sport should develop human rights knowledge and capacity, and seek expert advice as required.

09

COLLECTIVE ACTION IS HARNESSSED TO REALISE HUMAN RIGHTS

To help all actors involved in sport continue to be a source of inspiration for decades to come, all stakeholders should forge collective solutions to address human rights challenges that are beyond the capacity of any single stakeholder to resolve. All actors should work collectively to coordinate, support, and develop alignment between the world of sport and international human rights instruments, principles, and standards.

10

BIDDING TO HOST MEGA-SPORTING EVENTS IS OPEN TO ALL

All nations and localities should be able to bid to host mega-sporting events and bring these celebrations of human achievement to their people, provided that in doing so they demonstrate their commitment to meeting their responsibilities and obligations under relevant international human rights instruments, principles, and standards in relation to the event.

SECTION 03: Values

The Centre's values nurture and project a positive working culture at all levels:

01

WE ARE TRUSTWORTHY

We are competent, reliable, open, honest, transparent, accountable and sincere in our actions.

02

WE ARE LEGITIMATE

We work through the participation and engagement of – and accountability to – rights holders and affected groups. Our work is rooted in international human rights and labour standards, research and evidence, and is recognised and supported by global leaders and key institutions with independent authority in the field of sport and human rights.

03

WE ARE INNOVATIVE

We are ambitious, agile and constantly raise the bar by challenging the status quo and creating new approaches and refining current practices.

04

WE ARE COLLABORATIVE

We work and win together individually and collectively as distinct and diverse individuals, organisations and parts of a global team and broader movement.

05

WE ARE ENABLING

We seek to deliver by nurturing a people-centred, values-based and impact-led working culture of change.

SECTION 03: Theory of Change

Our Theory of Change sets out how we approach our work.

By engaging, influencing and convening actors across the entire sports ecosystem and harnessing their collective commitment and efforts to uphold the UNGPs and the Sporting Chance Principles, we believe that urgent and complex human rights challenges affecting people involved in and impacted by sport at all levels from grassroots to professional can be effectively addressed.

Together, we can create positive opportunities that generate sustainable societal change by following these three principles.

01

GENERATING AWARENESS

through constructive dialogue, collaborative exchange and sharing knowledge that amplifies the voice and agency of affected groups and builds platforms to educate and enroll stakeholders with a sense of responsibility and commitment.

SUCH THAT:

Stakeholders in the world of sport are aware of, acknowledge and commit to their duties, obligations and responsibilities to protect, respect and promote human rights.

02

BUILDING CAPACITY

with stakeholders through thought-leadership, evidence gathering and tools development that encourages individual and collective commitments to international human rights standards and incorporates the voices and representation of affected people.

SUCH THAT:

Stakeholders in the world of sport increase their capacity to prevent and mitigate human rights violations and harms through due diligence, informed by engagement with and the experience of affected groups, adding value to the future of harm-free, transparent and accountable sport.

03

CREATING LASTING VALUE

through connectivity, collaboration, collective action, and accountability, enabling people to deliver and enjoy sport in a harm-free environment, realising sustainable benefits that support human rights (socially, economically and environmentally), while recognising and rewarding those that are positive catalysts for good.

SUCH THAT:

Stakeholders in the world of sport hold each other accountable in implementing their human rights commitments and continually refine how they assess their impact, act on findings, track responses and transparently communicate their performance.

SECTION 03

Brand

The Centre's brand is designed to represent our position as a human rights organisation for the world of sport. The symbology of our logo demonstrates that our work is people-centred and is designed to infer credibility and authenticity. The logo also represents an organisation playing a leading, central and global role in bringing together all stakeholders in the world of sport to promote human rights.



A  HUMAN RIGHTS

ORGANISATION



FOR THE

WORLD OF



SPORT







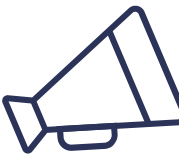
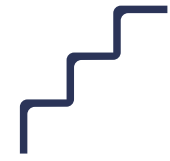

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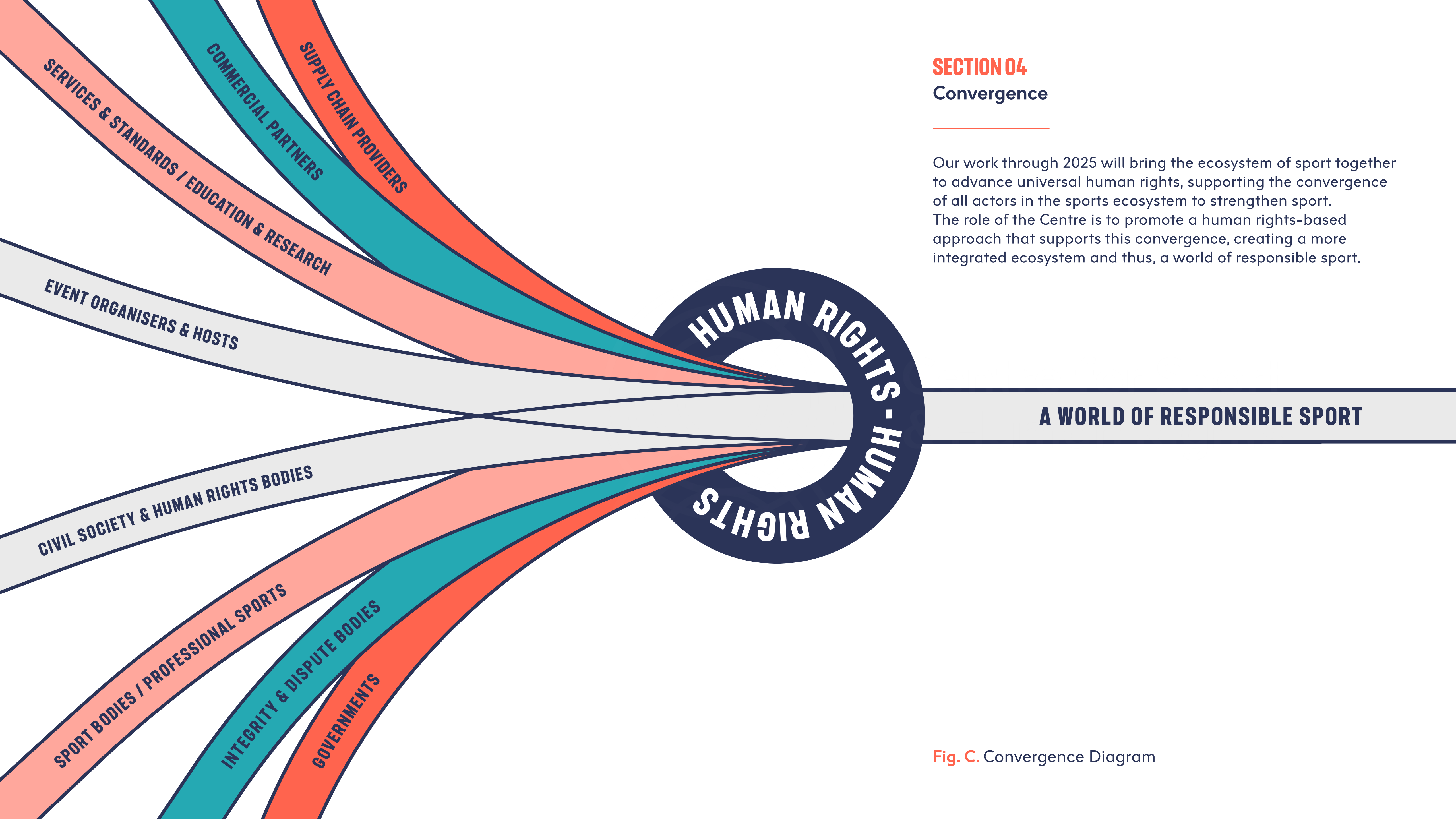
**THE WORLD WE
WANT TO SEE**



SECTION 04: Collective Outcomes

By integrating our mission and our theory of change, the Centre for Sport and Human Rights works towards the world of responsible sport that we seek to achieve. The following matrix outlines collective outcomes that we believe should be pursued by all actors seeking together to realise a world of responsible sport that fully respects and promotes human rights. All our activities contribute to one of the nine outcomes.

		OUR THEORY OF CHANGE		
		GENERATING AWARENESS	BUILDING CAPACITY	CREATING LASTING VALUE
OUR MISSION	PREVENTION	 <p>A. Knowledge Through the voices of affected groups, consistent evidence-based and positive impact cases, the sport ecosystem is aware of sport's potential and actual harms and commits to prevent them.</p>	 <p>B. Leadership Sports bodies and sporting events organisers conduct human rights due diligence, and in consultation with affected groups, change harmful and discriminatory policies and practices and implement prevention policies and mechanisms.</p>	 <p>C. Culture Sports bodies and sporting events organisers cultivate, practice and promote a "do no harm" ethos and environment.</p>
	REMEDY	 <p>D. Regulation All governments and sports bodies have regulations in place which ensure access to effective remedy and accessible grievance mechanisms for individuals who experience abuses linked to sport.</p>	 <p>E. Representation Affected groups involved in sport have awareness of their rights, voice and access to widely available representation, support to ensure meaningful engagement, and sports bodies are equipped to properly address remedy.</p>	 <p>F. Resolution Effective and enduring human rights compliant judicial and non-judicial adjudication mechanisms are in place at national, transnational and international levels to address sport related harms. Lessons are captured to ensure systemic change.</p>
	OPPORTUNITIES	 <p>G. Promotion Human rights is harnessed for sport to do no harm and sport is harnessed to promote human rights in specific areas such as non-discrimination, freedom of expression, and participation in decision-making, among others.</p>	 <p>H. Development Sports bodies and sporting events have the tools to be enablers of sustainable development and become more sustainable by embedding human rights commitments and practices.</p>	 <p>I. Legacy Sporting events and programmes leave a sustainable positive human rights legacy for people and communities in host cities/nations/countries, while positively influencing systemic changes in wider society.</p>



SECTION 04 Convergence

Our work through 2025 will bring the ecosystem of sport together to advance universal human rights, supporting the convergence of all actors in the sports ecosystem to strengthen sport. The role of the Centre is to promote a human rights-based approach that supports this convergence, creating a more integrated ecosystem and thus, a world of responsible sport.

Fig. C. Convergence Diagram



05

**STRATEGIC PRIORITIES
2021-2025**



SECTION 05: Strategic Priorities 2021-2025

The Centre has established five strategic priorities, each encompassing activity areas that guide our work towards the achievement of the collective outcomes as outlined in Section 04:

- 01 Nurture Thought-Leadership, Innovation and Knowledge on Sport and Human Rights
- 02 Strengthen Operational Systems and Practices in Sport to Align with Human Rights Responsibilities
- 03 Foster Inclusive Engagement, Cultivate Collective Action and Forge Transformational Alliances
- 04 Address Harmful Practices and Human Rights Violations in the World of Sport
- 05 Build a Self-Sustaining Global Organisation

Behind each priority area is a detailed description of the Centre's activities, which will be the basis for building the Centre's annual business plans. These are summarised below.

The following thematic areas represent an indicative list of the topics that the Centre will work on across its activities:

Athlete Advocacy and Activism	Non-Discrimination and Social Justice
Athlete Health, Safety & Wellbeing	Pandemic Recovery
Athlete Rights	Professional Services and Standards
Broadcasting & Event Coverage	Protecting People and Communities (at all phases of MSE Lifecycle)
Child Athlete Rights	Public Sector Regulations and Investment
Civil Society Advocacy,	Responsible Event Hosting
Engagement and Support	Safeguarding Children and Vulnerable Adults (impacted by MSEs)
Equality, Diversity, Inclusion, Accessibility Esports	Social justice, Reconciliation and Decolonisation
Gender Mainstreaming (with particular focus on the Global South)	Sponsorship and Commercial Investment
Grievances and Remedy Mechanisms and Standards	Sport Body Leadership, Culture and Governance
Harnessing Opportunities in High-Risk Hosting Environments	Sustainable Development, Urbanisation and Human Rights/Child Rights Friendly Cities
Inclusion of People with a Disability	Universally Inclusive Design of Sport Competition (Eligibility Regulations, Competition Formats & Sport Presentation)
News Access and Journalism	

STRATEGIC PRIORITY 1

Nurture Thought-Leadership, Innovation and Knowledge on Sport and Human Rights

APPROACH:

Embed a multidisciplinary approach to **thought-leadership** to catalyse the growth of the sport and human rights movement.

Promote a **culture of innovation** that conceives, creates and connects great ideas with stakeholders seeking to achieve responsible sport and builds on the expertise and experiences of affected groups.

Ensure **knowledge sharing** is **evidence-based, inclusive, accessible and evolutionary** and uses **experiential** and **highly pragmatic** educational platforms delivered with credible expertise.



STRATEGIC PRIORITY 1

Nurture Thought-Leadership, Innovation and Knowledge on Sport and Human Rights

INDICATIVE ACTIVITIES

<p>1.1 Develop and promote the use of guidance and tools for sports bodies</p>	<p>1.2 Develop and promote the use of human rights resources for Mega-Sporting Events at all stages of the event lifecycle</p>	<p>1.3 Cultivate multi-sector research on sport and human rights</p>	<p>1.4 Build a global library of sport and human rights case studies</p>	<p>1.5 Launch an educational network and virtual learning platform</p>
<p>Between 2021 and 2022; Update, test and publish human rights guides and material for sports bodies that address human rights throughout areas of stakeholder engagement (e.g. athletes), governance, management, event hosting, development programming, marketing and communications, and revenue generation.</p> <hr/> <p>In 2022; Publish and pilot a sports body human rights policy template, implementation guide and human rights risk management framework.</p> <hr/> <p>Between 2022 and 2023; Develop, test and publish human rights guidance material for national sports bodies (national governing bodies and federations) across all continents (with strong emphasis on Global South partnerships).</p>	<p>By 2022; Publish a revised Mega-Sporting Event (MSE) lifecycle from the pre-candidature dialogue and feasibility phase through strategic planning, operational delivery and legacy realisation phases.</p> <hr/> <p>Between 2022 and 2023; Publish and test a human rights policy template, self-assessment checklists for human rights due diligence and supporting guidance for host actors (including event owners, federations, organising committees, government and semi-governmental agencies and other delivery partners including suppliers).</p> <hr/> <p>Between 2021 and 2023; Publish and test stakeholder engagement guidance and tools tailored for specific rights holder groups (including children, indigenous communities, LGBTQI+, people with diverse abilities, and other people or groups with particular vulnerabilities or protected characteristics).</p> <hr/> <p>Between 2022 and 2025; Conduct analysis, publish recommendations and host innovation and knowledge sharing workshops to support feasibility assessments, candidature requirements and host contract obligations to promote the human rights opportunities of hosting major events.</p>	<p>Between 2021 and 2023; Collaboratively research and sequentially publish detailed analysis of the human rights risks to people involved in or impacted by the sports ecosystem in order to better inform institutional actors and associated sectors of their human rights duties, responsibilities and opportunities and how to target due diligence effectively.</p> <hr/> <p>By 2023; In collaboration with universities and academics, launch a research network and publish research guidelines to support greater interdisciplinary collaboration, research and teaching on sport and human rights.</p> <hr/> <p>Between 2021 and 2025; Conduct, curate, integrate, and publish industry-leading research and guidance on critical issues including the following topic areas as they pertain to human rights:</p> <ul style="list-style-type: none"> • Athlete health, safety and wellbeing • Athlete rights, advocacy and activism • E-sport emergence • Child Athlete Rights • Safeguarding of children and vulnerable adults in sport and impacted by MSEs • Gender equality and equity • Grievances and remedy • Human Rights impact resulting from corruption and poor governance • Inclusion and non-discrimination • Protecting people, including workers and communities at all phases of the MSE lifecycle • Pandemic recovery • Social justice, reconciliation and decolonisation • Sports body leadership and culture • Core labour standards and social dialogue in sport • Sustainable Development, urbanisation and human rights and child friendly cities 	<p>Between 2021 and 2025; Generate a resource-bank of solution-oriented case studies on sports body and MSE good practice (e.g. labour rights associated with infrastructure projects, procurement and supply chains, gender equality, safeguarding).</p>	<p>By 2023; Design and develop human rights learning pathways for stakeholders within the sports ecosystem with a focus on sports bodies, host actors, sponsors, broadcasters, and standard-setting bodies.</p> <hr/> <p>Between 2022 and 2025; Launch a virtual learning platform providing access to all educational outputs of the Centre.</p>

STRATEGIC PRIORITY 2

Strengthen Operational Systems and Practices in Sport to Align with Human Rights Responsibilities

APPROACH:

Support sports bodies and major events in conducting human rights **due diligence**, and, through engagement and **consultation with affected groups** (including children), identify and **change harmful and discriminatory policies and practices**.

Advocate for and promote the **UN Guiding Principles on Business and Human Rights** and the **Sporting Chance Principles** as the foundation for delivering responsible, accountable and transparent sport.

Align, wherever possible, the contribution of the sport and human rights movement towards the achievement of the **2030 UN Sustainable Development Goals** and the **Kazan Action Plan**.



STRATEGIC PRIORITY 2

Strengthen Operational Systems and Practices in Sport to Align with Human Rights Responsibilities

INDICATIVE ACTIVITIES

<p>2.1 Work with sports bodies committed to embedding human rights</p>	<p>2.2 Strengthen MSE host actor human rights commitments</p>	<p>2.3 Strengthen sponsor and broadcaster capacities to manage and respond to events in high-risk contexts and harness human rights and social purpose opportunities</p>	<p>2.4 Strengthen government and intergovernmental sport and human rights policies and frameworks</p>	<p>2.5 Collaborate with standards and professional advisory bodies to support and evolve standards of best practice</p>
<p>Between 2021 and 2025; Host leadership workshops to grow sports body awareness and expertise in human rights with particular focus on effective implementation of the Sporting Chance Principles.</p> <p>Identify, engage and support sports bodies (international, continental and national) that intend to or have made a commitment to embed human rights in their governance and operation, including in the following areas:</p> <p>Review and identified human rights risk and opportunities in regulations and policies</p> <p>Assess governance and management alignment with a people-centred approach</p> <p>Assess systems and practices for engaging and consulting with affected groups</p> <p>Assess risks to people from sports body operations, events, and governance, and efforts necessary to prevent and mitigate</p> <p>Support development of tools for communications, reporting and crisis management for human-rights related issues. Identify, engage and support major event owners that intend to or have made commitments to embed human rights due diligence in their event candidature processes and embed appropriate obligations and requirements in their hosting agreements and event strategies.</p>	<p>Between 2021 and 2025; Engage and support host actors (including event owners, federations, organising committees, government and semi-governmental agencies and other delivery partners such as suppliers and corporate partners), to make human rights policy commitments that are endorsed and championed at the most senior levels of respective organisations.</p> <hr/> <p>Between 2022 and 2025; Deliver human rights training opportunities for host actors, with a focus on those with governance and management responsibilities.</p> <hr/> <p>Between 2021 and 2025, engage host actors to advance integration of human rights, child rights and labour rights considerations in tendering processes, supplier self-assessments, due diligence, compliance, and the inclusion of effective grievance mechanisms.</p>	<p>Between 2021 and 2025; Support sponsors and broadcasters to identify human rights risks and recommend prevention and mitigation measures for events in high-risk locations and contexts.</p> <p>Identify opportunities to increase leverage in sponsorship relationships as well as opportunities for social purpose activation connected to human rights by corporate partners.</p> <p>With broadcasters, conduct awareness and readiness workshops for athletes and on-air talent to grow awareness of social purpose initiatives and human rights.</p> <p>Develop materials for athlete media training (in collaboration with sport bodies) to engage and build awareness around human rights issues.</p>	<p>Between 2021 and 2023; Conduct consultations with governments that are adopting policies or frameworks to embed human rights into sports policy and/or working to regulate and strengthen accountability to enable the responsible autonomy of sport.</p> <hr/> <p>Between 2021-2025 support; Intergovernmental organisations to include perspectives from all stakeholders in the development of sports related policies and positions.</p> <p>Host governments of MSEs to protect, respect and fulfill human rights through event hosting.</p> <p>Governments, Independent Experts and Special Rapporteurs to include sport and human rights matters in their reports to the United Nations Committee on the Rights of the Child, Committee on the Elimination of Discrimination Against Women and Sustainable Development Goals.</p>	<p>During 2021 and 2022; Seek to contribute to collaborative work on embedding human rights requirements in the International Standards Organisation's (ISO) 20121 Sustainable Event Standards.</p> <hr/> <p>Between 2022 and 2025; Build awareness and host an event series to build human rights capacity and knowledge of sports law practitioners and other advisers to sports bodies.</p> <p>Establish a sports law and human rights practitioners network and professional development programme.</p>

STRATEGIC PRIORITY 3

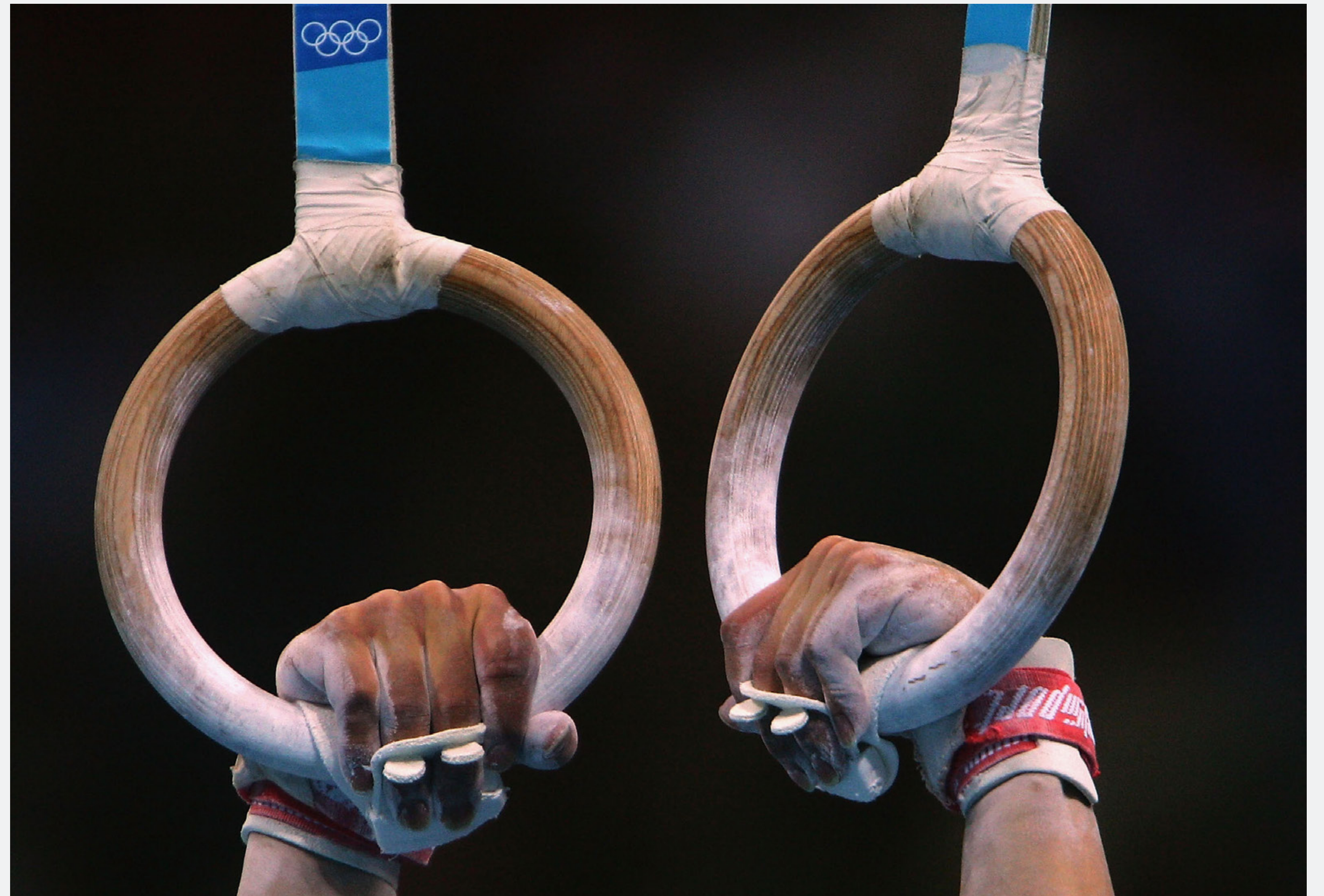
Foster Inclusive Engagement, Cultivate Collective Action¹ and Forge Transformational Alliances

APPROACH:

Build and promote safe spaces that nurture **conversations** and **dialogue** that **respectfully and inclusively engage** the diverse views of various affected groups and institutional stakeholders and act as a catalyst for cultivating **collective action**.

Promote an interconnected sports ecosystem of rights-holders and institutional actors that prioritise the realisation of responsible sport **environments, experiences** and **working cultures** that **'do no harm'** and realise the full potential of sustainable and positive human rights legacies for the benefit of people and communities impacted by sport.

Gain insight and understanding through the diverse expertise, knowledge and experience of the Centre's Advisory Council members as a distinct group of leaders and influencers in the sport and human rights movement.



STRATEGIC PRIORITY 3

Foster Inclusive Engagement, Cultivate Collective Action and Forge Transformational Alliances

INDICATIVE ACTIVITIES

<p>3.1 Facilitate meaningful engagement and participation of affected groups</p>	<p>3.2 Enroll and recognise institutional actors across the sports ecosystem</p>	<p>3.3 Cultivate collective action on challenging areas of mutual interest that will benefit from multilateral cooperation</p>	<p>3.4 Establish strategic alliances and partnerships across the sports ecosystem</p>	<p>3.5 Convene fora to take stock, build connections, and collectively address challenges and opportunities</p>
<p>In 2021 and 2022; Build effective engagement systems and platforms to obtain perspectives and input related to sport and human rights from people fulfilling roles in or impacted by sport (i.e. athletes, coaches/sports administrators, technical officials, workers (including those in supply chains), journalists, volunteers, fans/patrons and the general public/local community).</p> <hr/> <p>Between 2021-2025; Facilitate meaningful engagement and participation in the work of the Centre with affected groups with particular or intersectional vulnerabilities (i.e. children, women and girls, LGBTQI+, people with a disability, historically and/or structurally disadvantaged groups, minorities, migrants, refugees, indigenous people and human rights defenders).</p>	<p>Between 2021 and 2025; Foster dialogue and exchange across the entire sports ecosystem on putting human rights due diligence into practice, harnessing value-added people-centred opportunities, and building towards common purpose, including in the following thematic areas:</p> <ul style="list-style-type: none"> • Athlete Rights • Non-Discrimination • Equality, Diversity, Inclusion, Accessibility • Harnessing Opportunities in High-Risk Hosting Environments • Broadcasting and Event Coverage • Civil Society Advocacy, Engagement and Support • Event Hosting • Gender Equality and Equity (with particular focus on the Global South) • Inclusion of People with a Disability • Child Athlete Rights • Core Labour Standards and Social Dialogue in Sport • Leadership, Culture and Governance • News Access and Journalism • Sponsorship and Commercial Investment • Professional Services and Standards • Public Sector Regulations and Investment • Universal Design of Sport Competition and Presentation <hr/> <p>Between 2022 and 2023 explore the creation of; A methodology for developing a global responsible sport index on sports body and MSE performance against and accountability to international standards.</p> <hr/> <p>An awards and recognition programme that celebrates individual, collective and institutional accomplishments in respecting, protecting, promoting and fulfilling human rights in and through sport.</p>	<p>Between 2021 and 2023; Proactively engage across the sports ecosystem in specific subject areas (i.e. child athlete rights, the impact of MSEs on child rights, MSE impact on labour rights, transgender and individuals with variations of sex characteristics, racial abuse, athlete mental health and wellbeing).</p> <hr/> <p>Between 2021 and 2025; Responsively convene, align, assemble and mobilise key actors with influence, leadership and leverage to address systemic, ongoing and emerging human rights issues in the sports ecosystem, including, where necessary, urgent coordination of stakeholders in response to specific human rights violations and/or opportunities.</p>	<p>By 2022; Conduct a power and influence mapping exercise to assess the effectiveness of alliances and identify new priorities for developing relationships.</p> <hr/> <p>Between 2021-2025; Engage and support Advisory Council members to perform their roles, meet their responsibilities, exercise their rights and focus on areas of specific work and interest through the Centre's forums.</p> <p>Build strategic partnerships and multi-stakeholder alliances that have a transformational contribution to the operational, reputational and financial capacity and capability of the Centre's work.</p> <p>Implement an academic engagement strategy that builds increases the knowledge and evidence base to inform new areas of advocacy and policy and supports young people with an interest in sport and human rights in gaining practical experience and developing a career in the field.</p>	<p>Between 2021 and 2025; Convene and evolve the annual Sporting Chance Forum to foster debate, dialogue and shared learning between sports ecosystem stakeholders, taking account of opportunities for thought-leadership and courageous conversations, which different geographic host locations provide.</p> <p>Convene and evolve regular topic-specific working groups to foster debate, dialogue and shared learning between sports ecosystem stakeholders on key issues include mega-sporting events, remedy, and safeguarding.</p> <p>Annually convene the Host Government Forum, fostering exchange of experiences between governments who are hosting or have previously hosted mega-sporting-events.</p> <p>Convene thought-provoking discussions addressing complex issues such as athlete voice, athlete harassment and abuse, and gender, always centred on the impact to core human rights, and focusing on solutions.</p> <p>Organise discreet dialogue on sensitive human rights issues with clear aims that constructively engage with dilemmas, challenges and political contexts with a focus on identifying practical measures that tangibly reduce human rights risks to people.</p>

STRATEGIC PRIORITY 4

Address Harmful Practices and Human Rights Violations in the World of Sport

APPROACH:

Advance the rights and voices of people adversely impacted by or through sport through people-centred and **affected-person-led** approaches to remedy.

Develop, evolve and refine guidance and standards for **regulation, representation and resolution** regarding remedy mechanisms for sport-related human rights abuses.

Promote **collaborative solutions** to remedy issues by respecting the distinct **contextual** approaches required in different situations.



STRATEGIC PRIORITY 4

Address Harmful Practices and Human Rights Violations in the World of Sport

INDICATIVE ACTIVITIES

<p>4.1 Strengthen sports body effectiveness in governing, managing and resolving grievances</p>	<p>4.2 Support Mega Sporting Events in addressing grievances and remedy</p>	<p>4.3 Collaborate with governments and intergovernmental bodies to ensure the protection, promotion and fulfilment of human rights within remedy in sport</p>	<p>4.4 Develop the capacity of professional advisors and other actors to support and evolve standards of best practice</p>	<p>4.5 Engage, support and promote the voices of affected persons in developing standards, case studies, and recommendations</p>
<p>During 2021 and 2022; Develop, in cooperation with affected persons, global technical experts, and whistle-blowers, best practice standards and guidelines for accessible and effective remedy and emergency support.</p> <hr/> <p>By 2023; With the engagement of stakeholders, publish guidance on fit-for-purpose codes of ethics and conduct in sport and template clauses on remedy to be included in sports body human rights policies, bidding and hosting regulations.</p> <hr/> <p>Between 2021 and 2025; Engage and support sports bodies and integrity, ethics and/or adjudication bodies in sport on the development and implementation of policies and systems of best practice in assessing risks, conducting investigations, and managing complaints, whistleblowing and disputes related to human rights violations.</p> <hr/> <p>By 2024; Develop methodologies for promoting, assessing and monitoring effective remedy mechanisms in sports bodies.</p>	<p>Between 2022 and 2024; Map, identify and publish expert commentary on opportunities and gaps in current approaches to human rights grievance and remedy mechanisms in event hosting.</p> <hr/> <p>Develop and share expertise on how to strengthen the enforceability of human rights standards related to grievance mechanisms in hosting and bidding regulations.</p> <hr/> <p>Between 2022 and 2025; Collaborate with major event host actors to identify gaps to remedy, and support the establishment or improvement of grievance and remedy mechanisms, through sharing knowledge and best practice.</p>	<p>Between 2022 and 2024; Build awareness among State actors and public institutions of the risks and opportunities in current models of accessing remedy in sport and the role of States.</p> <hr/> <p>Between 2022 and 2024; Work with intergovernmental organisations including UN agencies to promote the need for and secure references to State duties regarding effective remedy mechanisms in the sporting context in policy documents like Concluding Observations or General Comments of Human Rights Treaty Bodies.</p> <hr/> <p>Between 2022-2025; Assist governments as they develop and implement policy which addresses the prevention and remedy of harassment and abuse in sport, especially with regard to child athletes.</p>	<p>During 2021-2022; Conduct research on how sport-related dispute resolution mechanisms, in particular arbitration and mediation mechanisms, can safely, appropriately and effectively engage affected persons in the resolution of cases of sport-related human rights abuses.</p> <hr/> <p>In 2022; Establish partnerships with existing sports resolution bodies, collate and share experiences from affected persons and publish expert human rights commentary from practitioners.</p> <hr/> <p>Between 2022-2025; Launch and develop a database on sport and human rights jurisprudence to build industry-wide knowledge and understanding of acceptable standards of behaviour, and understand what gaps and ambiguities require clarification or further guidance through jurisprudence.</p>	<p>During 2021 and 2022; Establish clear internal policy for managing ad hoc engagement with affected persons and ongoing cases to ensure standards, case studies and recommendations benefit from the expertise and experience of affected persons and such engagement is always supportive, respectful and strategically impactful.</p> <hr/> <p>Between 2022-2023; Based on consultation, publish guidance on what effective remedy means for affected persons and a user-friendly remedy guidance for athletes.</p> <hr/> <p>By 2023; Investigate the development of an emergency relief fund for affected persons.</p> <hr/> <p>Between 2021 and 2025; Engage global media organisations on the role of journalism (i.e. investigative and news coverage) in constructively and responsibly addressing human rights abuses in sport.</p>

STRATEGIC PRIORITY 5

Build a Self-Sustaining Global Organisation

APPROACH:

Implement a **people-centred** approach, rooted in international human rights standards, that **expands the reach** of the sport and human rights movement globally and **contributes positively** across the entire sports ecosystem.

Nurture a **positive working culture** that lives and projects an environment that is **people-focused** (supportive, inclusively diverse and accessible, helpful, curious), **impact-oriented** (purpose-driven, collaborative, ambitious within capacity) and **solutions-based** (pragmatic, plain-spoken, practical).

Uphold the **highest professional standards** in daily work to enable the organisation to adapt and respond effectively to volatile, uncertain, complex and ambiguous environments in delivering on vision and mission, evolving strategy based on evidence and outcomes.



STRATEGIC PRIORITY 5

Build a Self-Sustaining Global Organisation

INDICATIVE ACTIVITIES

<p>5.1 Strengthen the effectiveness of governance, structures and strategy</p>	<p>5.2 Bolster the productivity and efficiency of internal management systems and operations</p>	<p>5.3 Develop, manage and measure programmes and projects for maximum impact</p>	<p>5.4 Maximise the reach and scale of impact through communications and stakeholder engagement</p>	<p>5.5 Generate stable and sustainable resourcing and revenue sources</p>
<p>During 2021; Recruit, appoint and induct new Board of Directors, launch unique governance model, develop and implement a new risk management framework, and develop efficient and enabling board operations, including advisory committees to support the work of the Board.</p> <hr/> <p>By 2022, Review and strengthen internal policies, refresh internal and external reporting, transparency and accountability systems and publish equality, diversity and inclusion strategy.</p> <hr/> <p>Between 2021-2025, Model and project best practice in governance conformance (effective monitoring and accountability to strategy and business plan) and performance (effective implementation of strategy, business plan and policy), while transparently sharing learnings and expertise.</p> <hr/> <p>In 2023; Conduct an evaluation and refresh of the current strategic plan.</p>	<p>In 2021, Design and implement an agile organisational team structure aligned to strategy, that is efficient and integrated.</p> <hr/> <p>Between 2021-2025; Develop and implement the annual business plan to deliver the strategy.</p> <p>Recruit, engage and retain a high performing team with a diverse range of backgrounds, skills, experiences and networks to execute the strategy, supplemented by an engaged, committed network of Special Advisors, pro bono advisers, and supporters.</p> <p>Increase staff training and development opportunities, and enable professional advancement within the team.</p> <p>Grow and strengthen internal business systems, including through the use of technology, to maximise productivity and efficiency (including systems for compliance, financial management, human resources, relationship management, project management and fundraising).</p> <hr/> <p>In 2021-2022; Given risks associated with human rights work, evaluate and implement measures to ensure security of information and systems.</p>	<p>During 2021-2022; Establish programme and project development framework and design process with accompanying evaluative measures, to ensure effective scope, scale and impact.</p> <hr/> <p>Develop technical capacity to develop and independently review evaluative measures, including the indicators, metrics and programme trackers.</p> <hr/> <p>Between 2021 and 2025, Expand geographic reach, relevance and resonance of programmes and activities across all continents (with particular focus on the Global South and emerging markets.)</p>	<p>In 2021; Enhance credibility and authority by launching refreshed brand and website and growing presence and visibility through online content and social media.</p> <hr/> <p>During 2021-2022; Define institutional positioning with respect to various actors and key issues, assess and define audiences and communications goals, and launch a revised communications plan aligned to positioning and engagement priorities.</p> <hr/> <p>By 2022; By 2022, develop and publish a reference and style guide to refer to key areas in sport and human rights.</p>	<p>From 2021; Continue to secure operating funds, building the funding pipeline into 2023 and beyond, while developing projects that have revenue generating potential and/or represent in-kind contributions.</p> <hr/> <p>Between 2021 and 2022; Reassess the viability of a gift based discretionary endowment and continue to research and source grant funding opportunities aligned to identified programme and project areas.</p> <hr/> <p>Between 2021-2023; Evaluate and assess the creation of catalytic grant funding schemes for sport and human rights research, education and remedy programmes.</p> <hr/> <p>By 2022; Develop a reserve policy which ensures sufficient operating reserves as established by the Board.</p>

06

**VOICE, AGENCY
AND ACTION**



SECTION 06: Voice, Agency and Action



When people feel safe and protected - they learn, they grow, they can make mistakes or even fail, they can perform at their best and reach their full potential, and in doing so, really be themselves. Creating safe sporting environments and movements that are representative and lead in the service of others help to deliver the truly beneficial power of sport on our common humanity and making the world a better place.

Sport that is delivered responsibly fully respects, protects and promotes human rights. As the individuals and institutions across the sports ecosystem forge ahead, we must never lose sight of the voices and agency of athletes and everyone impacted by our decisions and our actions. We must continually engage, amplify, listen to and understand the views, perspectives, thoughts and feelings of those we represent and serve.

"Sport that is delivered responsibly, fully respects, protects and promotes human rights."

People have voice when they have the capacity to speak up, be heard, and to shape and share in discussions, discourse, and decisions that affect them. People have agency when they are able to make decisions about their own life and act to achieve a desired outcome in a safe and empathetic environment that is free of violence, retribution, or fear.

Let us take these perspectives as a guide across the sports ecosystem, that helps give greater purpose to our work in creating memorable sporting moments that truly inspire us and make us proud for generations to come.

Together For Better is a rallying cry for the world of sport to take collective action and create a fairer, brighter future for all. Only by coming together can we use our reach and influence to take a stand and make a difference. Sport is where humanity can really shine and human rights are the very foundation of a better world for everyone who ever dreamt of success on the field of competition.

TOGETHER FOR BETTER





Centre for Sport
& Human Rights

TOGETHER FOR BETTER

Contact

info@sporhumanrights.org