

# Policy Paper

Promoting sport industry as a driver  
and accelerator of economic reforms,  
employment, sustainable development  
and peace in Africa

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# Executive Summary

In the lead-up to Italy's G7 Summit presidency in June 2024, a specific analysis is set to craft policy proposals aimed at leveraging the sport sector as a catalyst for economic and social reforms in Africa. This sector not only drives economic growth and job creation but also fosters social cohesion and peace, contributing significantly to national and continental GNIs. The burgeoning popularity of sport, coupled with technological advancements, underscores the sector's potential for sustainable development.

Despite sports' global economic contributions, Africa captures less than 10% of the wealth generated, presenting an untapped opportunity given the continent's young demographic poised to shape the future workforce. The United Nations' recognition of sport as an enabler of sustainable development further emphasizes its potential to address critical societal challenges.

The proposed initiative of a G7 Sports Development Fund seeks to establish a multisectoral ecosystem, encompassing financial institutions, sports industry stakeholders, and international agencies, to nurture an inclusive national sport industry in Africa, thereby facilitating peace and socio-economic development. This innovative initiative aims to leverage sport for development and peace, by envisaging a resource mobilisation instrument for this purpose to integrate sport into the broader development agenda, promoting social inclusiveness and environmental sustainability. This initiative aligns with the principles of the Mattei Plan and the Partnership for Global Infrastructure and Investment (PGII), embodying a strategic investment in Africa's future.

The G7-SDF's primary objective is to support the development of a multisectoral sports industry ecosystem in Africa, focusing on mobilizing investments, building capacity, and fostering environmental sustainability through collaborative efforts among G7 countries, African nations, private sector entities, and international organizations. This ecosystem approach aims to create job opportunities, stimulate local economies, and build the capacity of African nations to manage and grow their sports sectors sustainably.

The proposal highlights the need for a nuanced approach that combines top-down strategic vision with bottom-up community engagement. By cultivating robust public/private/social partnerships and tailoring interventions to meet the specific needs of African communities, the G7-SDF seeks to empower local populations and ensure that initiatives are not only accepted but also championed by those they aim to benefit.

The G7-SDF's operation, instruments, and structure are elaborated upon, emphasizing the importance of co-creation with stakeholders (based on a comprehensive stakeholder mapping), co-ownership, and partnerships, and adherence to Social Outcomes Contracting to ensure that funding and support are contingent on achieving predefined social outcomes. The Fund is conceived as a new financial instrument to facilitate and instigate private sector investments in Africa, employing a blended financial mechanism to mitigate risks and promote sustainable growth.

# 1. Background & Context

## *Sport (as an enabler) for human development & peace*

Sport and the sport industry are a major economic driver for many nations across the world. It contributes to job creation, tax revenue, and economic growth, as well as to social cohesion and cultural exchange.

The sport industry – composed by infrastructure, professional and amateur sports clubs, tourism, equipment and clothing, services and media, sport-related sectors – has grown rapidly in recent years, driven by a number of factors, including the unique popularity of sport, the increasing affluence of people and the development of new technologies.

It is widely accepted that participation in sports produces positive externalities that extend beyond the realm of sports, and evidence suggests that these externalities are steady and ongoing. Given the huge attractiveness of sports for young people, investing in the sports sector can be a long-term way to achieve sustainable growth. A series of concomitant indicators point to this:

- According to recent estimates, sports still only account for 0.5% of the GDP in Africa, but they account for 2% of GDP worldwide<sup>1</sup>.
- Also, African youth are predicted to comprise 75% of individuals under 35 in the continent by 2030, and to make up 42% of the global youth<sup>2</sup>.
- It is estimated that there are between 10 and 12 million young people in Africa entering the job market every year but only three million new jobs are generated there year, leaving many young people unemployed<sup>3</sup>.

Despite the talent and youth of the African population, less than 10% of the wealth produced through sport worldwide is generated on the continent.

More than ever, policies and programmes that encourage inclusive youth development are essential given the enormous number of young people in the population. This young workforce may be the engine of the African growth and the key element to create safer communities and encourage tolerance, understanding, and peace via the values and ideals of sport.

The United Nations (UN) General Assembly adopted, at its 73<sup>rd</sup> session (3<sup>rd</sup> December 2018) the Resolution '*Sport as an enabler of sustainable development*'.

The UN reaffirms that sport is an important enabler<sup>4</sup> of sustainable development and recognizes the growing contribution of sport to development and peace in its promotion of tolerance and respect.

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<sup>1</sup> Agence Française de Développement: <https://www.afd.fr/fr/actualites/leconomie-du-sport-en-afrique-miroir-dun-continent-en-pleine-mutation>

<sup>2</sup> Population Reference Bureaux. 2019. Policy Brief. Africa's Future: Youth and the Data Defining Their Lives

<sup>3</sup> African Development Bank. 2023. Leveraging Potentials of the Youth for Inclusive, Green and Sustainable Development in Africa

<sup>4</sup> 1. Reaffirms that sport is an important enabler of sustainable development, and recognizes the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes

Furthermore, the Resolution “welcomes the growing attention by the international community to exploring and leveraging the role of sport and physical activity in the attainment of development objectives and the enjoyment of human rights”.

By establishing sport as a privileged instrument for achieving the *Millennium Development Goals* and today the objectives set in *Agenda 2030 for Sustainable Human Development*, the UN have bear witness to the commitment to stop considering sport as a mere sub-product of the social and economic development, but as an engine of society.

The UN affirms, therefore, that human development goes beyond economic growth since development must be essentially a process of expanding people’s choices and increasing opportunities for all members of society. To instigate this process, by facilitating paradigm shifts, it is critical to promote concrete public policies by which sport is repositioned at the heart of sustainable and meaningful socio-economic development with a tangible impact on the life of the community and citizens.

The potential of sport as a tool for development and peace still needs to be fully grasped. As the United Nations itself acknowledges, the use of sport remained until very recently, outside the conventional thinking of its agencies. While sport and play are repeatedly recognized as a human right, they are not always considered a priority and have even been called “forgotten rights”.

Sport is an international language. Its ability to ‘speak’ across cultures, also through the barriers that divide societies, make it a powerful tool to support conflict prevention and peace-building efforts both symbolically at the global level and in a very practical way within communities. When applied effectively, sports programs promote social integration and foster tolerance, helping to reduce tensions and generate dialogue.

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*to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives;*

## 2. Main objective

The primary objective of establishing a new financial instrument, the G7 Sports Development Fund (G7-SDF), is to support and promote the sports industry in Africa. This initiative aims to act as a catalyst for education and health-related advancements within the continent. The effort is also intended to dovetail with the principles of the Mattei Plan, recently presented by the Italian government, and possibly link to the Partnership for Global Infrastructure and Investment (PGII) initiative.

The creation of the G7-SDF targets a multisectoral sports industry ecosystem in Africa, focusing on the following key aspects:

- **Public and Private investment:** The fund will work to mobilize public and private investments incorporating both blended finance and public private partnership in sustainable infrastructure projects related to sports, encouraging international standards and principles for transparency, good governance, anti-corruption, and environmental sustainability.
- **Economic and social development:** The fund seeks to leverage sports as a driver for economic growth and social cohesion. By investing in sports infrastructure, training, and development programs, the initiative aims to create job opportunities, stimulate local economies, and enhance social integration.
- **Education and health:** Echoing the Mattei Plan's pillars, the G7-SDF aims to harness sports as a means to elevate educational and health standards across Africa. By focusing on sports, the fund intends to promote physical education and sports science as integral components of educational curricula, thereby fostering a healthier, more informed generation.
- **Capacity building:** By providing support for infrastructure development, vocational training, and employment within the sports industry, the G7-SDF aims to build the capacity of African nations to sustainably manage and grow their sports sectors.
- **Environmental sustainability:** In alignment with the PGII's focus on sustainable, inclusive, and resilient infrastructure, the G7-SDF will prioritize investments that contribute to environmental protection and climate resilience within the sports sector.
- **Enhancing global partnerships:** The fund will foster partnerships between G7 countries, African nations, private sector entities, and international organizations to create a collaborative ecosystem that supports the sustainable development of the sports industry in Africa.

The G7-SDF represents a strategic investment in the future of Africa, recognizing the potential of sports to impact various facets of societal development positively. By aligning with existing initiatives like the Mattei Plan and the PGII, the fund aims to create a cohesive and comprehensive approach to supporting Africa's development through sports, focusing on creating lasting legacies of economic prosperity, education, and health. It will finance the experimentation of innovative solutions in priority areas of sport policy, awarded upon achievement of previously contracted measurable results. Ultimately it will promote the development of sustainable business models for the long-term profitability of sport-related partnerships.

## 3. The core elements

### *The approach and guidelines for allocating funds*

#### 3.1 Idiosyncratic conditions

Globally, billions of individuals, from children in schools to adults in clubs or informal street gatherings, engage in sports daily. This universal participation is driven by values of sharing, cohesion, tolerance, self-improvement, and respect. These values cultivate a belief that success and meritocracy are within everyone's reach.

Recognizing this global engagement, numerous African nations have initiated programs to enhance access to sports facilities for the youth, marking significant progress over the past decades. Despite these advances, there are still pivotal areas in need of attention including promoting core sports values, advancing Quality physical education (QPE) programs, ensuring gender equality, improving the governance of sports federations, and fostering the sustainable growth of the sports industry.

Addressing the evolving needs of Africa's youth necessitates a holistic approach that offers a coherent framework equipped with tangible tools, programs, and resources. This approach should be underpinned by comprehensive data collection and analysis, covering demographic, cultural, and religious information, to inform targeted public policy development.

Understanding the tangible conditions for investment success and measurable impact also means acknowledging the indispensable role of civil society. This includes local communities, Civil society organisations (CSOs), and influential figures, all critical to cultivating a Multisectoral sports industry ecosystem. Pre-emptive strategies for how civil society can contribute and engage are essential.

Thus, an innovative proposal for the G7 Presidency in 2024 is to champion the development of a Multisectoral sports industry ecosystem. This initiative aims to be a catalyst for economic reform, modernization, job creation, and sustainable development in lower-income countries, leveraging the unifying power of sport to transcend social and economic barriers.

#### 3.2 The “Spider” framework

Creating a Multisectoral sports industry ecosystem necessitates a “Spider” framework, a stakeholder map that outlines the complex web of interactions between various entities involved in the sports sector. This framework should encompass:



## Region

- **Detail:** Identifies the geographic focus of the sports ecosystem, whether it be local, national, or regional. This includes understanding the cultural, socio-economic, and environmental context which influences the types of sports popular in the area, participation levels, and potential for development.
- **Impact:** Tailoring the ecosystem's approach to the specific needs and opportunities of the region maximizes relevance and effectiveness, ensuring initiatives resonate with local communities and leverage regional strengths.

## Stakeholders

- **Detail:** Encompasses a wide array of entities involved in or affected by the sports sector, including athletes, coaches, families, fans, local communities, CSOs, governmental agencies, sponsors, media, and educational institutions. Each stakeholder group has unique needs, contributions, and perspectives on sports development.
- **Impact:** Engaging a diverse range of stakeholders- at international, regional, national, sub-national and local level – ensures a holistic approach to sports development, fostering inclusivity, and maximizing the sector's societal impact.

## Sports facilities

- **Detail:** Refers to the infrastructure necessary for sports participation and competition, such as stadiums, community sports centres, swimming pools, and training facilities. Facilities also include ancillary infrastructure like transportation, accessibility for people with disabilities, and environmental sustainability considerations.
- **Impact:** High-quality, accessible sports facilities are crucial for encouraging widespread sports participation, hosting events that boost local economies, and providing venues that meet international standards for competitions.

## Governing bodies

- **Detail:** Includes international, national, and local sports federations and associations responsible for regulating sports, setting standards, organizing competitions, and promoting fair play and integrity. Governing bodies also play a role in athlete development, coach certification, and dispute resolution.
- **Impact:** Effective governance is essential for the growth and professionalism of sports, ensuring that competitions are fair, athletes are supported, and sports contribute positively to society.

## Public-Private funding

- **Detail:** Involves financial resources allocated to sports development, which can come from governmental budgets, private sector sponsorships, philanthropy, community fundraising, and

international development aid. Funding mechanisms may also include innovative financial instruments like social impact bonds or blended finance initiatives.

- **Impact:** Adequate and sustainable funding is critical for developing sports programs, maintaining facilities, supporting athletes, and hosting events. Diversified funding sources enhance the resilience of the sports sector, enabling it to thrive even in challenging economic conditions.

## Statistics

The establishment of a multisectoral sports industry ecosystem necessitates a comprehensive mapping that includes various statistics critical for understanding the current landscape and identifying areas for development and support. Here's a breakdown of key statistical areas to consider:

### (i) Sports satellite account

- **Detail:** A 'sports satellite account' provides an economic analysis specific to the sports sector, detailing its contribution to the GDP, employment figures, investment in sports infrastructure, and the financial health of sports organizations and events.
- **Impact:** This account helps quantify the economic impact of sports, guiding policy decisions, investment strategies, and highlighting the sector's role in national and regional economic development.

### (ii) Demographic data

- **Detail:** Collects information on the population engaging with sports, including age, gender, socioeconomic status, and ethnicity. It may also cover participation rates in different sports, spectating habits, and volunteer involvement.
- **Impact:** Understanding the demographic landscape assists in tailoring sports programs to diverse community needs, promoting inclusivity, and ensuring equitable access to sports opportunities.

### (iii) Facilities

- **Detail:** Involves mapping existing sports facilities, their condition, accessibility, usage rates, and the range of sports they support. This also includes plans for new facilities or upgrades to existing ones.
- **Impact:** Adequate, accessible, and quality sports facilities are crucial for promoting active lifestyles, supporting athletes' development, and hosting events, directly impacting community engagement and sports tourism.

**(iv) Mobility/Distances/Transportation**

- **Detail:** Analyses the accessibility of sports facilities in terms of the population’s ability to reach them, considering public transportation options, distances from residential areas, and mobility for persons with disabilities.
- **Impact:** Ensuring easy access to sports facilities increases participation rates, encourages regular physical activity, and supports the integration of sports into daily life, contributing to overall health and well-being.

**(v) Group or family support**

- **Detail:** Examines the social structures surrounding individuals that encourage or inhibit sports participation, including family involvement, community sports groups, and school programs.
- **Impact:** Strong group or family support systems are key drivers of sports participation, particularly among young people. Understanding these dynamics can help design programs that engage broader community networks, fostering a culture of physical activity and sports participation.

**(vi) Additional areas**

- **Detail:** Could include economic barriers to participation (e.g., costs associated with joining clubs or purchasing equipment), health trends impacting sports participation, or the effectiveness of current sports marketing strategies.
- **Impact:** Identifying and addressing these additional factors can remove barriers to sports participation, improve health outcomes, and enhance the marketing and promotion of sports, further solidifying the sports sector’s role in socio-economic development.

By incorporating this detailed mapping of the “Spider” framework into the development of a Multisectoral sports industry ecosystem, stakeholders can better understand the multifaceted nature of the sports industry ecosystem and strategically plan interventions that leverage the strengths and address the needs of each element. This, in turn, facilitates targeted interventions, effective resource allocation, and the formulation of policies that foster an inclusive and sustainable sports industry.

### 3.3 Assessment of the concrete conditions

To develop a multisectoral sports industry ecosystem effectively, an in-depth assessment of the concrete conditions for the implementation of programs and the anticipated returns, impacts, or legacies of investments through the G7 Sports Development Fund (G7-SDF) is crucial. Here is how such an assessment can be approached in each selected country.

#### 1. Socioeconomic framework

- **Data collection:** Gather data on income levels, growth prospects, wealth distribution, poverty rates, and identify any significantly disadvantaged groups. This should include analysis of ethnic, religious, and demographic inequalities.
- **Analysis:** Evaluate both current conditions and projections for short, medium, and long-term changes. This involves looking at economic policies, labour markets, and education levels that might influence sports participation and investment.
- **Impact assessment:** Understand how the socioeconomic landscape might affect or be affected by investments in sports. This includes considering how sports programs can contribute to economic development, social cohesion, and reducing inequalities.

#### 2. SDGs achievement levels

- **Current status:** Assess the country's progress towards achieving the United Nations Sustainable Development Goals (SDGs), with a particular focus on those directly impacted by sports development, such as health and well-being, quality education, gender equality, and economic growth.
- **Potential contribution of sports:** Analyse how further development of the sports sector could support the achievement of specific SDGs, identifying potential synergies and areas of impact.
- **Strategic planning:** Based on this analysis, formulate strategies for how the G7-SDF can align its investments to support broader SDG achievement through sports.

#### 3. Framework of the development of the sports sector

- **Sector analysis:** Examine the current state of the sports sector, including popular sports, participation rates, availability and condition of infrastructure, and the presence of professional and amateur clubs and organizations.
- **Governance and major players:** Assess the governance structure of the sports sector, including the roles of national and local sports federations and associations, as well as major industrial players within the sports goods, services, and media landscapes.
- **Opportunities for growth:** Identify areas within the sports sector with potential for growth and development, considering both grassroots initiatives and professional sports. This might include untapped sports or regions with insufficient infrastructure.

#### 4. Regulatory framework relating to investments in the sports industry

- **Legislation and policies:** Investigate the existing legal and regulatory frameworks governing investments in the sports industry and infrastructure. This includes zoning laws, tax incentives or barriers, and any regulations specific to the development of sports facilities.
- **Cassa Depositi e Prestiti (CDP) and Istituto per il credito sportivo (ICS) expertise:** Leverage the expertise and experience of CDP and ICS in navigating investment regulations. Understand their approach to assessing risk, facilitating investments, and their criteria for engaging in sports-related projects.
- **Enabling environment:** Determine what changes or improvements are needed within the regulatory framework to encourage investment in sports. This could involve recommendations for policy adjustments, incentives for private sector investment, or mechanisms to streamline project approval processes.

#### 5. Environmental sustainability and climate resilience

- **Assessment needs:** Evaluate the environmental sustainability of current sports infrastructure and programs, including their carbon footprint, resource usage, and impact on local ecosystems.
- **Strategic contributions:** Analyse how investments in sports can contribute to environmental goals, such as promoting green infrastructure, sustainable transportation options for accessing sports facilities, and climate resilience in sports event planning.
- **Action plan:** Develop guidelines for environmentally sustainable investments in sports, ensuring that new projects contribute positively to the environmental health of the region and are resilient to climate change impacts.

#### 6. Health and well-being impact

- **Public health data:** Gather data on public health indicators that could be influenced by sports participation, such as obesity rates, mental health statistics, and non-communicable diseases prevalence.
- **Programs' health benefits:** Assess how sports programs can be designed or enhanced to maximize health benefits for the population, considering both physical and mental health aspects.
- **Integration with healthcare systems:** Explore opportunities for integrating sports programs with national or local healthcare initiatives, promoting sports as a preventive health measure.

#### 7. Community engagement and social capital

- **Community assessment:** Understand the level of community engagement in sports and identify barriers to participation, especially among underrepresented or disadvantaged groups.

- **Social cohesion metrics:** Develop metrics to measure the contribution of sports to social cohesion, community identity, and social capital, considering how sports can bridge divides and foster social inclusion.
- **Community-driven initiatives:** Identify opportunities for community-led sports initiatives, ensuring that investments support grassroots movements and empower local stakeholders.

## 8. Education and youth development

- **Educational framework:** Examine the role of sports within the educational system, including physical education programs, school sports teams, and university athletics.
- **Youth programs:** Assess the availability and accessibility of sports programs for youth outside of school, focusing on their potential for skill development, leadership, and personal growth.
- **Lifelong Learning:** Consider how sports investments can support lifelong learning and personal development opportunities for all age groups, including adult and elderly populations.

## 9. Economic diversification and innovation

- **Market analysis:** Analyse the sports market within the country, identifying opportunities for economic diversification through sports tourism, innovation in sports technology, and other emerging sectors.
- **Entrepreneurship:** Evaluate the ecosystem for sports-related entrepreneurship, including start-up support, investment opportunities, and the potential for scaling innovative sports products and services.
- **Global market integration:** Assess how the local sports industry can be integrated into global markets, identifying export opportunities and international partnerships.

By conducting thorough assessments in these areas, the G7-SDF can tailor its approach to fit the specific needs and conditions of each selected country, ensuring a comprehensive approach that not only targets the development of the sports sector but also leverages sports as a tool for broader societal benefits, including environmental sustainability, health improvement, social cohesion, and economic innovation. This ensures that investments are strategic, impactful, and contribute to sustainable development through the medium of sports, while also considering the regulatory and economic environments to maximize the chances of success and positive legacy.

## 3.4 Integrating various stakeholders

Creating a Multisectoral sports industry ecosystem involves a collaborative approach, integrating various stakeholders across different sectors to support the development of a national sports industry, especially in low-income economies. Here is how each group can contribute.

### **International, regional, and national financial institutions**

- **Role:** Provide the necessary funding, investment, and financial services to support the development of sports infrastructure and programs.
- **Contribution:**
  - **Investment in infrastructure:** Loans and grants for constructing sports facilities, from stadiums to community sports centres.
  - **Financial products:** Tailored financial products, such as low-interest loans for sports-related enterprises and microfinance products for small sports businesses.
  - **Capacity building:** Financial literacy and management training for sports organizations to ensure sustainable growth.

### **Specialized Agencies**

- **Role:** Offer technical expertise, advocacy, and research support.
- **Contribution:**
  - **Policy development:** Assist governments and sports bodies in developing policies that foster the growth of the sports sector.
  - **Capacity building and training:** Provide specialized training programs for coaches, administrators, and athletes.
  - **Research and development:** Conduct research on the economic, social, and health impacts of sports, sharing best practices and innovative approaches.

### **Sport ecosystem stakeholders**

#### *(i) Developers of sport infrastructure*

- **Role:** Design, construct, and maintain sports facilities.
- **Contribution:**
  - **Sustainable design:** Incorporate sustainable and environmentally friendly practices in the construction of sports facilities.
  - **Community access:** Ensure facilities are accessible to the community, supporting grassroots sports programs.

#### *(ii) Sport goods industries*

- **Role:** Supply equipment and apparel necessary for sports participation.
- **Contribution:**

- **Affordable equipment:** Provide affordable, high-quality sports equipment and attire, especially designed for low-income communities.
- **Innovation:** Develop innovative sports goods that cater to the unique needs of different sports disciplines and levels of play.

*(iii) Sponsors and broadcasters*

- **Role:** Financially support sports programs and events through sponsorships and broadcast rights.
- **Contribution:**
  - **Funding and visibility:** Offer funding to sports teams and events, increasing their visibility through media coverage.
  - **Marketing support:** Leverage their marketing capabilities to promote sports events, increasing engagement and generating revenue.

*(iv) Educational institutions and Universities*

- **Role:** Serve as a hub for sports education, research, and talent development.
- **Contribution:**
  - **Academic programs:** Offer degrees and certifications in sports management, sports science, and physical education to professionalize the industry.
  - **Youth development:** Host youth sports programs and camps to nurture talent from a young age.
  - **Research and innovation:** Conduct research on sports science, management, and policy to support evidence-based development of the sports sector.

*(v) Health sector entities*

- **Role:** Highlight and promote the health benefits of sport and physical activity.
- **Contribution:**
  - **Public health campaigns:** Collaborate on campaigns that encourage active lifestyles to combat health issues such as obesity and heart disease.
  - **Sports rehabilitation:** Provide specialized services for sports injuries, contributing to athlete care and wellness.
  - **Mental health programs:** Integrate sports programs into mental health strategies, recognizing the positive impact of physical activity on mental well-being.

*(vi) Technology and innovation firms*

- **Role:** Drive advancements in sports through technology and innovation.
- **Contribution:**
  - **Wearable technologies:** Develop affordable wearable devices for monitoring and improving athletic performance.



- **Digital platforms:** Create platforms for online training, coaching, and sports education accessible to remote or underserved areas.
- **Fan engagement:** Leverage technology to enhance fan experiences, including virtual reality (VR) and augmented reality (AR) applications for events.

*(vii) Community organizations and local CSOs*

- **Role:** Mobilize grassroots participation and support for sports programs.
- **Contribution:**
  - **Community programs:** Implement community-based sports programs focused on inclusivity, targeting underserved groups such as women, the disabled, and minority communities.
  - **Volunteer mobilization:** Organize volunteer efforts to support local sports events and initiatives, fostering a sense of community ownership.
  - **Advocacy and awareness:** Advocate for the importance of sports facilities and programs in local development plans and policies.

*(viii) Environmental advocacy groups*

- **Role:** Ensure the sports industry develops sustainably and in harmony with the environment.
- **Contribution:**
  - **Sustainable practices:** Advise on implementing eco-friendly practices in sports events and facility management.
  - **Green sports initiatives:** Promote the adoption of green initiatives, such as zero-waste events and the use of renewable energy in sports facilities.
  - **Environmental education:** Incorporate environmental education into sports programs, raising awareness among athletes and fans.

The success of a Multisectoral sports industry ecosystem in low-income economies depends on effective collaboration and targeted contributions from each of these stakeholders. By combining their resources, expertise, and influence, they can collectively address the barriers to sports participation and industry growth, fostering a more inclusive and sustainable sports sector addressing economic, social, educational, health, and environmental aspects. This comprehensive approach can significantly contribute to the sustainable development of sports in low-income economies.

### 3.5 The top-bottom approach

This ambitious goal of the establishment of G7-SDF necessitates a nuanced approach that melds the strategic vision of top-down directives with the grassroots energy of bottom-up initiatives, ensuring that the fund's impacts are both far-reaching and deeply rooted in the communities it aims to serve.

At the heart of the top-down approach is the unequivocal political will of the G7 nations, manifesting in a collective policy commitment to elevate sports as a key lever for socio-economic development and peace. This commitment is crystallized in a strategic plan that articulates a clear direction of travel, delineating the vision, mission, and implementation strategy of the G7-SDF. Such a plan is pivotal not only in guiding the fund's efforts but also in rallying support from a broad spectrum of stakeholders, spanning governmental bodies, the private sector, and civil society.

Central to realizing this vision is the mobilization of sufficient means and resources, a task that the G7-SDF is uniquely positioned to undertake by pooling financial, human, and informational assets from among the world's most advanced economies.

The cultivation of robust Public/Private/Social partnerships stands as a testament to the Fund's commitment to a holistic approach to sustainable development and peace. By fostering collaborations across these diverse sectors, the G7-SDF is not just leveraging their respective strengths but is also knitting together a fabric of shared responsibility and mutual benefit.

Complementing this top-down strategy is an equally vital bottom-up approach that roots the fund's activities in the realities and aspirations of the communities it seeks to empower. Central to this approach is the gathering of quality data and idiosyncratic information, which illuminates the unique challenges and opportunities within different contexts, ensuring that interventions are tailored to meet actual needs. In fact, critical to this endeavour is ensuring access to and the availability of accurate data, which underpins effective planning, monitoring, and evaluation processes, thereby enhancing the Fund's ability to make informed decisions and adapt strategies in real-time.

At the grassroots level, the emphasis shifts towards capacity building, qualification, training, and education. By investing in the human capital of the sports sector, the G7-SDF not only enhances the professional competencies of individuals but also elevates the overall caliber of sports programming, infrastructure, and administration across the continent.

Community awareness, engagement, empathy, and solidarity are the cornerstones of the bottom-up approach, embodying the values that drive the G7-SDF's mission. Through widespread community involvement, the fund seeks to foster a sense of ownership and agency among local populations, ensuring that initiatives are not only accepted but also championed by those they aim to benefit.

The dissemination of best practices serves as both a means and an end in this endeavour, allowing successful models to be replicated and adapted across different settings, thereby amplifying the Fund's impact.

In weaving together these top-down and bottom-up threads, the G7-SDF crafts a comprehensive tapestry of action that is both ambitious in scope and grounded in local realities. This dual approach not only maximizes the potential for meaningful change but also ensures that the legacy of the fund's investments will be felt for generations to come, as communities across Africa harness the power of sports to forge a path towards development, peace, and prosperity.

## 4. The implementation

### *The Fund, its operation, instruments, and structure*

#### 4.1 The G7-Sport Development Fund

The G7-SDF is poised to significantly impact Africa's sports industry, driving socio-economic growth and contributing to the SDGs. Here's an outline of its operation, instruments, and structure.

##### **Eligible sport-related investments**

The G7-SDF aims to support investments that significantly impact two core areas aligned with the Mattei Plan and SDGs, plus adherence to key international sports policies. Eligible investments include:

- **Infrastructure development:** Building or upgrading sports facilities to international standards, including stadiums, training centres, and community sports complexes that foster talent development and accessibility for all.
- **Athlete and personnel qualification:** Programs aimed at improving the skills and qualifications of athletes, coaches, and sports administrators, ensuring that they meet global standards and contribute to the professionalization of the sports sector.
- **Augmentation of practice:** Initiatives that increase sports participation rates across genders and age groups, especially focusing on underrepresented and disadvantaged communities, to promote inclusiveness and social cohesion.

#### 4.2 Principles for structuring instruments and structure

##### **Implementation instruments and structure**

The G7-SDF is designed to be flexible and adaptable, capable of supporting a wide range of projects that align with its objectives:

(i) *Co-creation with stakeholders*

- **Principle:** Investments and programs must be developed in collaboration with regional, national, and local stakeholders, ensuring that projects are grounded in local needs and potential for impact.
- **Implementation:** Establish local advisory committees to consult on project proposals, ensuring that investments reflect the priorities and aspirations of the communities they aim to serve.

(ii) *Co-ownership and partnerships*

- **Principle:** Projects should be developed in partnership with national actors, including the private sector and social organizations, to ensure local buy-in and sustainability.
- **Implementation:** Formalize partnerships through memorandums of understanding (MoUs) and joint venture agreements, detailing the roles, responsibilities, and contributions of each party.

(iii) *Adherence to Social Outcomes Contracting (SOC)*

- **Principle:** Funding and payments are contingent on achieving predefined social outcomes, promoting co-responsibility among stakeholders for the success of the investment.
- **Implementation:** Develop outcome-based contracts specifying target outcomes, measurement methodologies, and timelines. Independent evaluators can assess project impact to determine payment eligibility.

## **Financing and fund management**

- **Pooled resources:** Aggregate financial contributions from G7 nations, international organizations, and other interested entities to create a sizable fund capable of significant investments.
- **Blended finance:** Leverage public funding to attract private sector investments, using mechanisms like guarantees, concessional loans, and equity investments to mitigate risks for private investors.
- **Outcome-based funding models:** Incorporate innovative funding models, such as social impact bonds, where investors are repaid based on the social impact of their investments, aligning financial returns with social outcomes.

## **Governance and Oversight**

Establish a governance structure that includes representatives from G7 nations, African stakeholders, and experts from the sports industry to ensure transparency, accountability, and alignment with strategic objectives.

By adhering to these principles, the G7-SDF can catalyse transformative investments in Africa's sports industry, fostering socio-economic development and contributing to the achievement of the SDGs while ensuring projects are sustainable, locally relevant, and socially impactful.

The G7-SDF is conceived as a new financial instrument, to facilitate and instigate private sector investments in Africa.

## 4.3 Targeting key areas

The G7-SDF for the Multisectoral Sport Industry Ecosystem aims to catalyse mixed (public and private) investments across several focus areas, blending economic growth, education, and health through sport to promote social cohesion and peace. Here is how it can target each area.

### **Sports infrastructure development (trigger for investment and growth)**

- **Objective:** Build and upgrade sports facilities to international standards, catalysing economic growth and improving accessibility to sports.
- **Implementation:** Invest in the construction and refurbishment of stadiums, training complexes, and community sports facilities. Ensure that infrastructure projects incorporate sustainable design and accessibility for persons with disabilities.

### **Sports manufacturing, technology, and I&D (education)**

- **Objective:** Foster innovation and enterprise development in the sports industry, emphasizing manufacturing and technology.
- **Implementation:** Support vocational training and apprenticeships in sports goods manufacturing, technology development, and innovation. Encourage partnerships between sports businesses and research institutions for product development and innovation.

### **Qualification of human resources (education & training)**

- **Objective:** Elevate the overall quality of the sports sector by enhancing the skills and qualifications of its workforce.
- **Implementation:** Support the establishment of sports education and training institutions, develop certification programs for coaches, referees, sports managers, and other professionals. Incorporate digital learning platforms to extend access to remote or underserved communities.

### **Talent identification and development (education)**

- **Objective:** Identify and nurture sporting talent from a young age to elevate the competitive level of sports and provide pathways to professional athleticism.

- **Implementation:** Implement nationwide talent scouting programs in schools and communities. Partner with sports academies and clubs to provide comprehensive training programs that include physical, tactical, psychological, and nutritional coaching.

### **Community engagement programs (health)**

- **Objective:** Utilize sport as a tool to promote physical health and mental well-being within communities, targeting especially the youth.
- **Implementation:** Launch community sports leagues and events that encourage active participation across all age groups. Integrate health education into sports programs, focusing on topics like nutrition, hygiene, and mental health awareness.

### **Energy**

- **Objective:** Promote the use of sustainable energy solutions within the sports sector.
- **Implementation:** Invest in renewable energy sources for sports facilities, such as solar panels for stadiums or energy-efficient lighting systems. Promote energy conservation practices within sports organizations and events.

### **Water**

- **Objective:** Ensure access to clean drinking water in sports facilities and for communities engaged in sports programs.
- **Implementation:** Implement water access projects in conjunction with sports infrastructure development, such as installing water purification systems in stadiums and community sports centres.

### **Food/agriculture (school lunch/brunch kits)**

- **Objective:** Address nutritional needs to improve health and academic performance among children and youth involved in sports programs.
- **Implementation:** Partner with local agriculture sectors to provide healthy, locally sourced meal kits for school sports programs. This initiative could also educate young athletes on nutrition.

Leveraging UNICEF’s Strategic Framework on Sport for Development (from UNICEF’s Report titled “Getting into the Game Report”, p. 12), which underscores sports’ role in achieving health and education outcomes, the G7-SDF will implement these investments to tackle the education and health challenges faced by new generations. By integrating sports into broader development agendas, the G7-SDF aims to foster environments where children and youth can thrive physically, mentally, and socially, contributing to the overall sustainable development of African countries.

## 4.4 The Fund's operations

The implementation of the G7-SDF for the Multisectoral Sport Industry Ecosystem should be strategic, innovative, and aligned with SDGs in leveraging sports as a conduit for socio-economic development, underpinned by a sophisticated financial mechanism that melds concessional public funding with strategic private capital. In particular, through a blended financial mechanism, the G7-SDF seeks to catalyse a paradigm shift in sports development, transforming it into a lever for widespread socio-economic upliftment in Africa. By mitigating risks for investors and ensuring that financial resources are allocated to initiatives with the greatest potential for positive impact, the G7-SDF aims to foster a thriving, sustainable sports industry ecosystem that contributes meaningfully to the continent's development trajectory. Here is an elaboration on each component of this mechanism.

### Private investment

- **Bridging the funding gap:** Private capital is sought to fill the funding gaps not covered by public grants and guarantees. Private investors, including multinational corporations, industry leaders in sports and related sectors, and private equity funds, bring the necessary capital to scale projects and ensure their completion.
- **Public-Private Partnerships (PPPs):** The structure of private investment often takes the form of PPPs, where private entities collaborate with public agencies to deliver sports infrastructure and programs. These partnerships are structured to ensure compliance with contracted results, linking financial returns to the achievement of specific project outcomes.
- **Compliance and result-based structure:** The deal structure for PPPs under the G7-SDF emphasizes compliance with contracted results. This means that private investors' returns are closely tied to the achievement of predefined metrics, such as increased sports participation rates, successful completion of infrastructure projects, or measurable improvements in public health outcomes related to sports activity.

### Guarantee scheme

- **Risk mitigation for loans:** A guarantee scheme is an integral part of this financial mechanism, offering further risk mitigation for private investors. By providing guarantees, the G7-SDF can cover a portion of potential losses private investors might face, enhancing the attractiveness of lending to or investing in sports infrastructure projects and programs.
- **Enhanced liquidity:** This guarantee mechanism increases the liquidity available for sports industry investments by making it safer for banks and other financial institutions to provide loans to projects that might otherwise be deemed too risky.

### Blended finance mechanism to mitigate risks

- **Non-reimbursable funding contributions:** Each participant contributes non-reimbursable (grant-based) funding to the G7-SDF. This initial public funding acts as a catalyst to de-risk investments and attract additional capital.

- **Leveraging private investments:** The fund aims to leverage substantial private investments by partnering with multilateral and regional banks, as well as industry leaders from the global corporate sector. This collaborative approach increases the pool of available funding and diversifies financial sources.
- **Public-Private Partnerships (PPPs) for Revenue-sharing models:** PPPs serve as a primary instrument for implementing projects under the G7-SDF. Revenue-sharing models are particularly emphasized to ensure projects are financially sustainable in the long term, providing a return on investment for private partners while serving public interests.
- **Inclusion of the Third sector:** The social or third sector, including Charities, Voluntary and community organisations; Social enterprises and cooperatives, think tanks and private research institutes, plays a crucial role. Their involvement ensures that projects address social needs and contribute to community development, enhancing the social impact of investments.

### Concessional public funding

- **Nature and purpose:** Concessional public funding, primarily manifesting as grants from governmental or intergovernmental sources, plays a pivotal role in lowering the investment threshold for projects within the sports industry. These grants are instrumental in absorbing initial project risks, thereby rendering them more palatable to private investors who may be wary of the inherent uncertainties.
- **Application:** This tranche of funding is specifically earmarked for projects that, while they may not promise immediate financial returns, offer substantial social or community dividends. Examples include the establishment of community sports programs, infrastructure that facilitates broader access to sports, and initiatives aimed at promoting gender equality within sports.
- **Grants as risk mitigators:** The concessional public funds, primarily in the form of grants from G7 nations and possibly other philanthropic sources, serve to de-risk investment projects in the sports sector. These grants make projects more attractive to private investors by covering initial costs or providing seed funding, thereby lowering the financial barriers to entry.
- **Financing non-profit initiatives:** Beyond de-risking, these grants are crucial for financing initiatives that, while not profitable in a traditional sense, have significant social or community value. Such initiatives might include community sports programs, training for coaches and referees, or sports participation drives in underserved areas.

### Competitive bidding scheme

- **Implementation:** Through this scheme, projects are evaluated based on their potential social impact, the sustainability of their operational model, and the degree of innovation they bring to the sports industry. This method ensures the equitable and efficient distribution of resources.
- **Optimizing resource utilization:** Introducing a competitive bidding process for the allocation of grants ensures that only projects with the highest potential impact and



sustainability receive funding. This competitive element encourages efficiency and innovation among project proposers, aiming to maximize the benefits derived from limited financial resources.

- **Selection based on impact, innovation, and sustainability:** Projects applying for G7-SDF funding undergo a competitive selection process. The criteria focus on the potential for social and economic impact, the degree of innovation in addressing sports development challenges, and the sustainability of the project outcomes. This ensures that funded initiatives are likely to produce significant, lasting benefits.
- **Transparent and fair evaluation process:** Establish a transparent, fair, and rigorous evaluation process involving experts from relevant fields. This process helps identify projects with the highest potential to transform the sports ecosystem in targeted African countries positively.

### **Social outcomes contracting (SOC)**

- **Pre-defined, measurable results:** SOC involves tying fund disbursements to the achievement of specific, measurable outcomes. These outcomes should align with the broader objectives of the G7-SDF, such as increasing sports participation, enhancing health and education through sports, or generating economic growth within the sports sector.
- **M&E framework:** Develop a robust monitoring and evaluation framework to assess project performance against agreed outcomes. This framework should include clear metrics, data collection methodologies, and regular reporting intervals to ensure accountability and transparency.
- **Performance-based disbursements:** Disburse funds in tranches based on the achievement of predefined milestones or outcomes. This approach incentivizes effective project implementation and ensures that funds are used efficiently to achieve tangible results.

By employing this blended financial mechanism, the G7-SDF is positioned to attract a broad range of investors and stakeholders and aims to leverage the strengths of both public and private sectors, utilizing public funding to stimulate private investment in the sports industry. This approach not only facilitates the development of sports infrastructure and programs but also aligns with broader socio-economic objectives, including job creation, social cohesion, and public health improvements, maximizing its impact on the socio-economic development through sports.

## Box - Approaching the implementation of PPPs

The G7-SDF, through leveraging the expertise of entities such as CDP and ICS, aims to facilitate the development of Public-private partnerships (PPPs) for sports infrastructure. This collaboration model is instrumental in achieving scalable and sustainable sports development initiatives, especially in educational settings, stadiums, and other sports facilities. Here is how the G7-SDF could approach the implementation of PPPs within the sports infrastructure domain.

### **Planning, attribution, and execution of PPP**

- **Legal framework alignment:** The G7-SDF should ensure that the planning, attribution, and execution of PPP projects adhere to the national (Italian) and European legal frameworks. This includes compliance with procurement laws, competitive bidding processes, and regulatory standards specific to sports infrastructure development.
- **Project identification and feasibility studies:** Conduct thorough feasibility studies to identify viable PPP projects, analysing their potential impact, cost-effectiveness, and alignment with broader sports development goals.
- **Transparent procurement process:** Implement a transparent and fair procurement process for selecting private partners, ensuring that projects deliver value for money and meet the quality standards expected by public stakeholders.

### **Role of stakeholders in PPP procedures**

- **Government and regulatory agencies:** Define clear roles for government bodies in facilitating PPPs, including setting policy directions, providing regulatory approvals, and offering financial incentives or guarantees where appropriate.
- **Private sector partners:** Engage private sector partners not only as investors but also as sources of expertise in design, construction, and operation of sports facilities. Their role is crucial in bringing innovation and efficiency to PPP projects.
- **Community and CSOs:** Involve local communities and CSOs in the planning and monitoring phases of PPP projects to ensure that the sports facilities meet the needs of the intended beneficiaries and foster community ownership.

### **Management of obligations for selecting private economic partners**

- **Selection criteria:** Establish clear and comprehensive criteria for selecting private partners, focusing on their financial stability, experience in sports infrastructure projects, and commitment to social and environmental standards.
- **Due diligence:** Conduct due diligence processes to assess the capabilities and track record of potential private partners, ensuring they are capable of delivering on the project's objectives.
- **Obligation fulfilment:** Outline the obligations that private partners must fulfil as part of the PPP agreement, including financial commitments, project delivery timelines, and maintenance standards.

### **Definition of contractual relationships and Monitoring & Evaluation (M&E)**

- **Contractual agreements:** Define contractual agreements with private partners that detail the project scope, investment responsibilities, risk-sharing mechanisms, and performance indicators.

Ensure contracts are flexible enough to accommodate changes in project scope or external conditions.

- **Performance M&E:** Set up robust mechanisms for M&E the performance of private partners, including regular reporting, independent assessments, and stakeholder feedback. This ensures accountability and that the projects achieve their intended social and economic impacts.
- **Legislative framework:** Develop and maintain a comprehensive understanding of the applicable legislation in force, ensuring that PPP contracts are compliant and that there are mechanisms in place for resolving disputes or renegotiating contracts as needed.

By adopting these strategies, the G7-SDF can capitalize on the accrued expertise of CDP (and ICS) in establishing PPPs for sports infrastructure. This approach not only enhances the quality and sustainability of sports facilities but also aligns with broader objectives of promoting education, health, and socio-economic development through sports.

## 4.5 Sustainability indicators of the G7-SDF

Sustainability Indicators (SI) are critical for the G7-SDF to measure the success and impact of its investments in the sports industry, particularly in relation to development and peace objectives. These indicators are part of a comprehensive M&E framework, enabling ongoing assessment and ensuring the Fund's objectives are met efficiently. Here is a detailed look at the indicators that could enrich the assessment:

### 1. People-centred indicators

#### Sport participation rates

- **Objective:** To assess changes in the engagement levels across different demographics, including youth, women, and people with disabilities.
- **Methodology:** Utilize surveys and participation data from sports clubs, schools, and community programs. Analyse trends over time to identify which groups see increased involvement and where barriers to participation might still exist.
- **Impact analysis:** Understanding participation rates helps tailor future programs to encourage inclusivity and address any identified gaps in sports accessibility.

#### Health

- **Objective:** To evaluate improvements in both physical and mental well-being as a result of engagement in sports activities.
- **Methodology:** Conduct pre- and post-participation health screenings, fitness assessments, and mental health surveys. Collaborate with healthcare providers to gather comprehensive health data.
- **Impact analysis:** Improved health outcomes not only validate the effectiveness of sports programs in enhancing physical fitness but also in promoting mental health, contributing to broader public health goals.

#### Education and skill development

- **Objective:** To measure the influence of sports programs on educational attainment and the development of essential life skills.
- **Methodology:** Track indicators like school attendance rates, academic performance, and dropout rates among participants of sports programs. Assess life skills development through

surveys, interviews, and observation, focusing on skills such as teamwork, leadership, and communication.

- **Impact analysis:** This indicator helps demonstrate how sports can be a powerful tool for enhancing educational outcomes and equipping young people with critical skills for personal and professional success.

## 2. Social development indicators

### Gender equality

- **Objective:** To measure advancements towards achieving parity between genders in sports participation at all levels and in leadership roles within sports organizations.
- **Methodology:** Collect and analyse data on the gender distribution of participants in sports programs, representation in coaching and administrative positions, and policies in place to support gender equality in sports.
- **Impact analysis:** Highlight areas of success and identify gaps where targeted efforts are needed to ensure equal opportunities for women and girls in sports. This indicator emphasizes the role of sports in challenging stereotypes and promoting gender equality.

### Community engagement

- **Objective:** Evaluate the extent and depth of community involvement in sports initiatives, including volunteerism and local support for sports programs and events.
- **Methodology:** Use surveys, attendance records, and qualitative interviews to gauge community participation in organizing, supporting, and attending sports-related activities. Assess the mechanisms in place to facilitate volunteer contributions and community support.
- **Impact analysis:** Understanding the level of community engagement helps to gauge the societal acceptance and local support for sports programs, which is crucial for their sustainability and impact.

### Social Inclusion

- **Objective:** Determine the effectiveness of sports investments in integrating vulnerable groups, such as individuals with disabilities, marginalized communities, and socio-economically disadvantaged individuals, into sports activities.
- **Methodology:** Analyse participation rates, accessibility measures, and tailored programs designed for vulnerable groups. Collect feedback from participants and community leaders to assess the inclusiveness of sports programs.

- **Impact analysis:** This indicator sheds light on how sports can serve as a powerful tool for social inclusion, offering insights into improvements or expansions needed to ensure everyone has access to sports and its benefits.

### **Social cohesion, peace and conflict resolution**

- **Objective:** Assess how sports programs contribute to social cohesion, reducing conflict, and building peace in communities.
- **Methodology:** Monitor instances of intercommunity sports events, participation from conflicting groups, and sports-based peace education initiatives. Evaluate changes in community relations and conflict occurrences over time, using surveys, interviews, and case studies to assess changes in community relations, incidences of conflict, and participants' sense of belonging and community.
- **Impact analysis:** By fostering a spirit of teamwork and understanding, sports can play a crucial role in bridging divides, making this a vital indicator of social development.

## **3. Economic indicators**

### **Infrastructure development**

- **Objective:** Monitor the expansion and enhancement of sports infrastructure, ensuring that projects not only meet current needs but are also geared towards long-term utility and sustainability.
- **Methodology:** Track the quantity and quality of sports facilities developed or improved with G7-SDF support, assessing their accessibility, inclusivity, and environmental friendliness. Use standard infrastructure assessment tools to evaluate facility conditions, user satisfaction, and compliance with international standards.
- **Impact analysis:** Highlights the tangible outputs of investment in sports infrastructure, demonstrating the fund's role in creating lasting assets that support healthy, active communities.

### **Economic empowerment**

- **Objective:** To assess the contribution of sports to economic development, including job creation within the sports sector.
- **Methodology:** Analyse employment data in sports-related industries, income levels of individuals engaged in sports professions, and the economic impact of major sports events.
- **Impact analysis:** Evaluating economic empowerment provides insight into how the sports sector can be a catalyst for economic growth and prosperity.

## **Economic impact**

- **Objective:** To ascertain the fund’s contribution to bolstering local economies through various channels, such as job creation, boosting tourism, and stimulating growth in sports-related sub-sectors.
- **Methodology:** Use economic analysis tools and methodologies to quantify the direct and indirect impacts of sports investments on local economies. This includes assessing employment statistics within the sports sector, tourism revenue associated with sports events, and the performance of related sectors like hospitality and sports equipment manufacturing.
- **Impact analysis:** Provides insight into how sports-related investments can serve as catalysts for broad-based economic development, highlighting areas of success and identifying opportunities for further growth.

## **Environmental sustainability**

- **Objective:** Assess the environmental impact of sports infrastructure development and program implementation.
- **Methodology:** Monitor metrics such as the use of sustainable materials in construction, resource use (energy, water), waste generation and management practices of sports facilities, and the integration of green technologies and the carbon footprint of sports events.
- **Impact analysis:** Ensures that sports development projects contribute to environmental goals and promote sustainability.

## **Innovation in sports**

- **Objective:** Evaluate the fund’s impact on fostering innovation within the sports industry, including new sports technologies, management practices, or approaches to sports participation.
- **Methodology:** Monitor the development and adoption of innovative sports technologies and practices funded by the G7-SDF. Assess partnerships between sports organizations, academia, and the private sector aimed at innovation.
- **Impact analysis:** Demonstrates how investments can spur innovation within the sports sector, leading to improved performance, accessibility, and engagement.

## **4. Policy and investment program indicators**

### **Policy influence**

- **Objective:** To gauge the fund’s impact on shaping national and local sports-related policies, such as the development of a sport industry’s satellite account, which provides a detailed analysis of the economic contribution of the sports sector.

- **Methodology:** Track changes in sports and physical activity policies pre and post G7-SDF intervention, document instances where fund activities have directly contributed to policy formulation or revision, and conduct interviews with policymakers and stakeholders to assess the fund's influence.
- **Impact analysis:** Demonstrating policy influence helps validate the fund's role as a catalyst for structural change within the sports sector, ensuring that investments lead to broader societal benefits beyond immediate project outcomes.

### **International partnerships creation**

- **Objective:** Evaluate the fund's success in fostering new international partnerships that support the objectives of sports for development and peace.
- **Methodology:** Quantify the number and scope of international cooperative endeavours initiated or strengthened as a part of the fund's activities. This could include partnerships with global sports organizations, UN agencies, NGOs, and private sector entities.
- **Impact analysis:** The creation of international partnerships is a key indicator of the fund's capacity to mobilize resources, share knowledge, and enhance the global reach of its initiatives, contributing to a more cohesive international sports for development community.

### **Program sustainability**

- **Objective:** Assess the long-term viability of funded sports programs and initiatives, focusing on their ability to secure ongoing support and resources.
- **Methodology:** Evaluate programs for self-sustainability criteria, such as the development of revenue-generating models, the strength and number of partnerships, community engagement levels, and the establishment of mechanisms for ongoing funding.
- **Impact analysis:** Understanding program sustainability is crucial for ensuring that the benefits of sports initiatives continue well beyond the lifespan of initial funding, leading to lasting impacts on communities.

### **Local community empowerment and ownership**

- **Objective:** Measure the degree to which communities are empowered through participation in sports initiatives and take ownership of the programs for long-term success.
- **Methodology:** Assess community engagement strategies, participation in decision-making processes, and the development of local leadership within sports programs.
- **Impact analysis:** Empowered communities are more likely to sustain and expand sports programs, ensuring that the initiatives have a lasting impact on social cohesion, physical health, and economic opportunities.



By integrating these SIs into the G7-SDF's M&E framework, stakeholders can ensure a comprehensive evaluation of the fund's effectiveness. This approach allows for adaptive management, ensuring that the G7-SDF not only achieves its immediate objectives but also contributes to the sustainable development of the sports sector, aligning with global goals for development and peace.

## 5. Recap

The G7-SDF framework encompasses various intervention steps that integrate best practices, standards, and data with public and private efforts across multiple sectors.

### **Policy**

The cornerstone of the ‘Pit-Lane’ framework begins with a robust policy foundation at regional, national, and local levels, embracing sports as a vital catalyst for sustainable development. This aligns with the United Nations Resolution (2018) on Sport for Development and Peace, setting a clear “direction of travel” for the initiative. By positioning sports within this context, the G7-SDF ensures that its objectives resonate across all levels of governance, facilitating a unified approach towards leveraging sports for broader societal benefits.

### **Investment**

The G7-SDF itself is an innovative financial instrument designed to drive investment into sports-related development projects. Detailing how the fund operates, from its funding mechanisms to its operational guidelines, is crucial for transparency and efficacy. Monitoring the fund’s investments involves a set of clearly defined metrics and indicators that track progress, outcomes, and the fund’s overall impact on development and peace through sports initiatives.

### **Tools**

Implementing tools are essential for translating the fund’s vision into actionable strategies. This includes the adoption of indicators for measuring progress, gathering and disseminating best practices within public procurement and sports development, and tailoring these practices to fit national and local contexts. Monitoring and evaluation tools are pivotal in assessing the legacy and impact of sports programs, ensuring that investments yield measurable benefits over short, medium, and long-term horizons.

### **Process & deliverables per country**

To operationalize the G7-SDF’s objectives, each participating country and/or member is expected to develop a consolidated policy framework that supports the establishment of a multisectoral sports industry ecosystem. This policy framework should encapsulate the strategic direction for sports development, underpinned by the PIT-LANE guidelines.

A detailed roadmap and chronogram are vital for outlining the stages of implementation, setting clear timelines for the execution of sports programs and infrastructure projects. This strategic planning tool ensures that all stakeholders are aligned and that the project milestones are achievable within the set timelines.

The Vade Mecum, or “Who is Who” spider diagram, provides a comprehensive overview of key stakeholders at regional, national, and local levels. This resource is invaluable for identifying

potential partners, understanding their roles within the sports development ecosystem, and facilitating effective collaboration.

Lastly, the Sports Development GPS serves as a guiding document for concrete investments and programs under the G7-SDF. This multisectoral sports industry ecosystem blueprint assists countries in navigating the complexities of implementing sports-related development initiatives, ensuring that every step taken contributes towards the overarching goals of sustainable development and peace.

By adhering to these recommendations and leveraging the 'Pit-Lane' framework, the G7-SDF is well-positioned to make a significant impact. Through strategic investments, collaboration across sectors, and a steadfast commitment to M&E, the fund will catalyse transformative change, using sports as a powerful engine for development and peace across Africa and beyond.