

# Strengthening Sport-Related Policy Coherence

Commonwealth Toolkit  
and Self-Evaluation Checklist



The Commonwealth

---

# Strengthening Sport-Related Policy Coherence

Commonwealth Toolkit  
and Self-Evaluation Checklist



The Commonwealth

---

© Commonwealth Secretariat 2018

All rights reserved. This publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or otherwise provided it is used only for educational purposes and is not for resale, and provided full acknowledgement is given to the Commonwealth Secretariat as the original publisher.

Views and opinions expressed in this publication are the responsibility of the author and should in no way be attributed to the institutions to which they are affiliated or to the Commonwealth Secretariat.

Wherever possible, the Commonwealth Secretariat uses paper sourced from responsible forests or from sources that minimise a destructive impact on the environment.

Printed and published by the Commonwealth Secretariat.

# Contents

<b>Executive Summary</b>	<b>5</b>
<b>Section 1: Strengthening Sport-Related Policy Coherence</b>	<b>7</b>
<b>Introduction</b>	<b>9</b>
<b>Policy Coherence for Sustainable Development</b>	<b>10</b>
Vertical policy coherence	10
Horizontal policy coherence	10
<b>Setting and Prioritising Objectives</b>	<b>11</b>
Alignment to the Sustainable Development Goals	11
Stakeholder consultation	11
Mapping interrelations between policy objectives	11
<b>Co-ordinating Policy and its Implementation</b>	<b>12</b>
Enabling partnerships	12
Good governance of sport	12
Strengthening gender equality, inclusion and the safeguarding of sport participants	13
<b>Monitoring, Analysis and Reporting</b>	<b>14</b>
Collecting disaggregated data	14
Triangulating data sources	14
<b>Conclusion</b>	<b>15</b>
<b>Acknowledgements</b>	<b>16</b>
Lead Author	16
Drafting Team	16
<b>Section 2: Self-Evaluation Checklist for Sport-Related Policy Coherence</b>	<b>21</b>
<b>Self-Evaluation Checklist for Sport-Related Policy Coherence</b>	<b>23</b>
Evaluating progress towards policy coherence	23
<b>1. Setting and Prioritising Objectives</b>	<b>24</b>
<b>2. Co-ordinating Policy and its Implementation</b>	<b>28</b>
<b>3. Monitoring, Analysis and Reporting</b>	<b>32</b>
<b>Acknowledgements</b>	<b>35</b>



# Executive Summary

The importance of aligning policies that enable sport to contribute to sustainable development with co-ordinated efforts to protect and promote the integrity of sport has been recognised through both the 8th Commonwealth Sports Ministers Meeting and the 6th International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS VI).

---

This discussion paper provides additional guidance in working towards such sport-related policy coherence, and is accompanied by a Self-Evaluation Checklist for Sport-Related Policies. These documents draw on relevant and existing policy documentation, guidance and expertise, and they are aligned with Sustainable Development Goal (SDG) Target 17.14 – which also aims to enhance policy coherence for sustainable development. A broad and widely accepted conception of policy coherence as both enhancing synergies and reducing inconsistencies or trade-offs between different policy objectives and implementation processes is used throughout.

Policy coherence and the SDGs provide a valuable framework for the process of **prioritising and setting national sport-related policy objectives**. This process should include analysis of development needs, possible contributions of sport to these identified needs, as well as existing capacities and constraints across the sport sector. In terms of policy coherence, the extent to which specific sport integrity, governance and human rights issues may diminish or undermine potential contributions of sport policy to the SDGs is an essential consideration.

Ensuring the **co-ordination and coherent implementation** of sport-related policy priorities is vital – a priority of the Commonwealth – and is also central to the MINEPS VI agenda. Effective relationships between public, private and civil society stakeholders, including sporting organisations, are vital to coherent implementation and building ownership, but these relationships may take different forms dependent on specific contexts, priorities and capacities.

Ensuring **good governance of sport** within specific jurisdictions and across all relevant organisations is also imperative. Emphasis on gender equality, equity, inclusion and safeguarding those involved in sport forms an important component of good governance, as does coherence with relevant international frameworks for sport integrity and sport and human rights.

Effective **monitoring, analysis and reporting** in respect of sport-related policy is a critical concern. For policy coherence, there is need both to measure sport-based contributions towards relevant SDGs and also to monitor the realisation of good governance principles that are vital to the integrity of sport. The use of internationally recognised indicators and toolkits can support monitoring and reporting approaches, although the need for further capacity-building within specific countries is also recognised.



# Section 1: Strengthening Sport-Related Policy Coherence





# Introduction

The recognition of sport as 'an important enabler of sustainable development' within the *2030 Agenda for Sustainable Development*<sup>1</sup> represented an significant milestone for sport. Subsequently, both the 8th Meeting of Commonwealth Sports Ministers (8CSMM) and the 6th International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS VI) have committed to furthering the alignment of sport-related policies with the *2030 Agenda*. Both meetings also recognised that policies to enable the contribution of sport to particular Sustainable Development Goals (SDGs) must be underpinned by co-ordinated efforts to protect and promote the integrity of sport.<sup>2</sup>

Further endorsement and support for addressing these issues is provided in existing Commonwealth publications as well as various international declarations. Recent Commonwealth policy guidance has specifically focused on *Enhancing the contribution of sport to the Sustainable Development Goals*<sup>3</sup> and *Protecting the Integrity of Sport*<sup>4</sup>. These policy guides draw close links with international policy priorities adopted by UNESCO member states in the *Declaration of Berlin*<sup>5</sup> in 2013, the revised *International Charter of Physical Education, Physical Activity and Sport*<sup>6</sup> in 2015 and the *Kazan Action Plan*<sup>7</sup> in 2017. Each of these declarations emphasises a common commitment to policy approaches that:

- address exclusionary barriers in sport and enhance inclusive opportunities for all to participate in sport;
- promote the contribution of sport to development and peace; and
- combat threats to the integrity of sport.

In turn, these commitments link to and draw on a broader range of overarching United Nations conventions and frameworks, including those relevant to human rights<sup>8</sup>, education<sup>9</sup>, and crime and corruption.<sup>10</sup>

**'Commonwealth sport ministers have committed to furthering the alignment of sport-related policies with the 2030 Agenda.'**

Approaches to enhance policy coherence across sport and with other sectors are necessary for mutual enhancement of its contribution to sustainable development and to protect the integrity of sport. A commitment to 'Enhance policy coherence for sustainable development' is also included in the *2030 Agenda* and in SDG Target 17.14. This discussion paper identifies relevant frameworks, approaches and considerations, and provides a Self-Evaluation Checklist for policy-makers, to support efforts to enhance sport-related policy coherence. These reflect both the importance placed by MINEPS VI on 'translating sport policy intent into measurable implementation'<sup>11</sup>, and the request made at the 8CSMM for the Commonwealth Secretariat to provide assistance to member governments in strengthening implementation mechanisms for 'addressing sport and sustainable development [with] protecting the integrity of sport [as] a critical underpinning factor'.<sup>12</sup>

Content throughout both the discussion paper and Self-Evaluation Checklist further draws upon existing sport-related policy documentation, broader guidance and literature on policy coherence for sustainable development, and expert knowledge from a Commonwealth Sport Policy Expert Roundtable convened in April 2017.

# Policy Coherence for Sustainable Development

The adoption of SDG Target 17.14 is a signifier of the increasing importance of the concept of policy coherence since its initial emergence in the mid-2000s. It also reflects and responds to the aspiration that the SDGs are more broadly intended to be 'integrated and in balance and balance the three dimensions of sustainable development: the economic, social and environmental'.<sup>13</sup> Although the *2030 Agenda* does not offer further specification of policy coherence, the dualism underpinning most current interpretations of the concept is well captured in the following long-standing definition:

*on the negative side, [policy coherence] means the absence of incoherences, i.e. of inconsistencies between and the mutual impairment of different policies ... on the positive side, it means the interaction of policies with a view to achieving overriding objectives*<sup>14</sup>

These two, dual aspects of policy coherence have also come to be referred to as policy **trade-offs** and **synergies** respectively. For example, the definition of Policy Coherence for Sustainable Development that the OECD have developed identifies the need to 'foster synergies across economic, social and environmental policy areas' and to 'identify trade-offs [so as to] address the negative spillovers' between policies in different sectors and at different levels.<sup>15</sup>

Policy coherence also consists of **vertical** and **horizontal** dimensions.

## Vertical policy coherence

Vertical coherence relates to alignment between global, international, national and sub-national policies. In respect of sport, *vertical* policy coherence would link the relevant international declarations identified in the preceding section; regional policies such as the African Union's *Policy Framework for Sustainable Development of Sport in Africa*<sup>16</sup> and the *Vientiane Declaration on Sports Cooperation in ASEAN*<sup>17</sup>; and national and sub-national priorities and policies in individual countries.

## Horizontal policy coherence

At each of these multiple levels, there also a need for *horizontal* coherence across different policy goals, sectors and stakeholders.<sup>18</sup> This is reflected in existing sport-related policy documentation which emphasises the need for engagement and commitment of wide range of institutions and stakeholders within and beyond sport and at global, regional, national and sub-national levels.<sup>19</sup> Such stakeholders include, but are not limited to:

- government ministries and public bodies with responsibility either specifically for sport or for related policy issues such as health, education and justice;
- sport federations, governing bodies and clubs;
- civil society organisations, including those associated with the Sport for Development and Peace sector;
- sporting and other relevant organisations in the private sector; and
- volunteers, athletes and participants in sport.

'Policy coherence can be defined as 'fostering synergies across economic, social and environmental policy areas' and 'identifying trade-offs [so as to] address the negative spillovers' between policies in different sectors and at different levels.'

In developing a practical framework for policy coherence for sustainable development, the OECD suggests a cyclical process involving: setting and prioritising objectives; co-ordinating policy and its implementation; and monitoring, analysis and reporting.<sup>20</sup> The following sections of the discussion paper provide analysis and guidance for sport-related policy coherence at each of these stages, and a similar structure is adopted within the subsequent Self-Evaluation Checklist.

# Setting and Prioritising Objectives

## Alignment to the Sustainable Development Goals

The importance of identifying and prioritising national sport-related policy objectives that are aligned with sustainable development priorities is emphasised in a number of global declarations and policy documents.<sup>21</sup> The SDGs can provide a framework for such prioritisation. Commonwealth and international policy guidance recognises ten SDGs and associated Targets as those for which sport-based approaches are best placed to make effective and cost-efficient contributions.<sup>22</sup> Variation in the relevance of these and all SDGs and Targets in different contexts means that SDG Target 17.15, which emphasises 'respect for each country's policy space and leadership', has particular significance in the process of determining sport-related policy priorities.

## Stakeholder consultation

Determination of policy priorities requires contextually sensitive analysis. Such analysis should not only consider a country's developmental needs but, equally significantly, the financial, human, environmental and institutional capacities associated with sport that may be utilised to address these needs in both the short and longer term. Engagement of all relevant stakeholders in processes to identify policy priorities is also essential, both for the quality of analysis and to develop collective ownership. Guidance on policy coherence emphasises the importance of developing appropriate mechanisms and forums of engagement of stakeholders in policy processes,<sup>23</sup> and inclusivity of local organisations can be an issue of particular importance within sport.

## Mapping interrelations between policy objectives

These requirements speak to the relevance and importance of considering policy coherence as sport-related priorities are determined. OECD guidance recommends that a mapping exercise be undertaken to identify the inter-relations between potential policy objectives.<sup>24</sup> This analysis of existing policy coherence issues would include recognition of the extent to which specific sport integrity issues may diminish or undermine potential contributions of sport to sustainable development.

'This analysis of existing policy coherence issues would include recognition of the extent to which specific sport integrity issues may diminish or undermine potential contributions of sport to sustainable development.'

A mapping exercise can also identify potentially valuable synergies between different policy objectives. For example, Commonwealth policy guidance recognises the importance of integrated urban planning processes under SDG 11 for enabling participation in sport-based activities to contribute to health-based targets under SDG 3.<sup>25</sup> There are also issues of environmental impacts and sustainability associated with sporting events and programmes that should be accounted for in analysis of both policy coherence synergies and trade-offs, especially as these have tended to be under-emphasised in sport-related policy frameworks prior to the *Kazan Action Plan*.<sup>26</sup>

# Co-ordinating Policy and its Implementation

Ensuring that sport-related policy commitments and priorities are effectively implemented has been prioritised internationally through the MINEPS process<sup>27</sup> and is vital at national and sub-national levels. Across the *2030 Agenda for Sustainable Development* and guidelines for policy coherence, there is common recognition that good governance and enabling partnerships across different public, private and civil society stakeholders, including sporting organisations, are both essential in underpinning implementation towards sustainable development.<sup>28</sup> Both of these issues are similarly emphasised in existing sport-related policy frameworks, which also identify relevant instruments, mechanisms and approaches that can be applied in implementing sport-related policy.

- based on government-led provision or regulatory approaches
- effected through structured partnerships in which governments work formally with private and civil society organisations to achieve agreed objectives
- supported by complementary relationships through which organisations from different sectors can provide and receive mutual support to enhance specific or collective provision
- enabled through autonomous contributions of private and civil society organisations that are aligned with recognised policy objectives.

'The effectiveness of relationships between different stakeholders is closely linked to implementing good governance in jurisdictions and within relevant organisations in that jurisdiction.'

## Enabling partnerships

There are different ways in which partnerships and relationships between the various public, private and civil society stakeholders can be configured to support effective implementation of both immediate and longer-term priorities. The Commonwealth policy guidance on *Enhancing the Contribution of Sport to Sustainable Development*<sup>29</sup> provides a differentiated framework by which context-specific and flexible sport-related policy implementation can be:

## Good governance of sport

The effectiveness of relationships between different stakeholders is closely linked to implementing good governance of sport in specific jurisdictions and within relevant organisations in that jurisdiction. There has been increased recognition that the traditional autonomy of sporting organisations is dependent on efforts to fulfil their shared responsibilities in addressing sport integrity issues through enacting good governance.<sup>30</sup>

International good governance frameworks must acknowledge that sporting structures can embody different legal forms in different jurisdictions and should always act in accordance with relevant local laws. National governance approaches must also have vertical coherence with international policies and frameworks particularly in respect of tackling competition manipulation, doping, gender equality and similar integrity issues as well as with international human rights obligations. A robust and transparent financial governance model is needed, with efforts made to address competition manipulation and promote integrity on multiple levels.

## Strengthening gender equality, inclusion and the safeguarding of sport participants

Furthermore, good governance approaches that strengthen gender equality and inclusion and safeguard participants in and through sport are also a central component of the *Kazan Action Plan*<sup>31</sup>, which emphasises their importance in enhancing sport-related policy coherence. Similarly, Commonwealth policy guidance on *Enhancing the contribution of sport to the Sustainable Development Goals*<sup>32</sup> emphasises the importance of these issues in respect of Targets under SDG4 (quality education for all), SDG 5 (gender equality and women's empowerment) and SDG 16 (peace, justice and strong institutions), in particular.

Specific Commonwealth policy guidance on *Protecting the Integrity of Sport* further supports definition of the required principles of good governance in relation to both sports organisations' structures and policies, and their management procedures (categorised as input and output good governance). It also provides an itemisation of previously established international agreements, frameworks and standards.<sup>33</sup> The accompanying review of existing good governance texts speaks to progress towards internationally accepted definitions of good governance in sport, citing consensus on the need to identify the importance of democracy, accountability, transparency, integrity and solidarity as key principles of good governance.

# Monitoring, Analysis and Reporting

The importance of data and evidence to inform policy-making and to enable accountability is almost universally recognised across the *2030 Agenda*, guidance for policy coherence, and international sport-related policy frameworks. An action in the *Kazan Action Plan* will 'develop common indicators for measuring the contribution of physical education, physical activity and sport to prioritised SDGs and targets'.<sup>34</sup> There is also a need to monitor the realisation of high standards of good governance, financial integrity, transparency and accountability that are vital to the integrity of sport. Across these two aspects, demonstrating that principles for child safeguarding and protecting the rights of all societal groups are enacted within sport is an important point of convergence.

Furthermore, enhancing sport-related policy coherence would benefit from evidence and analysis that enables identification and measurement of interrelations between different policy objectives and implementation processes. For example, assessing how investment in elite sport may impact positively or negatively on potential social, economic and environmental contributions of sport to sustainable development is an important step that would underpin ongoing efforts towards policy coherence.

## Collecting disaggregated data

Developing adequate and contextually relevant systems for monitoring and reporting the adoption, implementation and impact of sport-related policies is a complex task which requires a number of significant challenges to be addressed. SDG Targets 17.18 and 17.19 are particularly relevant to sport in specifying the need for significant capacity-building, especially within developing country contexts, to enable effective data collection and analysis. In order to 'ensure that no-one is left behind', the *2030 Agenda* also emphasises that data and measures of progress are disaggregated by relevant population group characteristics such as age, gender, ethnicity and disability.<sup>35</sup> There remain significant disparities in the evidence base for sport that can be identified globally,

nationally and with respect to particular initiatives orientated towards contributions to sustainable development. Challenges in improving evidence and measurement are magnified by the diversity of policy objectives for sport, the flexibility of approaches to sport-based implementation, and the difficulties of attributing causality between implementation and impact.

## Triangulating data sources

Approaches that may be enacted to address these challenges are identified in international sport policy frameworks. The *Kazan Action Plan* proposes the creation of a clearing house for sharing relevant indicators, benchmarks, self-assessment tools and research. Furthermore, the recent Commonwealth policy guide on sport and the SDGs advocates the relevance, at a national level, of triangulation of different data sources in order to make 'reasoned judgements as to the contribution of sport towards the SDGs'.<sup>36</sup> It is noted that such processes of triangulation can utilise specific theoretical concepts and methodologies relevant to sport-related policy and implementation, and draw on:

- existing international, national and sub-national data sets (which can go beyond sport-based indicators);
- evidence from monitoring and evaluation of discrete initiatives; as well as
- academic research.

This data can also include measures of good governance in sport for which commonly accepted indicators are emerging.<sup>37</sup> Collective buy-in and context-appropriate utilisation and reporting of such indicators will serve to increase accountability and transparency and, if combined with data on contributions to sustainable development, will serve to enhance policy coherence.

# Conclusion

Policy coherence that enhances the contribution of sport to sustainable development and protects the integrity of sport is increasingly important in light of international declarations and frameworks. This discussion paper has reviewed existing guidance and drawn on relevant literature and expertise so as to support Commonwealth governments and other international, regional, national and sub-national stakeholders in their efforts to enhance inter- and cross-sectoral policy coherence in respect of sport.

'The subsequent Self-Evaluation Checklist supports policy-makers in considering existing progress and systems, and in identifying future actions towards policy coherence.'

The design of the Self-Evaluation Checklist in Appendix 1 is aligned with the issues and processes identified in the discussion paper. It also draws on the structure and content of the OECD's *Policy Coherence for Sustainable Development Screening Tool* and links to other relevant guidance and toolkits. The Self-Evaluation Checklist supports policy-makers in considering existing progress and systems, and in identifying future actions towards policy coherence. It is not intended to be prescriptive or to provide a framework for external assessment, rather it should be used flexibly according to specific national and sub-national contexts.



# Acknowledgements

## Lead Author

Associate Professor Iain Lindsey, Durham University

## Drafting Team

Dr Iain Lindsay, International Centre for Sport Security

Oliver Dudfield, Sport for Development and Peace, Commonwealth Secretariat

## Experts from the following organisations were consulted in the development of this paper:

Brunel University

Comic Relief

Commonwealth Games Federation

Commonwealth Journalists Association

Commonwealth Secretariat

Commonwealth Youth SDP Network

Council of Europe

European Commission

Laureus Sport for Good Foundation

Liverpool John Moores University

Loughborough University

M INC. › change the game

Ministry of Sport and Physical Education, Government of Cameroon

Ministry of Sport, Government of Sierra Leone

New Zealand Human Rights Commission

Northern Ireland Human Rights Commission

Office of Sport, Department of Health, Government of Australia

Organisation for Economic Cooperation and Development

Right to Play International

Safe Sport International

Special Olympics International

Sport Canada

Sport England

Sport Malta

sportanddev.org

Transparency International

UK Sport

UN Office on Drugs and Crime

UNESCO

UNICEF

University of Edinburgh

University of Johannesburg

University of Malaya

University of Toronto

University of West Indies

# Endnotes

1. UN General Assembly (2015), *Transforming our world: the 2030 Agenda for Sustainable Development*, para 37, 10, available at: [www.un.org/ga/search/view\\_doc.asp?symbol=A/70/L.1andLang=E](http://www.un.org/ga/search/view_doc.asp?symbol=A/70/L.1andLang=E).
2. The Commonwealth (2016), *8th Commonwealth Sports Ministers Meeting Communique*, Rio de Janeiro, Brazil, available at: <http://thecommonwealth.org/sites/default/files/inline/8CSMM%20Communique%C3%A9%20-%20FINAL%20-%2004.08.16.pdf>
3. Commonwealth Secretariat (2017), *Enhancing the contribution of sport to the Sustainable Development Goals*, available at: <http://bit.ly/2o5RdA3>
4. Commonwealth Secretariat (2016), *Policy Guidance to Commonwealth Governments on Protecting the Integrity of Sport*, available at: <http://thecommonwealth.org/sites/default/files/inline/Policy%20Guidance%20to%20Commonwealth%20Governments%20on%20Protecting%20the%20Integrity%20of%20Sport%202016.pdf>
5. UNESCO (2013), *Declaration of Berlin*, available at: <http://unesdoc.unesco.org/images/0022/002211/221114e.pdf>
6. UNESCO (2015), *International Charter of Physical Education, Physical Activity and Sport*, available at: [unesdoc.unesco.org/images/0023/002354/235409e.pdf](http://unesdoc.unesco.org/images/0023/002354/235409e.pdf)
7. UNESCO (2017), *Kazan Action Plan*, available at: <http://unesdoc.unesco.org/images/0025/002527/252725e.pdf>
8. United Nations (1948), *Universal Declaration of Human Rights*, available at: <http://www.un.org/en/universal-declaration-human-rights/>; UNHR (1966) International Covenant on Economic, Social and Cultural Rights, available at: <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CESCR.aspx>; United Nations (1979) Convention on the Elimination of All Forms of Discrimination against Women United, available at: <http://www.un.org/womenwatch/daw/cedaw/cedaw.htm>; United Nations (1989), The United Nations Convention on the Rights of the Child, available at: [http://www.unicef.org.uk/Documents/Publication-pdfs/UNCRC\\_PRESS200910web.pdf](http://www.unicef.org.uk/Documents/Publication-pdfs/UNCRC_PRESS200910web.pdf)
9. UNESCO (1960). *Convention against Discrimination in Education*, available at: <http://unesdoc.unesco.org/images/0011/001145/114583e.pdf#page=118>
10. UNODC (2005), *United Nations Convention against Corruption*, available at: <https://www.unodc.org/unodc/en/corruption/uncac.html>
11. UNESCO (2013), *Declaration of Berlin*, available at: <http://unesdoc.unesco.org/images/0022/002211/221114e.pdf>; UNESCO (2015), *International Charter of Physical Education, Physical Activity and Sport*, available at: [unesdoc.unesco.org/images/0023/002354/235409e.pdf](http://unesdoc.unesco.org/images/0023/002354/235409e.pdf); UNESCO (2017), *Kazan Action Plan*, available at: <http://unesdoc.unesco.org/images/0025/002527/252725e.pdf>; Commonwealth Secretariat (2017), *Enhancing the contribution of sport to the Sustainable Development Goals*, available at: <http://bit.ly/2o5RdA3>
12. *8th Commonwealth Sports Ministers Meeting Communique*.

13. UN General Assembly (2015), *Transforming our world: the 2030 Agenda for Sustainable Development*, preamble, 1, available at: [www.un.org/ga/search/view\\_doc.asp?symbol=A/70/L.1andLang=E.](http://www.un.org/ga/search/view_doc.asp?symbol=A/70/L.1andLang=E.),
14. Ashoff, G. (2005), *Enhancing policy coherence for development: justification, recognition and approaches to achievement*, available at: [http://edoc.vifapol.de/opus/volltexte/2012/3799/pdf/Studies\\_11.pdf](http://edoc.vifapol.de/opus/volltexte/2012/3799/pdf/Studies_11.pdf)
15. OECD (2016), *Better Policies for Sustainable Development 2016: A New Framework for Policy Coherence*, available at: <http://www.oecd.org/publications/better-policies-for-sustainable-development-2016-9789264256996-en.htm>
16. African Union (2008), *Policy Framework for the Sustainable Development of Sport in Africa*.
17. Association of Southeast Asian Nations (2013), *Vientiane Declaration on Sports Cooperation in ASEAN*, available at: <http://www.asean.org/wp-content/uploads/images/Community/ASCC/AMMS/Vientiane%20Declaration%20on%20Sports%20Cooperation%20final.pdf>
18. Lindsey, I. and Darby, P. (under review) Sport and the Sustainable Development Goals: Where is the policy coherence? *International Review for the Sociology of Sport*.
19. African Union (2008), *Policy Framework for the Sustainable Development of Sport in Africa*; UNESCO (2013), *Declaration of Berlin*, available at: <http://unesdoc.unesco.org/images/0022/002211/221114e.pdf>; UN General Assembly (2015), *Transforming our world: the 2030 Agenda for Sustainable Development*, para 37, 10, available at: [www.un.org/ga/search/view\\_doc.asp?symbol=A/70/L.1andLang=E.](http://www.un.org/ga/search/view_doc.asp?symbol=A/70/L.1andLang=E.); UNESCO (2015), *International Charter of Physical Education, Physical Activity and Sport*, available at: [unesdoc.unesco.org/images/0023/002354/235409e.pdf](http://unesdoc.unesco.org/images/0023/002354/235409e.pdf); Commonwealth Secretariat (2017), *Enhancing the contribution of sport to the Sustainable Development Goals*, available at: <http://bit.ly/2o5RdA3>
20. OECD (2016), *Better Policies for Sustainable Development 2016: A New Framework for Policy Coherence*, available at: <http://www.oecd.org/publications/better-policies-for-sustainable-development-2016-9789264256996-en.htm>
21. UNESCO (2017), *Kazan Action Plan*, available at: <http://unesdoc.unesco.org/images/0025/002527/252725e.pdf>
22. Commonwealth Secretariat (2017), *Enhancing the contribution of sport to the Sustainable Development Goals*, available at: <http://bit.ly/2o5RdA3>; UNESCO (2017), *ibid.*
23. OECD (2016), *Better Policies for Sustainable Development 2016: A New Framework for Policy Coherence*, available at: <http://www.oecd.org/publications/better-policies-for-sustainable-development-2016-9789264256996-en.htm>
24. *Ibid.*
25. Commonwealth Secretariat (2017), *Enhancing the contribution of sport to the Sustainable Development Goals*, available at: <http://bit.ly/2o5RdA3>
26. UNESCO (2017), *Kazan Action Plan*, available at: <http://unesdoc.unesco.org/images/0025/002527/252725e.pdf>
27. *Ibid.*

28. UN General Assembly (2015), *Transforming our world: the 2030 Agenda for Sustainable Development*, para 37, 10, available at: [www.un.org/ga/search/view\\_doc.asp?symbol=A/70/L.1andLang=E.](http://www.un.org/ga/search/view_doc.asp?symbol=A/70/L.1andLang=E.); OECD (2016), *Better Policies for Sustainable Development 2016: A New Framework for Policy Coherence*, available at: <http://www.oecd.org/publications/better-policies-for-sustainable-development-2016-9789264256996-en.htm>.
29. Commonwealth Secretariat (2017), *Enhancing the contribution of sport to the Sustainable Development Goals*, available at: <http://bit.ly/2o5RdA3>
30. UNESCO (2013), *Declaration of Berlin*, available at: <http://unesdoc.unesco.org/images/0022/002211/221114e.pdf>; Commonwealth Secretariat (2016), *Policy Guidance to Commonwealth Governments on Protecting the Integrity of Sport*, available at: <http://thecommonwealth.org/sites/default/files/inline/Policy%20Guidance%20to%20Commonwealth%20Governments%20on%20Protecting%20the%20Integrity%20of%20Sport%202016.pdf>
31. UNESCO (2017), *Kazan Action Plan*, available at: <http://unesdoc.unesco.org/images/0025/002527/252725e.pdf>
32. Commonwealth Secretariat (2017), *Enhancing the contribution of sport to the Sustainable Development Goals*, available at: <http://bit.ly/2o5RdA3>
33. Commonwealth Secretariat (2016), *Policy Guidance to Commonwealth Governments on Protecting the Integrity of Sport*, available at: <http://thecommonwealth.org/sites/default/files/inline/Policy%20Guidance%20to%20Commonwealth%20Governments%20on%20Protecting%20the%20Integrity%20of%20Sport%202016.pdf>
34. UNESCO (2017), *Kazan Action Plan*, 3, available at: <http://unesdoc.unesco.org/images/0025/002527/252725e.pdf>
35. UN General Assembly (2015), *Transforming our world: the 2030 Agenda for Sustainable Development*, para 37, 10, available at: [www.un.org/ga/search/view\\_doc.asp?symbol=A/70/L.1andLang=E.](http://www.un.org/ga/search/view_doc.asp?symbol=A/70/L.1andLang=E.)
36. Commonwealth Secretariat (2017), *Enhancing the contribution of sport to the Sustainable Development Goals*, available at: <http://bit.ly/2o5RdA3>
37. See, for example: Sport Integrity Global Alliance (2016), *Good Governance Universal Standards, Implementation Guidelines*, available at: [http://siga-sport.net/pdfs/Good\\_Governance\\_Universal\\_Standards.pdf](http://siga-sport.net/pdfs/Good_Governance_Universal_Standards.pdf)



Section 2:  
Self-Evaluation  
Checklist for  
Sport-Related  
Policy Coherence



# Self-Evaluation Checklist for Sport-Related Policy Coherence

This Self-Evaluation Checklist is intended to support Government ministries with responsibility for sport in considering existing progress and mechanisms, and in identifying future actions, towards policy coherence. It is intended to be used together with the associated Commonwealth Discussion Paper on Sport-Related Policy Coherence.

## Evaluating progress towards policy coherence

The checklist is not intended to be prescriptive or to provide a framework for external assessment, rather it should be used flexibly according to specific national and sub-national contexts. Commonwealth governments may use the checklist to evaluate the 'current state of progress' towards policy coherence across different sections and questions according to the following descriptors:

- 'In Place' – Relevant issues are recognised and embedded in existing policies and their implementation
- 'Developing' – Relevant issues are being progressed as part of policy development and forthcoming implementation
- 'Initiated' – Consideration of relevant issues is underway, so as to inform future policy development and implementation
- 'Not considered' – Relevant issues are not part of policy development plans



# 1. Setting and Prioritising Objectives

Key dimensions	Exemplar considerations	Current state of progress
<b>1.1 How do sport-related policy objectives align with national sustainable development priorities?</b>		
a. Are sport-related policy objectives aligned with specific and prioritised SDGs and Targets?	<ul style="list-style-type: none"> <li>Existing guidance on sport-based approaches towards the SDGs and Targets.<sup>1</sup></li> <li>Recognition and prioritisation of SDGs and Targets in National Sustainable Development Strategies.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
b. Have the inter-linkages (synergies and trade-offs) between sport-related policy objectives and national economic, social and environmental priorities been considered?	<ul style="list-style-type: none"> <li>Existing analyses that identify potential inter-linkages between SDGs and Targets.<sup>2</sup></li> <li>Potential synergies between sport and objectives and approaches in other policy sectors.</li> <li>Potential trade-offs by which objectives and approaches across sport and in other policy sectors may be inconsistent.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
c. Have potential direct or indirect long-term effects of sport-related policies on the well-being of future generations been identified?	<ul style="list-style-type: none"> <li>Contributions of sport-related policies to economic and financial, natural, human and social capital <i>available</i> for future generations.</li> <li>Costs of sport-related policies for economic and financial, natural, human and social capital left for <i>future</i> generations.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>

**Future actions to be considered and undertaken:**

Key dimensions	Exemplar considerations	Current state of progress	
<b>1.2 Has coherence in respect of and across prioritised sport-related policy objectives been considered?</b>			
a. Are objectives to enhance the contribution of sport to sustainable development underpinned by protections that preserve the integrity of sport?	<ul style="list-style-type: none"> <li>• Coherence of policy objectives across grassroots and elite/professional sport.</li> <li>• Inter-relations between sport integrity issues across grassroots and elite/professional sport.</li> <li>• Linked initiatives to preserve the integrity of sport and enhance the contribution of sport to sustainable development.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>	
b. Are sport-related policy objectives aligned with relevant international sport policy norms and frameworks?	<ul style="list-style-type: none"> <li>• Overarching international declarations for sport-related policy.<sup>2</sup></li> <li>• Specific frameworks for sport and sustainable development.<sup>3</sup></li> <li>• Specific frameworks for sport integrity.<sup>4</sup></li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>	
c. Are sport-related policy objectives aligned with maintaining and strengthening fundamental and universal human rights?	<ul style="list-style-type: none"> <li>• Overarching principles enshrined in <i>Universal Declaration of Human Rights</i>.<sup>5</sup></li> <li>• Specific international declarations that further enshrine the rights of particular groups.<sup>6</sup></li> <li>• Specific guidance on sport and human rights, including <i>United Nations Guiding Principles on Business and Human Rights</i>.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>	
<b>Future actions to be considered and undertaken:</b>			

Key dimensions	Exemplar considerations	Current state of progress	
<b>1.3 Have relevant contextual factors been identified and considered in prioritising sport-related policy objectives?</b>			
a. Are available resources and capacities sufficient to achieve sport-related policy objectives?	<ul style="list-style-type: none"> <li>• Different forms of financial, human, infrastructure and environmental resources.</li> <li>• Availability of resources across public, private and civil society organisations associated with sport.</li> <li>• Potential leverage of resources from other policy sectors, such as health, education and justice.</li> <li>• Importance of sustainable approaches that maintain financial, human, infrastructure and environmental resources for future generations.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>	
b. What enabling contextual conditions may support the achievement of sport-related policy objectives?	<ul style="list-style-type: none"> <li>• Influence of relevant social, political, economic, environmental and institutional conditions associated with sport at international, national and sub-national levels.</li> <li>• Influence deriving from social, political, economic, environmental and institutional conditions in other policy sectors at international, national and sub-national levels.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>	
c. Can disabling contextual conditions that may hinder the achievement of sport-related policy objectives be addressed?	<ul style="list-style-type: none"> <li>• Influence deriving from social, political, economic, environmental and institutional conditions in other policy sectors at international, national and sub-national levels.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>	
<b>Future actions to be considered and undertaken:</b>			

Key dimensions	Exemplar considerations	Current state of progress	
<b>1.4 Has the process of setting sport-related policy objectives developed ownership amongst all relevant stakeholders at international, national and sub-national levels?</b>			
a. Have all relevant institutions and organisations within the sport sector been involved with the formulation of sport-related policy objectives?	<ul style="list-style-type: none"> <li>• Public sector institutions and organisations at national and sub-national levels.</li> <li>• Sport federations, governing bodies and clubs.</li> <li>• Civil society organisations, particularly those associated with the Sport for Development and Peace sector.</li> <li>• Private sector organisations connected with sport.</li> <li>• Officials, volunteers, athletes and participants in sport.</li> </ul>	In place	<input type="checkbox"/>
		Developing	<input type="checkbox"/>
		Initiated	<input type="checkbox"/>
		Not considered	<input type="checkbox"/>
b. Have relevant institutions and organisations from other sectors been engaged in the formulation of sport-related policy objectives?	Identification and engagement of key sectors, institutions and organisations associated at regional, national and sub-national levels with prioritised SDGs and Targets.	In place	<input type="checkbox"/>
		Developing	<input type="checkbox"/>
		Initiated	<input type="checkbox"/>
		Not considered	<input type="checkbox"/>
<b>Future actions to be considered and undertaken:</b>			

## 2. Co-ordinating Policy and its Implementation

Key dimensions	Exemplar considerations	Current state of progress	
<b>2.1 What approaches to implementation and co-ordination are most appropriate for specific sport-related policy objectives?</b>			
a. What extent of decentralisation is most appropriate to implement specific sport-related policy objectives?	<ul style="list-style-type: none"> <li>Approaches identified in National Sustainable Development Strategies.</li> <li>Respective scale, universality and/or specificity of sport-related policy objectives across geographic areas and population groups.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>	
b. What balance of leadership, involvement and engagement from public, private and civil society sectors is most appropriate to implement specific sport-related policy objectives?	<ul style="list-style-type: none"> <li>Differentiated approaches towards sport-related policy objectives<sup>7</sup>:</li> <li>government-led provision or regulatory approaches;</li> <li>structured cross-sectoral partnerships;</li> <li>complementary cross-sectoral relationships;</li> <li>autonomous sectoral contributions.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>	
<b>Future actions to be considered and undertaken:</b>			

Key dimensions	Exemplar considerations	Current state of progress
<b>2.2 Are appropriate mechanisms in place to ensure engagement of different stakeholders and their co-ordination in the implementation of sport-related policies?</b>		
a. Are implementation responsibilities of specific public, private and civil society organisations within and beyond sport clearly determined?	<ul style="list-style-type: none"> <li>• Legal or regulatory requirements of relevant public, private and civil society organisations, including sporting organisations.</li> <li>• Specification of independent or inter-connected delivery responsibilities.</li> <li>• Co-ordination of funding provision by international, national and sub-national institutions and organisations.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
b. Have specific processes and mechanisms for co-ordination and engagement across sport-related public, private and civil society stakeholders been established?	<ul style="list-style-type: none"> <li>• Existence of forums for engagement and co-ordination across sport-related public, private and civil society stakeholders.</li> <li>• Existence of processes for reporting and sharing information across sport-related public, private and civil society organisations.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
c. Are sport stakeholders recognised and engaged within processes and mechanisms for multi-sectoral co-ordination and collaboration in other policy sectors?	<ul style="list-style-type: none"> <li>• Acknowledgement of sport within any existing whole-of-government frameworks for sustainable development.</li> <li>• Engagement of sport stakeholders in relevant co-ordination and collaboration forums associated with other policy sectors.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
<b>Future actions to be considered and undertaken:</b>		

Key dimensions	Exemplar considerations	Current state of progress
<b>2.3 Are principles of good governance that are linked to sport integrity implemented within sport?</b>		
a. Does the promotion, implementation and monitoring of good governance within sport align with international standards?	<ul style="list-style-type: none"> <li>Existing sport-related intergovernmental conventions and declarations.<sup>8</sup></li> <li>Principles of good governance established through international sport organisations.<sup>9</sup></li> <li>Conditional allocation of public funds according to adherence to good government principles.</li> <li>Existence of awareness/prevention education initiatives and information exchange and investigation protocols.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
b. How does broader national legislation align with, provide recognition of, and contribute to sport integrity?	<ul style="list-style-type: none"> <li>Alignment of legislation with wider international conventions.<sup>10</sup></li> <li>Relevance of national legislation and protocols across different sport integrity areas.</li> <li>Implementation of national legislation across different sport integrity areas.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
c. Are guidelines for fiscal responsibility and financial transparency within sport established and sufficiently fit for purpose?	<ul style="list-style-type: none"> <li>International, national and sub-national financial guidelines.</li> <li>Frameworks to develop effective, accountable and transparent institutions at all levels.<sup>11</sup></li> <li>Conditional allocation of public funds according to adherence to fiscal responsibility and financial transparency.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>

**Future actions to be considered and undertaken:**

Key dimensions	Exemplar considerations	Current state of progress	
<b>2.4 Are broader concepts of good governance implemented within sport to enhance its contribution to sustainable development?</b>			
a. To what extent do good governance frameworks promote inclusivity and equality across all levels and facets of sport?	<ul style="list-style-type: none"> <li>International declarations emphasising non-discrimination<sup>12</sup> and commitments that 'no-one [is] to be left behind'.<sup>13</sup></li> <li>National legal and policy frameworks for equality and inclusion.</li> <li>Conditional allocation of public funds according to adoption of inclusivity and equality within governance frameworks.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>	
b. How are principles of gender equality mainstreamed into the implementation of good governance within sport?	<ul style="list-style-type: none"> <li>Existence and implementation of gender equality strategies amongst sport-related organisations.</li> <li>Conditional allocation of public funds according to integration of gender equality within good governance frameworks.</li> <li>Achievement of gender equality across roles in sport at all levels (including coaches, officials, administrators).</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>	
c. How is protection and safeguarding of all those involved in and with sport integrated into the implementation of good governance within sport?	<ul style="list-style-type: none"> <li>Recognition and implementation of international and national legal, regulatory and best practice standards.<sup>14</sup></li> <li>Proactive initiatives and regulatory processes to ensure physical education, physical activity and sport are safe settings for all.</li> <li>Contextually appropriate and sensitive protocols for specific vulnerable groups (for example children, women, athletes, workers).</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>	
<b>Future actions to be considered and undertaken:</b>			



## 3. Monitoring, Analysis and Reporting

Key dimensions	Exemplar considerations	Current state of progress
<b>3.1 Have specific indicators for measuring progress towards sport-related policy objectives been identified?</b>		
a. How are identified indicators for sport-related policy objectives aligned with specific SDGs and Targets?	<ul style="list-style-type: none"> <li>Global SDG Indicator Framework.<sup>15</sup></li> <li>Indicators identified in National Sustainable Development Strategies.</li> <li>Developing international indicators for measuring sport-related contributions to prioritised SDGs and Targets.<sup>16</sup></li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
b. How are standards of sport integrity, good governance and the protection and promotion of human rights in sport represented in identified indicators?	<ul style="list-style-type: none"> <li>International measures and indicators.<sup>17</sup></li> <li>Existing sport-related monitoring and evaluation data collection.</li> <li>Context-relevant academic research.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
c. Can identified indicators capture inter-linkages (synergies and trade-offs) between different sport-related policy objectives?	<ul style="list-style-type: none"> <li>Indicators of inputs (funding) and outputs (objectives) that are differentiable and comparable across grassroots and elite/professional sport.</li> <li>Mapping of inter-relations between sport-related policy objectives and indicators.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
<b>Future actions to be considered and undertaken:</b>		

Key dimensions	Exemplar considerations	Current state of progress
<b>3.2 Are data collection and analysis systems in place to monitor identified indicators?</b>		
a. Are systems in place to enable the collation and triangulation of data that may be available from different sources?	<ul style="list-style-type: none"> <li>International, national and sub-national statistics that include sport-related data.</li> <li>Common and discrete monitoring and evaluation data drawn from sport-based policies and initiatives.</li> <li>Evidence from context-relevant academic research.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
b. Can data collection and analysis systems enable effective disaggregation by relevant population group characteristics?	<ul style="list-style-type: none"> <li>Disaggregation by income, sex, age, race, ethnicity, migratory status, disability and geographic location.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>
c. What additional resources and/or capacity building may support or be required to enact data collection and analysis?	<ul style="list-style-type: none"> <li>Relevant toolkits and frameworks associated with sport, development and/or integrity.<sup>18</sup></li> <li>Expertise and capacity within other policy sectors.</li> </ul>	In place <input type="checkbox"/> Developing <input type="checkbox"/> Initiated <input type="checkbox"/> Not considered <input type="checkbox"/>

Future actions to be considered and undertaken:

Key dimensions	Exemplar considerations	Current state of progress	
<b>3.3 How are indicators of progress towards sport-related policy objectives to be reported and utilised?</b>			
a. How will sport-related indicators be reported in relation to national development priorities?	<ul style="list-style-type: none"> <li>Review processes in place for National Sustainable Development Strategies.</li> <li>Current and future processes and timeframes for national sport-related policy development and review.</li> <li>Reporting through forums for engagement with public, private and civil society organisations associated with sport.</li> </ul>	In place	<input type="checkbox"/>
b. How will indicators of progress be reported and disseminated to all relevant stakeholders within sport and to actors in other relevant sectors?		Developing	<input type="checkbox"/>
		Initiated	<input type="checkbox"/>
	Not considered	<input type="checkbox"/>	
	In place	<input type="checkbox"/>	
c. Are mechanisms in place to use indicators of progress to inform continued sport-related policy development?	Developing	<input type="checkbox"/>	
	Initiated	<input type="checkbox"/>	
	Not considered	<input type="checkbox"/>	
	In place	<input type="checkbox"/>	
	Developing	<input type="checkbox"/>	
	Initiated	<input type="checkbox"/>	
	Not considered	<input type="checkbox"/>	

**Future actions to be considered and undertaken:**

# Acknowledgements

Further Commonwealth publications<sup>19</sup> on *Enhancing the contribution of sport to the Sustainable Development Goals* and *Protecting the Integrity of Sport* provide more detailed policy guidance in respect of particular elements in this checklist. A Policy Coherence Screening Tool is included in the OECD's *Framework for Policy Coherence*<sup>20</sup> and provided the template for this checklist.

# Endnotes

1. Commonwealth Secretariat (2017), *Enhancing the contribution of sport to the Sustainable Development Goals*, available at: <http://bit.ly/2o5RdA3>
2. OECD (2017), *Tracking progress on policy coherence for sustainable development at the national level: What and how to measure?* available at: [https://community.oecd.org/servlet/JiveServlet/downloadBody/120627-102-1-210017/Coherence%20for%20Development\\_Issue\\_9.pdf](https://community.oecd.org/servlet/JiveServlet/downloadBody/120627-102-1-210017/Coherence%20for%20Development_Issue_9.pdf)
3. UNESCO (2013a), *Declaration of Berlin*, available at: <http://unesdoc.unesco.org/images/0022/002211/221114e.pdf>; UNESCO (2015), *International Charter of Physical Education, Physical Activity and Sport*, available at: <http://unesdoc.unesco.org/images/0023/002354/235409e.pdf>; UNESCO (2017), *Kazan Action Plan*, available at: <http://en.unesco.org/mineps6/kazan-action-plan>
4. Commonwealth Secretariat (2017), *ibid*; International Olympic Committee (IOC) (2015), *The Contribution of Sport to the Sustainable Development Goals and the post-2015 Development Agenda*. Available from: [https://www.sportanddev.org/sites/default/files/downloads/sport\\_contribution\\_to\\_post\\_2015\\_agenda\\_eng\\_feb.pdf](https://www.sportanddev.org/sites/default/files/downloads/sport_contribution_to_post_2015_agenda_eng_feb.pdf)
5. Commonwealth Secretariat (2016), *Policy Guidance to Commonwealth Governments on Protecting the Integrity of Sport*, available at: <http://thecommonwealth.org/sites/default/files/inline/Policy%20Guidance%20to%20Commonwealth%20Governments%20on%20Protecting%20the%20Integrity%20of%20Sport%202016.pdf>; International Olympic Committee (2016), *Code of Ethics*, available at: <https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/IOC/What-We-Do/Leading-the-Olympic-Movement/Code-of-Ethics/EN-IOC-Code-of-Ethics-2016.pdf>; Sport Integrity Global Alliance (2016), *Declaration of Core Principles on Sport Integrity*, available at: <http://siga-sport.net/declaration-of-core-principles-on-sport-integrity/>;
6. United Nations (1948), *Universal Declaration of Human Rights*, available at: <http://www.un.org/en/universal-declaration-human-rights/>;
7. UNHR (1966), *International Covenant on Economic, Social and Cultural Rights*, available at: <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CESCR.aspx>; United Nations (2008), *Convention on the Rights of Persons with Disabilities*, available at: <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>
8. Commonwealth Secretariat (2017), *ibid*.
9. UNESCO (2005), *International Convention Against Doping in Sport*, available at: <http://unesdoc.unesco.org/images/0014/001425/142594m.pdf#page=2>; UNESCO (2017), *Kazan Action Plan*, available at: <http://en.unesco.org/mineps6/kazan-action-plan>
10. International Olympic Committee (2008), *Basic Universal Principles of Good Governance of the Olympic and Sports Movement*, available at: [https://stillmed.olympic.org/Documents/Conferences\\_Forum\\_and\\_Events/2008\\_seminar\\_autonomy/Basic\\_Universal\\_Principles\\_of\\_Good\\_Governance.pdf](https://stillmed.olympic.org/Documents/Conferences_Forum_and_Events/2008_seminar_autonomy/Basic_Universal_Principles_of_Good_Governance.pdf);

- Sport Integrity Global Alliance (2016), *Good Governance Universal Standards Implementation Guidelines*, available at: [http://siga-sport.net/pdfs/Good\\_Governance\\_Universal\\_Standards.pdf](http://siga-sport.net/pdfs/Good_Governance_Universal_Standards.pdf)
11. UNODC (2005), *United Nations Convention against Corruption*, available at: <https://www.unodc.org/unodc/en/corruption/uncac.html>; UNESCO (2005), *International Convention against Doping in Sport*, available at: <http://www.unesco.org/new/en/social-and-human-sciences/themes/anti-doping/international-convention-against-doping-in-sport/>; WADA (2015), *World Anti-Doping Code*, available at: <https://www.wada-ama.org/en/what-we-do/the-code>;
  12. UN General Assembly (2015), *Transforming our world: the 2030 Agenda for Sustainable Development*, SDG 16.5, 25, available at: [www.un.org/ga/search/view\\_doc.asp?symbol=A/70/L.1andLang=E.](http://www.un.org/ga/search/view_doc.asp?symbol=A/70/L.1andLang=E.); Sport Integrity Global Alliance (2016b), *Financial Integrity Universal Standards and Implementation Guidelines*, available at: [http://siga-sport.net/pdfs/Financial\\_Integrity\\_Universal\\_Standards.pdf](http://siga-sport.net/pdfs/Financial_Integrity_Universal_Standards.pdf); Sport Integrity Global Alliance (2016c), *Universal Standards on Sports Betting Integrity*, available at: [http://siga-sport.net/pdfs/Universal\\_Standards\\_on\\_SBI.pdf](http://siga-sport.net/pdfs/Universal_Standards_on_SBI.pdf); OECD (2014), *Building more Effective, Accountable, and Inclusive Institutions for All*, available at: [https://www.oecd.org/dac/\\_POST-2015%20effective%20and%20accountable%20institutions.pdf](https://www.oecd.org/dac/_POST-2015%20effective%20and%20accountable%20institutions.pdf)
  13. UNESCO (1960), *Convention against Discrimination in Education*, available at: <http://unesdoc.unesco.org/images/0011/001145/114583e.pdf#page=118>; UNHR (1965), *International Convention on the Elimination of All Forms of Racial Discrimination*, available at: <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CERD.aspx>; United Nations (1979), *Convention on the Elimination of All Forms of Discrimination against Women*, available at: <http://www.un.org/womenwatch/daw/cedaw/cedaw.htm>; UN Women (1995), *Beijing Declaration and Platform for Action*, available at: <http://www.un.org/womenwatch/daw/beijing/platform/> ;
  14. UN General Assembly (2015), *Transforming our world: the 2030 Agenda for Sustainable Development*, SDG 16.5, 25, available at: [www.un.org/ga/search/view\\_doc.asp?symbol=A/70/L.1andLang=E.](http://www.un.org/ga/search/view_doc.asp?symbol=A/70/L.1andLang=E)
  15. United Nations (1989), *The United Nations Convention on the Rights of the Child*, available at: [http://www.unicef.org.uk/Documents/Publication-pdfs/UNCRC\\_PRESS200910web.pdf](http://www.unicef.org.uk/Documents/Publication-pdfs/UNCRC_PRESS200910web.pdf); UNHR (1990), *International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families*, available at: <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CMW.aspx>; International Labour Organization (1998), *Declaration on fundamental principles and rights at work*, available at: <http://www.ilo.org/declaration/lang--en/index.htm>; International Safeguarding Children in Sport Working Group (2014), *International Safeguards for Children in Sport*, available at: [http://www.unicef.org.uk/Documents/Sport-documents/International%20Safeguards%20for%20Children%20in%20Sport%20FINAL\\_updated%202016.pdf](http://www.unicef.org.uk/Documents/Sport-documents/International%20Safeguards%20for%20Children%20in%20Sport%20FINAL_updated%202016.pdf); UNICEF (2010), *Protecting Children from Violence in Sport*, available at: [http://www.unicef-irc.org/publications/pdf/violence\\_in\\_sport.pdf](http://www.unicef-irc.org/publications/pdf/violence_in_sport.pdf)
  16. UNESCO (2016), *Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators*, available at: [unstats.un.org/unsd/statcom/47thsession/documents/2016-2-IAEG-SDGs-E.pdf](http://unstats.un.org/unsd/statcom/47thsession/documents/2016-2-IAEG-SDGs-E.pdf)
  17. UNESCO (2017), *Kazan Action Plan*, available at: <http://en.unesco.org/mineps6/kazan-action-plan>

18. Sport Integrity Global Alliance (2016b), *Financial Integrity Universal Standards and Implementation Guidelines*, available at: [http://siga-sport.net/pdfs/Financial\\_Integrity\\_Universal\\_Standards.pdf](http://siga-sport.net/pdfs/Financial_Integrity_Universal_Standards.pdf); ASOIF Governance Task Force (GTF)
19. Commonwealth Secretariat (2017), *Enhancing the contribution of sport to the Sustainable Development Goals*, available at: <http://bit.ly/2o5RdA3>, Chapter 4: Measuring Progress: Data, Monitoring and Accountability; Breedveld, K., Gratton, C., Hoekman, R., Scheerder, J., Stege, J., Stubbe, J., & Vos, S. (2013), *Study on a possible future sport monitoring function in the EU*, available at: [http://ec.europa.eu/assets/eac/sport/library/studies/monitoring-2013\\_en.pdf](http://ec.europa.eu/assets/eac/sport/library/studies/monitoring-2013_en.pdf); OECD (2017), *Tracking progress on policy coherence for sustainable development at the national level: What and how to measure?* available at: [https://community.oecd.org/servlet/JiveServlet/downloadBody/120627-102-1-210017/Coherence%20for%20Development\\_Issue\\_9.pdf](https://community.oecd.org/servlet/JiveServlet/downloadBody/120627-102-1-210017/Coherence%20for%20Development_Issue_9.pdf)
20. Commonwealth Secretariat (2016), *Policy Guidance to Commonwealth Governments on Protecting the Integrity of Sport*, available at: <http://thecommonwealth.org/sites/default/files/inline/Policy%20Guidance%20to%20Commonwealth%20Governments%20on%20Protecting%20the%20Integrity%20of%20Sport%202016.pdf>; Commonwealth Secretariat (2017), *Enhancing the contribution of sport to the Sustainable Development Goals*, available at: <http://bit.ly/2o5RdA3>
21. OECD (2016), *Better Policies for Sustainable Development 2016: A New Framework for Policy Coherence*, available at: <http://www.oecd.org/publications/better-policies-for-sustainable-development-2016-9789264256996-en.htm>

**Commonwealth Secretariat**

Marlborough House, Pall Mall  
London SW1Y 5HX  
United Kingdom

[thecommonwealth.org](http://thecommonwealth.org)

