

# **Opportunities And Challenges In Sport For Development And Peace (SDP) Management**

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## **Aim**

During the course of the last decade there has been growing trend and interest among a variety of governmental (GO) and non-governmental (NGO) organizations on the area of Sport for Development and Peace (SDP). This interest stems from the anticipated ability of SDP to positively influence the lives of individuals and groups in different communities, and a key feature of the field is thus the belief that in simple, low-cost and effective ways sport has the ability to influence a broad range of development objectives. Following this, SDP has grown as a research field and have evolved from mapping SDP projects, to placing SDP in the development literature, and essentially position it within larger international development debates (Levermore & Beacom, 2012). However, due to the relative novelty of the SDP sector, little research has been conducted thus far that follows SDP projects over time. The purpose of this paper is to offer empirical insights in an endeavour to address this shortcoming.

## **Theoretical background and research method**

Since SDP goes beyond sport and focuses on broader community development, the management and delivery of SDP programs are complex. As Schulenkorf, Sherry, and Phillips (2016) argue, in order to reach its objectives, managers of SDP organizations are required to take an “externally focused view and develop partnerships with other organisations who might offer greater skills, experience and qualifications in the broader goals desired” (7). The specificities of managing SDP organizations have been studied by several researchers. For instance in a recent study, Svensson and Hambrick (2016) assessed the nature of organizational capacity of a small SDP organization, revealing that community funding and managing dynamics between the Global South and North were unique to the management of the SDP organization. This adds to critical SDP literature (i.e. Darnell, 2012; Guilianotti, 2004) that has focussed and challenged the strong dominance of Global North ideologies, agendas and power relations in SDP. Svensson and Hambrick (2016) further argue that to strengthen SDP programmes in a positive way, scholars should “consider a more comprehensive approach including programmatic, organizational and environmental factors influencing SDP efforts” (130). This is address in the paper.

This paper is part of an ongoing longitudinal research study that investigates SDP initiatives for youth in urban areas in the Global South. The first phase of the study draws on research undertaken in 2010 when the author gathered baseline data from 36 SDP projects for youth in various urban locations in the Global South. The organizations running these projects were contacted via e-mail and requested to fill out a form assessing its activity. The data collected from the organizations included project types, themes and objectives, beneficiary data, financial data, infrastructure data, lessons learned and opportunities to scale up the project.

This paper reports the second phase of the research study. The organizations have again been contacted for a follow-up assessment. Having been part of an SDP sector that have mushroomed in the past decade, the focus of the follow-up assessment moves beyond mapping the territory of SDP projects, but rather revolve around how, nearly seven years later, the organizations are coping in a growing SDP landscape. Specifically, it address which factors that in different ways influences the management of the SDP organizations, which opportunities and challenges that are particularly pertinent for managers in the SDP sector, and the role of external partnerships and funding in SDP.

## **Analysis, results and implications**

The project data are still being collected, and thus the results of the study have not yet been analysed. The data will be fed into the qualitative data analysis software program Nvivo 11, where it will be coded and analysed. Similarly to the data from the first part of the research project (2010), the process of analysing the data of the second part will consist of identifying themes and sub-themes in the material. Preliminary results of the study will be available at the time of the EASM conference. Essentially, the collected data on aspects related to the management of SDP organizations coupled with their experiences of industry trends over time, will contribute to further the understanding of organisational innovation in SDP.

## References

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