



**MASTER EXECUTIF EN MANAGEMENT DES ORGANISATIONS SPORTIVES**  
**EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT**

**MARKETING MANAGEMENT**

***Keeping Peace through Sports Project – creating value to the  
social change***

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# KEEPING PEACE



# THROUGH SPORTS

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## 1 Introduction

Since its foundation in 1948 (from the expansion of the Allied Forces Sports Council - AFSC), the *Conseil International du Sport Militaire* (CISM) has been working towards several objectives based on the strategic goals to contribute to the world peace. By organizing military sports events, developing friendly relations between the Armed Forces of the 140 member countries, supporting less privileged countries in the name of friendship and solidarity, CISM contributes to the establishment of a peaceful society gathering military people from the four corners of the world in the true spirit of sportsmanship.



Picture 1: AFSC and CISM carrying the dove of peace in its flags in different moments of its history.

Sport has historically played an important role on peace building process. CISM is the sole organization able to bring together militaries from all nations to share experiences in sports fields, instead of battle fields. Due to that, the CISM member nations are urged to implement on the ground coherent strategies, policies and operations, profiting from the potential of sports to be used as a tool to promote and strengthen peace. This is in accordance with the philosophy, which was set in CISM's mission statement, signed by all member countries.

"CISM is the worldwide International Military Sport Organization devoted to bringing together Armed Forces personnel from all Nations through sports activities, thus enabling the physical training, military readiness and education for the Armed Forces", and has as vision "CISM is the world leading military sports organization enhancing mutual respect, solidarity and promoting Peace through its various activities".

In this concern, its ultimate goal is to contribute to the world peace by uniting Armed Forces (officially recognised by the United Nations) through sports, who's ideal is encapsulated in the very symbolic motto "Friendship Through Sport".

In this way, the institution organizes annually the so-called World Military Championships (WMC) of 25 different sports disciplines, besides other continental and regional competitions. Additionally, it has as major events the CISM World Games (Summer and Winter), that like the Olympic Games happens every four years; World Cadet Games, to youngsters every two years (similar concept to Youth Olympic Games), and CISM World Football Cup, following FIFA World Cup model, all these events with about several thousand participants including Olympic medalists and world champions.

Moreover, CISM is a recognized organisation by the International Olympic Committee - IOC (Multi-Sports Organizations and Events / Sport for All)<sup>1</sup>, an Associate Member of Global Association of International Sports Federations (GAISF)<sup>2</sup> and has a Memorandum of Understanding with the United Nations Economic and Social Council (ECOSOC).

Internally, the directive document is named CISM Green Paper 2.0. It has as content the Principle Strategic Objectives, that should be highlighted in the "S.O.2: Increase internal and

<sup>1</sup> IOC website – <https://www.olympic.org/ioc-governance-affiliate-organisations>.

<sup>2</sup> GAISF website – <https://gaisf.sport/members/#associated>

external CISM visibility as the worldwide International Military Sport Organization – S.O.2.1. External Networking: Increase Relationships at Political level; Increase Relationships at Institutional level; Increase Relationships at Sports level”, reflecting the aim to establish a network the IOC, International Paralympic Committee (IPC), United Nations (UN), North Atlantic Treaty Organization (NATO) etc.

According to this, there is the need for greater partnership between CISM and stakeholders in order to effectively implement Sport and Peace actions, as it can be understood in the figure below.

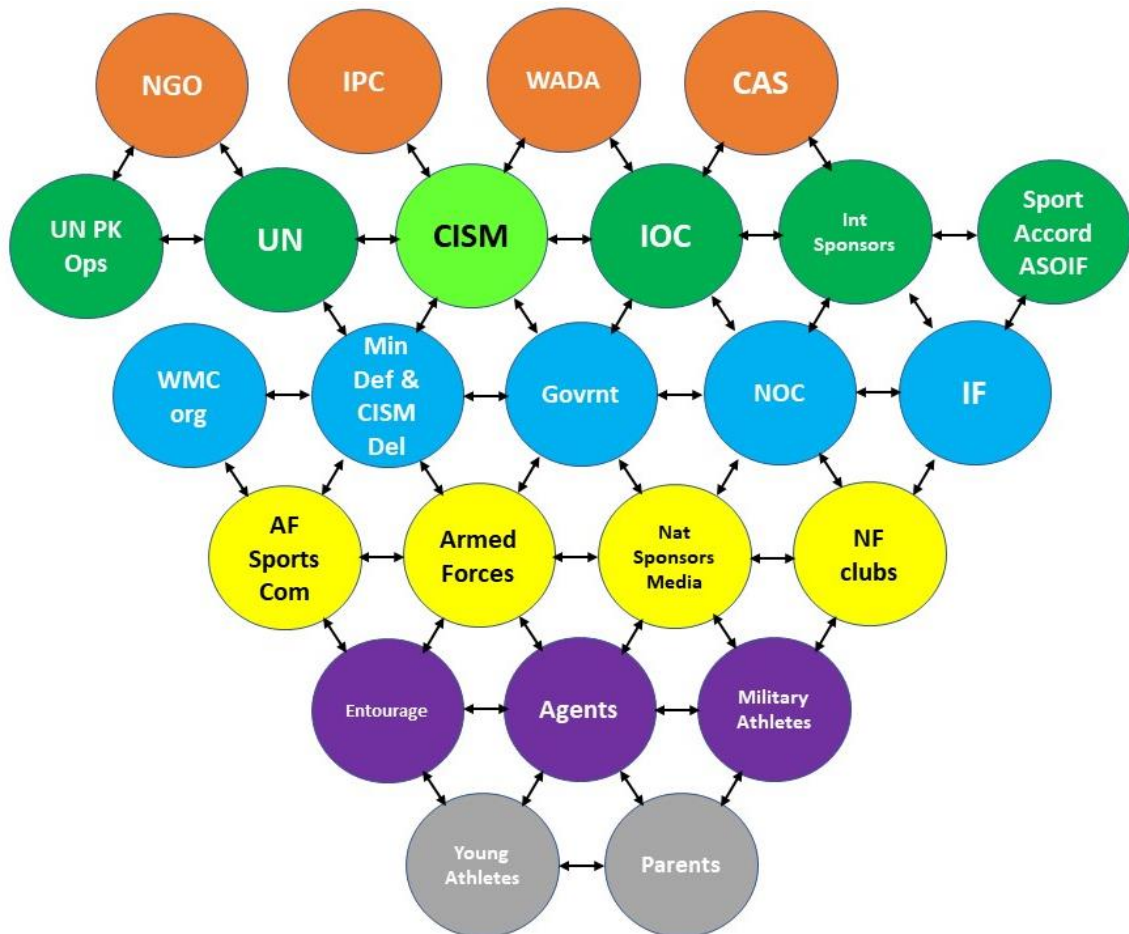


Figure 1: The CISM stakeholders' relationship and network.

Furthermore, it is emphasized in the same document the relevance of CISM and Sport and Peace activities, as follows: “S.O.6: Actively deliver CISM Sport and Peace Programs – S.O.6.1. Systematically gather information that identifies possibilities for Sport and Peace Programs – S.O.6.2. Identify resources that support CISM Sport and Peace Actions; S.O.6.3. Promote, develop and efficiently communicate about punctual Sport and Peace Actions”.

Aiming at establishing partnerships and enhancing the CISM potentialities on Sport, Peace and Development strategies, the CISM intends the establishment of the Keeping Peace through Sports Project. Herewith it is possible to find further details about it.

## 2 Keeping Peace through Sports Project (issue addressed)

This proposal is a mix of creating value and marketing to social change. The Keeping Peace through Sports Project aims to develop a programme dealing with the systematic use of sport in the areas emerging from conflicts, under UN Peacekeeping Operations, sharing the best practices, and, through the scope of diplomacy, promote the fundamental principles of Olympism and contribute, having sport as tool, to the promotion of peace, coexistence, tolerance and non-discrimination among countries, communities and ethnicities.

The activity will be composed by: sports event (CISM WMC); social/sports activities (community as audience and playing); and education (courses to referees and coaches).

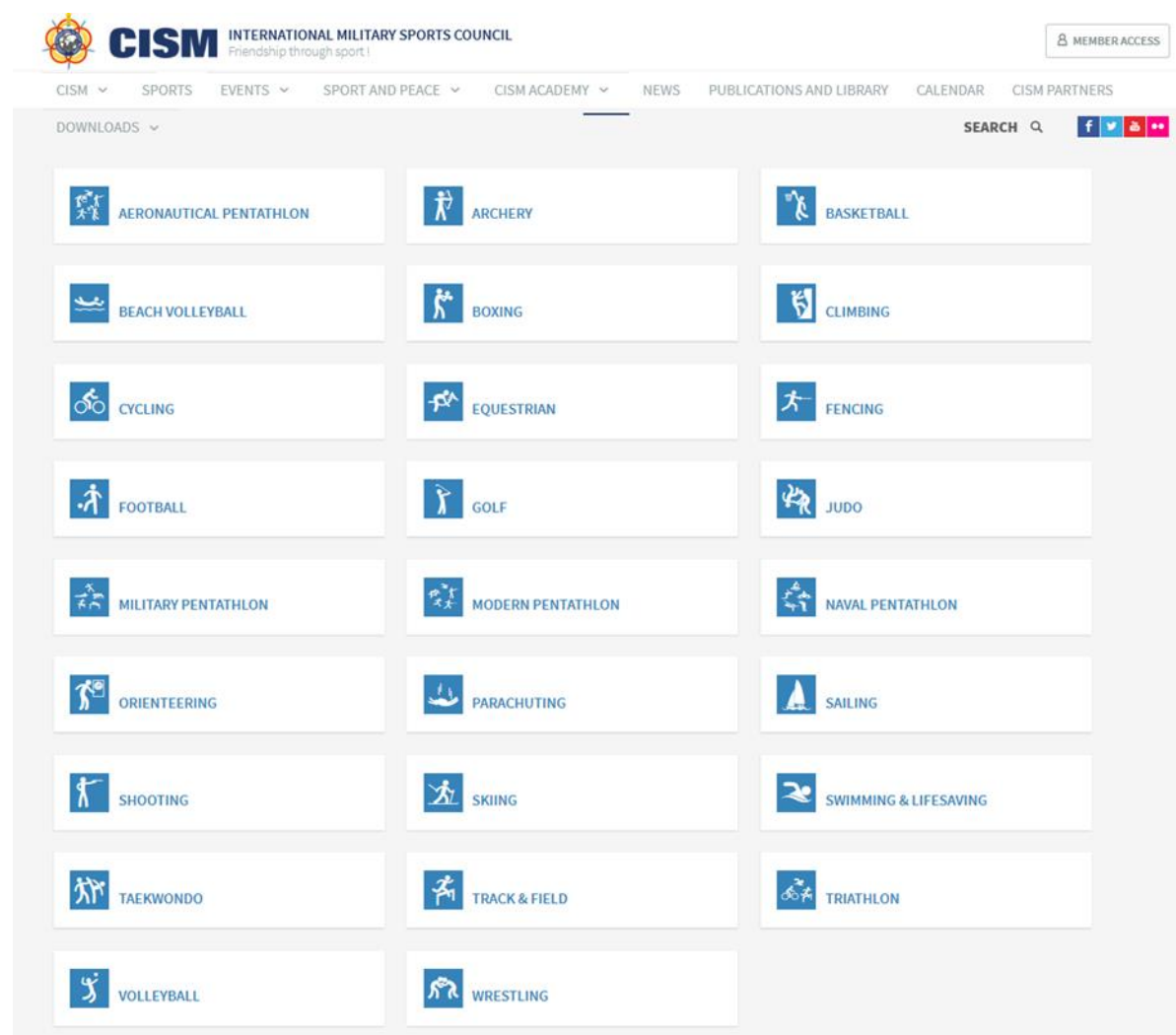


Figure 2: CISM world level sports to be part of the Keeping Peace through Sports Project.

The name “Keeping Peace” is a wordplay of the word “peacekeeping”, from the UN Peacekeeping operations, that are the target places to where this Project is toward.

It comes to implement the knowledge that sports programmes and actions, particularly through sports organizations became a key catalyst in building peace and security; sport is a significant tool to help the rebuilding societies in conflict and post-conflicts situations; sports is a fundamental tool when it comes to the development of youth programme in conflict and



post-conflicts areas; sport became from time to time, a true actor in conflict and post-conflicts situations; and sport became a key activity to understand other people and culture.

Additionally, it is understood that sports programmes and actions that are already being undertaken informally by multinational peacekeeping forces conflict and post-conflict situation, have proven to be a major and efficient element in rebuilding societies and building bridges. This is in accordance with the ideals of CISM to promote friendship, peace and mutual understanding through sport.

Inside the armies some practical objectives can be summarized as: to gather information from empirical experiences that have been accumulated from different nations and create a guide of best practices and lessons learned on sport and peace on the ground; to educate military people in Sport and Peace matters, combining solid academic knowledge and practical skills; and to provide a training package for military personnel of CISM member nations Armed Forces in partnership with the UN, to implement sports programmes in UN Peacekeeping Operations areas.

To the communities the objective is to show, in a tangible way, the educational, social, integrative impact of sport, through capacity building, technical assistance, institutional and financial support, as well as to promote entertainment with a sport event.

A single event, with this characteristic, was held in Port-au-Prince, in 2004, during the United Nations Stabilisation Mission in Haiti (MINUSTAH) term. The Brazilian football team played a friendly match against the locals. This event happened by the efforts of the UN, Brazilian government, Brazilian Armed Forces and *Confederação Brasileira de Futebol* (Brazilian Football Federation).



Picture 2: Brazilian football players in UN vehicles, Port-au-Prince-Haiti, 2004.

During the five-hour stay of the most winning team in football world in the Haitian capital, the suffering people of that country experienced moments of peace and joy. This proves that the culture of peace is part of a set of values. Attitudes, traditions and behaviour fall, mainly in respect for the life of others, which leads to an end to violence and automatically practices non-violence to resolve most issues<sup>3</sup>.

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<sup>3</sup> <https://www.cbf.com.br/selecao-brasileira/torcedor/jogos-inesqueciveis/em-porto-principe>



Picture 3: friendly match Haiti x Brazil, Port-au-Prince-Haiti, 2004.

### 3 Situation analysis

The IOC, in July 2000, in the framework of promoting peace through sport and the Olympic ideal, established an International Olympic Truce Foundation (IOTF). This organ defines its actions around the following objectives: to promote the Olympic ideals to serve peace, friendship and understanding in the world, and in particular, to promote the ancient Greek tradition of the Olympic Truce; to initiate conflict prevention and resolution through sport, culture and the Olympic ideals, by cooperating with all inter and non-governmental organisations specialised in this field, by developing educational and research programmes, and by launching communications campaigns to promote the Olympic Truce<sup>4</sup>.

In the same way, the CISM started, in 2006, the CISM Day Run, as one of the most important events, every 18<sup>th</sup> of February, celebrating the foundation of CISM and gathers for one day, under the sport's flag, the soldiers of the world. It was understood as a tool to mark the presence of CISM worldwide, to promote the practice of sports in the military environment and to bring communities of sports, which includes sports federations, Olympic Committees, and other international institutions in contact with the Armed Forces.



Picture 4: CISM Day Run.

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<sup>4</sup> <https://www.olympic.org/olympic-truce>



By doing so, CISM wanted to contribute actively to the universal peace. For this reason, in 2017, the event was renamed as CISM Day Run for Peace. In 2019, CISM decided to expand it to the International Day of Military Sports, to show the world in an even stronger and more comprehensive way the presence of CISM worldwide and the importance of sports for the military and for their activities, organizing and promoting the CISM Day Run for Peace or any other sport activities, outside or even inside the barracks, with military and civilian together worldwide, jogging, walking, skiing, carrying on together the flags of friendship, sport and peace<sup>5</sup>.

Another effort combining sport and peace happened in 2006, by the Serbian Delegation to CISM that organized the first “Friendly Sports” event, in Belgrade, between the former Republics of Yugoslavia. This project started in order to smooth a fixed differences and disputes among the concerned nations (Bosnia & Herzegovina, Croatia, Montenegro, North Macedonia, Serbia and Slovenia). In 2008, the all six nations, decided to continue the project having Futsal as the discipline. Since 2009 the CISM Futsal Cup for Peace has been organized, based on the principle of mutual understanding, and aimed at enhancing the peace-restoring effort among the countries. The success of the project was already been internationally recognized, when in 2009, in Monaco, it was one of the nominees’ projects for “The Peace and Sport Awards”, which was conducted by Peace and Sport, *l’Organisation pour la Paix par le Sport*, under the high patronage of HSH Prince Albert II of Monaco<sup>6</sup>.



Picture 5: CISM Futsal Cup for Peace.

In 2017, CISM organized in Ulaanbaatar-Mongolia, the 1<sup>st</sup> CISM East Asia Judo Championship. The participant countries were China, Kazakhstan, Democratic People’s Republic of Korea,

<sup>5</sup> <https://www.milспорт.one/sport-and-peace/international-day-of-military-sports>

<sup>6</sup> <https://www.milспорт.one/sport-and-peace/cism-futsal-cup-for-peace>

Republic of Korea, Mongolia, Russian Federation and Vietnam. Through this important event, CISM will try to strengthen the relationships between the Armed Forces from all over the world, that very symbolically had the “two Koreas” participating<sup>7</sup>.



Picture 6: 1<sup>st</sup> CISM East Asia Judo Championship 2017.

Regarding the UN, General Assembly, in 2013, in its Resolution (A/RES/67/296), declared 6 April as the International Day of Sport for Development and Peace (IDSDP). The adoption of this Day signified the increasing recognition by the UN of the positive influence that sport can have on the advancement of human rights, and social and economic development.<sup>8 9</sup>

Many organizations of the UN system, including the International Forum on Sport, Peace and Development, organized jointly with the UN Office on Sport for Development and Peace (UNOSDP), have already established partnerships with the IOC. The mission and role of the Committee, as set out in the Olympic Charter, are placing sport at the service of humankind and promoting a peaceful society and healthy lifestyles by associating sport with culture and education and safeguarding human dignity without any discrimination whatsoever.

UNOSDP had the mission to globally use sports as a tool to educate, empower, bridge societal and cultural gaps and create platforms for peaceful dialogue. However, it was officially closed, in 2017, by the Secretary General Antonio Guterres, in agreement with the President of the IOC, Thomas Bach, to establish a direct partnership between the UN and the IOC<sup>10</sup>.

In this way, the UN has long recognised the contribution of sport for development and peace, and the collaboration between the IOC and the UN has played a central role in spreading the

<sup>7</sup> <https://www.milspport.one/news/news-post/917-september-2017/1st-cism-east-asia-judo-championship-update-final-day>

<sup>8</sup> <https://www.un.org/en/observances/sport-day/background>

<sup>9</sup> <https://www.olympic.org/idsdp>

<sup>10</sup> <https://www.olympic.org/news/ioc-welcomes-enhancement-of-close-cooperation-with-the-united-nations>

acceptance of sport as a means to promote internationally agreed development goals. In 2015, in a historic moment for sport and the Olympic Movement, sport was officially recognised as an “important enabler” of sustainable development and included in the UN’s Agenda 2030<sup>11</sup>.



Picture 7: Antonio Guterres, UN Secretary General, and Thomas Bach, IOC President.

Moreover, the IOC, in order to promote the Olympism in the Society, has Peace through Sport projects. The Fighting for peace in the favelas of Rio de Janeiro provides young people with the tools, resilience and support structures to become life champions and create positive futures for themselves. The Preventing youth violence in Colombia develops life skills with the promotion of peaceful coexistence, to enhance social cohesion and to prevent violence among children and the community. Building resilience through sport in violence-affected communities of Jamaica reduces the incidences of violence in communities by implementing an after-school, sports-based development programme for “at-risk” children and young people<sup>12</sup>.

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<sup>11</sup> <https://www.olympic.org/cooperation-with-the-un>

<sup>12</sup> <https://www.olympic.org/peace-through-sport>





Picture 8: IOC's Peace through Sport projects.

Through this situation analysis it can be perceived that CISM, IOC and UN, as global organizations, have relevant initiatives in the field of sports and peace. However, the efforts are not united and one of the less privileged and risky communities is not targeted - countries emerging from conflicts under UN Peacekeeping Operations. In order to achieve broader objectives, enhance peace, develop nexus, coordinate and support Sport and Peace actions a chain between CISM, IOC and UN is fully desired. This would contribute greatly to the legacy by developing capabilities and community capacity building.

#### **4 Solution analysis**

UN Peacekeeping helps countries navigate the difficult path from conflict to peace, with unique strengths, including legitimacy, burden sharing, and an ability to deploy troops and police from around the world, integrating them with civilian peacekeepers to address a range of mandates set by the UN Security Council and General Assembly.

The figure below details the 13 Peacekeeping Operations currently deployed, in 3 continents.

# Peacekeeping Operations Fact Sheet

31 January 2020

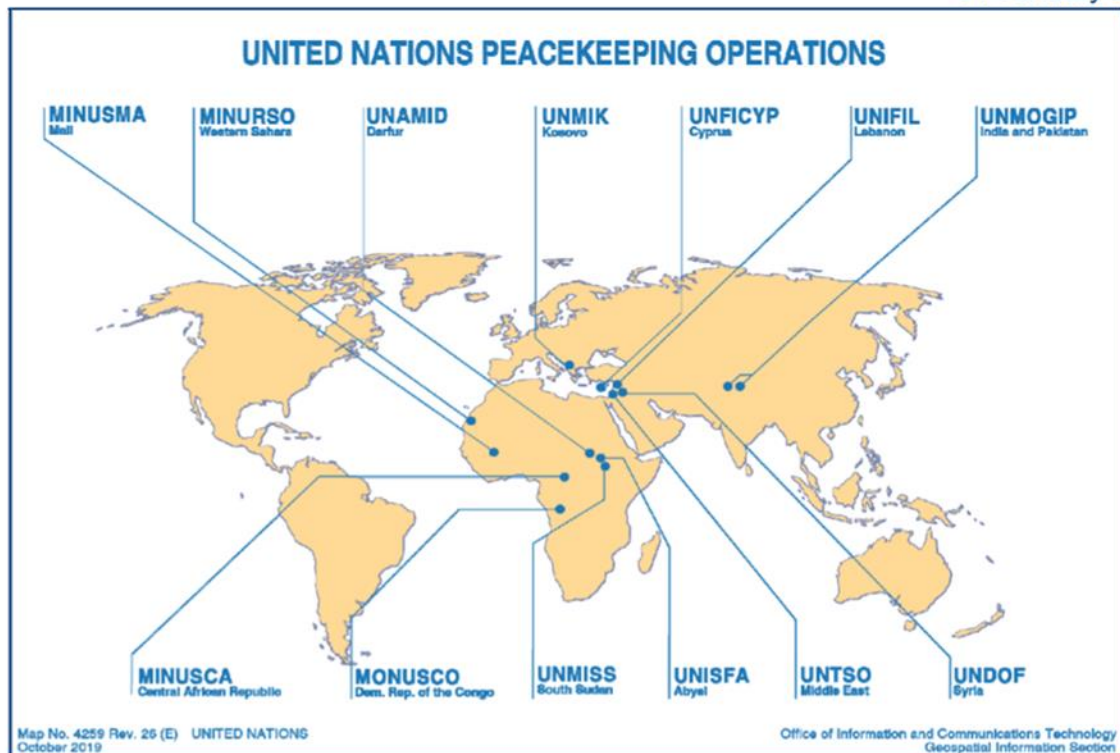


Figure 3: UN Peacekeeping Operations 2020.

The Keeping Peace through Sports Project must meet the objectives defined by CISM and its stakeholders in their development strategies. Some mutually beneficial synergies must be created between the different partners.

The CISM WMC, selected to this Project, must be in line with the calendar for the annual CISM events. It must contribute to a balance throughout the year and not overload the periods filled with main events.

The activity must permit to maximise the international outreach of Sport and Peace message from CISM and its stakeholders, and must be of dimensions great enough (audience, spectators or participants) to be considered as major and with sufficient development potentiality.

All actions must limit its disturbances on the public domain and must permit an increased use of existing facilities. Additionally, it must contribute to promoting responsible sporting activities, preventing from any sport deviance (violence, racism, politics, gender, discrimination etc.).





Picture 9: Members of the Brazilian battalion of the UN MINUSTAH play tug of war with a group of local children in Cité Soleil, Haiti.

In order to describe the rationale of the Keeping Peace through Sports Project creating, delivering and capturing values the Value Proposition Canvas is displayed in the Appendix 1.

An active partnership with several stakeholders and partners, in order to carry out its mission and deliver this Project will be based in total transparency and in the interests of its objectives. CISM commits itself respecting inseparable values of professionalism; true financial transparency; disinterested and rigorous management; faultless communication and collecting actions; and partnerships with recognized reputable international institutions. More details can be found in the Appendix 2, with the presentation of the Business Model Canvas for Social Enterprise.



Picture 10: An officer from the UN Integrated Mission in Timor-Leste (UNMIT) kicks around a football with children.

## 5 Action Plan

The implementation process should follow phases, with resources allocation and assessment criteria, to sustain the timeline of a 4-year cycle (2023 – 2026). This information is available in the Appendices 3 to 5:

- By Dec 2020 – Phase 1 – sensitization of CISM Delegations and CISM authorities to the parameters and significance of the project (leadership and membership engagement and approval), introducing to the details of development and bilateral meetings with potential stakeholders (IOC, UN, IF, Peace and Sport etc.).
- By May 2021 – Phase 2 – Seminar with CISM Delegations (in the frame of 76<sup>th</sup> General Assembly and Congress) in order to concretely gather information from the empirical experiences that has been accumulated from different nations in different circumstances, developing specific studies and training programmes on Sport, Development and Sustainable Peace which would relate to the region where the UN Peacekeeping Operation is taking place. Partnership offer to the potential stakeholders.
- By May 2022 – Phase 3 – Panel about feasibility of including CISM WMC in countries emerging from conflicts under UN Peacekeeping Operations (in the frame of 77<sup>th</sup> General Assembly and Congress). Engagement and formalization of the partnership with the stakeholders, launching the Keeping Peace through Sports Project and planning in which countries the event will take place in the cycle.
- By 2023 – Phase 4 – Hosting, for the first time, a CISM WMC in a UN Peacekeeping Operations area, with the support of IOC, IF, local government etc. promoting sports, social educational activities on the **IDSDP (6 April)**.
- By 2026 – Phase 5 – Assess the cycle, make adjustments, extend the Project to the cycle 2027-2030, defining the countries where the event will take place.

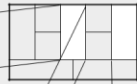
## 6 Conclusion

The Keeping Peace through Sports Project itself would be a significant effort in the universe of the sports development for Peace since it implements numerous relations and policies either through the participation of important stakeholders to make this message heard.

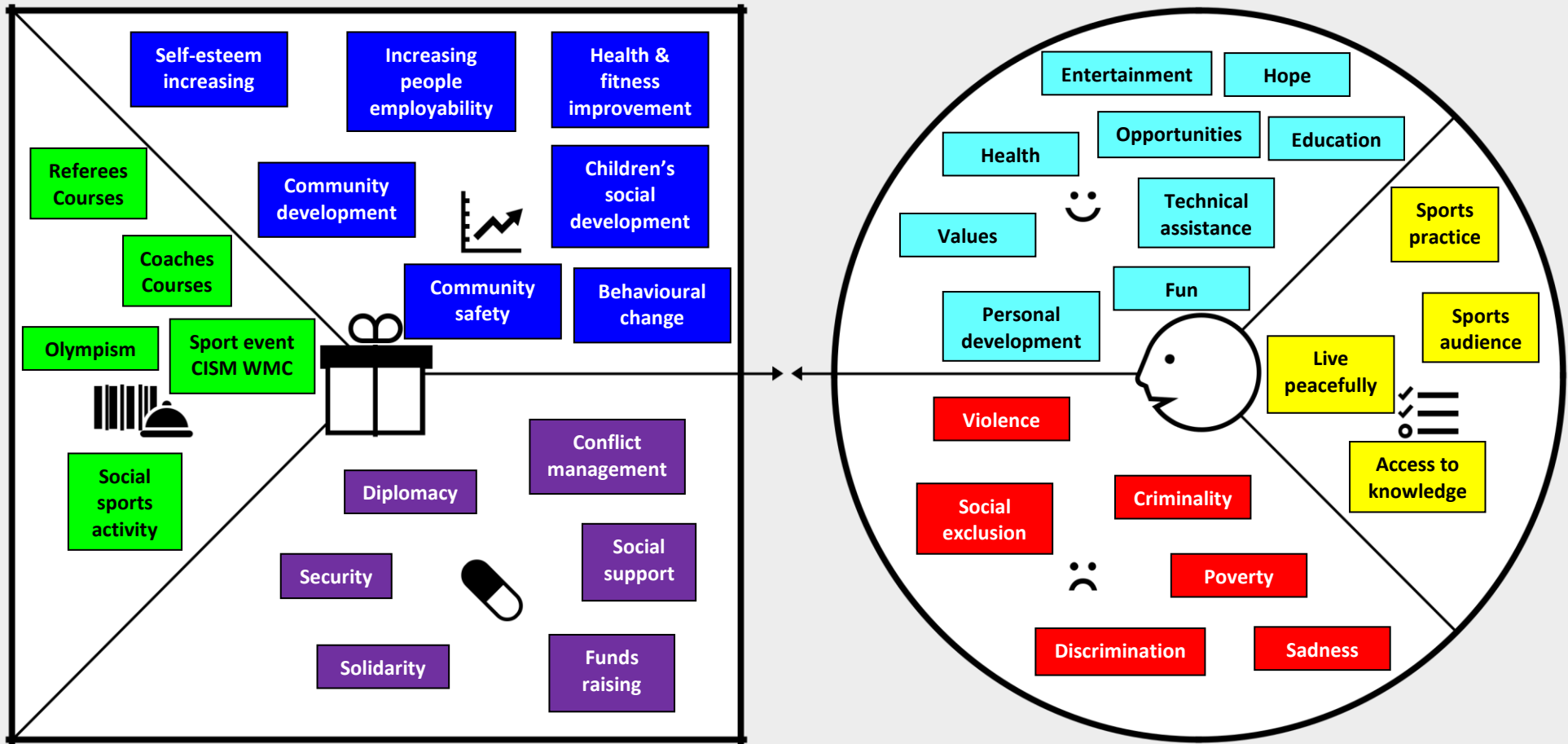
Born in the CISM idea of image-strengthening via social and educative collaboration, this Project desires to build a better world.

Hopefully, it possesses the potentiality to become a reference in the world which shall strengthen CISM integration in the international sport and peace movement, amplifying its international recognition and perception by the other organizations as a substantial partner with experience in promoting development and peace by using sport.

Appendix 1: The Value Proposition Canvas



Keeping Peace through Sports Project      People under UN Peacekeeping Operations areas



**Appendix 2:** The Business Model Canvas for Social Enterprise

Mission							
CISM is the worldwide International Military Sport Organization devoted to bringing together Armed Forces personnel from all Nations through sports activities, thus enabling the physical training, military readiness and education for the Armed Forces							
Key Partners	Key activities	Value propositions	Customers relationship	Customers segments			
IOC UN Peace and Sport Governments CISM Delegations Local authorities IFs NOCs Clubs Sponsors	CISM WMC Social sports to the community Education (courses to local referees and coaches)	Peace Friendship Respect Olympism Knowledge	Self-esteem increasing Community development Increasing people employability Community safety Behavioural change	Live peacefully Sport practice Sports audience Access to knowledge			
		Co-creators	IOC and UN	Health & fitness improvement	Co-creation	Conflict management	
	Key resources	Security Participants Sponsorship	Beneficiary	Communities under UN Peacekeeping Operations	Channels	Sports event Social sports activities Courses	Beneficiary
Cost structure			Revenue structure				
Detailed in Appendix 4 Resources allocation			Detailed in Appendix 4 Resources allocation				
Impact & measurement							
Detailed in the Appendix 5 Assessment criteria							

**Appendix 3: Action plan Keeping Peace through Sports Project**





#### Appendix 4: Resources allocation

In order to run the Keeping Peace through Sports Project it will rely on multiple founding resources: donations from the private, business and sports sectors, legacies, support from other organizations and foundations, lotteries and special actions, merchandising or partnership with sponsors in the frame of its Project.

It would have several modes of partnership:

- Partner or Supporter of the Project: financially support during 4-year cycle;
- Strategic Partners: support the Project through their position and relevance on the international scene; and
- Expertise partners: support the Project by availing their specific expertise in their related field of actions (education, military, sports etc.).

#### Investment

Category	Action	Total value €	Total per category €	Responsible
<b>Phase 2 – Seminar with CISM Delegations (in the frame of CISM 76<sup>th</sup> General Assembly &amp; Congress) and potential stakeholders IOC, UN, IF, Peace and Sport etc. as guests</b>				
<b>Logistics</b>	Local transport	1.000,00	46.000,00	CISM and host nation (Armed Forces, local sponsor and partners)
	Meals	4.000,00		
	Medical assistance	2.000,00		
	Accommodation	10.000,00		
	Infrastructure	2.000,00		
	Staff costs	10.000,00		
	Flight transportation	15.000,00		
	Simultaneous translation equipment	2.000,00		
<b>Guests</b>	Local transport	1.000,00	17.000,00	CISM
	Meals	4.000,00		
	Medical assistance	2.000,00		
	Accommodation	10.000,00		
<b>Phase 3 – Panel and Keeping Peace through Sports launch (in the frame of 77<sup>th</sup> CISM General Assembly &amp; Congress, in New York, Lausanne or Monaco)</b>				
<b>Logistics</b>	Local transport	1.000,00	46.000,00	CISM and host nation (Armed Forces, local sponsor and partners)
	Meals	4.000,00		
	Medical assistance	2.000,00		
	Accommodation	10.000,00		
	Infrastructure	2.000,00		

	Staff costs	10.000,00		
	Flight transportation	15.000,00		
	Simultaneous translation equipment	2.000,00		
<b>Coverage</b> (during the event)	Press	2.000,00	7.000,00	CISM
	Photo & video	3.000,00		
	Equipment rental	2.000,00		
<b>Phase 4 – CISM WMC in a UN Peacekeeping Operations country (cycle 2023-2026) – amount per year</b>				
<b>Guidance</b> (prior to the event)	Flight transportation	5.000,00	11.000,00	CISM, stakeholders, partners and sponsors
	Accommodation	2.000,00		
	Pre-visit representative costs	2.000,00		
	Meals	1.000,00		
	Local transport	1.000,00		
<b>Event</b>	CISM WMC overall costs (including social and educational activities)	30.000,00	150.000,00	
	Accommodation Delegations and partners	60.000,00		
	Flight transportation (solidarity to CISM Delegations)	30.000,00		
	Meals	20.000,00		
	Local transport	10.000,00		
<b>Follow up and evaluation</b> (during the event)	Flight transportation	5.000,00	10.000,00	
	CISM staff overall costs in site	5.000,00		
<b>Coverage</b> (during the event)	Press	5.000,00	12.000,00	
	Photo & video	5.000,00		
	Equipment rental	2.000,00		
<b>Report</b> (Edition costs)	Production	5.000,00	23.000,00	
	Video	3.000,00		
	Printing	10.000,00		
	Distribution	5.000,00		

## Appendix 5: Assessment criteria

Targeted people (communities under UN Peacekeeping Operations)	
Participants	
Audience	
Social/sport activity effectiveness	
Coaches courses	
Referees courses	
Value created	
Impact	
Sport event (CISM WMC)	
Participants	
CISM Delegations	
Solidarity	
Organization	
Venues	
Logistics	
Accommodation	
Transportation	
Catering	
Communication	
Environment	
Stakeholders	
Sport and Peace message	
Brand visibility	
Security	
Media exposition	
Image	
Satisfaction	
Technical evaluation	
Security	
Standards	
Debriefing and improvement	