

# PROJECT CHARTER

(Revised Version – October 19, 2007)

## 1. Introduction

Over the last years, sport has increasingly gained recognition as an effective means of achieving development goals. The International Platform on Sport & Development (the 'Platform') at [www.sportanddev.org](http://www.sportanddev.org) is a website entirely dedicated to the thematic field of Sport & Development.

For the purposes of the Platform, Sport is defined as

*“all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organized or competitive sport, and indigenous sports and games”.*<sup>1</sup>

Development is broadly understood as *“processes that enlarge people’s choices”* – a definition often used by the United Nations.

The Platform is a collaborative initiative supported and governed by a diverse set of stakeholders who are committed to contributing to the field of Sport & Development. The stakeholders support the strategic framework (vision, mission, goals, and target groups) of the Platform.

The *Project Charter* provides the guiding principles, structure and procedures for the governance of the Platform as well as the responsibilities and composition of the bodies involved.

## 2. Strategic Framework (Vision, Mission, Goals, and Target Groups)

2.1 Vision: The stakeholders of this Platform work together to enhance the profile, credibility, and effectiveness of using sport as a tool for development.

2.2 Mission: The Platform provides a hub for sharing knowledge, building good practice, facilitating coordination and fostering partnerships between and within the different stakeholders.

### 2.3 Goals:

Goal #1: Increase the visibility of sport's development potential among the target groups of the Platform ('Information & Advocacy')

Goal #2: Contribute to improving Sport & Development practice ('Effective Programming')

Goal #3: Encourage dialogue and partnerships / facilitate strategic alliances ('Partnership')

2.4 Target Groups: The target groups of the Platform are (in no particular order):

- Policymakers / Donors (bilateral, multilateral, governmental, non-governmental, including line ministries in developing countries);
- Sports sector / National and international sports federations / Athletes;
- Practitioners / Implementing organizations / Coaches;
- Private sector;
- Researchers;
- Youth and volunteers;
- Media.

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<sup>1</sup> Abbreviated version of the definition given in the European Sports Charter (2001)

### 3. Governance Structure

The governance structure of the 'Platform' consists of three bodies:

- a) The Steering Board;
- b) The Operating Team; and
- c) The Editorial Board.

### 4. Steering Board

4.1 Responsibilities: The Steering Board is responsible for:

- a) Approving the Platform's strategic framework, overseeing its implementation, and endorsing any changes to it;
- b) Providing strategic guidance to the Operating Team and regulating any matters of wider strategic importance that do not fall within the scope of the Operating Team's editorial and management responsibilities such as, for example, the provision of an official Platform-brand to activities and services offered by Sport & Development stakeholders;
- c) Approving the Platform's annual management & operations plan, budget, annual report and audited statement of accounts;
- d) Providing fundraising support to the Operating Team, i.e. by facilitating contacts to potential donors upon request of the Operating Team;
- e) Endorsing non-donor organizations to be represented on the Steering Board;
- f) Nominating and electing a chairperson for the Steering Board;
- g) Overseeing the Platform's copyright policy;
- h) Endorsing the Platform's editorial policy;
- i) Endorsing the Platform's community membership policy ('netiquette');
- j) Appointing consultants for an external evaluation of the Platform and defining the evaluation objectives and terms of reference.

4.2 Composition: The Steering Board is comprised of one representative from each organization that makes a substantial contribution to the Platform either financially or in-kind ('donor organizations'), plus three organizations that do not contribute financially or in-kind ('non-donor organizations').

- a) An organization that makes a substantial contribution to the Platform either financially or in-kind can be a member of the Steering Board;
- b) A substantial in-kind contribution may include services which affect the Platform's value and functioning as a whole such as: translations of the Platform into other languages; marketing support; provision of free-of-charge consultancy services, etc. Whether or not a contribution is deemed substantial enough is assessed in light of the financial strength of the organization in question;
- c) To take into account regional and multi-stakeholder balance, three representatives from non-donor organizations are represented on the Steering Board. They are endorsed by the Steering Board for the term of one year upon recommendation by the Operating Team;
- d) Each Steering Board member organization designates one official representative who is entrusted to make decisions on behalf of the organization that they represent;
- e) A member organization may change its designated representative. The other members must be informed in a timely manner;
- f) In case a member organization chooses to resign from the Steering Board, it informs the other members in a timely manner;

- g) ~~A member institution may appoint another institution or individual to act as Steering Board member in their place, taking into account regional, multi-stakeholder and gender balance within the Steering Board. A member who wishes to do so must inform the other members in a timely manner;~~
- h) The Operating Team is not itself a member of the Steering Board. The Director of the Operating Team or his/her representative is the Executive Secretary of the Steering Board. He/she participates in the discussions of the Steering Board with consultative status, but without right to vote;
- i) A group of Steering Board members may decide to appoint a delegate who acts on behalf of the whole group. The other members must be informed in a timely manner;
- j) The Steering Board may decide to form committees to better fulfill the responsibilities outlined in 3.1. Such decisions must be recorded in a separate *Governance Implementation Document*.

4.3 Chairperson (Election, Term, Responsibilities): A chairperson facilitates the operations of the Steering Board.

- a) *Election, Term*: The Chairperson is elected by the members of the Steering Board by a simple majority for a term of one year;
- b) *Responsibilities*: The Chairperson is responsible for:
  - Leading and guiding the work of the Steering Board;
  - Chairing and facilitating Steering Board meetings;
  - Representing the Steering Board in-between meetings;
  - Facilitating consensus in the Steering Board.

4.4 Meetings:

- a) Steering Board members meet physically at least once a year;
- b) If possible, the meeting takes place in conjunction with a significant event or conference. Otherwise, the meeting is hosted by a member of the Steering Board or the Operating Team;
- c) Travel and accommodation expenses are borne by the Steering Board members;
- d) Travel and accommodation expenses of representatives from non-donor organizations as well as of the Operating Team can be covered through the project budget, if necessary;
- e) The Steering Board member organizations and/or the Operating Team may invite observers to a meeting at their own expense. The other members of the Steering Board are informed in advance;
- f) Otherwise, decisions on specific issues are taken between meetings through telephone conferencing and electronic exchange.

4.5 Decision-making: In principle, decisions within the Steering Board are reached through a consensus. However, in the event that the Steering Board comes to the conclusion that the said process does not result in a decision and a vote is to be carried out, the following shall apply:

- a) Votes can be carried out at meetings or virtually;
- b) The simple majority of all votes cast will be relevant except for changes to the strategic framework (vision, mission, goals, objectives, and target groups) which require a majority of two thirds of all votes cast;
- c) In the case of an equality of votes, the Chairperson may cast the deciding vote;
- d) All member organizations have equal status at the meetings and each member has one vote regardless of the volume of their financial or in-kind contribution;
- e) The minutes of the Steering Board meetings, including summaries of discussions and the text of decisions arrived at, shall be made available by the Operating Team within

a reasonable period of time. Relevant decisions are communicated to the public via the Platform in an appropriate manner.

4.6 Conflict of interest: To avoid conflicts of interest during tenure of the Steering Board, members must abide by the following:

- a) Members of the Steering Board represent the interests of the Sport & Development community on all issues relating to the strategic priorities of the Platform;
- b) Members of the Steering Board will exercise objectivity, independence, due care and diligence on all matters brought to them;
- c) Steering Board members openly declare their private interests on any matter which may benefit them either directly or indirectly in a disproportionate way, and abstain from voting.

## 5. Operating Team

5.1 Responsibilities: The Operating Team is responsible for:

- a) Developing the strategic framework (vision, mission, goals, objectives, and target groups) of the Platform in collaboration with the Steering Board, the Editorial Board, and other stakeholders in Sport & Development;
- b) Preparing the annual management & operations plan and budget which are to be approved by the Steering Board;
- c) Managing and operating the Platform according to the strategic framework and annual management & operations plan and budget. Management and operation of the Platform include: content development, editing, community facilitation, design, choice of usability features, programming, and marketing;
- d) Continuous monitoring of the Platform's performance;
- e) Reporting to the Steering Board, including the submission of quarterly monitoring updates, an annual report and audited statement of accounts for approval;
- f) Acting as the Executive Secretary to the Steering Board and maintaining an inventory of all documents pertaining to the governance of the Platform;
- g) Securing sufficient funding to ensure that planned activities can be undertaken as well as striving for a greater diversification of the donor base;
- h) Setting up and maintaining an Editorial Board according to the criteria set out below (see section 5; Editorial Board);
- i) Increasing public awareness and nurturing partnerships and managing relations, both within and outside of the Platform, in support of its strategic framework.

5.2 Composition: The Platform's Operating Team is hosted and situated at the headquarters of the Swiss Academy for Development (SAD) in Bienne, Switzerland. The Director of the Operating Team as well as the other staff members fulfill the following requirements in particular:

- a) Appropriate academic qualifications (with at least a bachelor's degree in social science or related field);
- b) Strong editorial and communication skills;
- c) Conceptual and analytical ability;
- d) Good understanding of the thematic field;
- e) Relevant work experience in a field that represents one or more of the Platform's target groups and/or experience with online communities/networks;
- f) Fundraising and networking skills.

## 6. Editorial Board

6.1 Responsibilities: The Editorial Board is responsible for:

- a) Establishing quality assurance mechanisms with the Operating Team, providing quality checks, and carrying out peer review of content;
- b) Assisting the Operating Team in developing content and/or facilitating content contributions;
- c) Developing an editorial policy and a community membership policy ('netiquette') with the Operating Team;
- d) Providing ideas and suggestions for content, while serving as a 'sounding board' for content ideas and suggestions from the Operating Team.

6.2 Composition: The Editorial Board comprises experts in Sport & Development, taking into account regional, multi-stakeholder, and gender balance.

- a) There are at least two Editorial Board members who commit to the Platform for the duration of minimum one year (renewable multiple times);
- b) There is no upper limit with regards to the number of Editorial Board members;
- c) A Memorandum of Understanding is signed between the Operating Team and each member of the Editorial Board;
- d) There is no financial remuneration for the members of the Editorial Board.

6.3 Admission, term: Candidates for the Editorial Board are recommended by the Operating Team and must be endorsed by the Steering Board. A Memorandum of Understanding is signed for the duration of one year and can be renewed multiple times.

6.4 Meetings:

- a) In principle, meetings are held through telephone conferencing and electronic exchange;
- b) If needed, one physical meeting a year can be held between members of the Editorial Board and the Operating Team. If possible, the meeting is held in conjunction with a significant event or conference. Otherwise, the meeting is hosted by a member of the Editorial Board or the Operating Team;
- c) Travel and accommodation expenses of members of the Editorial Board and the Operating Team can be covered through the project budget, if necessary.

## 7. Copyright Policy

7.1 Copyright holders: The member organizations of the Steering Board and the Swiss Academy for Development (SAD) are the copyright holders of the Platform in terms of its design, structure, navigation, stylesheets, and source code.

7.2 Content publishing: The content of the Platform is published with a Creative Commons License. Commercial use and creating a derivative work are restricted.

The license allows licensees to:

- Copy the work;
- Distribute it;
- Display or perform it publicly;
- Make digital performance of it (e.g. webcasting);
- Shift the work into another format as a verbatim copy.

Licensees are required to:

- Get permission to make a commercial use or create a derivative work from the Steering Board;

- Keep any copyright notice intact on all copies of the work;
- Link to the Platform's license from copies of the work;
- Not alter the terms of the license;
- Not use technology to restrict other licensees' lawful uses of the work.

External contributors are informed in advance in writing that their work will be published under the Creative Commons License.

## 8. Fundraising Policy

8.1 Responsibility for fundraising: Overall responsibility for fundraising for the Platform lies with the Operating Team. The Steering Board provides fundraising support to the Operating Team, i.e. by facilitating contacts to potential donors upon request of the Operating Team.

8.2 Fundraising practices:

- a) Funds for the Platform can be raised through the submission of grant proposals to potential donors, online donations, and online advertising. Advertising space on the Platform will be clearly identified as such, and must be visibly separated from content. Information will be made available on the Platform about how potential donors can contribute. Advertisers are not entitled to membership on the Steering Board.
- b) External fundraising and direct marketing are not acceptable fundraising practices.
- c) A maximum of 5% of the Operating Team's annual work-time can be allocated to fundraising tasks, if necessary.

8.3 Profile of potential donors: Potential Platform donors must be committed to promoting Sport & Development.

8.4 Funding proposals: The *Project Document* and *Project Charter* must be integral to all project grant proposals submitted to any prospective donor. The Operating Team shall inform the Steering Board about funding proposals to other potential donors in a timely manner.

## 9. Principles for Concluding Agreements / Reporting

9.1 Agreements with SAD: The following documents shall be integral part of every agreement / contract / MoU that the member organizations conclude with SAD:

- The *Project Charter* at hand (including, eventually, additional *Governance Implementation Documents*);
- The *Project Document* which includes the strategic framework (vision, mission, goals, objectives, and target groups) as adopted by the Steering Board, and the annual management & operations plan;
- The budget.

9.2 Planning: The detailed management & operations plan and budget for every prospective project year (a project year is from July to June) are submitted to the Steering Board for approval at least two months (by May 1 at the very latest) before the start of a new project year.

9.3 Reporting: The annual report and audited statement of accounts are submitted to the Steering Board for approval no later than two months after the end of a project year (by August 30 at the very latest). Monitoring updates are sent to the Steering Board on a quarterly basis.

## **10. Amendments to the Project Charter**

Amendments to the *Project Charter* shall be made by a majority vote of Steering Board members voting. The Operating Team will maintain an inventory of all documents pertaining to the governance of the Platform.

## **11. Review of the Project Charter**

A comprehensive review of this *Project Charter* shall take place no later than three years after the constitutive Steering Board meeting (by September 18, 2010 at the very latest), ideally in conjunction with the external evaluation (in early 2010) of the Platform.