



SPORT FOR INCLUSION AND PROTECTION OF REFUGEES

In a world where over 110 million people are forcibly displaced⁽¹⁾, sport - universal and popular with youth - constitutes an answer to the progression of conflicts by bringing communities together. If it is used with the right intention to achieve life skills objectives, in an appropriate setting and by qualified educators, sport can contribute to peacebuilding⁽²⁾. As recognized by key reference documents, sport can also play an important role in social development, inclusion, cohesion, and well-being of displaced people⁽³⁾. Recent statistics show that sport-based activities are increasingly used in child protection, education and psychosocial well-being interventions in displacement settings⁽⁴⁾, and as a tool to help individuals rebuild social networks and integrate into new communities⁽⁵⁾.

PEACE AND SPORT: A PLURIANNUAL EXPERIENCE IN SPORT-BASED PROGRAMMING

Peace and Sport has developed extensive expertise in managing multi-stakeholder sport-based programs within a refugee camp through the implementation of the “Live Together” program in Zaatar camp in Jordan from 2017 to 2023. The program was launched following the signing of a letter of intent between UNHCR and Peace and Sport in 2017⁽⁶⁾. This cooperation aimed to reinforce sport-based initiatives promoting a “live together” philosophy, social inclusion and dialogue and ensuring that sport-based programs contribute towards addressing the protection challenges faced by young people.

A COMMITMENT TO SUPPORT OTHER STAKEHOLDERS

In the framework of the Sport for Refugee Coalition's pledge to the 2023 Global Refugee Forum⁽⁷⁾, Peace and Sport is committed to leveraging its expertise to support others. This includes guiding sport for development and peace stakeholders in launching and implementing sport-based programs or initiatives for displaced people and host communities. Building on over 7 years of experience, this document outlines the precautions to be taken and best practices to be adopted when planning and implementing sport-based programs within refugee camps. A certain degree of adaptation is necessary according to the specific context in which sport-based programs are implemented.



⁽¹⁾ UNHCR, last consulted May 2024

⁽²⁾ Peace and Sport, Sport as a tool for building peace, November 2022

⁽³⁾ Global Compact on Refugees, 2018, Para. 44

⁽⁴⁾ Areas hosting displaced people in urban, peri-urban or rural areas, including formal and informal settlements, collective and transit centres Shelter, Camp and Settlement | UNHCR

⁽⁵⁾ UNHCR Sports strategy 2022-2026. According to UNHCR “68% out of 99 country operations have planned or implemented sport related activities since 2020”. In 2021, Peace and Sport participated in the consultation process to build UNHCR's strategy.

⁽⁶⁾ Peace and Sport and UNHCR committed to work together for refugees' better future - (peace-sport.org)

⁽⁷⁾ <https://globalcompactrefugees.org/pledges-contributions/multistakeholder-pledges-2023>
multistakeholder-pledge-sport-inclusion-and

As a coach, I have to develop children's social skill in addition to their athletic and technical abilities. Social development implies nurturing soft skills such as respect, non-violence and tolerance which are essential to better live together. Sport is a great way to teach these skills, supporting to create a generation capable of facing future challenges.

Amir Aldairi – Table Tennis coach



Sport has contributed to raising our self-confidence. As girls living in refugee camp, we sometimes suffer from bullying. Thanks to the self-defense sessions and our coach Nesreen, we learned to protect ourselves, to defend our rights and at the same time we learned mutual respect.

Nermin & Laren – 12 & 10 years old



Sport helped me to stay focused on my objectives. It is also a great way to gather with my friends and to challenge ourselves around the Teqball table! Through this sport, I learned many important values such as team spirit, respect for the others and respect for time.

Khalil – 13 years old



THE “LIVE TOGETHER” PROGRAM



Based on a multi-stakeholder approach, the program was launched in 2017 by Peace and Sport in cooperation with UNHCR, Blumont⁽⁸⁾, the International Federations of Kickboxing, Table Tennis and Teqball (WAKO, FITEQ, ITTF Foundation), and the support of the Jordan Olympic Committee and the Government of Monaco.

It introduced sport as an innovative tool to tackle three main social issues affecting refugees in Zaatari camp:

- Marginalisation and disengagement;
- Psychosocial distress characterized by aggressiveness, lack of self-confidence, discipline and trust in others;
- Sense of exclusion/isolation and rejection by the host society.

ACTIVITIES

- Coaching seminars and capacity building sessions run by International Sport Federations' experts;
- Trainings on the Peace and Sport Methodology to transmit life-skills and values through sport-based activities;
- Weekly sport-based sessions led by trained refugee coaches;
- Peace and Sport events regularly organized within the camp;
- Interaction with the host community through joint training sessions, and attendance to national and international sport events in Jordan;
- Mentoring for refugee coaches provided by committed Champions for Peace.

KEY FIGURES

- 220+ refugees participating in coaching seminars and capacity building sessions (30% women)
- 2000+ children benefiting from weekly sport-based sessions (30% girls)

RESULTS

- Capacity building: 220+ young adults learning new skills and strengthening their employability
- Acquisition of life-skills: 400+ children per year with improved self-confidence and trust in others, and reduced aggressiveness;
- Gender equality: number of girls participating in sport-based activities multiplied by 15 in 3 years (less than 10 girls involved in the first sessions implemented by a female coach);
- Pathways beyond the program: one of the coaches from the program was able to resettle with his family to the USA. Discover his story*.
- Sustainability: sport-based activities in the camp continue beyond the end of the program's cycle, implemented by refugees trained by Peace and Sport and its partners.

INTERNATIONAL RECOGNITION

- 2020 Report of the United Nations Secretary-General on sport as an enabler for development and peace: referencing the program among the initiatives that strengthen the global framework on sport for development and peace;
- Global Compact on Refugees' digital platform: highlighting the program as best practice contributing to ease the pressure on host communities and enhance refugee self-reliance.

⁽⁸⁾ Blumont: UNHCR's implementation partner for Community-Based Protection programming in Zaatari refugee camp



*Discover his story.

BEST PRACTICES AND PRECAUTIONS

The imperative of a multi-stakeholder approach

Implementing sport-based programs in displacement settings, and more particularly in refugee camps, requires a whole lot of expertise and resources. Working in coalition with different stakeholders allows to capitalize on the strengths of each actor and ensures burden-sharing, which is key toward program sustainability. Coalitions bring benefits, but also requires relevant coordination efforts among all parties. Before launching a sport-based program it is essential to ensure that the coalition, as a whole, provides all the expertise and resources listed in the tick box.

Sport-based program planning is a step-by-step, collective and circular process. The chart below indicates the main steps to be taken to ensure positive impact on communities.

ESSENTIAL EXPERTISE AND RESOURCES FOR SPORT-BASED PROGRAMS



Knowledge of local context, social issues and needs of target populations



Familiarity with local administrative procedures and key local stakeholders



Accessible/entry level training materials and HR to form sport coaches/educators



Pedagogical contents for coaches/educators to address target social issues through sport



Access to relevant data according to impact indicators



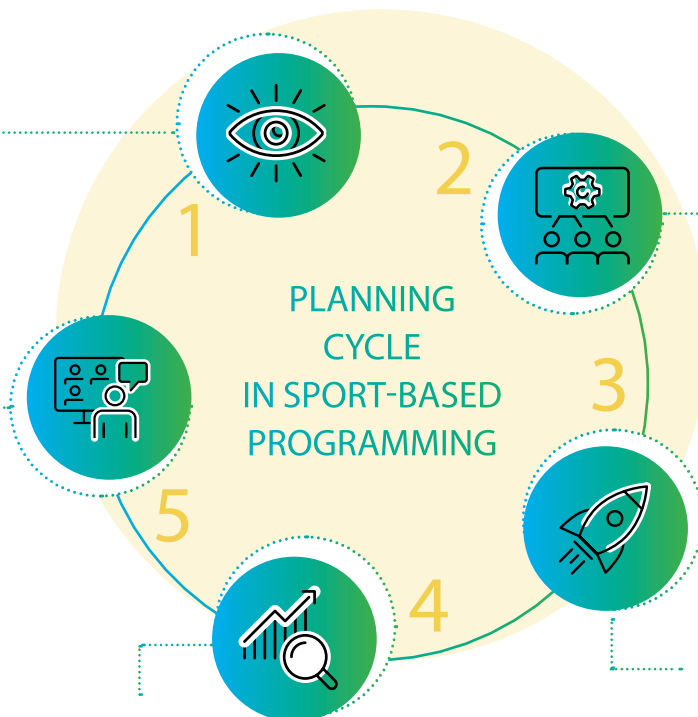
Ability to collect relevant communication contents and deliver advocacy and awareness messaging



Phase 1: definition and design

- Review the **context** (including local needs, existing programs and policy framework)
- Define a clear **vision** on the program's expected impact (Theory of Change)
- Determine the necessary **resources** (Human, material, financial and time)
- Set a **logical framework** with achievable **objectives** in line with the program's vision and performance indicators
- Define a **risk reduction** strategy
- Establish a program's **exit strategy**

- Phase 5: scaling-up and advocacy
- **Raise awareness** on the program's impact towards local and international decision makers
 - **Advocate for funding** for the program's scaling-up



Phase 2: conception and initiation

- Mobilize support of various **stakeholders across sectors** and establish cooperation agreements
- Define an operational **action plan**
- Establish a **steering committee** and a **participation matrix** with a clear role-repartition among stakeholders
- Outline simple and effective **management procedures**

- Phase 3: launch of a pilot project
- Implement the operational **action plan**

Phase 4: evaluation and improvement

- **Monitor** and **evaluate** the extent to which the program delivers on planned outcomes
- **Adapt** according to stakeholders' feedback



EXAMPLES FROM THE “LIVE TOGETHER” PROGRAM

Equipment donation

FITEQ: when Teqball activities were initiated as part of the program, equipment donations were arranged for Zaatari camp and for Jordanian stakeholders. This ensured host community support to develop this new sport in the country.

Capacity building

WAKO: when mobilizing international Kickboxing experts as part of the program, WAKO ensured to arrange joint training seminars for refugees and Jordanian resources. This allowed both communities to benefit from quality trainings.

ITTF Foundation: ensured to mobilize Jordanian Table Tennis resources as experts to provide trainings for refugees in Zaatari camp. This contributed to reduce language barriers and to foster mutual understanding.

Equal opportunities for displaced people and host communities



The sport-based programs in displacement settings shall ensure social cohesion and not worsen the perceptions of displaced people within the host communities. In line with the programs' specific objectives, equal opportunities shall be provided to ensure smooth implementation and sustainability.



DOs:

- Arrange sport equipment donations to surrounding host communities;
- Involve a % of host communities representatives in capacity building and training seminars or any other activity giving access to skill acquisition and certifications.



DON'Ts:

- Exclude host communities from the programs' framework;
- Build or renew sport facilities exclusively accessible to displaced people without providing the same service to surrounding host communities.

Involving beneficiaries as key for programs' positive impact

Programs' positive and lasting impact cannot be achieved without involving the target populations in all the program's phases. Launching programs based on the project leader's understanding of what is needed by the target populations, or on what they are able to provide, often leads to lack of ownership by the beneficiaries, increases costs and reduces sustainability.



DOs: Involve the target population all the programs' phases, including:

- Design: target populations are the best placed to inform on their needs, aspirations and constraints. Consulting them in the design phase is key to ensure programs' ownership.
- Implementation: in sport-based programs, young adults can be involved in the implementation phase by becoming coaches/educators. This contributes to empower them and to ensure programs' sustainability.
- Monitoring and evaluation (M&E): sport-based programs are often addressed to children. Involving their care-givers in the M&E is essential to assess the program's impact.
- Advocacy & Awareness raising: target populations can deliver concrete testimonies on their needs and on the program's impact. Their involvement is key role in raising awareness among the general public and convincing decision makers to invest resources on program' scaling-up.



DON'Ts: Launch a program without:

- Having consistent knowledge of local context, social issues and needs of target populations;
- Ensuring that target populations are involved in all the programs' phases;
- Developing a detailed short-, mid- and long-term action plan on how to reach the programs' objectives.



EXAMPLES FROM THE “LIVE TOGETHER” PROGRAM

Promoting gender equality was among the objectives of the program, aiming to provide equal opportunities for girls to participate in sport-based activities and be empowered through sport.

Few obstacles had to be overcome before being able to work towards this objective:

- Lack of safe spaces for girls and women to practice sport
- Cultural and family barriers preventing girls to practice sport
- Absence of trained female coaches

The solutions:

- Dedicating spaces and hours for female practice
- Organizing awareness raising sessions with families
- Mobilizing female athletes as role models
- Identifying and training female coaches

It took over a year before girls could be involved in the sport activities and fully benefit from it.

Mobilizing role models

Athletes can play a major role in sport-based programs, at various levels. On one side, they can be powerful role models and source of inspiration for coaches/educators and beneficiaries. On the other, through their notoriety and unmatched audience across social media platforms, athletes have an exceptional capacity to raise awareness on social issues affecting displaced people and influence decision makers⁽⁹⁾.



DOs:

- Involve committed athletes willing to actively contribute to the program according to their preferences, be it encouraging target populations on the ground or public speaking to raise awareness, among others;
- Inform athletes on the objectives of the program and on the specific context of implementation;
- Promote exchange and sharing of best practices among committed athletes to strengthen impact



DON'Ts:

- Mobilize athletes solely for "photo" purposes.

EXAMPLES FROM THE "LIVE TOGETHER" PROGRAM

Several Champions for Peace were involved in the program, to act as role models for the children and for the refugee coaches:

- Zsolt Moradi, 10 x Kickboxing World Champion, visited Zaatari camp multiple times, mentoring the Kickboxing and self-defence coaches
- Aya Medany, Olympian, Vice World Champion in Modern Pentathlon and IOC Commissions member, dedicated her time to mentor female coaches through camp visits and online gatherings, and as covered female athlete acted as role models for girls
- Christian Karembeu, Football legend and World Champion, and Ryu Seung Min, Table Tennis Olympic Champion and IOC Member, shared their experience with coaches and children in Zaatari camp



Sport organizations, federations and athletes have a responsibility towards disadvantaged communities. As a Champion for Peace I believe that I can have a positive impact on the lives of refugees. Through sport, we can bring members of the community closer, and teach them values and skills to build resilience and approach life in a goal-oriented way.

Zsolt Moradi - Kick-Boxing World Champion and Chair of WAKO Athletes' commission



The 'Live Together' program is strong first-hand evidence of what a powerful tool sport is. I am very proud to have been able to share the values of sport and my experience as an athlete and Olympian with the beneficiaries in Zaatari camp.

Aya Medany - Olympian, Member of IOC Commissions, Member of the Egyptian Parliament

EXAMPLES FROM THE "LIVE TOGETHER" PROGRAM

Over 220 young adults had the opportunity to participate in coaching seminars and capacity building sessions implemented by Peace and Sport and its partners in Zaatari camp, learning new skills and strengthening their employability. Among them, 11 (30% women) were selected to become sport coaches and implement weekly sport-based activities throughout the seven-year duration of the program. At the end of the program's cycle in 2023, Blumont decided to invest own funds to ensure that sport-based activities continue to be provided for children in Zaatari camp under its "Uplift" project. Young adults qualified through "Live together" program were selected to run the activities in 2024.

Local capacity building

Empowering target populations, being displaced people themselves or surrounding host communities, is a recommended model to ensure programs' sustainability. This means investing in enhanced capacity building to provide them with skills and abilities to directly implement sport-based activities. This approach fosters ownership and leaves competent resources onsite, available for organizations or public authorities deciding to invest in sport-based programs.



DOs:

- Include in the programs' action plan a train-the-trainer model to ensure cascade knowledge transfer;
- Cooperate with local stakeholders to deliver certifying trainings, recognized nationally;
- Select displaced people or representatives from surrounding host communities as sport coaches/educators. In either case, involve representatives from the other group in the training modules;
- Cooperate with locally based organizations to manage administrative procedures with coaches/educators' and ensure transition at the end of the programs' cycle;



DON'Ts:

- Mobilize exclusively international experts and resources to ensure the programs' implementation. This increases language and culture barriers and reduces ownership.
- Rely entirely on digital training or printable materials to train local resources.

⁽⁹⁾ Peace and Sport, Champions United for Peace, April 2024



RECOMMENDATIONS

LESSON LEARNED FROM THE “LIVE TOGETHER” PROGRAM

In Zaatari camp, the Incentive Based Volunteers (IBVs) system is put in place by Jordanian authorities and UNHCR to ensure that refugees have access to remunerated positions within the camp. According to the skills level of each refugee, a different rotation period applies.

Rotation periods are imposed to ensure that as many refugees as possible have fair access to remunerated positions. However, this system fails to take in consideration the relevant amount of time that is needed to train sport coaches/educators for them to ensure safe and quality sport-based activities for children. Furthermore, children tend to develop trust relations with their educators, and rapid changes might impact participation consistency.

On a program cycle of three years, rotating coaches every six months isn't an ideal solution. Freshly trained individuals aren't usually able to train others themselves. And mobilizing international experts each semester isn't a sustainable option either. Beyond the exceptions to the rotation rule that are sometimes granted if no equivalent profiles are available in the camp, a broader review of rotation rules based on sectors would be welcome.

GENERAL RECOMMENDATIONS

- Making sport a priority in displaced people' responses

The Member States of the United Nations agree on sport's exceptional capacity to contribute to education, peacebuilding and violence reduction policies⁽⁹⁾. As recalled in the introduction, sport can also play an important role in social development, inclusion, cohesion, and well-being of displaced people. According to UNHCR, 99% of its country operations think there is potential for further sport programming in their operation. This momentum needs to continue, and all stakeholders must play their part in ensuring that sport is present in conversations, strategies and policies related to displaced people, in order to maximise the positive effects of the sport-based programs already underway and pave the way for new ones.

- Rely on experts to provide global mentoring

To ensure positive impact and sustainability of sport-based programs, it is crucial for program leaders to engage with expert stakeholders, able to provide guidance and mentoring throughout all program's phases.

SPECIFIC RECOMMENDATIONS

Public authorities of host countries

- Ensure the recognition at the national level of the certifications issued to displaced people as part of sport-based programs;
- Adopt policies allowing for the employment of qualified displaced people as part of sport-based programs or within the national sport ecosystem;
- Adapt policies and regulations to ensure programs' efficiency, particularly in relation to the employment of qualified displaced people.

Sport governing bodies

- Cooperate with civil society organizations, development and humanitarian actors to ensure the sport-based activities contribute to social development, inclusion, cohesion, and well-being of displaced people;
- Assign dedicated human resources to coordinate the implementation of sport-based programs in displacement settings;
- Develop and exit strategy to ensure lasting impact and sustainability of the sport-based activities in the area of intervention.

Civil society organizations, development and humanitarian actors

- Inform personnel at all levels (HQ and local operations) on sport's contribution to social development, inclusion, cohesion, and well-being of displaced people;
- Cooperate with sport and SDP actors to deliver quality sport-based activities.

Development banks and international donors

- Include sport components in tenders related to social development, inclusion, cohesion, and well-being of displaced people.

⁽⁹⁾ Peace and Sport, Champions United for Peace, April 2024