

Vision, Mission, Theory of Change and Strategy Framework

2021 – 2024



52

INDEX

01

VISION, MISSION AND THEORY OF CHANGE	4
Introduction	5
(1) Vision	6
(2) Mission Statement	7
(3) Theory of Change	7

02

IDENTITY AND CHARACTERISTICS	8
(1) The SRA and Global Sport	9
(2) SRA's Impact	11
(3) SRA Unique Qualities	14
(4) Roles of SRA Partners	15
(5) SRA Partners' Individual Expertise and Mandate	16

03

COLLECTIVE STRATEGY FRAMEWORK FOR SYSTEMIC CHANGE	18
--	-----------



VISION, MISSION AND THEORY OF CHANGE

BLACK
LIVES
MATTER

BLACK
LIVES
MATTER

BLACK
LIVES
MATTER

INTRODUCTION

The Sport & Rights Alliance (SRA) is a coalition of experienced international human rights, anti-corruption and labour organizations who share a collective determination to ensure that the humanitarian potential of sport is fully realised. We represent and stand for the people who make sport possible and those who are most impacted in and by sport.

We will leverage our collective strength and that of our partners to bring systemic change to sport through accountability to the highest standards of governance and international human rights. By taking a people-centered approach, the SRA will realise the full potential of human rights to effect real systemic change.

United in our vision, we will ensure that human rights are respected, protected and promoted in and through sport. This requires sport to acknowledge the applicability of internationally recognised human rights – and to commit to comply with and embed them as guiding parameters in its organisational DNA. Only then can sport effectively and proactively safeguard the fundamental rights of the many people it impacts. These are preconditions for sport to be a legitimate enabler of advancing human rights in societies more broadly.

WE ARE STRONGER TOGETHER.

We are stronger together to confront the challenges we face. No more can we tolerate sports institutions that continue their resistance to change in governance, culture and diversity, that fail to abide by basic human rights and governance standards.

The consequences of this broad accountability gap are the persistent abuses of human rights that bring lifelong harm to those impacted by and in sport. The SRA will promote a broader awareness of misuse of power and the human rights injustices in sport.

We are committed to safeguarding athletes and ending child abuse in sport, both as an advocate for systemic change and a consequential watchdog, holding sport governing bodies accountable and increasing the cost of inaction.

We will engage with people and communities in struggle, including survivors of abuse and child athletes.

We bring a common engagement and commitment to reach the goal of sport as an authentic force for good.

(1) VISION

A WORLD WHERE GLOBAL SPORT IS AN AUTHENTIC FORCE FOR GOOD, COMPLIES WITH INTERNATIONALLY RECOGNISED HUMAN RIGHTS, INCLUDING CHILD WELLBEING AND SAFEGUARDING, AND ADHERES TO THE HIGHEST GOVERNANCE AND ANTI-CORRUPTION STANDARDS.



(2) MISSION STATEMENT

The Sport & Rights Alliance will have profound impact on global sport by harnessing, organising and amplifying the work of its partners to:

A.

Represent and secure justice to the people in or affected by sport by ensuring that internationally recognised human rights are respected, protected and promoted.

B.

Embed human rights in sport through:

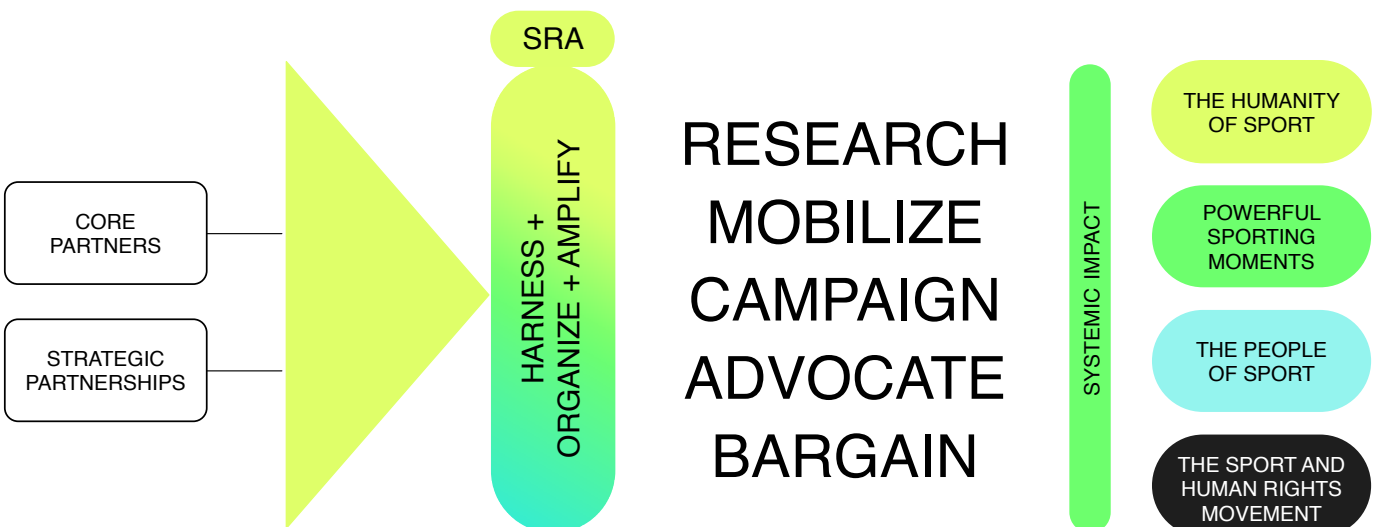
- (I) *ensuring sport governing bodies apply the highest standards of governance and accountability, including in relation to human rights;*
- (II) *multi-lateral and bilateral engagement, negotiation and agreement with sports bodies, intergovernmental agencies, governments, brands, and other key stakeholders;*
- (III) *powerful campaigns and communications.*

C.

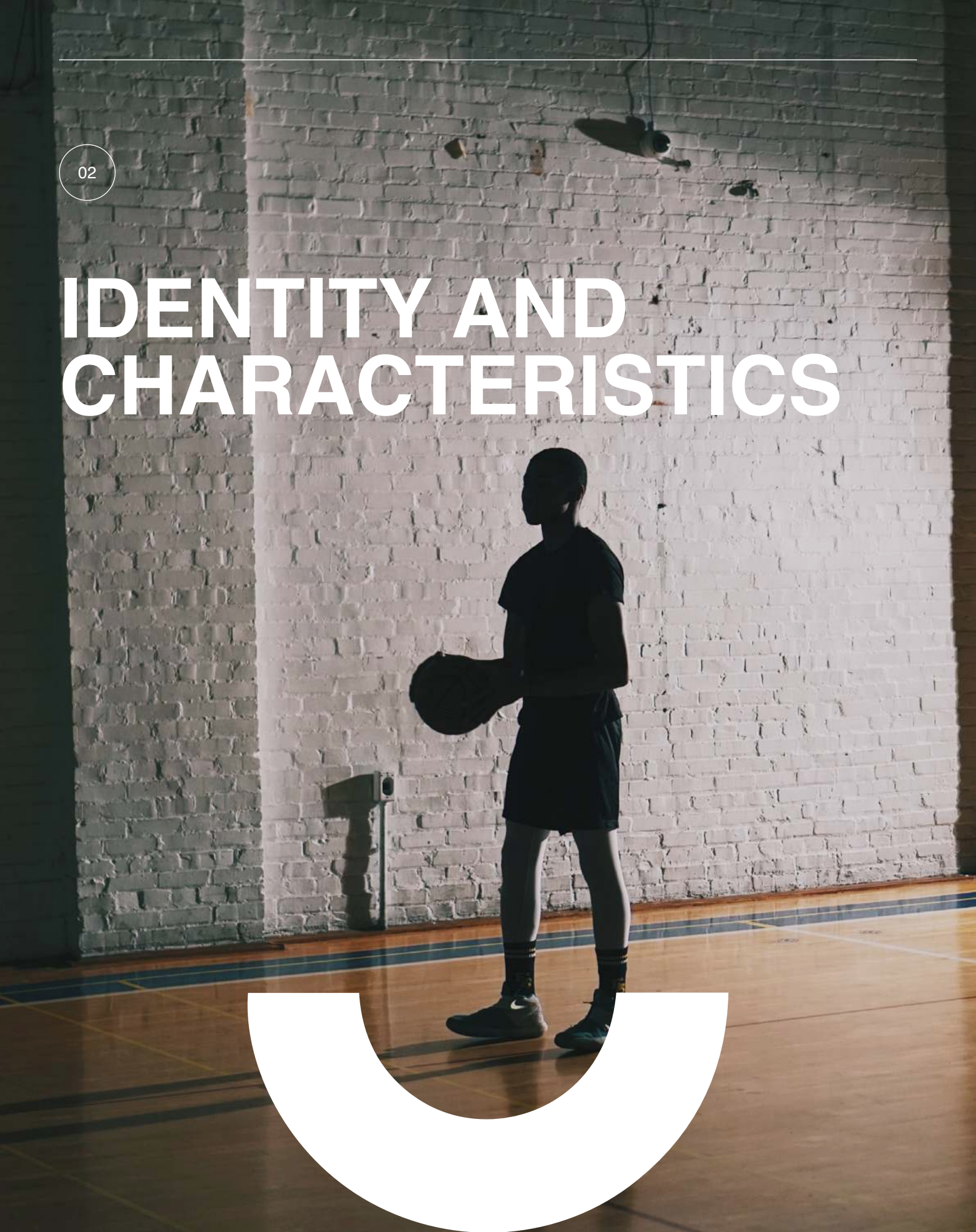
Build the strength of the Sport & Rights Alliance and the sport and human rights movement.

(3) THEORY OF CHANGE

Using the combined strength, representation and expertise of its Core Partners, as well as strategic partnerships with other organisations and people and communities with lived experience, the SRA believes systemic change must and can be achieved by following the elements set out in this Theory of Change:



IDENTITY AND CHARACTERISTICS



(1) THE SRA AND GLOBAL SPORT

Despite recent advances, sport has not fulfilled its promise of being a force for good. There is a dangerous accountability gap in global sport. The SRA – both by its Partners and key stakeholders – is recognised as having an essential role to play in addressing the current impunity of sport.

WE NO LONGER ACCEPT A WORLD OF SPORT THAT CONTINUES TO DO HARM.

- + **The SRA Partners** stand to ensure that all those impacted by sport have their rights protected, respected and remedied. We advocate for systemic change and for the people most deeply affected by the human rights risks associated with the delivery of sport and the sports industry in general. We stand on call and ready to activate the sport and human rights movement in case of violations.
- + **The SRA Partners** will combine information gathering, research, mobilisation and action, campaign, advocacy and the negotiation of binding agreements to ensure the embedding of internationally recognised human rights and high governance standards including participation and stakeholder involvement in sport.
- + **The SRA demands** that sport and its governing bodies are transparent, accountable, free of abuse, violence and corruption.
- + **The SRA works** to transform the governance of sport to close the gap in accountability in decision-making structures and to make them compatible with human rights standards.
- + **The SRA underlines** that in embracing human rights standards, transparency and anti-corruption measures, sport governing bodies will demonstrate that sport can be an authentic force for societal good. It is time to overcome the fear and resistance for change.
- + **The SRA sees** the UN Guiding Principles (UNGPs) as the foundation for changing governance practice. The UNGPs provide the minimum standard to which all sports governing bodies must adhere to retain their social licence.
- + **The SRA will** be single-minded in its pursuit of remedy for those harmed by and in sport, including in relation to children and young athletes. The SRA connects with survivors' groups and ensures their voice is represented in high level discussions.
- + **The SRA demands** that labour standards, including freedom of association and collective bargaining rights of players and athletes are respected throughout sport in an inclusive process. There should be nothing about us without us.



OUR WORK ON CHILDREN IS A CRITICAL ELEMENT OF OUR STRUGGLE TO CHANGE GOVERNANCE PRACTICES IN SPORT.

This includes ensuring that the well-being and safety of children are guaranteed, that sport governing bodies and individuals are held to account for any abuse that occurs and that the necessary reforms are made. We will engage with survivors, victims and child rights experts to give further attention to this crisis.

The SRA will be single-minded in its pursuit of remedy for those harmed by and in sport, including in relation to children and young athletes. The SRA connects with survivors' groups and ensures their voice is represented in high level discussions.

The SRA demands that labour standards, including freedom of association and collective bargaining rights of players and athletes are respected throughout sport in an inclusive process.



OUR GOAL IS TO HAVE AN IMPACT ON SPORT TO RESPECT HUMAN RIGHTS AND COMPLY WITH GOOD GOVERNANCE STANDARDS. OUR AIM IS TO ENSURE THAT THE VOICE OF WHOM WE REPRESENT IS RECOGNISED AND RESPECTED.

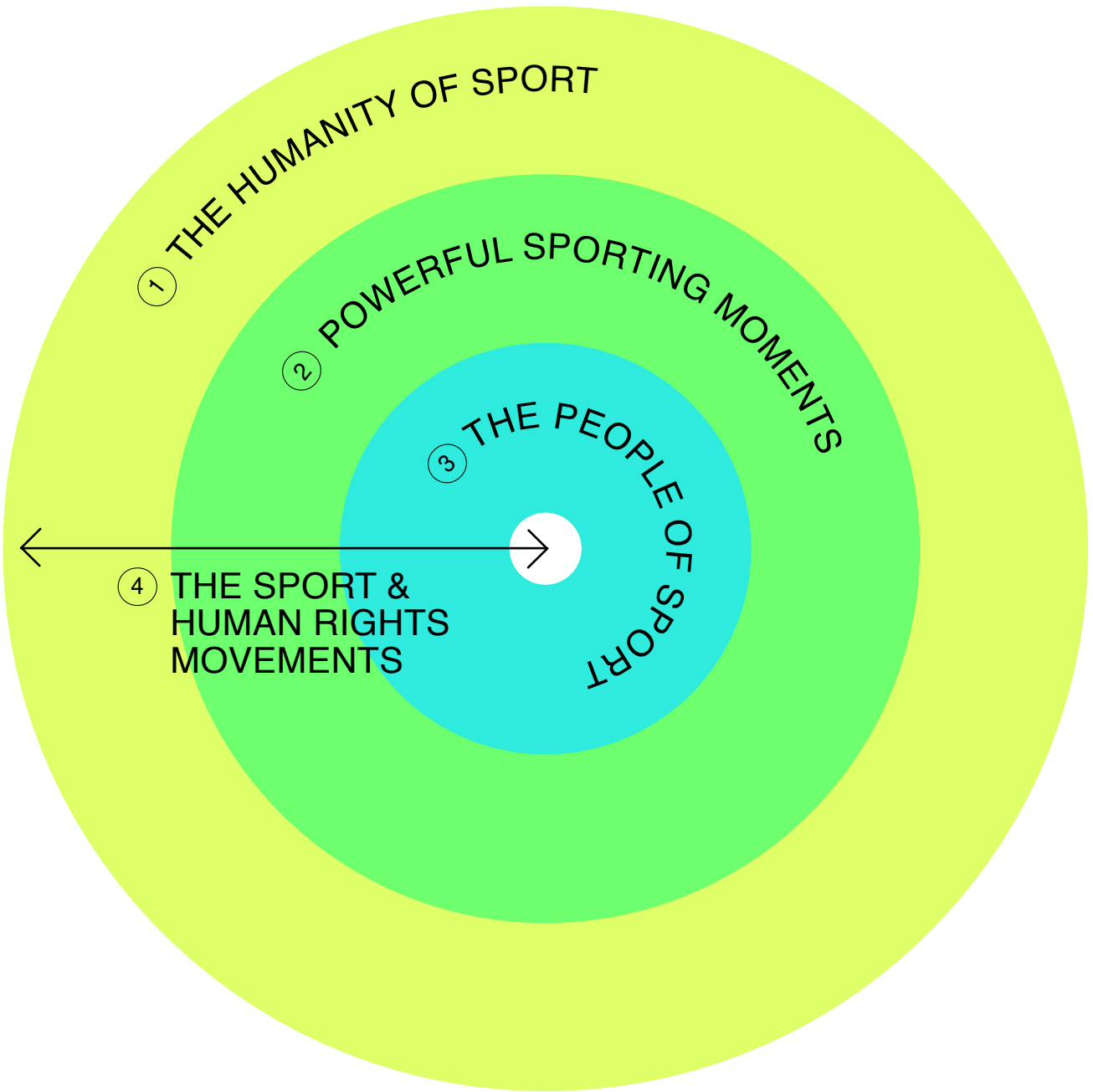
Each partner brings expertise, representation and commitment to change in sport. We recognise that for certain initiatives an SRA Core Partner will take a leading role. To succeed, the SRA will develop strategic partnerships focused on specific campaigns to drive systemic impact and engage leading child rights experts in sports and survivors of abuse to further develop our advocacy and watchdog role.

The SRA will drive impact at the IOC, FIFA, International Federations, event organisers, sponsors and key economic investors and the host countries and cities of mega sporting events.

The SRA will work to ensure that the whole sports supply chain is free of labour exploitation and corruption. We will leverage our authority, respective membership strength, athlete activism and public opinion to bring about change.

(2) SRA'S IMPACT

**THE SRA'S KEY IMPACT OVER THE NEXT FOUR YEARS
2021 - 2024 WILL HAPPEN AT FOUR LEVELS:**



1 POLICY

The SRA will spearhead and drive the campaign to change the Olympic Charter to make a constitutional obligation for the IOC, international sport federations and the 206 National Olympic Committees (NOCs) to comply with and embed human rights standards within their governance structures, and in their supply chain. The IOC should hold the constituents of the Olympic Movement accountable for implementation and compliance. This includes also advancing the implementation of the IOC Independent Human Rights Strategy (Dec 2020), by Rachel Davis and Prince Zeid Ra'ad Al Hussein. The SRA will also hold FIFA accountable to its human rights commitments and revitalize efforts to realise the Ruggie report (2016) to FIFA and the recommendations of the FIFA Human Rights Advisory Board.

KEY EVENTS IOC 2020+5 Olympic Agenda (approved March 2021) and the IOC Independent Human Rights Strategy (published Dec 2020); awarding of the Olympics 2030 and 2032 (preferred bidder Brisbane announced – build on the experience with the Commonwealths Games 2018).

THEMATIC FOCUS Olympic and Paralympic Games, the Olympic Movement (IOC President's legacy); FIFA and other IFs; NOCs; professional sports.

CHILD RIGHTS FOCUS Sport governing bodies commit to comply with and embed child rights standards, procedures and representation at the core of its governance and in the sports supply chains; and are held accountable for implementation and compliance.

2 EVENTS

The SRA will focus its energy to ensure that mega sporting events and key championships are planned and delivered as celebrations of human rights, providing an environment for truly powerful sporting moments expressing the humanity of sports and having a lasting positive human rights legacy for hosting societies and that child athlete wellbeing and safety is prioritised.

KEY EVENTS Tokyo 2020/2021, Beijing 2022, Qatar 2022, Aus/NZ 2023, Euro 2024, Paris 2024.

THEMATIC FOCUS Workers' rights including migrant workers; press freedom; LGBTI+ rights; athlete and fan activism; child wellbeing and safeguarding.

CHILD RIGHTS FOCUS Powerful sporting moments are planned and delivered ensuring respect, promotion and protection of children around the events and that child athlete wellbeing and safety is prioritized.

3 PEOPLE

The SRA will take on, led by one or more Core Partners, individual cases of human rights abuses in sports (regarding a specific region, theme or individual), in view of both securing remedy and justice for the individual but also with the objective of achieving systemic change. The SRA is open to cooperating with other partners in strategic and focused campaigns.

KEY EVENTS Crisis management and remedy.

THEMATIC FOCUS Child abuse and harassment; athlete activism; press freedom; other reactive cases; fundamental human rights of athletes (e.g., capital punishment, detention, refoulement).

CHILD RIGHTS FOCUS Individual cases of child rights abuses in and around sport are brought to light in view of both securing remedy and justice for the individual but also with the objective of achieving systemic change.

4 MOVEMENT

The SRA will build the strength of its Core Partners and the capacity of the sport and human rights and survivors' movements, so that it can achieve legal, political, cultural, and systemic change in, through and beyond sport.

KEY EVENTS Civil society exchange spaces (SRA); multi-stakeholder spaces (CSHR); intergovernmental organizations (UN agencies, ILO, EU).

THEMATIC FOCUS Building survivors' movement, communication, governance, organising and fundraising.

CHILD RIGHTS FOCUS Children and survivors' movements are strengthened so that they can achieve legal, political, cultural and systemic change in, through and beyond sport.

INTERNATIONAL

We are global organisations, with representation and membership all over the world.

RESILIENT

We are capable to anticipate, react to change and evolve – we are here for the long term.

DISCIPLINE

We will be strategic and single-minded in our pursuit to embed human rights in sport.

PARTICIPATORY

Our starting point are the priorities and concerns from people directly impacted by and through sports; including survivors, child athletes and community representatives.

ADVOCACY AND REPRESENTATION

We will advocate for and represent those most affected by sports, including survivors and victims of abuse in sport.

PURPOSE

We have a strong sense of purpose.

PROTECTION

We will protect the most vulnerable in sport who have been severely harmed. We will work to eliminate child abuse and safeguard the rights of children throughout sport, promote equality of opportunity and treatment, foster the rule of law and fight discrimination in all its forms.

STRENGTH

We will build our capacity, membership and resources to deliver change.

ENGAGED

We are engaged with sport and human rights and building this work through the Sport & Rights Alliance.

DELIVERY

We will get things done and seek to have impact in, through and beyond sport. throughout sport.

AMPLIFY

We will share knowledge of our campaigns, amplify the messages and impact of the campaigns, and act in support of one another.

EXPERTISE

Through our partners, we bundle and offer expertise in labour, human rights and good governance.

DIVERSITY AND INCLUSION

We will embrace our unique roles and leverage our collective force to win respect for human rights standards in sport.

ORGANIZED

We will be courageous in our acts in solidarity and support for the survivors of human rights abuses by and in sport.

PARTNERSHIP

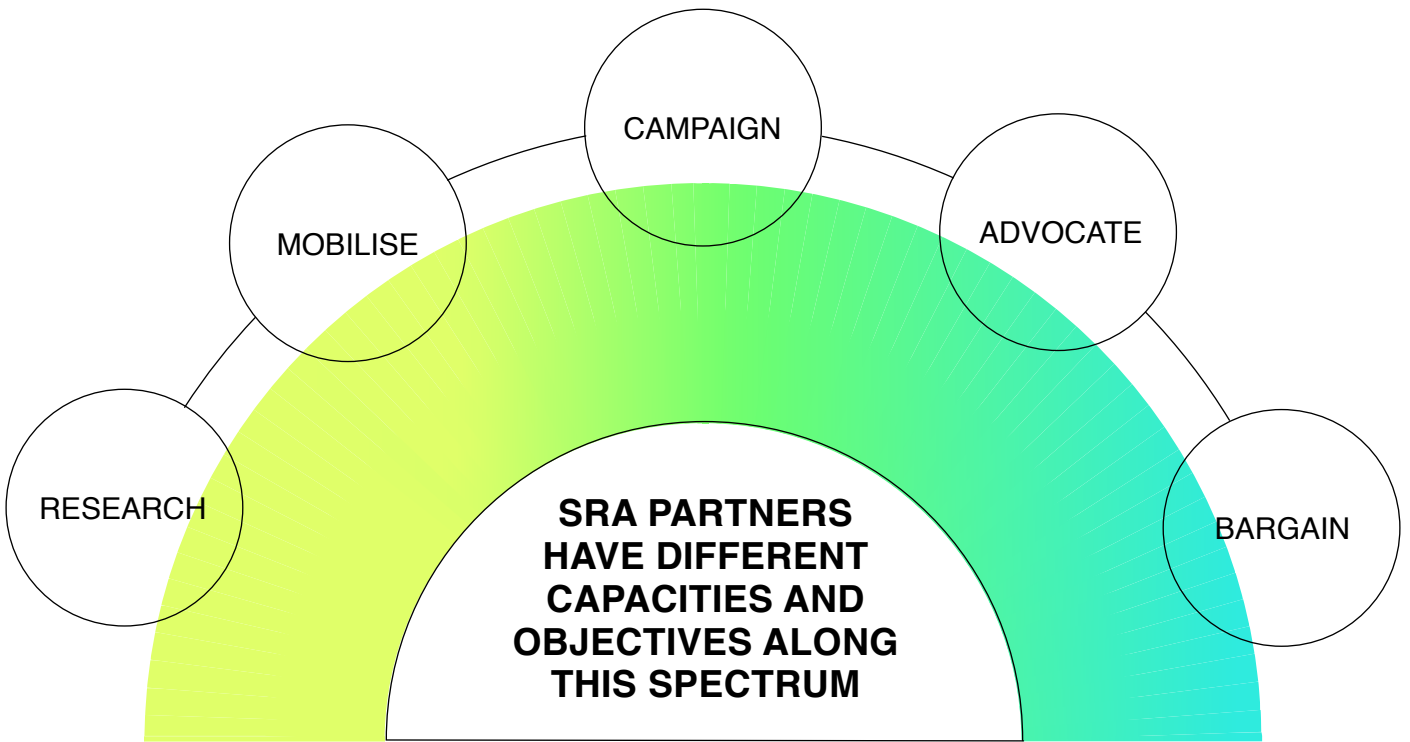
We will constructively engage with other strategic partners in the sport and human rights movement, sport governing bodies, officials, sponsors, and relevant UN institutions. We will cooperate with the Centre for Sports and Human Rights to ensure the Sporting Chance Principles are applied throughout sport.

PRINCIPLED

We are principle-driven, guided by the firm belief in human rights and the humanitarian power of sport.

(4) ROLES OF SRA PARTNERS

BY HARNESSING AND AMPLIFYING THE WORK OF ITS PARTNERS, THE SRA WILL:



RESEARCH

monitor; investigate; identify risks; know the facts on the ground; exchange information;

MOBILIZE

organise solidarity and direct actions; protest; engage with survivors' groups; liaise with constituencies; coordinate national groups;

CAMPAIGN

media influence; expose harm, naming and shaming; build public pressure and leverage; raise awareness;

ADVOCATE

foster engagement; ensure participation; represent affected people and survivors; have a seat at the table; propose policy; propose legal/ industrial action;

BARGAIN

negotiate and enforce global agreements with sport governing bodies with respect to embedding human rights in sports.

(5) SRA PARTNERS INDIVIDUAL EXPERTISE



Amnesty International (AI)

Amnesty leverages the public interest in sport to broaden public awareness and support for their human rights causes, and highlights the human rights responsibilities of sporting bodies under the UNGPs. Amnesty has witnessed the increase in human rights violations and abuses when mega sporting events are organized, including the suppression of freedom of expression, forcible evictions and the exploitation of migrant workers, as well as attempts by states to ‘sportswash’ their human rights records. Amnesty also recognises sport can be a powerful force for change.



The Army of Survivors (TAOS)

TAOS is a non-profit organization whose mission is to bring awareness, accountability and transparency to sexual violence against athletes. Created by a group of more than 40 athlete survivors of sexual violence, TAOS is the only national organization advocating for and supporting child athlete survivors of sexual violence through resources, advocacy and education.



Committee to Protect Journalists (CPJ)

CPJ leverages public interest in sport to draw attention to press freedom violations around sports and mega sporting events, including cases where journalists are censored or prevented from reporting important stories about these events, and in the countries hosting them. Beyond censorship of individual journalists, preventing critical coverage denies the public access to vitally important information. In addition, sporting events provide a rare opportunity to bring international pressure on behalf of journalists in countries that may have poor records of supporting press freedom or where the governments have not been responding to other forms of advocacy.



Football Supporters Europe (FSE)

FSE has drawn attention to discrimination, racist abuse and policing, police violence and discrimination against fans and supporters with disabilities. A key area of focus for FSE is to establish remedy for fans affected by sexual and gender-based violence and discrimination in football. Inclusion of human rights in Article 3 in the FIFA statutes represented a key win, meaning that FSE can now hold FIFA accountable for the human rights of fans as well.



Human Rights Watch (HRW)

HRW conducts on-the-ground research in more than 100 countries, documenting abuses of human rights in sport for more than two decades. Using research and survivor testimony, HRW informs, advocates and pressures governments, policy makers, companies, and sport governing bodies such as the IOC and FIFA to adopt, entrench and implement international human rights. Recent reports document worker deaths and wage-cheating in stadium construction, anti-LGBT discrimination in sport, violations of gender equality and press freedom, crimes against humanity by Olympic hosts, corporal punishment of child athletes in training, and sexual abuse of women and girls in football federations.



ILGA World

ILGA World has identified sport as a place where people feel excluded, shamed and bullied. Sports is also a strategic opportunity to promote change in very conservative and closed countries. For ILGA, sports acts as a microcosm of the more conservative and bigoted part of societies, excluding ILGA communities from accessing the many benefits of sport, either as spectators or participants in terms of finding respect.



International Trade Union Confederation (ITUC)

The ITUC has long sought to change the rules of the global economy. Sport has played a key role in driving home its message — from exposing corrupt governance in sport governing bodies and abuses in sports supply chains to labour and child rights violations in host countries and the exploitation of migrant workers and child labour in construction projects for mega sporting events.



Transparency International (TI)

TI has exposed the corruption and management malpractices that have characterized sports administration. In its report on Global Corruption in Sport (2016), TI confirmed that ordinary people are losing faith in those who run sport. From poor governance, match fixing and bribery to money laundering and “sextortion” (including of minors), the many faces of corruption threaten the values of sport that attract billions of people to watch and participate. Sports organisations must be open about how they operate, the money they make, and how they spend it.



World Players Association (WPA)

WPA is the leading voice of organised players in the governance of world sport. It brings together 85,000 players across professional sport through more than 100 player associations in over 60 countries. WPA affiliates have an unparalleled track record of embedding the human rights of players in sports through collective bargaining and ensuring access to effective remedy for players. WPA is committed to the implementation of the Universal Declaration of Player Rights (UDPR) and to ensure child athletes rights are promoted, respected and protected through Project CARE.

COLLECTIVE STRATEGY FRAMEWORK FOR SYSTEMIC CHANGE

The SRA Core Partners have agreed on a Strategy Framework and an accompanying Strategic Action 2021-2024 matrix to set priorities, focus energy and resources, strengthen operations, ensure that everybody is working towards common goals, establish agreement around expected outcomes, and assess and adjust the organisation's direction in response to a changing environment.



THE SPORT & RIGHTS ALLIANCE:

VISION

A world where global sport is an authentic force for good, complies with internationally recognised human rights, including child wellbeing and safeguarding, and adheres to the highest governance and anti-corruption standards.

IMPACT

Sport governing bodies to embed human rights and comply with the highest standards of governance and the rule of law, be subject to independent monitoring, provide adequate remedy, ensuring broad engagement of the people most deeply affected in and by sports.

OUTCOMES

(by 2024)

GOAL #1

POLICY

human rights and anti-corruption are embedded in global sport governing bodies' policies and procedures, and are effectively implemented and remedied.

FOCUS IOC, FIFA, IFs, Global Sport Governing Bodies

GOAL #2

EVENTS

MSEs and other powerful sporting moments are compliant with human rights standards and serve as accelerators for human rights and anti-corruption measures; and that child athlete wellbeing and safety is prioritised.

FOCUS migrant workers, child safeguarding and wellbeing, press freedom, LGBTI+, fans activism

GOAL #3

PEOPLE

solidarity cases of human rights, child abuse and harassment, corruption in sports are brought to light in view of both fighting for the delivery of remedy and justice but also to achieve systemic change.

FOCUS child abuse and harassment, athlete activism

GOAL #4

MOVEMENT

the strength and capacity of the sport and human rights movement is improved, so that it can achieve legal, political and systemic social change. Groups of survivors of abuse are fostered and strengthened.

FOCUS communication, governance and fundraising

2021-2024 – STRATEGY FRAMEWORK

OUTPUTS



SRA Partners collectively advocate, research, mobilise, campaign and negotiate for global policy and systemic change within SGBs.



SRA Partners exchange strategy and information around sport and human rights and amplify each other's actions and campaigns.



The SRA Partners develop the sport and human rights movement, the alliance's governance model, effectively communicate internally and externally about its impact, and implement its resourcing strategy.

INPUTS



Relationships with SGBs, peer organisations focused on sport and human rights, survivors' and child rights groups, UN and EU agencies, government and sponsors.



SRA Core Partners' institutional commitment and dedicated representation at the SRA, involvement of child rights experts.



Dedicated resources, funding and staff for the SRA.

SPORT & RIGHTS ALLIANCE SECRETARIAT

www.sportandrightsalliance.org
[@sport_rights](https://twitter.com/sport_rights)

Andrea Florence

Director

andrea@sportandrightsalliance.org

Joanna Maranhão

Network Coordinator

joanna@sportandrightsalliance.org

Rachel Causey

Communications Coordinator

rachel@sportandrightsalliance.org

Victoria Andreoli

Graphic Designer

victoria@sportandrightsalliance.org



52

