

## **SECTION II. A FRAMEWORK FOR ADVANCING DEVELOPMENT IN THE COMMONWEALTH THROUGH SPORT**

### **Chapter 10**

#### **Guidance for Analysing, Planning and Monitoring SDP**

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Section II provides a framework of recommendations to guide Commonwealth countries in strengthening the use of sport in development efforts. The framework is a practical tool that supports analysis and action planning and proposes strategies and approaches to strengthen policy environments and support mechanisms for sport for development and peace (SDP). It can also be used to monitor progress in incorporating sport into relevant development work.

The first part of the framework provides reference points to help identify where sport is being used, or could be used, to strengthen development work and the key stakeholders to drive this.

It provides a three-stage approach to identify where sport is being used, or could be used, to strengthen development work and the key stakeholders to drive this. The three stages identify:

- Development priority areas to which sport currently contributes or could potentially contribute;
- Established policy domains that address these priorities and can make use of sport within their work;
- Stakeholders and actors within these domains who are currently, or could potentially be, working to strengthen sport as a development tool.

The second part of the framework starts by identifying principles to underpin sport for development in the Commonwealth. These principles, which were introduced in Section I of this guide, are of two types:

- Principles to strengthen sport-based approaches and connect them to established policy domains within development work in the Commonwealth; and

- Principles relating to how sport is managed to maximise positive outcomes and minimise negative consequences of sport-based contributions.

In support of these principles, the main body of the framework then offers detailed guidelines for policy options, strategic approaches and implementation mechanisms.

The framework is designed to be flexible and account for the diversity between and within Commonwealth member countries. It uses a ‘development matrix’ to highlight a range of policy options, strategic approaches and support mechanisms that can be selected to suit different levels of priority and resource availability. The framework is not prescriptive: all elements are presented in an illustrative manner, are indicative and avoid ‘standard setting’.

## 10.1 Framework functions

The framework is intended to support the following functions:

### ***Analysing***

Officials can use the framework to conduct a baseline analysis of the national SDP policy environment, strategy and support mechanisms. The indicators within the framework can be used as criteria for analysis. This process assists in both the identification of good practice and areas that could potentially be strengthened.

The framework provides a thorough and extensive overview of potential SDP policy approaches, strategy and mechanisms so stakeholders can select the components most relevant for their context and limit analysis to these.

### ***Planning***

The use of the analysis process to identify good practice and areas to be strengthened provides information to support a more systematic approach to developing future SDP policy, strategy and support mechanisms. This information can be utilised in planning to guide prioritisation and investment.

### ***Monitoring***

Subsequently the framework can be utilised as a monitoring tool by undertaking periodic analysis of the SDP policy environment, strategy and support mechanisms and reviewing this against initial baseline analysis.

## 10.2 Using the framework

The framework provides a practical tool to support officials in introducing and/or strengthening the use of sport in development work in their country.

Part 1 helps officials to identify *the areas of development policy where it would be most helpful to use sport*. It is expected that stakeholders will make different choices about this, reflecting national and local circumstances. These choices will be influenced by a number of factors, such as the development priorities within their country, and the current capacity and status of the sport sector. Officials may also want to consider how work in one policy domain can contribute to another; for example, if sport is to be used primarily to contribute to youth development it may also offer opportunities to support development objectives for education. Similarly, when sport is used to promote women's empowerment and support gender equity, it may be appropriate to address health issues.

After considering Part 1 of the framework, officials will have identified the *development objectives* to which sport can contribute, the *policy domains* in which sport will be used, and the *government personnel and external actors* who will be responsible for taking this work forward.

Having made these decisions, officials will be able to use Part 2 of the framework to *analyse the status* of policy, strategy and support mechanisms for sport-based contributions to development in their country, identifying good practice and areas for development referenced against a pan-Commonwealth framework. This process will support *action planning* to consolidate and strengthen the use of sport and *monitor progress* in doing so.

This part of the framework is on the six principles that underpin effective use of sport in support of development and peace. All six principles applied together to any sport-based approaches will maximise positive impacts and protect against possible negative ones.

Countries will vary in the extent to which they have existing policies and mechanisms that support each principle. Part 2 of the framework addresses this diversity by providing flexible sets of indicators that accommodate the different priorities of countries. Indicators are presented in a matrix that offers suggestions for the policies and mechanisms depending on whether that policy area,

strategic approach or support mechanism is *recently initiated*, or *developing*, or *established*.

The framework therefore provides countries with a range of options that reflect different levels of experience, involvement and resources to support sport for development and peace. The indicators can therefore help countries analyse the current status of their SDP structures, but also plan for the future by identifying possible areas to strengthen. Each set of indicators also provides advice to officials on the role that relevant stakeholders can play in the process, and identifies appropriate supporting information.