

MEANINGFUL ENGAGEMENT TOOL



BACKGROUND TO THE TOOL

BUILDING ON IDEATION

This tool is an outcome of the work led by the [Centre for Sport and Human Rights \(CSHR\)](#) in collaboration with [ThinkSport](#) as part of the [Innovation Booster - Sport & Physical Activity](#) (powered by [Innosuisse](#), the Swiss Innovation Agency). Innovation Boosters offer both a space to reflect on ideas and – crucially – a means to provide resources to catalyse their realisation. This tool has therefore been developed in line with this package of support and according to a prescribed budget and timeline.

This Innovation Booster started in October 2023 with [an ideation session](#), which brought together participants from civil society, sponsors, experts, global and regional sports federations to discuss challenges at the intersection between sport, human rights and leadership. The session was based on the recognition that the world of sport needs to move from human rights commitments to implementation and reflect on existing models and practices that are too often based on hierarchical structures and power differentials. Participants discussed how to support a new generation of leaders and ensure their commitment to sustainability, risk management, and remedy for all those impacted by their organisation's activities. Collectively, they pinpointed one critical gap in the path towards converting the vision for responsible sport into reality, namely



the need for a sport-specific tool and guidance on how to conduct trusted and meaningful engagement with people (potentially) affected by day-to-day sport activities and events.

Drawing on lessons and insights from institutional practitioners in sport, the event industry, the wider private sector, affected persons representatives and those with lived experience, academia and other experts, CSHR and ThinkSport aimed to build a generic and practical tool to help answer the question:

How can sports organisations better consult and meaningfully engage with (potentially) affected persons and other relevant stakeholders?

Primarily designed for sport organisations and sporting event hosts/organisers, this tool aims to acknowledge and highlight the necessity for cultural and leadership change on stakeholder engagement and to serve as a baseline to further develop initiatives fostering meaningful engagement in sport.

METHODOLOGY BEHIND THE TOOL

CSHR developed the following methodology to populate and build this tool.

CONDUCT A BENCHMARK MAPPING EXERCISE OF TOOLS & INDUSTRY GOOD PRACTICE

This exercise aimed to understand the current framework for stakeholder engagement in sports and other industries, including standards like [AA1000 AccountAbility Principles](#) or ISO 20121:2024 requirements. It was informed by desk research, an online survey, and interviews of organisations leading/facilitating/or participating in stakeholder engagement. Our research covered key aspects of engagement, such as planning, stakeholder mapping, or reporting. We analysed lessons learnt, good practice, challenges from experiences in sport and other industries with a critical and people-centred approach. This exercise was an essential first step in scoping the tool and understanding how current engagement should evolve towards more responsible, meaningful, trauma-informed and human rights-based practices.

INTERVIEW RELEVANT STAKEHOLDERS, INSTITUTIONS & EXPERTS

Our research served as a basis for a second range of interviews aimed to clarify how to align engagement with the needs of (potentially) affected persons and other relevant stakeholders. Experts, civil society, researchers and representatives of affected or vulnerable groups guided us in identifying how notions of human rights due diligence and other relevant human rights standards should apply to engagement. This important phase also allowed us to have an in-depth reflection on the role of transparent, responsible and innovative leadership to ensure meaningful engagement.

BUILD AN INTERIM REPORT

Building on findings from desk research, survey and interview results, we drafted an interim report that provided an outline of the pathways to meaningful engagement as well as key



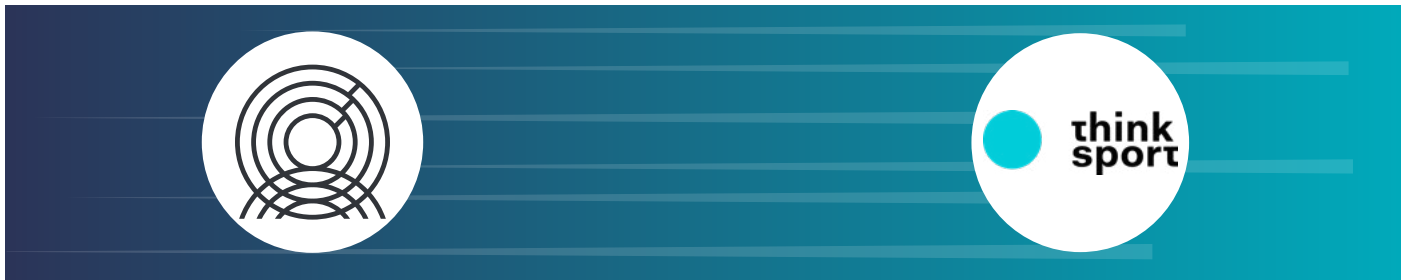
engagement principles, outlined suggested steps and sample questions to address when engaging with (potentially) affected persons and other relevant stakeholders. These steps and questions served as a preliminary framework to develop the structure of the tool.

BUILD A TOOL WITH INPUTS FROM COMMITTEE & EXPERT REVIEWERS

We reviewed and adapted the interim report based on feedback received from members of a committee and external reviewers, in order to create the digital tool. The reviewed and updated version of the interim report formed the framework and substance for this digital tool.

KEY CONTRIBUTIONS

This tool is an outcome of an [Innovation Booster - Sport & Physical Activity](#) powered by Innosuisse. The creation of the tool has been supported by several actors highlighted below. We would like to thank all those who supported and contributed to this initiative.



CENTRE FOR SPORT & HUMAN RIGHTS (CSHR)

Overall management of the project was led by CSHR, with frequent reporting and discussions with ThinkSport. CSHR led the operational planning, scoping of the project and coordination of final outputs. CSHR staff were in charge of communicating findings and collaborating with both the committee and external reviewers, leading and reporting on interviews with stakeholders, disseminating surveys, leading desk research and drafting of the interim report and final tool. Drafting was led by [Lucy Amis](#), Senior Advisor - Knowledge & Capacity and [Marie Porchet](#), Programmes & Partnerships Coordinator, with the support of [Alison Biscoe](#) - Head of Programme Development & Capacity Building and [Dr. Daniela Heerdt](#), Head of Research & Education. [Guido Battaglia](#), Head of Partnerships & Institutional Affairs & Head of Geneva Office, [Alison Biscoe](#), and [Marie Porchet](#) were instrumental in developing and coordinating this initiative.

THINK SPORT

[ThinkSport](#) was instrumental in bringing together participants during the ideation session and building a committee to support the initiative. By fostering cooperation between CSHR and other actors of the sport ecosystem, ThinkSport supported CSHR in building this multi-stakeholder initiative, encouraging dialogue and innovation. By coordinating the financial contribution of the initiative by Innosuisse, its staff enabled CSHR to lead and test innovative ideas. As the leading house of the Innovation Booster Sport & Physical Activity, ThinkSport was also responsible for the overall programme and methodology.



INGRID BEUTLER

Ingrid Beutler, Senior Partner at [Think Beyond](#), has been actively involved in this initiative. As a participant to the ideation session in late 2023, Ingrid worked with CSHR in conceptualising the initiative, conducting research, planning interviews and surveys, scoping and drafting preliminary and final outcomes of the project. Her contribution focused on discussions on the scope and content of the tool, its use and implementation by sport organisations.

COMMITTEE

A selection of participants to this ideation session, who shared their enthusiasm for the project and interest in actively supporting the creation of this tool, were constituted in a committee and regularly met during the project to contribute in their personal capacity. The committee was an opportunity to foster dialogue and share expertise between different actors of the sport ecosystem and allowed its individual members to receive updates and substantive information on results of the research, which could be further disseminated within their respective organisations and help promote meaningful engagement.

- Jerome **Bellion-Jourdan** - Institute for Global Negotiation
- Carlos **Cáceres Heinz** - EPAM Systems
- Sebastian **Garvens** - International World Games Association
- Alexander **Higgins** - UEFA
- Cristina **Ibarra** - International Skating Union
- Diogo **Jurema** - International Gymnastics Federation
- Joanna **Maranhão** - Sport & Rights Alliance and Athletes Network for Safer Sports
- Gabriella **Szàsz** - Sport event manager
- Nathan Day **Wilson** - World Council of Churches

EXTERNAL REVIEWERS

The interim report prepared by CSHR was reviewed by several additional organisations with relevant expertise, to ensure the tool would be built with a people-centric approach, benefit from a diversity of thematic perspectives, and be integrated into due diligence and other business and human rights standards.

TECH SUPPORT

[GIBE DIGITAL](#), a full service digital agency, supported CSHR in creating the digital platform for this tool. Its team has helped CSHR find tailored and user-friendly solutions to integrate the tool to its digital platform, by sharing their innovative and technical expertise.

