

**CONFIDENTIAL DRAFT: 21 FEBRUARY 2018**



# **Strategic Plan 2018-2022**



# About This Document

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This document sets out a five-year strategy for launching and incubating a permanent and independent Centre for Sport and Human Rights from June 2018. The strategy has been produced by the Institute for Human Rights and Business (IHRB) in its role as Secretariat to the Mega-Sporting Events Platform for Human Rights (MSE Platform). Further information about the MSE Platform can be found at: [www.megasportingevents.org](http://www.megasportingevents.org).

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# Background

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The world of sport, and in particular mega-sporting events, cannot stand apart from its very significant social impacts – both positive and negative. Sport can enhance freedoms and celebrate human dignity, but it can also amplify discrimination and abuse.

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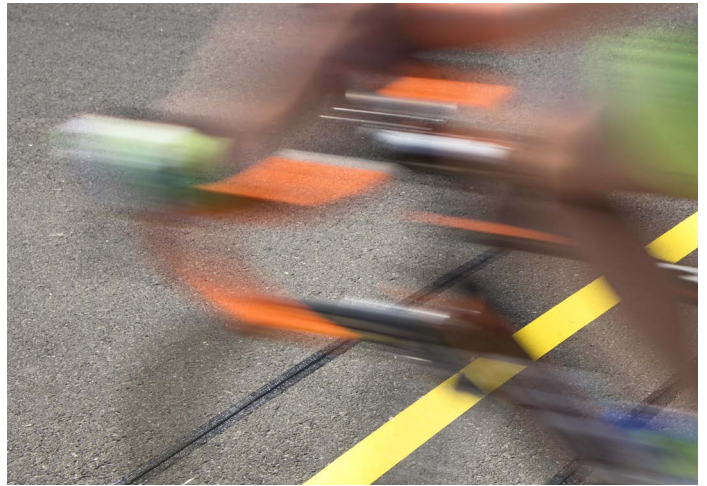
It is critical to ensure that the world of sport is in full alignment with the UN Guiding Principles on Business and Human Rights (UN Guiding Principles) and other international human rights and related instruments, principles, and standards.

Over the past two years, an unprecedented alliance of intergovernmental organisations, governments, sports bodies, athletes, hosts, sponsors, broadcasters, civil society representatives, trade unions, employers and their associations, and national human rights institutions have come together under the banner of the Mega-Sporting Events Platform for Human Rights (MSE Platform). They have been united by the understanding that there is a generation of work to be done to fully align the world of sport with the fundamental principles of human dignity, human rights, and labour rights. This collective effort has built on the progress made by a number of leading actors in the world of sport who have worked to develop and strengthen their systems to manage human rights risks associated with their activities.

While good progress is welcomed and should be recognised, the world now needs to move towards more comprehensive implementation through collective action. Ensuring respect for human rights across the world of sport and mega-sporting events (MSEs) cannot be achieved by individual organisations working alone. It instead requires joint action aimed at sharing knowledge, building capacity, and ensuring transparency and accountability. The ultimate beneficiary will be sport itself: a celebration of humanity, uniting peoples in ways little else can.

This has led to a consensus that the relatively informal coalition that is the MSE Platform must now be institutionalised into a permanent, independent, and dedicated Centre for Sport and Human Rights (the Centre) to deliver on this common vision. This Strategic Plan sets out a five-year strategy for launching and incubating the Centre from June 2018. The strategy outlines the mission and scope of the Centre's planned activities, as well as the scaling up of activities and internal resource over the period 2018 to 2022.





# Organisation Overview

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## Theory of Change

All organisations, including those in the world of sport, are responsible for respecting human rights. Through preventing potential negative human rights impacts linked to sport, and providing adequate remedies for abuses that do occur, all organisations involved can better harness sport's potential for good.

The work of the Centre is premised on the understanding that collective action between diverse actors produces much greater leverage and potential for change in what is a complex system of different interests and incentives. Positive change can also build upon itself. The Centre therefore works with all actors involved in sport to build human rights knowledge, understanding, capacity and collective accountability.

## Mission

The Centre seeks to build a world of sport that protects, respects, and upholds the human rights of athletes, workers, communities, children, fans, volunteers, and the free press, in order to realise the full power of sport.

## Mandate

The Centre's mandate is to strengthen the legitimacy of sport through the promotion of effective approaches to prevention, mitigation, and remedy of human rights impacts. This will be in accordance with international instruments, principles, and standards including the UN Guiding Principles on Business & Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises, amongst others, including those that apply to potentially vulnerable or marginalised groups such as the United Nations Convention on the Rights of the Child, as well as to the world of sport, such as the Sporting Chance Principles on Mega-Sporting Events and Human Rights.

## Values

### The Centre will be defined by the following values:

- **Collective Action:** The Centre includes the participation of all key actors in the delivery of MSEs, recognising that such events encompass multiple actors responsible for human rights risks at varying levels of involvement, and therefore need the engagement and commitment of all actors to ensure rights are fully respected.
- **Trust:** All actors need to trust that the Centre is living up to its values, through transparent governance procedures and visible positive impacts.
- **A Public Good:** Human rights due diligence and remedies should not impose additional costs on low-income countries or amateur sports. The Centre will be a valuable resource, free at the point of service, and will be available for low-income countries and amateur sport.
- **Level-Playing Field:** Human rights are universal and so must be the process of implementation. The Centre will work with all actors to ensure that all are responsible and accountable for their impacts, and that the participation and voices of affected groups are central to the Centre's work.
- **Independence:** To achieve its objectives, the Centre must be able to engage independently with all actors involved in sport, both as a critical friend and to measure progress to ensure all organisations are accountable to the people they represent or upon whom they have a significant impact. To be truly independent, the Centre must also have an appropriate funding model. This strategy sets out a plan for the initial five years of operations, as well as the creation of an endowment fund during the same period to safeguard the Centre's work over the long term.

## Objectives

### The Centre will work to ensure that:

- All actors have ongoing meaningful engagement with potentially affected stakeholders to hear, understand, and respond to their interests and concerns, and prevent human rights abuses.
- Affected groups have access to effective remedy through the establishment, operation, and continual improvement of meaningful and effective grievance mechanisms by the state and non-state actors responsible for the impacts in question.
- State actors fully embrace and operationalise their duties to protect human rights in the hosting and delivering of MSEs and wider sporting activities.
- Sports governing bodies, international federations, non-state organisations created for or charged with delivering each MSE or sporting activity, and the corporate partners linked to them, fully embrace and operationalise their responsibilities to respect human rights.
- All actors publically disclose information demonstrating a robust understanding of their human rights risks and the effectiveness of their measures for preventing harms and remediating impacts.



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## Scope

The Centre envisions a world of sport fully aligned with the fundamental principles of human dignity, human rights, and labour rights.

Mega-sporting events, at the pinnacle of global sport, are the most visible and impactful manifestation of sport's impacts for good or ill on the human rights of people. As such, MSEs are the Centre's entry point into sport, and relevant to defining the scope of the Centre's activities. Such events represent the peak moment of ongoing sporting endeavour and can include both professional and amateur sports, as well as national events with significant international profile. All MSEs are potentially in scope, as are all kinds of related business relationships throughout the MSE lifecycle. The Centre defines a "mega-sporting event" to be an event with significant player, viewer, or spectator participation and/or commercial relationships. An event can also be "mega" in terms of its global social footprint and potential human rights impact.

The Centre will focus its efforts on specific events and business relationships (e.g. host, sponsor, broadcaster) as well as human rights impacts connected to MSEs. The criteria set out below will be used by the Centre's Advisory Council and Secretariat annually to determine which events and sports-related impacts fall in scope of the Centre's activities in a given year, in order of priority:

### 1) Severity of risk

- What are the potential adverse impacts of an MSE on the human rights of affected groups?
- How many people are likely to be impacted by the event?
- How serious are the potential impacts?
- What is the scale of the event, relevant to the host country? (e.g. Is it the first time this country has hosted an event of this scale?)
- What is the availability of effective grievance mechanisms?
- What is the likelihood that risk assessments, mitigation plans, and prevention methods can be disclosed and shared as a public good?

### 2) Potential for positive change

- Is there strong potential to mitigate and prevent negative human rights impacts?
- What is the likely effectiveness of collective action and leverage of the different actors involved in the Centre and event?
- What is the potential to advance respect for human rights in the host country?

### 3) Opportunities for learning

- Is there an opportunity to raise awareness and increase capacity of sports bodies and other key actors around human rights issues?
- What is the likelihood that this event will contribute to the learning of all future MSEs and the world of sport more generally?

In considering the above criteria, the Centre will retain some capacity to react to adverse human rights impacts as they arise<sup>1</sup>.

## Partners

The Centre's engagement focuses on the key actors best placed to ensure that sport reaches its fullest human rights potential and who must avoid causing or contributing to adverse human rights impacts through their own activities or operations, products, or services directly linked to them via their business relationships.

The Centre recognises the need for both state and non-state actors to play their respective human rights related roles fully and unambiguously and publicly disclose their actions taken. The Centre will therefore need to engage with and support the efforts of a range of stakeholders, including sports bodies, local organising committees, governments, intergovernmental organisations, sponsors, broadcasters, and other commercial partners, civil society and trade union representatives, national human rights institutions, as well as individuals from affected and potentially affected groups.

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<sup>1</sup>Appendix E presents an illustrative list of upcoming MSEs which could potentially be considered in scope for the Centre.

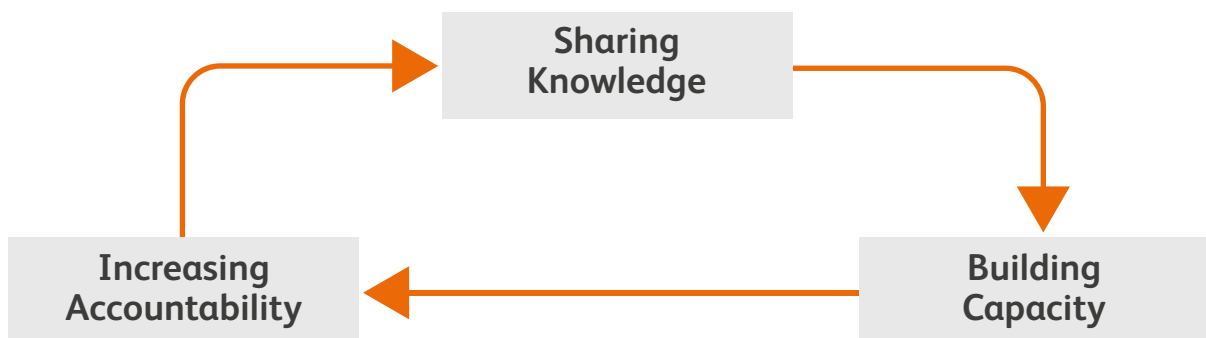




# Functions

The Centre works with all actors to share knowledge and lessons learned, build capacities, and help to shape and strengthen mechanisms for transparency and accountability in the world of sport.

The Centre therefore performs a range of activities under a framework of (i) sharing knowledge, (ii) building capacity, and (iii) increasing accountability. The relationship between the three areas of work is symbiotic, each reinforcing the others in support of continuous improvement in the promotion of effective approaches to prevention, mitigation, and remedy of adverse human rights impacts.



Within each Function there is an explicit focus on supporting host actors, sports bodies, governments, and corporate partners to implement their duties and responsibilities to prevent harms involving affected groups and their representatives, NGOs, trade unions, national human rights institutions and inter-governmental organisations.



Throughout the Centre’s activities, there is embedded a clear, cross-cutting focus on strengthening access to effective remedies for affected individuals, and reporting on progress toward fully implementing the UN Guiding Principles in full alignment with international human rights and related instruments, principles, and standards.

Each of the Functions are presented in further detail below, with a series of ideal outcomes presented to understand where the Centre hopes to be in 5 years and how it envisions getting there.

## 1) Sharing Knowledge

### Convening, Dialogue & Transferring Knowledge

#### Ideal outcome:

The Centre develops systems for sharing good practices across hosts and across sporting traditions. The result is that lessons are captured and mainstreamed enabling future hosts to stage games that are fully compliant with the UN Guiding Principles and in full alignment with international human rights and related instruments, principles, and standards.

The Centre serves as a trusted, safe, and impartial space for dialogue. It is relied on to bring diverse stakeholders together to engage constructively on specific dilemmas and challenges. The Centre will convene workshops for sports governing bodies and host actors, corporate partners (including sponsors and broadcasters), and affected groups to discuss common challenges and share learnings and best practice in effectively preventing and mitigating human rights risks, and remediating harms. Planned convenings in 2018 include a focus on the cross-cutting issue of remedy, and a series of activities related to Tokyo 2020. A detailed work plan on remedy is available at Appendix H, with further details on 2018 activities at Appendix G.

### Research

#### Ideal outcome:

Human rights risks and opportunities are identified and the roles and responsibilities of key actors are outlined and clearly understood, both by the actors themselves and outside the world of sport.

The world of sport is a multi-billion dollar industry with a complex value chain made up of a variety of public, private, and mixed-form entities. The Centre undertakes detailed research mapping key human rights related risks, the various actors involved, their practices, and gaps in

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implementation. This strengthens clarity on roles and responsibilities, including those that are shared with other actors. All of the Centre's research is made freely available as a public good. Research outputs for 2018 include a new White Paper on LGBTI+ peoples' rights in the sports context, with further details in the Activity Plan at Appendix G.

## 2) Building Capacity

### Tools

#### Ideal outcome:

Tools will be built and developed which are tried and tested by various actors in the world of sport. Tools for each of the different actors will be widely adopted throughout the industry to help them comply with the UN Guiding Principles in full alignment with international human rights and related instruments, principles, and standards.

There are systematic approaches that different actors can implement in specific contexts to promote human rights and to prevent and remediate harms. The Centre creates practical and accessible tools that help to guide these approaches – all made freely available as a public good. A range of tools will be published in 2018, including implementation guides for host actors, sports bodies, sponsors and broadcasters. See Appendix G for further details.

### Skills Development

#### Ideal outcome:

The Centre identifies actors requiring skills development, and a model or framework for running effective workshops with sports governing bodies, host actors, sponsors, broadcasters and affected groups is developed. Workshops have strong participation and actions are taken forward by the target audience.

Protecting and respecting human rights is as much an art as a science. The Centre therefore also runs interactive workshops with key actors and affected groups to deepen understandings, develop key competencies, and support continuous improvement. Workshops will be based on the tools developed, above, and the research outputs of the Centre, and will utilise the range of expertise available to Centre. Examples of impact from these workshops can be found in the background of the MSE Platform at Appendix A, with further details on planned workshops for 2018 in Appendix G.

## 3) Increasing Accountability

### Monitoring

#### Ideal outcome:

The Centre is the trusted independent party that assesses the extent to which stakeholders are meeting the human rights commitments that they themselves make. This means monitoring the performance of sports governing bodies, host actors, sponsors, and broadcasters against their own public undertakings.

The Centre reviews and appraises stakeholder approaches to respecting rights throughout the event lifecycle and engages directly in this activity with the representatives of athletes, workers, communities, children, fans, and the free press. The Centre's findings on progress and recommendations for improvement provide vital independent assessments and identify what improvements are needed.

## Remedy

### Ideal outcome:

The Centre has a clear and active role in supporting access to remedy for those severely harmed by the activities of an MSE or the sports industry more broadly. All actors operating in and around the world of sport are also empowered and encouraged to build and/or reform their grievance mechanisms and other procedures to effectively address human rights related matters.

The Sporting Chance Principles state the need for the victims of human rights abuse to be able to access an effective remedy. In addition, UN Guiding Principle 30 states: "Industry, multi-stakeholder and other collaborative initiatives that are based on respect for human rights-related standards should ensure that effective grievance mechanisms are available". As such, working to ensure grievance mechanisms meet the requirements of the UN Guiding Principles is a fundamental cross-cutting function of the Centre.

It is important to note that credible grievance mechanisms not only benefit affected groups, but greatly enhance the position of sports governing bodies and international federations which may need to take action to ensure that their commitments to human rights are upheld by others involved in the delivery of an event or the conduct of sport.

Remedy is a key component of the Centre 2018 Activity Plan (Appendix G) and activities on the subject are described in greater detail in the specific Remedy Work Plan (Appendix H).

## Transparency

### Ideal outcome:

Sports governing bodies, host actors, and corporate partners are transparent about their human rights risks as well as their prevention, mitigation, and remedy measures. This includes disclosing details around the bid criteria, bidding evaluations, sponsorship agreements, broadcasting rights, and details on grievances received and resolved.

The Centre offers support on international best practice and guidelines for public disclosure on human rights performance, and will consider adapting existing reporting frameworks to be more relevant to the world of sport. The Centre will further work with corporate partners to understand their commitments under existing reporting frameworks such as the UN Guiding Principles Reporting Framework and benchmarks such as the Corporate Human Rights Benchmark. The Centre will outline how these existing tools can be applied or adapted in the sports context. The Centre will also advocate for greater transparency in the delivery of mega-sporting events and will champion good practice in this space.

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## Annual Activity Plan

The Centre will produce an Annual Activity Plan for consultation and development with the Centre's Advisory Council. The Annual Activity Plan will respond to the Centre's:

- Mission and Mandate
- Strategic Objectives
- Scope Criteria
- Range of Functions

The 2018 Centre Activity Plan (Appendix G) provides a detailed breakdown of activities and sets out a broader trajectory of future activities the Centre could perform.







# Structure

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Launching in June 2018, the Centre will operate with an interim staffing and governance structure, incubated by IHRB as Secretariat, for a maximum period of three years before transitioning into a fully independent entity.

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This Interim Phase will allow time for the new organisation to develop standalone internal capacity while a subsidiary of IHRB, to build an endowment fund, and for a permanent governance structure to be put in place ready for operation by 2021. All members of the current Steering Committee will continue to participate fully in the Centre during the Interim Phase as members of the Centre Advisory Council.

## Chair

The process from an informal coalition to an independent Centre over the past two years has been a truly multi-stakeholder and collaborative effort led by Mary Robinson through her position as Chair of the MSE Platform Steering Committee. With Mrs. Robinson indicating her wish to hand over the role of Chair upon launch of the Centre, a search is underway to ensure that the Centre will have a prominent independent chairperson in place by June 2018.

The Chair will have the following key responsibilities:

- Ambassador, representing the Centre in high-level meetings and in particular in relation to funders.
- Chairing meetings of the Centre Advisory Council and attending the Interim Governance Committee until the Centre is fully independent.
- Participating in the recruitment of the Centre's CEO in cooperation with the Interim Governance Committee and Secretariat.

A draft job description for the Chair is included at Appendix I.

## Advisory Council

The Centre Advisory Council will include current members of the MSE Platform Steering Committee and Task Forces and will have a formal role advising on the annual activities of the Centre, its scope of work, and assessing its effectiveness.

Policies will be established prior to the Centre's launch to govern the conditions of participating in the Advisory Council, and a Memorandum of Understanding will be drafted for Advisory Council members to sign to acknowledge their role and ongoing collaboration.

Members of the Advisory Council will commit to working with all actors to build capacities, share knowledge, and help to shape and strengthen mechanisms for transparency and accountability.

The Advisory Council will meet in person once a year, around the time of the annual Sporting Chance Forum, and convene quarterly by phone with the Centre Secretariat to review progress in implementing the annual activity plan.

Advisory Council members will also convene in optional Working Groups administered by the Secretariat in support of workstreams overseen by the Secretariat. Working Groups may include those focussing on:

- UNGPs implementation in sports bodies
- Collective action on upcoming hosts
- The responsibilities of Sponsors and Broadcasters
- Permanent Governance Options for Centre
- Cross-cutting thematic issues such as access to remedy
- Strategic issues such as fundraising.

As the membership of the Advisory Council grows during the Interim Phase, options will be explored for developing smaller representative groups of Advisory Council members.

The Working Group on Permanent Governance Options will include members of the Centre's Interim Governance Committee and organisations from within the Advisory Council. This Working Group will devise the Permanent Governance Structure.

## Governance

### Interim Governance Committee

The governance structure during the Interim Phase formalises the currently informal governance arrangements of the MSE Platform with clearer policies and rules around membership, governance, strategy, and activities.

IHRB will establish an Interim Governance Committee comprised of representatives from the current MSE Platform Advisory Group – the ILO, OHCHR, IOE, and ITUC – as well as two IHRB Trustees.

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It is proposed that the members of the Interim Governance Committee at launch would be:

- Giovanni Di Cola, ILO
- Tim Noonan, ITUC
- Linda Kromjong, IOE
- Lene Wendland, OHCHR
- Bjorn Edlund, IHRB Chair of Trustees
- Ron Popper, IHRB Trustee

The non-IHRB members of the Centre Governance Committee would not take on fiduciary responsibilities or any obligations or liabilities through their membership of the Committee. Fiduciary responsibility during the Interim Phase would rest with IHRB's independent Trustees. The Interim Governance Committee will meet quarterly, responsible for:

- The good governance of the Centre;
- Safeguarding the trust, independence, and integrity of the Centre;
- Oversight and approval of annual budgets;
- Staffing, including the recruitment of the Chair in 2018 and CEO in 2019.

### **Permanent Governance Structure**

At the end of the Interim Phase, the Centre will be fully established as an independent entity, with the intention to be established in Geneva as a Foundation under Swiss law. The Board of the permanent structure will be comprised of independent individuals with the trust of all members of the Advisory Council. The process for identifying and appointing Board members will be a major part of the process towards creating the Permanent Governance Structure overseen by the Interim Governance Committee and the Working Group on Permanent Governance Options. While incorporation of the Secretariat is proposed for Switzerland, the Centre's legal structure may develop to include registrations in other jurisdictions. IHRB will continue to act as the Secretariat for the Centre during the Interim Phase through to year-end 2020. IHRB's CEO and staff will fulfil the functions of Secretariat while building the capacity of a subsidiary that can be spun off to a fully independent entity at the agreed time.

## **Secretariat**

### **Staffing**

At the time of launch in June 2018 the Centre will rely on the capacity of IHRB employees to the equivalent of 5 full-time members of staff. New staff brought into the Centre during the 2018-2020 Interim Phase will be "Centre staff", to be retained by the Centre once spun out.

The secretariat aims to have the equivalent of 6 full-time staff working for the Centre by the end of 2018, 7 full-time staff by end of 2019 (including the Centre CEO), and 8 full-time staff by year-end 2020. The independent Centre is projected to launch with 12 full-time staff by 2021.

During the Interim Phase, as the Centre's capacity develops, it will continue to be supported by IHRB's staff, including both subject matter experts as well as IHRB's operations, administrative, and communications functions as needed.

### **Centre CEO**

The Centre CEO will be recruited during 2018 to take position in early 2019 and work as part of the Interim Governance Structure. The Centre CEO will be primarily responsible for delivering on the Centre's mission and mandate, meeting its strategic objectives, and implementing the agreed annual activities, all whilst working alongside IHRB's CEO and staff. The Centre CEO will oversee the transition of the Centre from its Interim Phase into its Permanent Structure. A draft job description for the Centre CEO is included at Appendix I.





# Resources

## Budget

The projected costs set out below are based on the operational budget of the MSE Platform for 2017, as approved by the current Advisory Group. These projected costs broadly reflect the activities for 2018 and beyond as outlined above, and the anticipation of increased staffing needs. All budgets will be subject to approval and review by the Interim Governance Committee.

Resources Required   CHF	Interim Phase			Permanent Structure	
	2018	2019	2020	2021	2022
IHRB staff	380,000	330,000	340,000	0	0
Centre staff	60,000	230,000	375,000	1,200,000	1,200,000
Overheads (office space)	10,000	30,000	60,000	120,000	120,000
Travel and accommodation	115,000	135,000	180,000	250,000	250,000
Event costs	134,000	140,000	160,000	230,000	230,000
Expert costs	63,000	65,000	70,000	100,000	100,000
Postage and stationery	500	1000	2000	4000	4000
Sundry	2000	2000	3000	5000	5000
Telephone & internet	3500	4000	7000	11,000	11,000
Website costs	17,000	20,000	25,000	30,000	30,000
Reports	20,000	20,000	25,000	40,000	40,000
Org costs inc. accountancy	86,000	100,000	120,000	160,000	160,000
Contingency	45,000	58000	73,000	150,000	150,000
Reserves	165,000	165,000	165,000	200,000	200,000
<b>Total</b>	<b>1,100,000</b>	<b>1,300,000</b>	<b>1,600,000</b>	<b>2,500,000</b>	<b>2,500,000</b>

## Income

During the Interim Phase the Centre requires CHF 4,000,000 for operations in 2018, 2019 and 2020. Half will be raised from governments and foundations, and half will be raised from sports bodies, sponsors and broadcasters.

INCOME   CHF		Interim Phase				
		2018	2019	2020	TOTAL	
<b>Governments</b>	Government 1	100,000	100,000	100,000	300,000	
	Government 2	75,000	75,000	75,000	225,000	
	Government 3	75,000	75,000	75,000	225,000	
	Government 4	75,000	75,000	75,000	225,000	
	Government 5		150,000	150,000	300,000	
	Government 6		75,000	75,000	150,000	
	Government 7			75,000	75,000	
<b>Total Contribution from Governments:</b>						<b>1,500,000</b>
<b>Sports Bodies</b>	Sports Body 1	100,000	100,000	100,000	300,000	
	Sports Body 2	100,000	100,000	100,000	300,000	
	Sports Body 3	100,000	100,000	100,000	300,000	
	Sports Body 4	25,000	25,000	25,000	75,000	
	Sports Body 5			25,000	25,000	
<b>Total Contribution from Sports Bodies:</b>						<b>1,000,000</b>
<b>Foundations</b>	Foundation 1	160,000	170,000	170,000	500,000	
	Foundation 2					
<b>Total Contribution from Foundations:</b>						<b>500,000</b>
<b>Sports Bodies</b>	Sponsor 1	50,000	50,000	50,000	150,000	
	Sponsor 2	50,000	50,000	50,000	150,000	
	Sponsor 3	50,000	50,000	50,000	150,000	
	Sponsor 4	50,000	50,000	50,000	150,000	
	Sponsor 5	50,000	50,000	50,000	150,000	
	Sponsor 6	50,000			50,000	
	Sponsor 7		50,000	50,000	100,000	
	Sponsor 8		50,000	50,000	100,000	
	Sponsor 9			50,000	50,000	
<b>Total Contribution from Sponsors / Broadcasters:</b>						<b>1,000,000</b>
<b>TOTALS</b>		1,110,000	1,395,000	1,495,000	4,000,000	
<b>TOTAL INCOME</b>						<b>4,000,000</b>



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## Endowment

Beyond the Interim Phase, an endowment model is recommended as the most sustainable option for the Centre. The endowment would need to ensure the Centre is the beneficiary of significant funds in order to yield the full annual income of the Centre. Such an approach would greatly increase the chances for the Centre to operate impartially and independently over the years to come, and not to be reliant on annual fundraising, membership fees or fees for service. To undertake annual fundraising with many of the same partners with which the Centre works on a daily basis would severely hamper the Centre's mandate and perception of impartiality.

In order to secure an annual operating budget of 2,500,000 CHF the Centre would require an endowment in the region of 50,000,000 CHF. The endowment would be built during the Interim Phase, and during the first years of the Centre's Permanent Structure. This process would be overseen initially by the Interim Governance Committee, with the support of a Fundraising Working Group drawn from members of the Centre Advisory Council.

# Appendices

## Appendix A: Background to the MSE Platform

In August 2012 a Communiqué on Human Rights and the Olympics was issued by the governments of the UK, Russia, Brazil, and South Korea. This prompted the start of IHRB's work on MSEs, including dialogue with the outgoing Chair of the London 2012 Sustainability Commission to assess the extent of handover and learning from London 2012 to Rio 2016.

The following year marked the publication of the first-ever Host Organising Committee public human rights commitment, in the form of the Glasgow 2014 Organising Committee's Human Rights Approach on 10 December 2013 (International Human Rights Day). IHRB's policy mapping efforts meanwhile culminated in the launch of the "Striving for Excellence" report in November 2013, mapping the UN Guiding Principles against the MSE lifecycle. During 2013-14 IHRB additionally turned its focus to the 2014 Brazil World Cup and 2016 Rio Olympics, engaging with key stakeholders in Sao Paulo and Rio to better understand the practical considerations and human rights impacts involved in staging an MSE.

In June 2014, IHRB launched a dedicated website collating the work by all stakeholders on MSEs and Human Rights to date. In addition, IHRB patrons Mary Robinson and John Ruggie issued a letter to then President of FIFA, Sepp Blatter, encouraging the organisation to take steps to integrate human rights and outlining the recommendations from the "Striving for Excellence" report. Further and wider consultations with civil society organisations, sponsors, governments, and sports bodies continued throughout the year, including roundtables in 2014 and 2015 relating to Tokyo 2020.

Bilateral meetings were held between IHRB and the leadership of ILO, ITUC, and IOE as well as working level discussions with interested governments, OHCHR, and key representatives of major sporting bodies, civil society and business to discuss the need for a dedicated process and structure to address these issues on a permanent basis. On 17 November 2015 the ILO, IOE, ITUC and OHCHR issued a joint statement highlighting the pressing need for a more comprehensive approach to managing social risks and adverse human rights impacts arising from MSEs and affirming the commitment of the four organisations to advancing dialogue and joint action with all actors in this area.

First steps towards multi-stakeholder collaboration were taken at a high-level convening organised in Glion, Switzerland in late November 2015 by IHRB, Wilton Park and the Government of Switzerland. At this event, participants from diverse stakeholder groups concluded that: "A growing

<sup>2</sup> Information about the Commission for a Sustainable London 2012 is available here: <http://www.cslondon.org/>

<sup>3</sup> "Sports Governing Bodies and Human Rights", available at: [https://www.ihrb.org/uploads/reports/IHRB%2C\\_Sports\\_Governing\\_Bodies\\_and\\_Human\\_Rights%2C\\_May\\_2014.pdf](https://www.ihrb.org/uploads/reports/IHRB%2C_Sports_Governing_Bodies_and_Human_Rights%2C_May_2014.pdf)

<sup>4</sup> Available at: <http://www.glasgow2014.com/sites/default/files/documents/Glasgow%202014%20-%20approach%20to%20human%20rights%20-%20December%202013.pdf>

<sup>5</sup> "Striving for Excellence – Mega-Sporting Events and Human Rights", available at: <https://www.ihrb.org/megasportingevents/resource-view/report-striving-for-excellence-mega-sporting-events-human-rights>

<sup>6</sup> <https://www.ihrb.org/megasportingevents/>

<sup>7</sup> <https://www.ihrb.org/megasportingevents/mse-news/robinson-and-ruggie-open-letter-to-fifa-on-human-rights>

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number of actors acknowledge that more effective strategies are needed to prevent, mitigate and remedy abuses of labour standards and human rights associated with the lifecycle of mega-sporting events: from bidding rounds through to legacy.”

### **Demonstrating the Need for Collective Action**

Convened by IHRB, four multi-stakeholder “Test Tracks” were established at the start of 2016, comprised of a wide range of stakeholders across the MSE constituencies, with different organisations taking ownership for different subject areas to map the key human rights risks and practices currently operating within the world of MSEs. This resulted in the publication of eleven White Papers across the four test tracks in January 2017.

On 13-14 October 2016, IHRB and the US and Swiss Governments hosted the first Sporting Chance Forum, to review the 2016 Test Track activities and draft white papers, and discuss recommendations concerning next steps. Speakers included the voices of athletes themselves (such as Martina Navratilova, Bilquis Abdul-Qaadir, Nikki Dryden, and Moya Dodd) as well as communities adversely affected by specific events (in this case Rio 2016 Olympics). Participants gave their strong backing to exploring the potential creation of an independent and impartial Centre for Sport and Human Rights dedicated to MSEs and human rights through a series of test activities undertaken during 2016. Participants were also invited to publically endorse the Sporting Chance Principles (see Appendix F), which underpin the common goal of ensuring that MSEs showcase the best of humanity, and are built on a foundation of respect for human rights.

### **Demonstrating the Value of Collective Action**

In January 2017, the White Papers were published on an updated website. This coincided with the establishment of the previous collective efforts into a more formal network officially named the Mega-Sporting Events Platform for Human Rights (MSE Platform), with a multi-stakeholder Steering Committee chaired by Mary Robinson established to guide collective efforts and the process towards establishing an independent Centre for Sport and Human Rights.

During 2017, MSE Platform activities were targeted at building on the white papers’ mapping of the need for collective action, to demonstrating the value of collective action in practice. This involved developing methodologies on implementation – both through due diligence frameworks for all the main actors, and strategic collective interventions by Centre members in relation to specific human rights issues affecting events in Bahamas (2017), South Korea (2018), Russia (2017, 2018), Australia (2018) and Japan (2019, 2020). These collective interventions resulted in a workshop convened in September 2017 with the Tokyo 2020 Olympics Organising Committee (TOCOG). It focused on TOCOG’s implementation of the UN Guiding Principles and sustainable sourcing code. The workshop also offered an opportunity to discuss the need for TOCOG to implement its own grievance mechanism, building on the legacy of London 2012. This is work that will continue to be built on and expanded throughout 2018. (See Appendix G for a detailed overview of 2018 activities).

2017 also saw significant progress among all stakeholders, particularly sports bodies, towards integrating human rights into their policies and processes. Examples include:

- FIFA commissioned John Ruggie to write a report outlining the human rights context for FIFA and issuing 25 recommendations on how the organisation can take action on human

rights. FIFA also published its first human rights policy.

- The IOC launched Olympic Agenda 2020 with key steps taken on gender equality and anti-discrimination, and also introduced explicit human rights criteria into its host city contracts from 2024 onwards.
- UEFA announced new human rights requirements for its 2024 bidding process.
- The Commonwealth Games Federation published its first ever human rights policy as part of its Transformation 2022 strategy.

This value of collective action in practice was showcased at the second Sporting Chance Forum hosted by IHRB, the MSE Platform and the Government of Switzerland in Geneva on 30 November and 1 December 2017. On the occasion of the second Sporting Chance Forum all members of the MSE Platform Steering Committee formally announced in a joint statement (see Appendix B) their collective intention to establish an independent Centre for Sport and Human Rights in 2018.

## Stakeholders

The broad stakeholder network that took shape in 2016 was formalised at the start of 2017 following the first Sporting Chance Forum in order to launch both the eleven White Papers and the “MSE Platform” as the initial framework to govern and galvanise the next stages of work. At the end of 2017 there were 26 members of the Steering Committee who announced their joint intention to establish the Centre (see Appendix B). Members of the Steering Committee, others officially participating in the MSE Platform through Task Forces, and external parties engaged with throughout are listed below.

**Chair:** Mary Robinson

**Secretariat:** Institute for Human Rights and Business (IHRB)

### **MSE Platform Steering Committee Members:**

#### *Governments:*

- Government of Switzerland
- Government of the United States of America

#### *Inter-Governmental Organisations:*

- International Labour Organization (ILO)
- Organisation for Economic Cooperation and Development (OECD)
- Office of the United Nations High Commissioner for Human Rights (OHCHR)
- Organisation for Security and Cooperation in Europe (OSCE)
- United Nations Children’s Fund (UNICEF)
- Organisation internationale de la Francophonie (OIF)

#### *Sports Governing Bodies:*

- Commonwealth Games Federation (CGF)
- International Olympic Committee (IOC)
- Fédération Internationale de Football Association (FIFA)
- Union of European Football Associations (UEFA)

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*Sponsors / Broadcasters / Business Groups:*

- adidas Group
- BT plc
- The Coca-Cola Company
- International Organisation of Employers (IOE)

*Civil Society:*

- Amnesty International
- Human Rights Watch
- Terre des Hommes
- Transparency International Germany
- Football Supporters Europe

*National Human Rights Institutions:*

- New Zealand Human Rights Commission

*Trade Unions:*

- Building and Wood Workers International (BWI)
- International Trade Union Confederation (ITUC)
- World Players Association, UNI Global Union

*Hosts:*

- Commission for a Sustainable London 2012 (Former Chair)

**MSE Platform Task Force Members:**

*Governments:*

- Government of Germany
- Government of the United Kingdom

*Inter-Governmental Organisations:*

- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- Commonwealth Secretariat

*Sponsors / Broadcasters:*

- ABInBev
- The Procter & Gamble Company
- Discovery Communications & Eurosport
- ITV
- Sky

*Hosts:*

- Tokyo 2020

*Civil Society:*

- Committee to Protect Journalists (CPJ)
- Sport Equality League

## **External Stakeholders:**

Beyond those within the MSE Platform, the Secretariat has continued to engage proactively with the following:

### *Other Governments:*

- Australia
- Japan
- Canada
- France
- Russia
- Qatar

### *Hosts and Bid Committees:*

- Rio 2016
- Bahamas 2017
- Gold Coast 2018
- Russia 2018
- Qatar 2022

### *Other Sports Bodies:*

- World Rugby
- International Cricket Council (ICC)
- International Association of Athletics Federations (IAAF)
- International Paralympics Committee (IPC)
- Fédération internationale de basketball (FIBA)

### *Other Sponsors:*

- ASICS
- Nike
- Heineken
- ESPN
- NBC

### *Civil Society:*

- Caux Roundtable Japan
- Business and Human Rights Resource Centre

### *National Human Rights Institutions:*

- Northern Ireland
- Australia

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## Appendix B: Joint Statement, 30 November 2017

### Diverse Coalition Commits to Establishing Centre for Sport & Human Rights in 2018

30th November 2017

We, the Steering Committee of the Mega-Sporting Events Platform for Human Rights, are pleased to announce our commitment to the establishment of an independent Centre for Sport & Human Rights during 2018.

Our unprecedented alliance includes intergovernmental organisations, governments, sports bodies, athletes, hosts, sponsors, broadcasters, civil society representatives, trade unions, employers and their associations, and national human rights institutions.

Over the past two years, we have come together united in the understanding that there is a generation of work to be done to fully align the world of sport with the fundamental principles of human dignity, human rights, and labour rights. This effort will build on the progress made by a number of leading actors in the world of sport who have worked to develop and strengthen their systems to manage human rights risks associated with their activities.

Our cooperation is rooted in the belief that ensuring respect for human rights across the world of sport and mega-sporting events cannot be achieved by individual organisations working alone. It instead requires joint action aimed at sharing knowledge, building capacity, and ensuring transparency and accountability. This will help to build a world of sport that protects, respects, and upholds the human rights of those affected by sport, including athletes, workers, communities, children, fans, volunteers, and the press.

A Centre for Sport & Human Rights will need to promote effective approaches to prevent, mitigate, and remedy human rights impacts associated with sport. This means working with all actors to build capacities, share knowledge and lessons learned, and help to shape and strengthen mechanisms for transparency and accountability. The Centre will therefore need to support the efforts of a range of stakeholders, including sports bodies, local organising committees, governments, intergovernmental organisations, sponsors, broadcasters, and other commercial partners, civil society and trade union representatives, national human rights institutions, as well as individuals from affected and potentially affected groups.

This work will need to be undertaken in full alignment with international human rights and related instruments, principles, and standards including the UN Guiding Principles on Business & Human Rights with its three pillars of Protect, Respect, and Remedy, ILO Declaration on the Fundamental Principles and Rights at Work, OECD Guidelines for Multinational Enterprises, amongst others, including those that may apply to potentially vulnerable or marginalised groups such as the UN Convention on the Rights of the Child, as well as the Sporting Chance Principles on Human Rights in Mega-Sporting Events.

All organisations on the Steering Committee of the Mega-Sporting Events Platform for Human Rights are committed to the establishment of a Centre in 2018 that responds to these needs.

**Signed by:**

*Steering Committee members*

1. adidas Group
2. Amnesty International
3. BT plc
4. Building and Wood Workers International (BWI)
5. The Coca-Cola Company
6. Commission for a Sustainable London 2012 (Former Chair)
7. Commonwealth Games Federation (CGF)
8. Fédération Internationale de Football Association (FIFA)
9. Football Supporters Europe
10. Government of Switzerland
11. Government of the United States of America
12. Human Rights Watch
13. International Labour Organization (ILO)
14. International Olympic Committee (IOC)
15. International Organisation of Employers (IOE)
16. International Trade Union Confederation (ITUC)
17. New Zealand Human Rights Commission
18. Office of the United Nations High Commissioner for Human Rights (OHCHR)
19. Organisation for Economic Cooperation and Development (OECD)
20. Organisation internationale de la Francophonie (OIF)
21. Organisation for Security and Cooperation in Europe (OSCE)
22. Terre des Hommes
23. Transparency International Germany
24. United Nations Children's Fund (UNICEF)
25. Union of European Football Associations (UEFA)
26. World Players Association, UNI Global Union

**Chair:**

- Mary Robinson

**Secretariat:**

- Institute for Human Rights and Business (IHRB)

**Also supported by:**

*Task Force members*

- Committee to Protect Journalists (CPJ)
- Commonwealth Secretariat
- Discovery Communications & Eurosport
- Sky
- Sport Equality League
- The Procter & Gamble Company
- United Nations Educational, Scientific and Cultural Organization (UNESCO)



## Appendix C: Mapping of Existing Players

This table provides an overview of existing players in the field to help situate the Centre for Sport and Human Rights within a wider landscape of committed actors.

Organisation	Scope	Strengths	Weaknesses
Council for Responsible Sport (CRS)	CRS supports event organisers to produce environmentally and socially friendly events, certifies events, and celebrates action. The majority of their work is US-focused	Have certified over 150 events Have concrete standards for certification	Certification standards are pretty weak and do not reference international standards 'Social' aspect of their certification is lacking (things like ensuring access to disabled people, having a child protection policy and CSR activities like raising money for charity etc)
Responsible Sport Initiative (part of WFSGI)	This initiative has been launched by WFSGI to help sporting goods companies efficiently implement corporate and social responsibility standards Aiming to expand work on cooperation around human rights issues, including by working with international orgs and SGBs – offers an information sharing platform and Clearinghouse on topics developed by various WFSGI committees	Offers an audit-sharing system which makes it easier and more affordable for companies to check compliance of their suppliers Audits are conducted by an independent third-party approved by RSI and are aligned with the WFSGI Code of Conduct (which covers issues including forced labour, child labour and collective bargaining)	Not clear exactly how many organisations are part of the RSI (started with bicycle manufacturers) Likely to be limited to corporates and their suppliers
Green Sports Alliance	Brings together sports leagues, college teams, venues, sports governing bodies, partners and fans to look at renewable energy, water efficiency, and other environmental impacts and to exchange information about better practices and develop solutions to their environmental challenges that are cost-competitive and innovative	387 members (181 teams, 191 venues and 15 sports leagues) Multi-stakeholder approach to a common issue in sport	Only looks at environmental impact Based on members, appears to be primarily US-focused Not looking specifically at human rights
Right to Play	Global children's charity working in about 20 countries globally aiming to help children develop essential life skills through sport and to drive social change in their communities	Respected global organisation with experience in delivering training and technical-assistance programs	More linked to the SDP agenda than wider human rights Works primarily at grassroots level, so does not have the same exposure to businesses and SGBs

Organisation	Scope	Strengths	Weaknesses
Laureus Sport for Good Foundation	Foundation that supports 100 sports-based community programs in 35 countries focusing on issues such as health, education, gender equality, employability, inclusive society and peace	Has an enormous network of patrons, partners and ambassadors including big name corporates, athletes and others (their first ever patron was Mandela)	More focused on the wider SDP agenda
Women in Sport	Organisation using the power of sport to advance gender equality	Does industry research, campaigning and partnership activities Strong voice in the industry Good network in UK	Single-issue focus Predominantly UK focused
The International Platform on Sport and Development	Online resource, communication and networking tool to access practical tools, guidelines and resources on sport and development, stay up-to-date on the industry, and connect with industry peers	Strong global network across the sport and development space Offers the convening function that collates lots of information from different players	Focused on the SDP industry, rather than broader human rights Only a resource tool, does not create the guidance or resources themselves
Institute of Business Ethics	The IBE conducts research into business ethics and publishes practical guidance. While it is not focused on sport, it has produced work on business ethics and sports governance	Expertise on business ethics and governance issues Provide training and capacity building on ethics Strong understanding of corporates	Focused more on ethics than sport specifically With the exception of corporates, does not target the same organisations as the [MSE Platform].
Fairplay	Part of Austria's Institute for International Dialogue and Cooperation, this initiative acts as a counselling and capacity-building centre for anti-discrimination and diversity in sport, and are expanding their remit beyond discrimination and diversity issues	Supported by the Austrian Ministry of Sport and the European Commission Looking to mobilise the sports community and its key actors to realise human rights in sport	Currently looking predominantly at diversity and discrimination, particularly around LGBT, but looking to expand
Beyond Sport	Beyond Sport is a global organisation that looks to use sport to address social issues in communities around the world. They organise global events and offer some consultancy services to the worlds of sport, business, government, and development. They have conducted 2447 projects in 149 countries.	They have a very strong network, including high-profile ambassadors such as Michael Johnson, Sebastien Coe, Prince Feisal al Hussein, Dame Kelly Holmes and more. They also have a strong track record of running events and have worked on thousands of projects worldwide.	They are not focused specifically on human rights, and many of their projects are both more in the SDP space and/ or focused on wider sustainability efforts. Their focus also seems to be more on business support and events, and less on research and capacity building.

<b>Organisation</b>	<b>Scope</b>	<b>Strengths</b>	<b>Weaknesses</b>
Sport Inclusion Network (SPIN)	Part of the Fairplay initiative, this network targets the most marginalised members of society and aims to include them through sport	Strong value add for affected groups, in particular migrants and minorities	Single-issue focused Appears to be a relatively small network
Sport Integrity Global Alliance	Coalition of international stakeholders from across the sports industry and internationally, including governments, international orgs, sports bodies, national Olympic Committees, sports leagues, and sponsors. Aim is to improve integrity standards within sports governance. They are funded by contributions from their members	Offers a set of core principles for the industry on bribery and corruption, creating a culture of accountability and transparency etc. Extremely large network, including several major corporate sponsors Services include looking to define, implement and monitor key reforms, principles and standards which create lasting transparency and integrity in the sports industry	Looking at integrity, corruption risks, transparency and accountability more broadly – not as focused on the human rights angle Focus is on the entire sports industry, rather than mega-sporting events
Sporting Integrity Ltd	Consulting firm offering expertise in sports governance and integrity issues	Offer independent advisory services, dispute resolution, education and training, and media services	Unclear who their clients are Focused mostly on integrity issues and sports governance
PLAY International	Formerly Sports Without Borders, this NGO looks to use sport as leverage for social change. It is a network of teachers and development specialists and offers consultative services to UNESCO	Focused mostly on education and social engagement They have expertise in teaching methods which allows children to learn through sport and tools to bring communities together	NGO model focused on development and education of children through sport Not a very large network
Sports and Rights Alliance	Coalition of leading NGOs, sports organisations and trade unions. Seeks to ensure that MSEs are always conducted in a way that respects human rights, the environment and anti-corruption through all stages of an MSE	Has strong leverage and experience in campaigning Strongly represents the voice of affected groups	Does not have a large membership base Focuses predominantly on public campaigning

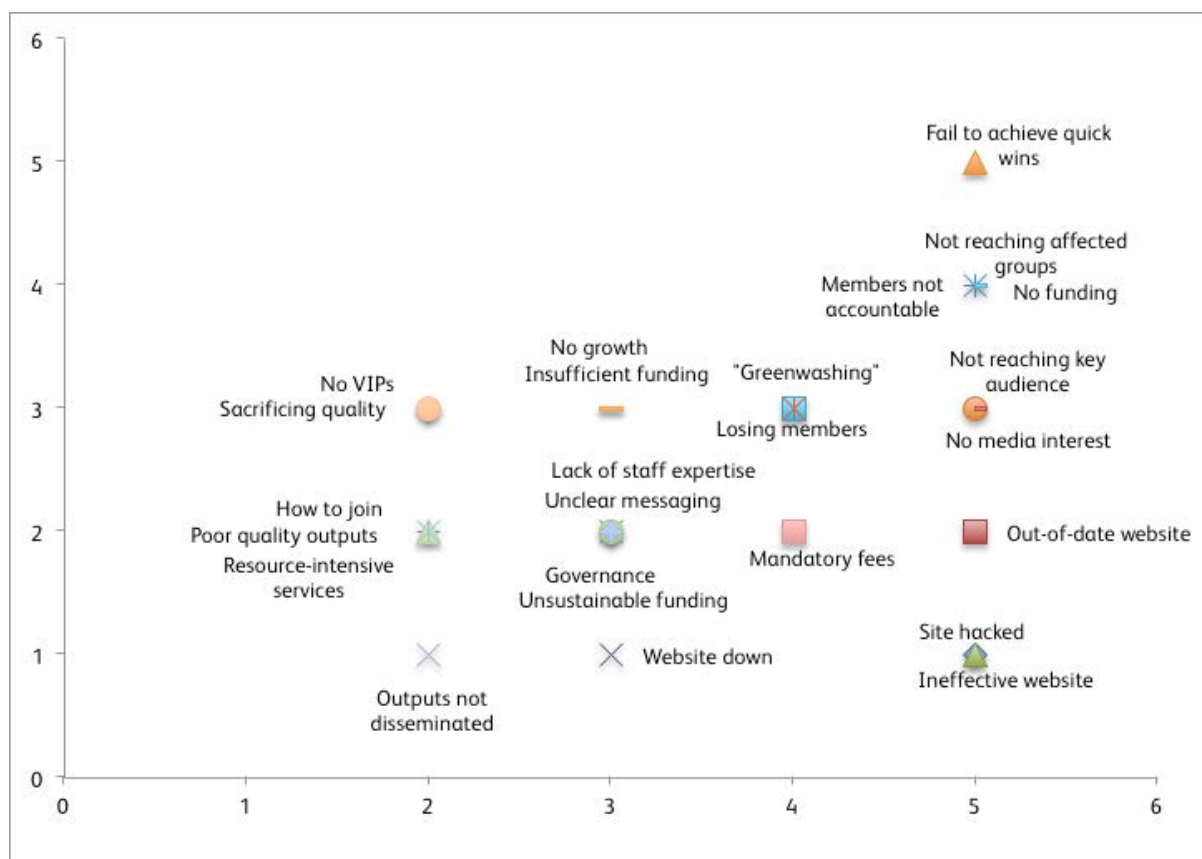
Organisation	Scope	Strengths	Weaknesses
UNESCO	<p>UNESCO is the United Nations' lead agency for Physical Education and Sport (PES). Assistance and guidance services are provided for governments, NGOs, and experts to debate the evolving challenges of physical education and sport. The organization also assists and advises Member States wishing to elaborate or strengthen their training system in physical education. And it offers its expertise in the design and implementation of development programmes in the domain of sport.</p> <p>In addition, UNESCO plays the secretariat role for the Intergovernmental Committee for Physical Education and Sport (CIGEPS).</p>	<p>Already acts as a convening point on sport and physical education.</p> <p>UN agency which means it is a relatively impartial body with strong backing from governments and other intergovernmental organisations</p>	<p>Current work is focused on equality, gender and development programmes</p>
Comic Relief	<p>One of the largest independent funders of sport for change in the world. Their funding model relies mostly on fundraising activities. Funds over 200 grants totalling more than £27 million. Programmes they've supported include helping youth stay in school, reducing violence and promoting equality.</p>	<p>Provides a large amount of money which goes into the sport sector. Also attracts significant endorsement from celebrities and is a very well-known brand.</p>	<p>Focuses more on the SDP sector and gives money to programmes, rather than delivering the services themselves.</p>

While there are several hundred organisations that work in sport for development and in sports ethics, far fewer work specifically on human rights in and around sport. Overall, there is no single organisation that does exactly what the Centre is proposing. The fact that the Centre is taking a multi-stakeholder approach whilst focusing specifically on the human rights impacts of a mega-sporting event and the wider world of sport is a unique proposition, differentiating the Centre from those organisations focusing more on sporting federations, integrity issues or sport for development and peace.

## Appendix D: Centre Risk Analysis

This Risk Analysis presents an overview of operational, strategic, and other risks to the Centre. Like any organisation, the Centre faces a number of operational and strategic risks that must be managed. The Risk Matrix below plots the Centre's risk probabilities, developed from the full Risk Register provided further below. The top three risks for the Centre include failure to achieve quick wins, failing to achieve enough funding, members of the new entity not being seen to be accountable, and failure to represent the voices of affected groups.

### 1. Risk Matrix



#### Top Risk 1: Failure to achieve quick wins

This means a failure to demonstrate early successes in the initiative, which could result in difficulty engaging some of the key stakeholders and/or taking action on some of the more high-risk upcoming MSEs. This would result in the existing members losing confidence in the potential effectiveness of the Centre and would affect the Centre's ability to grow its membership. Further, it would cause the initiative to lose momentum, and the most extreme result would be that the new entity would fail to achieve its mission and objectives.

Some possible ways to mitigate this would be to identify opportunities where the Centre could have an impact straight away (ex. workshops in Japan), and to build its body of experience before tackling more complex and high-risk MSEs.

### **Top Risk 2: Failing to achieve enough funding**

This outcome would come about if the new entity was unable to secure adequate funding, likely as a result of existing funding relationships not being adequately maintained and developed. The result would be that the new entity could not be created, and this work would cease to exist.

Ways to mitigate this risk include developing and maintaining strong relationships with existing funders. This can be achieved by allocating enough time in business plans and project proposals for outreach activities and funding meetings. In addition, it is important to maintain a diverse range of funders to increase stability. All relationships, both existing and potential, should be carefully maintained, with regular reporting on outcomes and deliverables and continuously emphasising the value proposition of the Centre.

### **Top risk 3: Members of the new entity are not seen to be accountable**

Current or new members of the entity are not seen (either by other members or by the public) as taking action on human rights. This could mean they have negatively impacted human rights, failed to provide remedy or similar. This could occur if accountability measures are not put in place. The risk to the entity is that it would not be taken seriously, it would lose the confidence of affected groups, and it would fail to achieve meaningful impact.

To mitigate against this risk, it is suggested that a set of accountability measures be established which all members agree to in order to be part of the entity. To further strengthen accountability, it is suggested that terms agreed by all members act as a standard against which all members must comply. If they do not, action could be taken by the Centre.

### **Top Risk 4: Failure to represent the voices of affected groups**

If the voice of affected groups were watered down in trying to reach a compromise with other stakeholders, the new entity would fail to deliver on a key part of its mission. In addition, if their voices and case studies were not presented in an easily accessible way, the new entity would lose the respect and confidence of these individuals to deliver meaningful impact.

It is suggested that the affected groups in particular continue to be consulted throughout each phase of the process and throughout future projects. Questions around the relevance and potential impact on affected groups should be added to all future communications plans and project proposals.

## 2. Risk Register

Risks	Rating	Risk (1-5)	Probability (1-5)	Reason/ cause	Possible effects on MSE Centre	Mitigation measures
Website isn't adequately telling MSE Centre's story: -lack of alignment with key messages -out of date look	Low	5	1	-Failure to systemically follow IHRB Comms Plan	-Out of date messaging impacting how IHRB is perceived	-Work with teams to plan comms from project inception
New website is not kept sufficiently up to date	Med	5	2	-Lack of adequate training across staff and oversight by Comms Mgr.	-Out of date messaging impacting how IHRB is perceived	-Bring in comms support for website posting
Website hacked	Low	5	1	-Lack of sufficient security measures and response protocol	-IHRB website content lost or damaged -IHRB data potentially stolen/ misused	-Ensure sufficient security measures built into website (Expression Engine assessed, hack alerts, hard shutdown possible) -Ensure adequate response protocol is in place and understood by responsible staff
Website down	Low	3	1	-Hacked -Hardware or software failure	-IHRB has no online presence	-Ensure quality hosting service, CMS and tech support
Incoherence around key messages / lack of understanding around separation of MSE Centre and IHRB	Low	3	2	-Inconsistency across MSE Centre staff -Inconsistency between IHRB and MSE Centre -Mission, goals and structure of new entity not clearly communicated	-Queries do not get sent to the correct person -Negative and/ or disorganised perception could affect growth opportunities for the new entity	-Establish communications strategy for the launch of the new entity
Failure to reach key audiences	High	5	3	-Key messages and materials are not disseminated through relevant industry channels -Time is not built into project timelines to consider the Comms strategy	-Key audiences are not aware of and/or become disengaged with the work of the MSE Centre -Potential new members are not engaged	-Make time in business plans and project proposals to engage and develop relationships with key stakeholders -Ensure materials being produced are relevant to key audiences by seeking their input and feedback throughout the process
Failure to adequately represent the voices of affected groups	High	5	4	-Efforts to ensure collaboration across various stakeholders results in diminished voice of affected groups -'Voices' and other case studies are not presented in an accessible way	-Lose the respect and confidence of affected groups -Failure to deliver on a key part of the Centre's mission	-Ensure that affected groups are consulted throughout each phase of the process and in all relevant projects -Include questions on relevance to affected groups when developing project proposals and comms plans

Risks	Rat- ing	Risk (1-5)	Proba- bility (1-5)	Reason/ cause	Possible effects on MSE Centre	Mitigation measures
Lack of media interest in the new entity	High	5	3	<ul style="list-style-type: none"> <li>-Media are not effectively engaged throughout the process and are therefore not aware of the work of the new entity</li> <li>-Messaging around the Centre is not clear</li> <li>-Failure to produce relevant content</li> </ul>	<ul style="list-style-type: none"> <li>-Current audiences become disengaged and the Centre is unable to reach new audiences</li> <li>-Stories/content is not disseminated as widely as it could be</li> <li>-Potential loss of funding if we were unable to push forward the relevance of the issue</li> </ul>	<ul style="list-style-type: none"> <li>-Stay on top of trends / updates in the industry so we are able to develop relevant content</li> <li>-Leave time in business plans / project proposals for reactionary capacity to comment on industry news (ex. LA / Paris bids)</li> <li>-Engage with media throughout the process so contacts are there when we have something to share</li> </ul>
Failure to reach new audiences and grow membership of the new entity	Med	3	3	<ul style="list-style-type: none"> <li>-Value proposition of becoming a member is either non-existent or not clear</li> <li>-Content is not disseminated through new channels</li> <li>-Outreach / engagement is not given priority in project plans</li> </ul>	<ul style="list-style-type: none"> <li>-Organisation loses momentum</li> <li>-Raises doubts as to the effectiveness of the entity</li> </ul>	<ul style="list-style-type: none"> <li>-Build outreach and engagement activities into project plans</li> <li>-Leverage networks of current members</li> </ul>
Prioritising quantity over quality	Low	2	3	<ul style="list-style-type: none"> <li>-The Centre prioritises growing its membership over producing engaging new content and satisfying current members</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of credibility in our work</li> <li>-Current members become disengaged</li> </ul>	<ul style="list-style-type: none"> <li>-Be strategic about growing membership this should include leveraging current networks and prioritising outreach to the most key actors who others in the industry look to</li> </ul>
Losing existing members who do not believe in the mission of the new entity	Med	4	3	<ul style="list-style-type: none"> <li>-Current members do not like the outcome of the Options Paper discussion and therefore chose to disengage from the Centre</li> </ul>	<ul style="list-style-type: none"> <li>-Loss of critical mass of support</li> <li>-Would project a negative image of the Centre</li> </ul>	<ul style="list-style-type: none"> <li>-To the extent possible, try to compromise on the functions of the new Centre where this is not possible, clearly explain and demonstrate to the group why, so everyone feels that their opinions have been taken into consideration</li> </ul>
Failure to achieve quick wins results in lack of confidence in the Centre	High	5	5	<ul style="list-style-type: none"> <li>-Failure to demonstrate early successes</li> <li>-Difficulty in engaging some of the key stakeholders and/or taking action on some of the more crucial upcoming MSEs</li> </ul>	<ul style="list-style-type: none"> <li>-Existing membership loses confidence in the effectiveness of the new entity and failure to grow new membership</li> <li>-Momentum is lost</li> <li>-Would not achieve the entity's mission and objectives</li> </ul>	<ul style="list-style-type: none"> <li>-Identify opportunities where the Centre can have impact straight away (ex. Japan)</li> <li>-Build a body of experience to tackle more challenging actors/MSEs</li> </ul>
Lack of accountability in membership base	High	5	4	<ul style="list-style-type: none"> <li>-Current members are perceived not to be accountable for their actions (ex. Negatively impacting human rights, or failing to remediate appropriately)</li> <li>-Measures are not put in place to ensure accountability</li> </ul>	<ul style="list-style-type: none"> <li>-The Centre is not taken seriously by current or potential new members</li> <li>-The Centre loses the confidence of the affected groups</li> <li>-The Centre fails to achieve any meaningful impact</li> </ul>	<ul style="list-style-type: none"> <li>-Establish accountability measures which all members agree to</li> <li>-Establish accountability terms which would see action taken if members were not complying</li> </ul>



Risks	Rating	Risk (1-5)	Probability (1-5)	Reason/ cause	Possible effects on MSE Centre	Mitigation measures
Centre is perceived as a 'tickbox' exercise	Med	4	3	-Lack of accountability mechanisms means that organisations join the initiative with no real commitment	-Damages the credibility of the Centre	-Have clear membership requirements and accountability standards to ensure the Centre maintains its credibility
Lack of accountability / clarity within governance structure	Low	3	2	-New governance structure is not made clear when the new entity is launched -Requirements for being part of the Board of Trustees or Steering Committee are not made clear	-Confusion around how the entity is governed -Lack of diversity / equal representation from all groups in governing bodies if requirements are not set	-Establish clear requirements for who can be on a governing body, how they can be nominated, and how long they can serve -Make this information clear and easily accessible
No clear requirements for how to join the Centre	Low	2	2	-Requirements for joining the Centre are not made clear and/or are not followed	-Could increase the risk of having members who do not take the Centre seriously and damage the credibility of the Centre	-Establish clear joining requirements and procedures to be followed (these could include publically endorsing the Sporting Chance Principles, getting sign-off from the CEO, signing some form of Code of Conduct etc.)
Failure to raise enough funds for the Centre to move forward	High	5	4	-Sufficient funding is not secured in order for the Centre to exist -Relationships with existing funders are not adequately maintained and developed	-The Centre would cease to exist	-Develop and maintain strong relationships with existing funders -Allocate time in business plans to do outreach with potential new funders -Maintain a diverse range of funders -Report back to funders outlining the value proposition -Develop a contingency plan for the endowment model
Failure to raise enough funds for staff required to deliver on objectives	Med	3	3	-Enough funding is raised for the Centre to exist, but not enough to hire the staff necessary to deliver all the proposed activities	-Staff at the Centre are over-worked -Outputs are not to the quality that they should be due to resource constraints -Some of the proposed activities would not be able to be delivered	-Include a scaling up model in the business plan so that not all activities are planned for Year 1 and those activities that are planned can be met by current staff capacity
Source of funding is not sustainable in the long-term	Low	3	2	-Funding does not come from a reliable source -There is minimal diversity in the funding model	-Could result in the Centre running into financial difficulty down the line -Could distract from outputs/services in future	-Aim for a diverse pool of funders -Continuously emphasise the value proposition
Loss of membership if/when financial contributions became mandatory	Med	4	2	-Current members of the organisation do not want to pay for the services and therefore drop out	-Potential loss of membership -Loss of potential funders	-Introduce this model slowly over a few years to give organisations time to plan -Continuously emphasise the value proposition

<b>Risks</b>	<b>Rat- ing</b>	<b>Risk (1-5)</b>	<b>Proba- bility (1-5)</b>	<b>Reason/ cause</b>	<b>Possible effects on MSE Centre</b>	<b>Mitigation measures</b>
Outputs are out-of-date or of poor quality	Low	2	2	<ul style="list-style-type: none"> <li>-Not enough time is given to properly research or edit outputs</li> <li>-Insufficient capacity to stay up-to-date on developments in the industry</li> </ul>	<ul style="list-style-type: none"> <li>-Negative image of the Centre</li> <li>-Lack of confidence in the Centre's expertise</li> </ul>	<ul style="list-style-type: none"> <li>-In business plans and project proposals, allow time for editing and research to ensure outputs are of the highest quality</li> <li>-Seek input from industry experts on outputs to ensure they cover critical points and developments</li> </ul>
Outputs are not disseminated adequately	Low	2	1	<ul style="list-style-type: none"> <li>-Insufficient time is given to turn content into easily digestible blogs, briefings, press releases etc.</li> <li>-Insufficient time is given to promoting the output</li> </ul>	<ul style="list-style-type: none"> <li>-Members and potential members are not engaged</li> <li>-Gives the Centre a poor reputation as being a thought leader in this space</li> </ul>	<ul style="list-style-type: none"> <li>-Allow proper time in business plans and project proposals for dissemination of outputs, including making them more easily accessible, and doing outreach to media etc.</li> </ul>
Resource-intensive services are over-subscribed	Low	2	2	<ul style="list-style-type: none"> <li>-There is a greater need for more resource-intensive services than envisioned</li> </ul>	<ul style="list-style-type: none"> <li>-Could create bottlenecks and result in inefficiency or poor service delivery</li> <li>-Members could become frustrated and lose sight of the value of the Centre</li> <li>-Staff would not have capacity to deliver these properly</li> </ul>	<ul style="list-style-type: none"> <li>-Ensure that the business plan phases in services over time, so not everything is done in Year 1</li> <li>-Keep track of which services are being used and how often to plan better in future years</li> </ul>
Unable to attract VIPs to the Sporting Chance Forum	Low	2	3	<ul style="list-style-type: none"> <li>-No groundbreaking new content to share</li> <li>-VIPs have attended the conference in previous years and no longer see it as a priority</li> </ul>	<ul style="list-style-type: none"> <li>-Could result in a loss of momentum</li> <li>-Could result in fewer participants if the VIPs aren't there to encourage others to attend</li> </ul>	<ul style="list-style-type: none"> <li>-Strive to offer new and groundbreaking updates every year</li> <li>-Consider staggering list of VIPs who attend each year so it doesn't get repetitive</li> <li>-Consider staging the conference less frequently, or make it an open event</li> </ul>
Unable to develop / bring in the expertise required to deliver certain functions	Low	3	2	<ul style="list-style-type: none"> <li>-Staff do not have the skills required to deliver some of the proposed functions of the Centre</li> <li>-Recruiting staff who do have the specialist skills is difficult and/or time-consuming</li> </ul>	<ul style="list-style-type: none"> <li>-Services would not be delivered to as high a standard as possible</li> <li>-Some services may not be delivered if expertise cannot be found</li> </ul>	<ul style="list-style-type: none"> <li>-Scale up the services requiring more expertise to develop Centre staff and/or recruit the necessary people</li> <li>-For very specialist services, seek partnerships with experts in the field rather than bringing capacity in-house</li> </ul>

## Appendix E: MSEs Potentially in Scope

These tables list MSEs in the years ahead and provide a list of all sports events upcoming in 2018. There will be risks associated with each and every event, and the Centre will prioritise its engagements in accordance with the Scope criteria detailed in the Strategic Plan.

MSEs for Consideration	
2018	<p>April: Commonwealth Games – Gold Coast, Australia</p> <p>June/July: FIFA World Cup – Russia</p> <p>August/September: Asian Games - Jakarta-Palembang, Indonesia</p> <p>October: Summer Youth Olympics – Buenos Aires, Argentina</p>
2019	<p>May-July: Cricket World Cup – England / Wales</p> <p>June: European Games – Minsk, Belarus</p> <p>June: FIFA Women’s World Cup – France</p> <p>September: African Games – Malabo, Equatorial Guinea</p> <p>September-November: Rugby World Cup – Japan</p> <p>Pacific Games – Apia, Samoa</p>
2020	<p>January: Winter Youth Olympics – Lausanne, Switzerland</p> <p>June/July: UEFA European Championships – Pan-European</p> <p>July: Summer Olympics – Tokyo, Japan</p>
2021	<p>July: Jeux de la Francophonie – Moncton-Dieppe, Canada</p> <p>Commonwealth Youth Games – Belfast, Northern Ireland</p> <p>World Games – Birmingham, Alabama, USA</p>
2022	<p>February: Winter Olympics – Beijing, China</p> <p>June/July (?): Commonwealth Games – Birmingham, UK</p> <p>September (?): FIFA World Cup – Qatar</p> <p>September: Asian Games – Hangzhou, China</p>
Beyond 2022	<p>PanAm Games 2023 – Santiago, Chile</p> <p>Pacific Games 2023 – Solomon Islands</p> <p>Cricket World Cup 2023 – India</p> <p>Rugby World Cup 2023 – France</p> <p>Summer Olympics 2024 – Paris, France</p> <p>UEFA European Championships 2024 – TBD</p> <p>Jeux de la Francophonie 2025 – TBD</p> <p>Winter Olympics 2026 – TBD</p> <p>FIFA World Cup 2026 – TBD</p> <p>Commonwealth Games 2026 – TBD</p> <p>Summer Olympics 2028 – LA, United States</p>

**All sporting events in 2018:**

Date	Sport	Event	Location
Jan 15-28	Tennis	Australia Open	Melbourne, Australia
Jan 25-28	Extreme Sports	Winter X Games 22	Aspen, Colorado, USA
Feb 4	American Football	Super Bowl	Minneapolis, Minnesota
Feb 9-25	Multi-sport	Winter Olympics	Pyeongchang, South Korea
Feb 28-Mar 4	Cycling	World Track Championships	Apeldoorn, The Netherlands
Mar 9-18	Multi-sport	Winter Paralympics	Pyeongchang, South Korea
Mar 21-28	Figure skating	ISU World Championships	Milan, Italy
Apr 5-8	Golf	Masters	Augusta, Georgia, USA
Apr 4-15	Multi-sport	Commonwealth Games	Gold Coast, Australia
Apr 7	Horse racing	Grand National	Aintree Racecourse, Liverpool, UK
May 5	Horse racing	Kentucky Derby	Louisville, Kentucky, USA
May 4-20	Ice Hockey	IIHF World Championships	Copenhagen, Denmark
May 19	Football	FA Cup Final	London, UK
May 27-June 10	Tennis	French Open	Paris, France
June 14-July 15	Football	FIFA World Cup	Russia
June	Ice Hockey	Stanley Cup finals	USA / Canada
June	Basketball	NBA Finals	USA / Canada
June	Auto Racing	86 <sup>th</sup> 24 Hours of Le Mans	Le Mans, France
June 14-17	Golf	US Open	NY State, USA
July	Tennis	Wimbledon	London, UK
July 19-22	Golf	British Open	Angus, Scotland, UK
July 7-29	Cycling	Tour de France	France / Europe
July 19-22	Extreme Sports	Summer X Games	Minneapolis, Minnesota
July 20-22	Rugby 7s	Rugby World Cup Sevens	San Francisco, USA
July 21-Aug 5	Field Hockey	Women's World Cup	London, UK
Aug	Boxing	AIBA Women's World Championships	Chiang Mai, Thailand
Aug	Multi-sport	World Combat Games	TBD
Aug 1-12	Multi-sport	European Sports Championships	Berlin & Glasgow
Aug 3-19	Multi-sport	Central Caribbean Games	Barranquilla, Columbia
Aug 4-12	Multi-sport	Gay Games	Paris, France
Aug 16-19	Golf	US PGA	Missouri, USA
Aug 18-Sept 2	Multi-sport	Asian Games	Jakarta, Indonesia
Late Aug	Tennis	US Open	New York, USA
Sept 1-9	Rowing	World Rowing Championships	Plovdiv, Bulgaria

<b>Date</b>	<b>Sport</b>	<b>Event</b>	<b>Location</b>
Sept 10-23	Equestrian	FEI World Equestrian Games	Tryon, North Carolina, USA
Sept 10-30	Volleyball	World Women's Volleyball Championship	Italy & Bulgaria
Sept 11-23	Multi-sport	Summer Youth Olympics	Buenos Aires, Argentina
Sept	Multi-sport	Invictus Games	Sydney, Australia
Sept 23-30	Cycling	UCI Road World Championships	Innsbruck, Austria
Sept	AFL	Grand Final	Melbourne, Australia
Sept 28-30	Golf	Ryder Cup	Saint Quentin-en-Yvelines, France
Oct	Baseball	World Series	TBD
Oct 25-Nov 3	Gymnastics	World Championships (Artistic)	Doha, Qatar
Nov 6	Horse Racing	Melbourne Cup	Victoria, Australia
Nov	Weightlifting	IWF World Championships	Lima, Peru
Nov 24-Dec 16	Field Hockey	Men's World Cup	Bhubaneswar, India
Dec 7-11	Swimming	FINA World Swimming Championships	Hangzhou, China

## Appendix F: The Sporting Chance Principles

**1. Bidding to host mega-sporting events is open to all.**

All nations/localities should have the opportunity to host mega-sporting events and bring these celebrations of human achievement to their people, provided they responsibly meet the criteria of the sports bodies

**2. All actors respect internationally recognized human rights and labor rights.**

All actors involved in a mega-sporting event should commit to protecting / respecting (as appropriate) internationally recognized human rights, including the fundamental principles and rights at work, and other relevant international labor rights standards across the event lifecycle.

**3. Mega-sporting events need to take account of human rights at every stage of their lifecycle.**

Mega-sporting event bids, bid evaluation, planning, delivery and legacy should be based on international instruments, principles and standards, including those expressed in the UN Guiding Principles on Business and Human Rights, the OECD Guidelines on Multinational Enterprises, the ILO Declaration on Fundamental Principles and Rights at Work, and in the ILO Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy. Awarding bodies, host bidders and their delivery partners should address human rights risks and considerations identified through impact assessments and due diligence.

**4. Affected groups merit a voice in decision-making.**

Principled and practical ways should be found to strengthen the voice of affected athletes, workers, fans and spectators, and residents at each stage of the mega-sporting event lifecycle through meaningful and ongoing engagement. Special efforts should be made to engage with vulnerable and hard to reach groups.

**5. Access to remedy is available.**

Effective remedy should be available to those whose human rights are negatively impacted during any stage of the mega-sporting event lifecycle. Companies, governments, trade unions and other civil society groups, and sports bodies should coordinate and collaborate on this issue.

**6. Lessons are captured and shared.**

Lessons learned with regard to human rights successes and failures throughout the mega-sporting event lifecycle should be captured and shared to raise standards and improve practices, in order to prevent a recurrence of human rights problems over time.

**7. Stakeholder human rights capacity is strengthened.**

To address human rights risks and opportunities, sports federations, organizing committees and other key stakeholders involved at all stages of the mega-sporting event lifecycle should develop human rights knowledge and capacity, and seek expert advice as required.

**8. Collective action is harnessed to realize human rights.**

To help mega-sporting events continue to be a source of inspiration for decades to come, all stakeholders should forge collective solutions to address human rights challenges that are beyond the capacity of any single stakeholder to resolve.

## Appendix G: Detailed 2018 Activity Plan

The Centre performs a range of activities under a framework of (i) sharing knowledge, (ii) building capacity, and (iii) increasing accountability. The relationship between the three areas of work is symbiotic, each reinforcing the others in support of continuous improvement in the promotion of effective approaches to prevention, mitigation, and remedy of human rights impacts.

This Activity Plan responds to the Centre's:

- Mission and Mandate
- Strategic Objectives
- Scope criteria
- Range of Functions

### 2018 Activities

#### Timeframe

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>1) Governance of the Centre</b>												
Consult with SC on 2018 activities/scope	■											
Finalise and launch new website	■	■	■									
Finalise governance and funding model	■	■	■	■	■	■						
Formally launch new Centre and governance structure						■	■					
Quarterly Centre Advisory Council calls (commencing post-launch)									■			
Annual Centre Advisory Council meeting (coinciding w 2018 Forum)											■	
<b>2) Work with Sports Bodies</b>												
Outreach and engagement (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■
Integrate feedback and finalise volume 1 of Sports Bodies Implementation Guide (on governance)	■	■										
Launch event with CGF related sports bodies (Gold Coast) for volume 1 of Implementation Guide				■								
Draft 2nd volume of implementation guide	■	■	■	■	■	■	■	■	■	■		
Consult on draft 2nd volume (at SCF)											■	■

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>3) Work with Hosts</b>												
Outreach and engagement (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■
Receive feedback on 2017 task force outputs	■											
Publish 2017 task force outputs		■										
Workshop lead time	■	■	■	■	■	■						
Workshop for TOCOG suppliers (in Thailand or Malaysia)						■						
Publish outcomes of workshop							■					
Workshop lead time				■	■	■	■	■				
Workshop for TOCOG: Grievance mechanisms and Disclosure									■			
Publish outcomes of workshop										■		
Scope country risk assessment methodology (N America & Morocco as pilots)			■	■								
Develop country risk assessment methodology					■	■	■	■	■	■		
Consult on country risk assessment methodology (at SCF)											■	■
<b>4) Work with Sponsors and Broadcasters</b>												
Outreach and engagement (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■
Integrate feedback on 2017 task force outputs	■											
Publish 2017 task force outputs		■										
Session with the UK APPG on Sport and Human Rights				■	■							
Workshop for sponsors and broadcasters (Atlanta)									■			
Publish outcomes of workshops											■	



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>5) Cross-Cutting</b>												
Outreach and engagement with affected groups & their representatives (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■
Map and assess grievance mechanisms	■	■	■	■	■	■						
Plan Roundtable on roles and responsibilities in providing remedy			■	■	■	■	■	■	■			
Present Initial Remedy Findings at OECD (June)						■						
Remedy Roundtable (October)										■		
Implement agreed outcomes from Roundtable										■	■	■
Revise and publish SDP report	■	■										
Revise and publish LGBTI+ white paper	■	■										
Sporting Chance Forum lead time	■	■	■	■	■	■	■	■	■	■		
Sporting Chance Forum											■	
UK APPG on sport and human rights (4x sessions/year)			■			■			■			■
<b>6) Reactive Capacity</b>												
Comment on emerging human rights policies	■	■	■	■	■	■	■	■	■	■	■	■
Single-issue work (ex. Iran stadium ban)	■	■	■	■	■	■	■	■	■	■	■	■
Smaller, regional events/workshops	■	■	■	■	■	■	■	■	■	■	■	■

## Activity Details

### 1) Centre Governance

#### Ideal outcome:

The Centre adopts an interim governance structure and funding model that suits the needs of existing members and enables the Centre to respond to its mission and mandate as effectively, and as independently, as possible. The interim structure allows for more time to consult on the permanent structure, which should be a model for good governance and transparency in the world of sport.

Activities in this area will include:

- The interim governance structure and funding model will be finalised.
- The Centre for Sport and Human Rights will be launched in the first half of 2018, to operate under the interim governance structure until the permanent governance structure is finalised.
- A new Chair will be recruited in the first half of 2018 (see Appendix I).
- Quarterly Advisory Council calls will be scheduled following the launch of the Centre. The purpose of these will be to share details on the secretariat's activities.
- Quarterly calls for the Interim Governance Committee will be scheduled following the launch of the Centre.
- A Working Group on the Permanent Governance Structure is established including members of the Interim Governance Committee and the Advisory Council.

### 2) Work with Sports Bodies

#### Ideal outcome:

The Centre will support sports bodies in implementing human rights through easy-to-use tools, whilst extending its reach to more sports bodies, including at the regional and national levels.

Activities in this area will include:

- The Centre will continue to prioritise outreach and engagement with sports bodies not currently involved in its work.
- Vol. 1 of the Sports Bodies Implementation Guide focusing on governance will be finalised and launched in sync with the Commonwealth Games in Gold Coast, Australia.
- Vol. 1 will also be piloted with sports bodies internationally. This will aim to get a wider range of input into the guide and ensure that it is an effective tool for those who are starting their journey towards implementing human rights, as well as those who are unfamiliar with human rights and why they matter for a sports federation.
- Vol. 2 of the Sports Bodies Implementation Guide focusing on operations will be drafted with input from a wider range of sports bodies. Once complete, volumes 1 and 2 will serve as a comprehensive guide for sports bodies on how to protect, respect and uphold human rights.

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### 3) Work with Host Actors

#### Ideal outcome:

The Centre brings more governments into its scope, particularly upcoming hosts, and engages directly with LOCs. This gives the Centre greater legitimacy as it is involved in technical assistance and capacity building at an early stage in the MSE lifecycle, allowing for a greater chance of success and ensuring a smooth transition of learnings from one event to the next.

Activities in this area will include:

- Outreach and engagement with governments will continue. Potential and future host governments will be prioritised to maximise the Centre's leverage in ensuring human rights are implemented, and to widen the uptake of its work.
- The 2017 output on best practice across the MSE lifecycle will be finalised and will serve as the starting point for a new website for the Centre. This will ensure that anyone coming to the Centre's website is aware of the key risks at each stage of the MSE lifecycle and what best practice would look like.
- A workshop for TOCOG suppliers will be organised in South East Asia (TBC). The purpose of this workshop will be to ensure compliance with the TOCOG Sustainable Sourcing Code, understand risks that lie in TOCOG's supply chain, and understand challenges to adhering to the Code from the suppliers' point of view.
- A second workshop with TOCOG on grievance mechanisms will be organised in Tokyo on 10 September 2018. This will be a more practical workshop and will aim to ensure that the grievance mechanism is effective. It will also be an opportunity to invite future host cities for them to understand the process of creating a grievance mechanism and to transfer learnings.
- A country risk assessment methodology will be scoped, developed, and consulted on. The purpose of this methodology is to respond to asks from host actors and others such as sponsors and broadcasters on the relative risk posed by a certain host country when it comes to hosting an MSE. This should help LOCs and others to more effectively identify their risks and mitigate them.

### 4) Sponsors and Broadcasters

#### Ideal outcome:

The toolkits that have been developed prove useful and effective in identifying, preventing and mitigating human rights risks in the real world. This is backed up by case studies that demonstrate how the tools can be used, and add colour to ways in which they can help businesses manage risk.

Activities in this area will include:

- Ongoing outreach and engagement with sponsors and broadcasters is essential to increase the legitimacy of the Centre, and get a wider group of corporate representatives.
- Publish sponsors due diligence questionnaire and pilot it to assess its usefulness to MSE sponsors. The questionnaire could be complimented by collecting case studies on how it is used to determine its effectiveness.

- Publish broadcasters human rights mitigation form and pilot it to assess its usefulness to MSE broadcasters. The form will be complimented by collecting case studies on its use and effectiveness to determine whether changes and / or a new tool are needed to respond to broadcasters needs.
- A dedicated session on income generation is being planned by a new APPG on Sport and Human Rights launched in the UK Parliament – these groups will be requested to provide written and verbal input to the APPG.
- A workshop in Atlanta, Georgia is being planned alongside the Coca-Cola Annual Forum in September 2018 – the purpose will be to pilot the sponsors questionnaire and conduct outreach.

## 5) Cross-Cutting Issues

### *A. Engagement with affected groups and their representatives*

#### Ideal outcome:

The voices of affected groups and their representatives are heard throughout the work of the Centre. These actors feel empowered to keep the Centre accountable and ensure that any tools, guides, or recommendations ultimately seek to benefit affected groups and prevent human rights abuses.

Activities in this area will include:

- Ongoing outreach and engagement activities will continue to encourage more affected groups to be part of the process, with a particular focus on those groups whose voices are not yet represented, such as indigenous people, persons with disabilities, and LGBTI+ people.
- Affected groups will be particularly consulted on the outcomes from the remedy research (see Appendix H) – this could take the form of a dedicated remedy working group – as they are the ultimate beneficiaries of the grievance process and it must be effective for them.
- Affected groups and their representatives will also feed into work from across the Centre by joining other working groups and commenting on outputs / participating in workshops.

### *B. Remedy*

#### Ideal outcome:

An initial mapping exercise providing the necessary understanding of the remedy landscape in sport enables the Centre and its stakeholders to determine exactly how it should have a more active role in this space. All actors operating in and around the world of sport are also empowered and encouraged to build and/or reform their grievance procedures to effectively address human rights related matters.

A specific Remedy Work Plan has been developed (see Appendix H). This is an overview of these activities:

- **Mapping:** Building on [White Paper 2.4](#), completing a comprehensive desk-based mapping of existing mechanisms, particularly focused on those operated directly by sports bodies, organising committees, and also the other non-judicial mechanisms in upcoming MSE host

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countries. This will be complemented by the extensive mapping that has been undertaken on the mechanisms available in the wider business and human rights space by various organisations, not least OHCHR and the OECD.

- **Interviews with each Steering Committee member:** A series of bilateral interviews will then be undertaken with all interested Steering Committee members, ideally in March and April 2018, to ensure the mapping is as complete as possible, and also to ensure that any priorities or constraints from members as to the Centre's role are incorporated.
- **Analysis:** The mapping and interview phases will be compiled and complemented by analysis into the effectiveness of historic approaches to date and planned mechanisms for upcoming MSEs. An understanding of what constitutes 'effectiveness' in the sports context will also need to be considered. The objective of this analysis will be to produce a short discussion paper or set of recommendations as to the role the Centre could play moving forward.
- **Symposium on Human Rights and Remedy in the Sports Context:** The secretariat has begun making arrangements for a Symposium to be held in October 2018 in The Hague (date/location tbc). The Steering Committee will be updated as plans develop, but the aim would be to table all existing research to date and a series of recommendations for the role the Centre could play. It is proposed that from the Symposium the Steering Committee would be able to agree a formal course of action for the Centre to be able to implement thereafter.
- **Expert Group:** The secretariat recommends the constitution of an expert group that can help guide the research and Symposium planning. The key characteristics such individuals would need to embody would be both technical competence and impartiality. The secretariat will begin reviewing names and reaching out to gauge various experts' interests in the coming weeks.

### C. Other

#### Ideal outcome:

Tools, guides and activities addressing human rights issues within the Centre's scope will be published / undertaken to increase the Centre's footprint and legitimacy among relevant actors.

Activities in this area will include:

- A report on the Sport for Development and Peace (SDP) landscape will be published which outlines key stakeholders in this space and wider implications for human rights.
- An additional white paper looking at LGBTI+ will be added to the existing series of white papers, looking at the specific risks and implications for sports bodies, host actors, athletes and others on LGBTI+ rights.
- The Centre secretariat will serve as an expert advisor to a newly established All-Party Parliamentary Group (APPG) on Sport, Modern Slavery and Human Rights in the UK Parliament. This group will seek evidence to inform a report and possibly new legislation on the topic. By providing content expertise, the Centre can ensure that this group contributes to its overall mission.
- The Sporting Chance Forum continues to be an excellent opportunity to bring all the relevant stakeholders in the world of sport together to take stock of progress made and what more needs to be done. It is hoped that in 2018, the Centre can plan the next three Forums as a series.

## 6) Reactive Capacity

### Ideal outcome:

The Centre asserts its relevance and legitimacy in the worlds of both sport and human rights by mobilising quickly when severe human rights breaches arises, capitalising on opportunities, and creating solutions to urgent issues.

Activities in this area will include:

- The secretariat has been asked on several occasions to comment on emerging human rights policies, bidding requirements and other documents, and feels that these are valuable contributions. The Centre will retain capacity to ensure it can continue to respond to such requests.
- As the Centre navigates this space, it has become apparent that there are significant issues for certain countries (examples include LGBTI+ rights in Russia, forced evictions in Rio, or the stadium ban for women in Iran). While the Centre cannot respond to all of these, it will reserve the capacity to mobilise stakeholders and facilitate action on issues that are particularly salient.
- Opportunities may arise for smaller, regional events / workshops. The Centre should take advantage of events that could be good for outreach and promoting our work and will reserve the capacity to participate in such events.

## Vision for Progression

The table below proposes a broad trajectory of activities that the MSE Centre could undertake in its first three years to work towards achieving its mission and strategic objectives.

### Governance of the Centre

2018	2019	2020 and beyond
<ul style="list-style-type: none"> <li>- Consult with Steering Committee on activities</li> <li>- Finalise and launch new website</li> <li>- Finalise interim governance and funding model</li> <li>- Propose process towards long-term governance model</li> <li>- Recruit for a new Chair</li> <li>- Formally launch new Centre with interim governance structure</li> <li>- Quarterly Advisory Council calls</li> <li>- Quarterly Interim Governance Committee calls</li> <li>- Annual Advisory Council meeting</li> </ul>	<ul style="list-style-type: none"> <li>- Consult with Advisory Council on activities</li> <li>- Recruit for a Centre CEO</li> <li>- Finalise long-term governance structure</li> <li>- Quarterly Interim Governance Committee calls</li> <li>- Quarterly Advisory Council calls</li> <li>- Annual Advisory Council meeting</li> </ul>	<ul style="list-style-type: none"> <li>- Formally launch fully independent Centre for Sport and Human Rights, with long-term governance structure agreed</li> <li>- First meeting of newly elected Board of independent Centre</li> </ul>

## Work with Sports Bodies

2018	2019	2020 and beyond
<ul style="list-style-type: none"> <li>- Ongoing outreach and engagement</li> <li>- Finalise Vol. 1 of Sports Bodies Implementation Guide (Governance)</li> <li>- Pilot Vol. 1 at sporting events (CG Gold Coast)</li> <li>- Draft Vol. 2 of Sports Bodies Implementation Guide (Operations)</li> </ul>	<ul style="list-style-type: none"> <li>- Continued outreach and engagement with sports bodies</li> <li>- Pilot Vol. 2 of Implementation Guide</li> <li>- Modify and adapt Guide based on feedback</li> <li>- Local implementation of Guide in selected countries (to be determined by AC)</li> <li>- Consult on human rights implementation of upcoming bids</li> <li>- Workshop targeting SGB/IF Board members and management teams</li> </ul>	<ul style="list-style-type: none"> <li>- Continued outreach and engagement with sports bodies</li> <li>- Continued local implementation of Guide (countries to be determined by AC)</li> <li>- Consult on human rights implementation of upcoming bids</li> </ul>

## Work with Host Actors

2018	2019	2020 and beyond
<ul style="list-style-type: none"> <li>- Ongoing outreach and engagement</li> <li>- Finalise 2017 output on best practice across the MSE lifecycle</li> <li>- Workshop for TOCOG suppliers (SE Asia)</li> <li>- Workshop on TOCOG grievance mechanism (Tokyo)</li> <li>- Scope, develop, and consult on country risk assessment methodology</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing outreach and engagement</li> <li>- Workshops with future host actors (countries to be determined by AC)</li> <li>- Country risk assessment to be piloted in upcoming host country</li> <li>- Develop country monitoring approach and methodology</li> <li>- Stakeholder engagement guide for LOCs</li> </ul>	<ul style="list-style-type: none"> <li>- Continued outreach and engagement</li> <li>- Workshops with future host actors (countries to be determined by AC)</li> <li>- Develop a model sourcing code for LOCs</li> <li>- Pilot country monitoring visits (countries to be determined by AC)</li> </ul>

## Work with Sponsors and Broadcasters

2018	2019	2020 and beyond
<ul style="list-style-type: none"> <li>- Ongoing outreach and engagement</li> <li>- Publish sponsors due diligence questionnaire and broadcasters mitigation form</li> <li>- Compliment the toolkits by collecting case studies on their use and effectiveness</li> <li>- Give evidence to UK APPG on Sport and Human Rights</li> <li>- Workshop in Atlanta</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing outreach and engagement</li> <li>- Further engagement with local sponsors</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing outreach and engagement</li> </ul>

## Cross-Cutting Issues

	2018	2019	2020 and beyond
Engagement with affected groups and their representatives	<ul style="list-style-type: none"> <li>- Ongoing outreach and engagement</li> <li>- Consulting specifically with affected groups on outcomes from the remedy research (remedy working group)</li> <li>- Affected groups and their representatives feeding into the work of all other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing outreach and engagement</li> <li>- Consult on the design / implementation of outcome from remedy work (remedy working group)</li> <li>- Workshop for affected groups and their representatives</li> <li>- Affected groups and their representatives feeding into the work of all other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing outreach and engagement</li> <li>- Remedy working group to determine relative effectiveness of remedy outcomes from the Centre and propose next steps</li> <li>- Workshop for affected groups and their representatives</li> <li>- Affected groups and their representatives feeding into the work of all other stakeholders</li> </ul>
Remedy	<ul style="list-style-type: none"> <li>- Map and assess existing grievance mechanisms</li> <li>- Add to remedy white paper based on findings from mapping</li> <li>- Roundtable to consult on remedy research</li> <li>- Roundtable to announce outcomes from remedy research</li> <li>- Implement agreed outcomes from roundtable</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to implement and assess outcomes from remedy roundtable</li> <li>- Develop and consult on principles on effective remedy</li> <li>- Establish and pilot a clearing-house / referral mechanism based on outcomes from mapping</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and pilot a mechanism of last resort</li> </ul>
Other	<ul style="list-style-type: none"> <li>- Publish SDP report</li> <li>- Publish LGBTI white paper</li> <li>- Expert advice to UK APPG</li> <li>- Sporting Chance Forum</li> </ul>	<ul style="list-style-type: none"> <li>- Gender white paper</li> <li>- Expert advice to UK APPG</li> <li>- Begin mapping current stakeholders reporting activities</li> <li>- Sporting Chance Forum</li> </ul>	<ul style="list-style-type: none"> <li>- Begin to develop voluntary reporting standards and consult heavily on these</li> <li>- Sporting Chance Forum</li> </ul>

## Reactive Capacity

2018	2019	2020 and beyond
<ul style="list-style-type: none"> <li>- Comment on emerging human rights policies</li> <li>- Single-issue work</li> <li>- Smaller, regional events/workshops</li> </ul>	<ul style="list-style-type: none"> <li>- TBC</li> </ul>	<ul style="list-style-type: none"> <li>- TBC</li> </ul>



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## Appendix H: 2018 Remedy Work Plan

Remedy is a core function of the Centre for Sport and Human Rights, as defined in the Strategic Plan. The secretariat's goal in 2018 is to answer the question: what role should the Centre play on remedy?

This Work Plan sets out the programme of work devised to answer that question through an inductive, evidence-based process of inquiry.

### 1. Overview

#### Mapping

Building on [White Paper 2.4](#) the Secretariat has begun a desk-based mapping of existing mechanisms, particularly focused on those operated directly by sports bodies, organising committees, and also the other non-judicial mechanisms in upcoming MSE host countries. This will be complemented by the extensive mapping that has been undertaken on the mechanisms available in the wider business and human rights space by various organisations, not least OHCHR and the OECD.

#### Interviews with each Steering Committee Member

A series of bilateral interviews will then be undertaken with all interested Steering Committee members in March/April 2018, to ensure the Mapping is as complete as possible, and also to ensure that any priorities or constraints from members as to the Centre's role are incorporated.

Daniela Heerdts, a PhD Candidate on the topic at Tilburg Law School in the Netherlands, is assisting the Secretariat with this research this year. Please indicate to IHRB your interest in participating in an interview - Daniela will then follow up bilaterally to find a convenient time.

See [Section 3](#) (below) for the interview protocol that will guide this phase.

#### Analysis

The mapping and interview phases will be compiled and complemented by analysis into the effectiveness of historic approaches to date and planned mechanisms for upcoming MSEs. An understanding of what constitutes 'effectiveness' in the sports context will also need to be considered. The objective of this analysis will be to produce a short discussion paper or set of recommendations as to the role the Centre could play moving forward.

See [Section 2](#) (below) for the Research Framework guiding the mapping and analysis phase.

#### Symposium on Human Rights and Remedy in the Sports Context

The secretariat has begun making arrangements for a Symposium to be held in October in The Hague (date/location tbc). The Steering Committee will be updated as plans develop, but the aim would be to table all research on existing and potential mechanisms and a series of recommendations for the work ahead. It is proposed that from the Symposium the Steering Committee would be able to agree a formal course of action for the Centre to be able to implement thereafter.

## Expert Group

In addition, the secretariat recommends the constitution of an expert group that can help guide the research and Symposium planning. The key characteristics such individuals would need to embody would be both technical competence and impartiality. The secretariat will begin reviewing names and reaching out to gauge various experts' interests in the coming weeks.

Suggestions on suitable expertise would be gratefully received. See [Section 4](#) (below) for the initial draft list the secretariat has begun compiling.

## 2. Research Framework for Analysing Remedy in the Sports Context

This research will primarily serve to help decide what role the Centre for Sport and Human Rights should play on remedy, and will consider where the Centre can be the most effective.

There are a number of potential options for taking action, including:

- Strengthening / building capacity of an existing mechanism; and/or
- Acting as a referral mechanism to direct affected groups towards effective grievance mechanisms; and/or
- Collaborating in the creation of / creating a new local mechanism(s) (ie external to the Centre); and/or
- Creating a new mechanism within/ran by the Centre itself.

In order to determine the best approach, research will need to be conducted including:

- Researching non-judicial mechanisms in greater depth;
- Researching state-based judicial mechanisms (especially Switzerland, as Swiss law is the default for Court of Arbitration in Sport (CAS) and other mechanisms);
- Analysing mechanisms from previous MSEs and their relative effectiveness;
- Analysing the effectiveness of each mechanism using cases where they are available;
- Analysing the effectiveness of each mechanism using comparable cases where available, e.g. cases concerning other megaprojects or large infrastructure projects.

### Step 1: Mapping Remedy Mechanisms

Reviewing the extent and reach of remedy mechanisms at the global sports governing body level, local organising committee level, as well as other operational-level and non-judicial mechanisms, to consider:

- What operational-level mechanisms currently exist both internationally, and in upcoming MSE host countries?
- Are there any mechanisms in the process of being developed?
- Are/were any of the above mechanisms designed for a particular stakeholder group (ex. Athletes, workers etc.)?

**Start:** September 2017

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**Target time:** A comprehensive mapping is completed by 31 March 2018

## **Step 2: What Constitutes ‘Effective’ Remedy in the Context of Sport and Human Rights?**

This question will frame the broader research framework. To answer this question, the research will need to consider:

- What do the UNGP effectiveness criteria mean in the context of sport? E.g., how should “accessible” be defined?
- Which of the UNGPs effectiveness criteria are most relevant for sport? Are there any criteria missing?
- Are there special considerations unique to sport that do not need to be considered in other contexts?

During this phase of the research, the first interviews should be conducted with a number of Steering Committee members for obtaining an overview of the different ideas on remedy mechanisms for sport and human rights, what role a new mechanism or organisation could play, and how to best apply the UN Guiding Principles effectiveness criteria in the context of sport. After every interview a short report will be drafted to summarise the outcome of the talk.

*The UNGP Effectiveness Criteria stipulate that a mechanism must be:*

- **Legitimate:** does the mechanism enable trust from the stakeholder groups for whose use it is intended, and is it accountable to them?
- **Accessible:** Are all stakeholder groups for whose use the mechanism is intended aware of it, and is it providing adequate assistance for those who may face particular barriers to access?
- **Predictable:** Is a clear and known procedure with an indicative time frame for each stage provided, and are the processes and outcomes available, as well as means of monitoring implementation, clear?
- **Equitable:** Does the mechanism seek to ensure that aggrieved parties have reasonable access to sources of information, advice and expertise necessary to engage in a grievance process on fair, informed and respectful terms?
- **Transparent:** Are parties to a grievance kept informed about its progress, and provided with sufficient information about the mechanism’s performance to build
- **Rights-compatible:** Is it guaranteed that the outcomes and remedies accord with internationally recognized human rights?
- **A source of continuous learning:** Does the institution providing remedy draw on relevant measures to identify lessons for improving the mechanism and preventing future grievances and harms?
- **Based on engagement and dialogue:** Are the stakeholder groups for whose use the mechanism is intended engaged on its design and performance, and focused on dialogue as the means to address and resolve grievances?

**Start:** now

**Target date for draft paper on effectiveness criteria:** 15 March 2018

**Target date for finishing interviews:** 30 April 2018

**Target date for draft report on research approach and preliminary findings:** 31 May 2018

### Step 3: Effectiveness Assessment

This assessment will consider whether existing mechanisms are available that meet some or all of the effectiveness criteria. Once the meaning of effectiveness in sport remedy is agreed and understood, the research will need to consider the effectiveness of existing mechanisms by asking:

- How effective have sport remedy mechanisms been in the past in human rights terms?
- Are/were these mechanisms sufficient to satisfy the effectiveness criteria as defined above?
- Are there existing mechanisms that meet some, but not all, of the effectiveness criteria? (For example, are there mechanisms available to some, but not all, affected stakeholders?)
- Are/were there any cases filed through these mechanisms? What was the outcome? Based on cases found, is the remedy provided adequate? Is it timely? Do rights holders feel satisfied with the outcome? Etc.
- Were there any historic mechanisms that could be used as a model for creating new, effective remedies?
- Are there multiple mechanisms that, if combined, could be considered holistically effective?
- Based on any cases found, what is lacking that would otherwise make the mechanism(s) effective?

**Start:** as soon as the effectiveness criteria for assessment has been agreed on (mid-March)  
**Target date for first draft:** 31 May 2018

### Step 4: Recommendations for the Centre on Remedy

Based on the analysis of the above sections, the research will conclude with a set of recommendations for the Centre going forward on what role the Centre should play in supporting and/or delivering effective remedy.

These will likely be nuanced and potentially multi-functional. For example, more than one may be appropriate, or one recommendation may work for one region / MSE, but not another.

**Start:** once the effectiveness assessment is underway  
**Target date for 1st complete draft report:** 30 June 2018  
**Target date for final draft:** September

## 3. Interview Protocol for interviews with Steering Committee members on remedy mechanisms

Interviews will be conducted by Daniela Heerdt, PhD Candidate at Tilburg Law School, together with a member of the IHRB team. These interviews will be conducted in March and April 2018.

### Purpose of the interview

The purpose of the interview is to:

- Ensure the mapping of existing and historic remedy mechanisms in the sports context being undertaken by the secretariat is as complete as possible

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- Understand from Steering Committee members their key considerations for assessing the effectiveness of a remedy mechanism
  - Understand members' priorities or constraints to the question of the Centre's role.

### Time scheduled for the interview

45-60 minutes

### Initial Interviewees

Representatives of the MSE Platform Steering Committee and the expert advisory group to this workstream

### Suggested Questions

#### **Subject Area 1: Meaning of remedy for sports and human rights**

- What do you consider as remedy mechanisms in the sports and human rights context?
- To what extent is your organisation itself involved in remedy mechanisms for sports and human rights?
- What kind of dispute settlement methods do you find useful for sports and human rights and why?
- Is there alignment amongst those within the sport and human rights communities about what holistically realising the Remedy pillar of the UN Guiding Principles looks like in practice? If not, why and what (if anything) should be done about it? If so, what should happen next?
- How can we learn from past cases / experiences and bad things that have happened?
- In exploring progress, shortfalls, and future strategies on remedy, whose voices and experiences need to be heard? (ie suggestions of who else to be engaging in this process)

#### **Subject Area 2: Meaning of effectiveness for remedy mechanisms in the sports and human rights context**

- How would you define effectiveness for remedy in sport?
- Do you think the effectiveness criteria stipulated by UNGP 31 presents an adequate framework for assessing available remedy mechanisms in the sports and human rights context (legitimate, accessible, predictable, equitable, transparent, rights-compatible, source for continuous learning, based on engagement and dialogue)?
- Are there particularities that arise in the world of sport that make certain criteria more or less important? For example, how do you understand in particular the criteria of 'accessible' and 'equitable' in the sports and human rights context?
- Are any criteria missing? For example, timeliness? In other words, are there special effectiveness criteria unique to the sport and human rights context?
- What kind of dispute settlement methods would you consider as being most effective in the sports and human rights context and why?
- To what extent do you consider different actors in the world of sport, such as local organizing committees or sports bodies, to be effective in ensuring access to effective remedy?
- To what extent are resources and capabilities a limiting factor? What do you think can be done to address these practical barriers?

### Subject Area 3: Available mechanisms

- What would you identify as available remedy mechanisms in the sports and human rights context?
- To what extent do you consider available mechanisms to be as effective, ie under the criteria in UNGP 31?
  - o Which ones do you consider as most effective and why?
  - o What are the gaps that need to be filled?
  - o To what extent would you agree that available mechanisms have the potential to fill these gaps with external support through capacity building for instance?
- Do you know of any cases before any of the available mechanisms that have been (sufficiently) resolved? If yes, which one(s)?
- Do you know of any mechanisms that are in process of being developed? If yes, which one(s)?
- What are the most exciting or promising innovations and acts of leadership taking place on remedy, whether from within or outside of the world of sport?

### Subject Area 4: Possibilities of and for the work ahead

- On what issues of practical implementation do practitioners from diverse stakeholder groups need more clarity, guidance, or examples of good practice? What is needed to deliver this clarity?
- How do we build more multi-stakeholder engagement and ownership around new remedy projects and innovations to support their development and share their lessons?
- To what extent is there a need for an institution to provide information on available mechanisms, and refer victims to available mechanisms?
- How can host actors best be engaged in improving or developing their own local mechanisms? Are there other actors that require similar engagement to participate in the remedy process?
- Do you see a need for developing a new mechanism(s) or innovation? If so, when and how specifically should it operate and who should be involved?
- What would be the benefits or disadvantages of having a new remedy mechanism(s) in place?
- What are the main gaps such a mechanism(s) should fill?
- What is your opinion on designing mechanisms for particular stakeholder groups (e.g. athletes/workers/...)?
- Could it be linked to or combined with existing mechanisms? If so, how?
- To what extent should any new mechanism(s) function as a mechanism(s) of last resort?
- Where should such a new mechanism(s) be located (on the local, regional, or international level?)

## 4. Expert Group Suggestions

Possible names so far under consideration for Expert Group membership (please send any additional suggestions to IHRB):

<ul style="list-style-type: none"> <li>• Jennifer Zerk, researcher for OHCHR's Accountability &amp; Remedy Project</li> </ul>	<ul style="list-style-type: none"> <li>• Ron Popper, formerly of ABB</li> </ul>
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• Moya Dodd, Sport Equality League	• Rae Lindsay, Clifford Chance
• Matthew Reeve, Court of Arbitration in Sport	• Martijn Scheltema, Pels Rijcken & Droogleever Fortuijn N.V.
• Steve Gibbons, Ergon Associates	• Michael Smyth CBE QC
• Rachel Davis, Shift	• Claes Cronstedt, Jan Eijsbouts & Robert C. Thompson
• Mark Taylor, FAFO	• Hugo Siblesz, PCA Hague

## Appendix I: Job Descriptions for Centre Chair and CEO

### Chair, Centre for Sport & Human Rights

#### Key Accountabilities

The new Chair will be working at the forefront of the sport and human rights agenda. They will serve a critical ambassadorial function to the Centre, particularly in relation to funders, raising awareness of its mission and impact with Governments, sports bodies, inter-governmental organisations, as well as foundations and high net worth individuals. They will chair meetings of the Advisory Council, and attend the annual Sporting Chance Forum.

Principal accountabilities include:

- To oversee the strategic direction and function of the Centre for Sport & Human Rights.
- To focus on maximising value from the Advisory Council, to ensure the Centre operates to the highest standards of delivering value against its mission.
- To provide effective leadership of the Advisory Council and secretariat, to achieve the highest possible performance to deliver the Centre's objectives.
- In conjunction with the Advisory Council, embrace responsibility for setting both short- and long-term goals and strategies for the secretariat to act upon.
- In conjunction with the Secretariat, finalise the agenda for the Advisory Council's meetings, chair the meetings, and review and approve the draft minutes.
- To counsel issues of grievance with the Advisory Council or the secretariat.
- To represent the Centre in negotiations and dialogue with key partners and stakeholders.
- To make keynote statements, and chair high-level dialogues, on behalf of the Centre, working in conjunction with the secretariat.
- To support the development of strong communications and close working relations with the Advisory Council and Interim Governance Committee, as well as wider network of sports bodies, local organising committees, host and supporting governments, intergovernmental organisations, NGOs, trade unions, sponsors, broadcasters, and other external parties including media and opinion formers.
- In conjunction with the Secretariat and Interim Governance Committee, support the recruitment of the Centre's first Chief Executive, planned for Q4 2018.
- Lead the review of the performance of the Centre CEO.

#### The Person

##### Experience and Knowledge:

- Significant leadership experience within a start-up or newly formed but complex organisation, with a proven track record of supporting growth and organisational change.
- Strategic expertise, outstanding vision, and excellent judgment to provide clarity of direction and enable the Advisory Council to guide the overall direction of the organisation.
- In depth experience of working effectively in partnership with non-executive Directors and/or trustees.
- Outstanding communication and influencing skills, supported by strong political awareness to command confidence from a broad range of institutions and stakeholder groups within an international context, including governments and intergovernmental organisations, sports



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- bodies, corporates, representatives of affected individuals, NGOs, and trade unions.
  - An in-depth understanding of the global sporting landscape, preferably obtained through positions in the world of sport, civil society, or intergovernmental relations.
  - A solid command of international human rights instruments, principles, and standards.

#### **Competencies and Behaviours:**

- Outstanding leadership capabilities, with the ability to develop and communicate a strategic vision.
- An effective influencer and strong relationship builder, with excellent communications skills, highly tuned listening skills, and the ability to communicate effectively with a wide range of people and sizes of audience.
- A very strong sense of purpose, and the ability to leverage the expertise of others.
- The ability to take an independent view when judgments are required, beyond any one specific interest group.
- A willingness to speak candidly, whilst demonstrating tact and diplomacy.
- Personal integrity and demonstrable commitment to the values of dignity, fairness, equality, respect, and independence.

#### **Terms and Conditions**

- Role: Chair
- Remuneration: Eligible business expenses only
- Term of Appointment: The appointment will be from June 2018, for a period of three years with the opportunity for this to be extended by mutual agreement for one further term.
- Time commitment: Average 1-2 days per month (20 days per year). A flexible approach to days worked is required. On occasions including evening and weekend working, as well as some international travel.
- Location of meetings: The Centre will formally launch on 26 June 2018, and the current Chair will hand over to the new Chair at an event in Geneva. In addition, the Advisory Council meets quarterly by conference calls, as well as in person once per year coinciding with the annual Sporting Chance Forum (with a different date/location each year, typically requiring three days in a row in Q4).

### **CEO, Centre for Sport & Human Rights**

#### **Key Accountabilities**

The new CEO will be working at the forefront of the sport and human rights agenda. They will spearhead the development of a newly established organisation, ensuring its successful transition from an interim structure in its first three years to a fully independent entity by 2020. They will facilitate the deliberations of the Centre's multi-stakeholder Advisory Council, and ensure effective implementation of its operations in fulfilment of the Centre's mission, mandate, values, and objectives. The CEO will represent the Centre in all relevant contexts, requiring significant international travel and public speaking.

Principal accountabilities include:

**Good Governance:**

- Act in the best interest of the Centre within the stringent ethical standards expected of a human rights-based organisation.
- Play a full part in enabling the Advisory Council and Interim Governance Committee to arrive at balanced and objective decisions in the performance of their agreed roles and functions
- Ensure the organisation complies with all donor, regulatory, and government requirements
- Ensure appropriate operational policies and procedures are developed as necessary and as the organisation grows and matures, as well as ensuring their effective implementation and maintenance.
- Ensure IHRB's CEO and the Interim Governance Committee is kept fully informed in the manner and frequency required to achieve the Centre's objectives.
- Attend all Interim Governance Committee meetings, presenting to members for all major expenditure exceeding authority and budget limits.
- Work with the Working Group on Permanent Governance Options to ensure it successfully determines the most effective long-term governance option for the Centre within the established deadlines, in support of continuous improvement of all governance activities, policies, and procedures.
- Prepare all agendas for Interim Governance Committee and Advisory Council meetings, support the preparation of the Centre Chair to effectively facilitate those meetings, and draft the relevant meeting minutes for review and approval.
- Ensure that effective systems are in place for monitoring organisational performance and for adequate reporting to IHRB's CEO, the Interim Governance Committee, Advisory Council, donors, and all other relevant stakeholders.

**Financial management:**

- Ensure that nothing is done, or authorised to be done, that could in any way cause financial harm or threaten the Centre's financial integrity.
- Ensure a risk and compliance framework is approved by the Interim Governance Committee, reporting back to the Interim Governance Committee on the effectiveness of implementation
- In conjunction with the Secretariat and Interim Governance Committee, set all budgets and manage them efficiently.
- In conjunction with the Secretariat, optimise both the short- and long-term financial performance and sustainability of the Centre, in particular in supporting the scoping and raising of a permanent endowment.
- Oversee the management of all donor relationships, ensuring the expansion of the Centre's network of donors in the short-term and deepening of those relationships for the Centre's long-term financial sustainability.
- Ensure the accuracy, completeness, integrity, and disclosure of the Centre's financial statements through appropriate policies, procedures, and internal controls.

**Relationship management:**

- Represent the Centre in a professional and irreproachable manner to all stakeholders
- Develop strong communications and close working relations with all donors (current and prospective), the Centre Advisory Council, Interim Governance Committee, all Centre working

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groups, and Secretariat.

- Represent the Centre in negotiations and dialogue with key partners and stakeholders, as well as making keynote statements and facilitating high-level panels, and supporting the Centre Chair in doing the same.
- Ensure continual engagement with all relevant stakeholders to grow and manage all relationships in accordance with the Centre's Strategy and annual activity plan
- Ensure that all staff and others who represent the Centre do so in a professional and irreproachable manner.

### **Operational Management:**

- Uphold and strengthen the integrity of the Centre, ensuring that it is accountable, transparent, and adheres to the stringent ethical standards expected of a rights-based organisation.
- Provide leadership and management in all areas of the operation, including Performance, Operations, and Development to achieve the highest possible performance against the Centre's objectives (in total approximately 6 secretariat staff, expected to grow annually, as well as around 40 anticipated Advisory Council members and the Centre Chair).
- In conjunction with IHRB's CEO and the Centre Chair, oversee the short- and long-term strategic direction of the Centre.
- In conjunction with the Centre Chair, focus on maximising value from the Advisory Council to ensure the Centre operates to the highest standards of delivering value against its mission, including proposing annual operational activity plans for deliberation by the Advisory Council through which the Centre's strategic objectives can be delivered.
- Regularly review the structure of the organisation and make recommendations to the Interim Governance Committee or Advisory Council for changes as necessary.
- Ensure policies and provisions are in place to protect the organisation and secretariat from potential liabilities and risk.
- In conjunction with the secretariat, ensure the Centre's staff have the appropriate skills and experience to achieve the organisation's objectives.
- Ensure the implementation of effective Human Resources practices throughout the Centre.

## **The Person**

### **Experience and Knowledge:**

- Significant leadership experience within a start-up or newly formed but complex organisation, with a proven track record of self reliance, strong management, supporting growth, and organisational change.
- Strategic expertise, outstanding vision, and excellent judgment to provide clarity of direction and enable the Advisory Council to guide the overall direction of the organisation.
- Proven track record of successful fundraising in support of institutional independence and sustainability, from a diversity of sources.
- Demonstrable experience of sound financial planning and management.
- In depth experience of working effectively in partnership with diverse partners, as well as non-executive Directors and/or trustees.
- Demonstrable communication and influencing experience, supported by strong political awareness to command confidence from a broad range of institutions and stakeholder groups within an international context, including governments and intergovernmental organisations, sports bodies, corporates, representatives of affected individuals, NGOs, and trade unions.

- An in-depth understanding of the global sporting landscape, preferably obtained through positions in the world of sport, civil society, or intergovernmental relations.
- A solid command of international human rights instruments, principles, and standards.

#### **Competencies and Behaviours:**

- Outstanding leadership capabilities, with the ability to develop and communicate a strategic vision.
- An effective manager of people, with the ability to understand motivations, build trust, and achieve results collectively
- An effective influencer and strong relationship builder, with excellent communications skills, highly tuned listening skills, and the ability to engage effectively with a wide range of people and sizes of audience.
- A very strong sense of purpose and self reliance, and the ability to leverage the expertise of others.
- The ability to take an independent view when judgments are required, beyond any one specific interest group.
- A willingness to speak candidly, whilst demonstrating tact and diplomacy, and maintaining the critical impartiality of the Centre.
- Personal integrity and demonstrable commitment to the values of dignity, fairness, equality, respect, and independence.

#### **Terms and Conditions**

- Role: Chief Executive
- Reporting to: IHRB's CEO and the Centre's Interim Governance Committee during the Interim Period (then to a full set of independent trustees once the Centre is fully independent).
- Working relationship: A close working relationship with the Secretariat (IHRB CEO and staff), Chair, Advisory Council members, and Interim Governance Committee. Also must maintain excellent working partnerships with all key Centre stakeholders.
- Remuneration: tbc
- Term of Appointment: The appointment will be from January 1st 2019, for a period of twelve months, with a three-month probationary period. The contract will be renewable annually.
- Location: Ideal location would be Switzerland, but applicants may make a persuasive case for another location. The role will require significant international travel, including short trips weekly, and long-haul trips for 1-2 weeks on a quarterly basis.

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## Appendix J: Proposed members of the Centre Advisory Council

The below list provides an indication of the Centre's founding Advisory Council members as at the point of launch in June 2018. Outreach to potential new members will be ongoing, including a number of sports bodies, governments, sponsors and broadcasters, and representatives of affected groups, to ensure a broad composition of actors and geographies. A possible 'cap' on membership will be considered as necessary to ensure the effectiveness of the Council's activities and operations.

### Secretariat:

- Institute for Human Rights and Business (IHRB)

### Chair:

- TBD

### Advisory Council members:

1. ABinBev
2. adidas Group
3. Amnesty International
4. BT plc
5. Building and Wood Workers International (BWI)
6. The Coca-Cola Company
7. Committee to Protect Journalists (CPJ)
8. Commonwealth Games Federation (CGF)
9. Commonwealth Secretariat
10. Discovery Communications & Eurosport
11. Fédération Internationale de Football Association (FIFA)
12. Football Supporters Europe
13. Government of Germany
14. Government of Switzerland
15. Government of the United Kingdom
16. Government of the United States of America
17. Human Rights Watch
18. International Labour Organization (ILO)
19. International Olympic Committee (IOC)
20. International Organisation of Employers (IOE)
21. International Trade Union Confederation (ITUC)
22. New Zealand Human Rights Commission
23. Office of the United Nations High Commissioner for Human Rights (OHCHR)
24. Organisation for Economic Cooperation and Development (OECD)
25. Organisation internationale de la Francophonie (OIF)
26. Organisation for Security and Cooperation in Europe (OSCE)
27. The Procter & Gamble Company
28. Sky
29. Sport Equality League
30. Supreme Committee for Delivery & Legacy (Qatar 2022)
31. Terre des Hommes
32. Tokyo Local Organising Committee (TOCOG)
33. Transparency International Germany
34. Union of European Football Associations (UEFA)
35. United Nations Children's Fund (UNICEF)
36. United Nations Educational, Scientific and Cultural Organization (UNESCO)
37. World Players Association, UNI Global Union

## Appendix K: List of Annexures

The following stand-alone documents have been produced by external advisors and are available for reference:

- Baker & McKenzie (2017) “White Paper: Research to establish options and recommendations for a permanent MSE and Human Rights Centre”.
- Clifford Chance (2017) “IHRB Mega-Sporting Events Options Paper”.

