



INTERNATIONAL
OLYMPIC
COMMITTEE

SPORT AND ACTIVE SOCIETY PROGRAMMES

A GUIDE TO IMPLEMENTATION - 2015





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Thomas Bach
IOC President

Sport was once an integral part of growing up. When I was a young man, sport was almost impossible to avoid. Today, there are so many competing interests.

As a sports organisation we cannot be satisfied only with increasing numbers of young people watching the Olympic Games. We need to get the couch potatoes off the couch and make sport and physical activity part of everyone's life. Only children playing sport can be future athletes. Only children playing sport can enjoy the educational and health values of sport. Sport teaches the values of teamwork, fair play, respect for the rules, respect for others and the discipline that is a pre-requisite for success.

Our mission as sports leaders must be to get more young people to step away from their computers, put down their mobile devices, and engage in physical activity. If young people will not come to sport then we need to go to them.

This is why the work of the Sport and Active Society Commission is so central to the vision of the IOC going forward. Part of that work has been the development of this guide. It is specifically aimed at helping to implement programmes designed to increase the practice of sport and physical activity across the world.

Together, through sport, we can make tomorrow's future brighter by building a more healthy society and by giving young people the joy of sport.



Sam Ramsamy
Chair of the IOC Sport
and Active Society
Commission

As Chair of the IOC Sport and Active Society Commission, I am delighted to present this "Sport and Active Society Programmes: A Guide to Implementation."

The main purpose of this guide is to enable and inspire programmes that can lead to healthier individuals, and to a better society through a sustainable sports movement.

We want to enable people to develop their own successful programmes by providing them with the necessary understanding and practical tools required to deliver such programmes.

We want to inspire people by showing them how others have paved the way before them.

While the content of this guide is an overview of what is required to succeed, the Sport and Active Society Commission will continue working on making the practice of sport and physical activity a reality all over the world.

We would therefore encourage all readers to take the time to visit the official website of the Olympic Movement – olympic.org – to find out more detailed and practical information about the content of the guide, as well as successful initiatives and programmes that are in place across the globe.

We strongly believe that the ability to practise sport and physical activity is a fundamental human right that should be available to everyone, everywhere, without any discrimination.

With this guide, we hope to make that vision a reality.





Introduction: The Building Blocks of Success

Sport and Active Society

The fundamental idea behind Sport and Active Society is that an active population engaged in sport at all levels makes for a healthier society. For society to realise the full benefits of an active population, it is critical that every member of that population is engaged in some form of sport or physical activity.

A crucial component of the growth of Sport for All is the implementation of initiatives and programmes that allow people all over the world access to sport, regardless of their gender, age, social status or other factors. These programmes are designed to bring sport to individuals or groups within society that otherwise would not have such an opportunity. They aim to achieve a better quality of life for participants as well as improving the well-being of society as a whole, and this is what Sport and Active Society is about.

The Steps to Success

For these Sport for All programmes to work, however, there are a number of critical building blocks to achieve success.

You build success by:



Once these building blocks are in place, the likelihood of success is increased exponentially.

This short guide will take you through these building blocks, giving you a feel for how you too can start a Sport and Active Society programme and make access to sport that bit easier for your community today.



1. Understanding Sport and Active Society



Main Principles

Underpinning every Sport and Active Society initiative is a set of common, shared principles:

Sport is open to everyone

The Olympic Charter recognises that “every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play”.

Access to sport is a human right

The Olympic Charter also recognises that “the practice of sport is a fundamental human right”.

Sport promotes physical, mental and social well-being

The practice of sport can directly improve the physical and mental condition of individuals as well as society at large. As a result, the promotion of sport for every element of society is of critical importance for the collective well-being of the human race.

There are many partners in creating a more active world

The goal of creating an active society for people across the entire world is an extremely ambitious one. Combined with the universally beneficial nature of this goal, there are a host of active partners in the field from whom Sport and Active Society programmes can seek help, advice and inspiration.



Sport for All Interested Bodies

Often, these principles have been explicitly codified and documented by bodies that have an interest in the practice and development of Sport for All. Below are examples of how they have been reflected in the official documents of many of the world's largest organisations active in the world of sports development.

International Olympic Committee

“Olympism in Action”

“The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit.”

The Olympic Charter
IOC
www.olympic.org

“Sport brings pride, hope, a sense of identity and health, thus shaping the body and mind.”

The Olympic Education Tool kit
OVEP
www.olympic.org

“Only children playing sport can enjoy the educational and health values of sport. We want to inspire these children by giving them better access to sport. We want to engage with them wherever they are.”

Olympic Agenda 2020
IOC
www.olympic.org

Partners

“Every human being has a fundamental right to access to physical education and sport, which are essential for the full development of his/her personality.”

UNESCO Charter of Physical Education and Sport
UNESCO
www.unesco.org

“TAFISA’s objective, in cooperation with the Member organisations is the promotion of the individual and collective sport practice in reference to health and social quality of life.”

TAFISA Statutes
TAFISA
www.tafisa.net

“A unique opportunity exists to formulate and implement an effective strategy for substantially reducing deaths worldwide by improving diet and promoting physical activity.”

Global Strategy on Diet, Physical Activity and Health
WHO
www.who.int

“... to support former Olympic host cities by discussing ideas and initiatives that can be implemented in order to maintain positive and sustainable Olympic legacies, and to promote sports and healthy lifestyles.”

World Union of Olympic Cities Statutes
World Union of Olympic Cities
www.olympiccities.org



Advocates

“ISPAH will advance and promote physical activity as a global health priority through excellence in research, education, capacity building and advocacy.”

ISPAH Mission
International Society for Physical Activity and Health
www.ispah.org

“The Council has also called upon Member States and the Commission to conceive and implement initiatives aimed at promoting healthy diets and physical activity.”

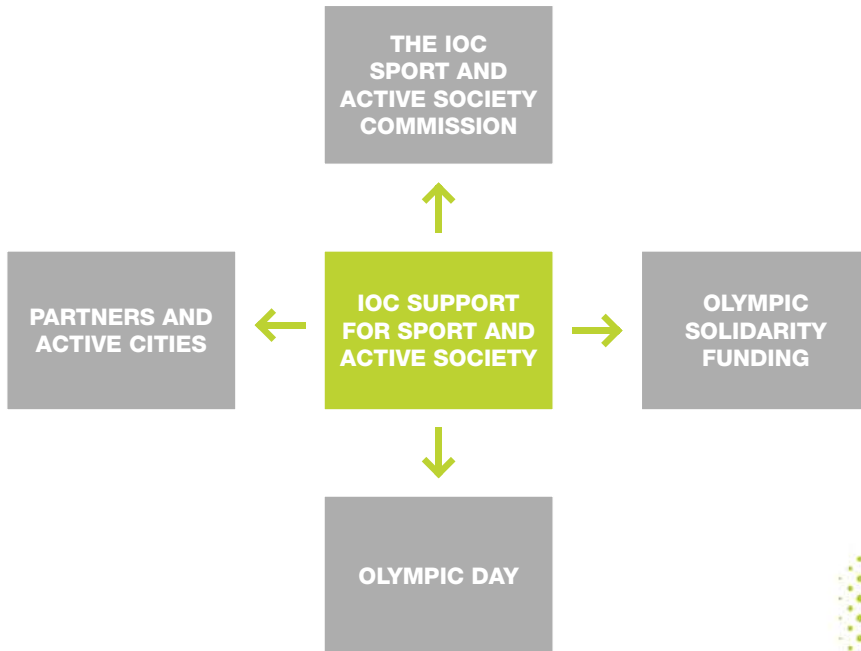
Promoting Healthy Diets and Physical Activity Commission Report
European Commission
www.europa.eu

“Designed to Move is founded on a robust evidence base. The science is clear. The debate is over. Urgent priority must be given to dramatically increase the world’s commitment to physical activity.”

Designed to Move Report
Nike
www.designedtomove.org



2. IOC Support for Sport and Active Society



The IOC has long recognised that it has a significant advocacy role to play in the promotion of the practice of sport and physical activity at all levels around the world.

This advocacy role was specifically reflected in the proposals that formed the basis of Olympic Agenda 2020 – the strategic road map for the future of the Olympic Movement.

Olympic Agenda 2020 – Recommendation 21

Strengthen IOC advocacy capacity

- **The IOC to advocate intergovernmental organisations and agencies**
- **The IOC to encourage and assist NOCs in their advocacy efforts**

Part of this approach has seen the IOC develop a number of various initiatives along with other partners with similar interests.

This section provides an overview of some of these initiatives and partners and what they are doing to achieve the goal of a more active society.

To find out more details, we encourage you to visit www.olympic.org/olympic-agenda-2020



The IOC Sport and Active Society Commission

The mission of the IOC Sport and Active Society Commission is to encourage society to participate in regular physical activity and to promote the health and social benefits that are gained by doing so.

Olympic Agenda 2020 reflects the fact that sport has become increasingly important in society, and increasing activity and engagement in sport in society are key goals of governments and nongovernmental agencies.

This led to the repositioning of the IOC's Sport and Active Society Commission, which was previously focused only on Sport for All advocacy.

In its new role, the Sport and Active Society Commission will advise the IOC Session, the IOC Executive Board and the IOC President on all the activities of the Olympic Movement using sport to increase levels of physical activity in the population, giving access to sport as a right for all and on engaging in sports activities with a special focus on youth.

WHAT YOU CAN DO:

If you are interested in the activities of the Commission and are keen to know what is being done about promoting Sport and Active Society, keep an eye on the website for updates on the initiatives being implemented by the Commission and its partners, or contact the Commission through activesociety@olympic.org

The work of the Commission focuses on the following goals:

- **To give input on relevant activities related to the implementation of Olympic Agenda 2020 specifically related to promoting active life-styles in society, with a focus on youth**
- **To focus on engagement of sport in society and integration with various parties to get the wider population active**
- **To facilitate synergies among various organisations which work to increase the accessibility of sport as a right for all**

The Commission works closely with a host of organisations that are active in the field of promoting the practice of sport and physical activity across the world. These organisations include International Sports Federations, National Olympic Committees, national sports bodies and a wide range of other recognised partners.

The Commission members include IOC Members, representatives from the wider Olympic Movement, such as National Olympic Committees and International Sports Federations, as well as athletes and experts in the field of promoting physical activity in modern society. These members meet annually to establish guidelines for the IOC's strategy on promoting active societies across the world.

The Commission was formed from the repositioning of the Sport for All Commission, which since 1983 sought to promote the benefits of sport for the world at large.



Olympic Solidarity Funding

Olympic Solidarity manages the share of the broadcast rights from the Olympic Games which belongs to the National Olympic Committees (NOCs), and redistributes these funds through programmes offered to all NOCs recognised by the IOC.

Olympic Solidarity particularly aims to support the NOCs with the greatest needs, through multifaceted programmes prioritising athlete development, training of coaches and sports administrators, and promoting Olympic values and ideals.

During the 2013-2016 quadrennial plan, one of Olympic Solidarity's programmes is dedicated entirely to Sport for All. Through this programme, NOCs may apply for financial support for national-level initiatives aimed at promoting the practice of sport and physical activity throughout all levels of society, particularly as a means to foster social inclusion and health awareness.

Integrated into Olympic Solidarity's Sport for All programme is patronage funding offered by the IOC's Sport and Active Society Commission, which each year awards grants and financial assistance to 15-20 NOC initiatives. These initiatives cover a number of sports and target groups and have been drawn from numerous countries spanning the five continents.

For more information on the Olympic Solidarity programmes, please consult the Olympic Solidarity pages of the IOC website: www.olympic.org/olympic-solidarity

WHAT YOU CAN DO:

If you are interested in initiating a Sport and Active Society programme in your country, you should contact Olympic Solidarity to learn more about how they can support your planned project. If you are not an NOC, you can approach your NOC to do so on your behalf. It is also suggested that you read more about the work undertaken by Olympic Solidarity and the principles behind this work online.



Olympic Day

Olympic Day is much more than just a sports event, it is a day for the world to get active, learn about Olympic values and discover new sports.

Based on the three pillars move, learn and discover, National Olympic Committees organise sports, cultural and educational activities throughout the world.

Recent NOC activities have included meetings for children and young people with top athletes and Olympians and the development of new websites directing people to programmes in their neighbourhood. This makes it easier for everybody to become part of Olympic Day.

Move, Learn and Discover

Some countries have incorporated the event into the school curriculum and, in recent years, many NOCs have added concerts and exhibitions to the celebration.

Move

Encourage people to get active on Olympic Day. “Move” can refer to all sorts of physical activity for people of all ages and abilities: the Olympic Day Run, individual and team sports.

Learn

Olympic Day is a great opportunity to look at the contribution of sport to global social issues that can affect your community, such as education, health promotion, HIV prevention, women’s and girls’ empowerment, environmental protection, peace-building and local community development. Being a responsible citizen is also part of the philosophy of Olympism! The teaching of the Olympic values of excellence, friendship and respect is also important for this pillar.

Discover

Discover is all about inviting and encouraging people to try new sports and activities that they have never done before. It is also an opportunity to introduce them to sports which they may not have easy access to or are lesser known in their region.





Partners and Active Cities

Partners in Promoting Sport and Active Society

Everyone who takes part in sports programmes around the world plays their part in developing Sport and Active Society and could be considered a “partner”. However, below are listed some notable organisations whose mission it is to promote the values of Sport and Active Society globally.

The Association for International Sport for All (TAFISA)

TAFISA is the leading organisation responsible for the promotion of Sport for All across the world. It aims to bring joy, health, social interaction, integration and development to communities and citizens across the globe through the promotion of sport and physical activity. It achieves this through the coordination of programmes and events between stakeholders located around the world. The IOC supports many of these initiatives to assist TAFISA in spreading Sport for All and physical activity throughout the world.

www.tafisa.net

The World Union of Olympic Cities

The World Union of Olympic Cities is a collaborative association which brings together the cities which have organised, or will organise the Olympic Games or Youth Olympic Games.

The Union aims to facilitate an effective dialogue between its members to ensure the continued positive impact of the Games. It supports host cities in maintaining positive and sustainable Olympic legacies and promoting sport and healthy life-styles. The Union also hosts an annual meeting now known as “Smart Cities & Sport Summit” for every city interested in contributing to creating a better life for future generations through sport in terms of urban development, social cohesion, health, solidarity and peace.

www.olympiccities.org

The World Health Organization (WHO)

The WHO and IOC work at both the international and national level to promote activities and policy choices to help people reduce the risk of noncommunicable diseases such as cardiovascular diseases, cancers and diabetes. A follow-up group meets at least once a year to further define, develop and maintain a programme of international cooperation and implement activities of common interest for the WHO and the IOC.

www.who.int

United Nations Office of Sport for Development and Peace

The United Nations Office on Sport for Development and Peace (UNOSDP), based in Geneva and supported by a Liaison Office in New York, provides the entry point to the UN system with regard to Sport for Development and Peace, bringing the worlds of sport and development closer together. The Office is responsible for a number of worldwide activities acting as an advocate, facilitator and representative of sport’s social impact in a development context in regions across the world.

www.un.org/wcm/content/site/sport

WHAT YOU CAN DO:

If your programme fits with the mandate of one of these organisations, it is recommended that you visit their website and read further to see if they can offer support of any kind to your cause.



Active Cities

Active Cities is a revolutionary new project that aims to provide a standardised set of best practices formulated into an ISO-standard accreditation system for cities and communities looking to promote physical activity and a healthy lifestyle among their citizens.

Specifically, Active Cities seeks to provide cities with the tools required to:

- **Assess and improve the level of activeness of their inhabitants, with a special focus on youth, in a structured and effective way**
- **Ensure the implementation of an effective Sport for All and physical activity legacy of large sporting events**

The project is an extension of the TAFISA Triple AC (Active Cities, Active Communities, Active Citizens) programme which was jointly supported by the IOC. The Triple AC system collected community best practices on public health initiatives, creating a database and a global network of active cities, and promoted best practices among the members of this network.

The Active Cities project will continue to develop the best practices established by TAFISA and package these into a practical, ISO-standard management implementation system.

Why has Active Cities been developed?

The Active Cities project is driven by the development of two global trends.

Firstly, people are becoming decreasingly active. This problem is not confined to certain locations. It is a global issue that is being witnessed across the world, in developed and developing countries alike. In certain countries, the fall in activity among the population is forecast to be as high as 51 percent by 2030 (for more information, see the [research section](#)). Combined with the fact that these developments pose huge challenges in terms of well-being and economic cost, it is clear that something needs to be done to engage the situation.

Secondly, the city setting has fast become the undisputed centre for sports participation. An increasing number of people are migrating into urban areas. By 2050, 70 percent of the world's population is forecast to live in cities. As a result, cities are facing an increased responsibility to promote and support physical activity among their population. This will extend to many aspects of municipal management including infrastructure, public spaces, programmes, budget and communications. The best way to assist cities in dealing with these challenges is to provide a clearly standardised framework for managing these processes.





How will Active Cities work?

The project is divided into two phases:

Phase I – Development

Three distinct ISO-compatible standard levels will be created based on the differing needs and circumstances of applicant cities. These three standard levels will be formulated by project partners Evaleo, who will take into account factors such as size, budgetary capacity and city objectives. The number and quality of requirements to be adhered to for each standard level will increase in accordance with the degree of recognition involved. Cities will then be labelled in accordance with their individual standards.

This phase takes place over the course of two years, developed with the support of a number of pilot cities. These cities will provide their experiences, needs, challenges, comments and suggestions to clarify the operating and technical aspects of the Active Cities system.

Representatives from each pilot city will work together as well as with expert specialists to share experiences and develop resulting best practices. These will be shaped to create a systematic, fully tested approach which can provide solutions to cities around the world which want to become an accredited Active City.

Phase II – Operation

This phase will see the roll-out of the accreditation system. Applicant cities will be assessed and will be accredited to one of the three levels based on their underlying circumstances.

Who will run the Active Cities programme?

The Active Cities will continue to be run by the IOC alongside TAFISA. The project will also be supported by Evaleo, a nongovernmental organisation which links techniques and professionals from the fields of sport, health, well-being, culture, the environment and management within an ISO-compatible sustainable health management system.

WHAT YOU CAN DO:

If your city is interested in becoming part of the Active Cities project, please send an email to the Active Cities team at example@activecities.com



3. Management

It is fair to say that almost every programme that seeks to promote Sport and Active Society has the best intentions from the outset.

However, good intentions alone are not enough to ensure a programme’s success. Many programmes understand what they are trying to achieve and solicit the necessary support for their endeavours but still do not succeed in the way that they had expected.

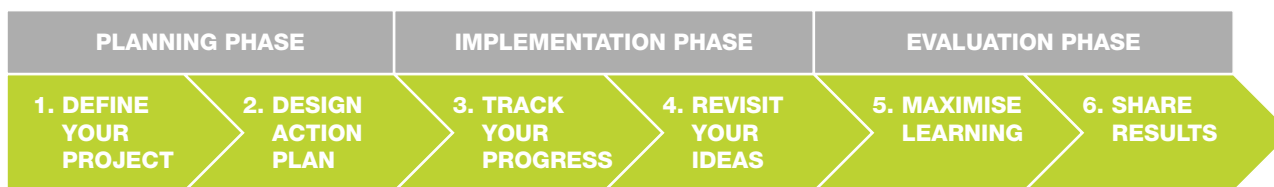
The difference between successful programmes and unsuccessful ones comes down to good management.

Management is a continuous process and programmes need to be managed constantly throughout their life-cycle in order to have the best chance for success.

Although continuous, the management process can be divided into a series of stages, each requiring its own unique management approach.



Photo © 2013 – International Olympic Committee – All rights reserved



An outline of each of these stages is summarised in the following pages.

If you are undertaking a Sport and Active Society programme, it is recommended that you research each of these stages in greater detail.

More information on each, as well as links to specific practical management tools for each stage of the process, can be found at

www.olympic.org/sport-and-active-society.

Planning Phase

This phase establishes the foundation of the programme. It is where you consider the size and scope of the project and where you decide on the best course of action to achieve success. This phase can take hours, days, or even months of preparation depending on the project in question.

1. DEFINE YOUR PROJECT

This step is about framing what you are trying to achieve through the programme you are putting together. It could be considered as looking at the bigger picture of what the project is about. Knowing this from the start is important as it provides strategic direction for all activities from the very beginning.

The following steps can help you define your project:

- **Define your mission and your vision**
- **Determine your target audience**
- **Establish clear goals and objectives**

2. DESIGN ACTION PLAN

An action plan is a collection of all the activities that will be performed to allow you achieve what you have defined as being the core of your project in the previous step. The action plan is a means to an end. Combined with your strategic frame, it will help to make clear to all stakeholders what the project is about and what it is trying to achieve.

An action plan should do the following:

- **Identify project roles**
- **Assign tasks and responsibilities**
- **Estimate time and resources needed**
- **Involve a communications element**
- **Anticipate potential risks and contingencies**



Implementation Phase

This phase involves running the actual programme by making your action plan a reality. It also involves the crucial element of assessing whether the programme – now that it is up and running – is actually meeting the objectives established when you defined your project. It is about tracking progress, measuring performance and making any adjustments necessary.

3. TRACK YOUR PROGRESS

As is the case with athletes, managers also need to measure their performance. Evaluating your initial progress, comparing it with what is expected and adjusting where necessary will allow your project to adapt as necessary towards ultimately achieving its goals.

This phase is crucial because:

- **It improves management: “If you can’t measure it, you can’t manage it”**
- **It improves focus: “What gets measured gets done”**
- **It delivers results: “You can only score where the goal is”**

4. REVISIT YOUR IDEAS

Systematically reviewing your project plan and your initial ideas can be a hugely beneficial exercise. This is best achieved when this process is incorporated into the previous step of tracking your progress. This will help to ensure that any unexpected issues that arise are dealt with and adapted to quickly and efficiently. It also drives continuous improvement.

Some of the items that should be considered as part of this activity are:

- **Whether any items in your plan need to be added, removed or adjusted**
- **The strengths and weaknesses of the team, yourself and the project that have emerged**
- **The risk assessment of the project and whether anything has changed**



Evaluation Phase

This phase is taken into consideration once the project is fully up and running. You have ironed out the inefficiencies during the implementation phase and your focus now should be to maximise your learning outcome and results and to share these so that others can benefit from your experience.

5. MAXIMISE LEARNING

This is related to the activity of tracking your progress and revisiting your ideas at the implementation phase. However at this stage, you should be measuring the final results against the planned outcomes at the beginning and the readjusted outcomes identified during implementation. Identifying the differences between these different outcomes and assessing why they arose when they did are important so the same processes and mistakes are not repeated in the future. This is simply the process of learning from one's experiences.

The learning process is vital in future success because:

- **It is cost-efficient: the cost of redoing previous mistakes can be higher than the cost of new learning**
- **It is forward-looking: what you learn is useful for developing skills and capabilities in order to confront new and different issues in future projects**
- **It is the project's memory: a way to make sure that crucial information is not lost**

6. SHARE RESULTS

You should take the opportunity to share your success with others. In promoting the practice of Sport and Active Society, sharing the results can motivate others who were involved in the programme as well as those considering their own programmes to continue the good work that your programme started.

From sharing your results you can:

- **Inspire others to run similar projects in the future**
- **Increase the visibility of your programme (e.g. talking to the community, other schools)**
- **Provide a platform to give a final thank-you and wrap-up of the project to the volunteers, sponsors and stakeholders**

4. The Research

Why should you consider implementing a Sport and Active Society programme?

The promotion of sport and physical activity in societies across the world can generate massive individual benefits for the members of a population, as well as shared collective benefits to be enjoyed by all.

Have a look at some of the **proven benefits of Sport and Active Society**:

INDIVIDUAL BENEFITS

PHYSICAL AND EMOTIONAL WELL-BEING

- Reduce risk of disease and mortality
- Improved mental health
- Improved Self-esteem
- Reduced anxiety
- Reduced stress
- Improved nutritional and dietary habits

COLLECTIVE BENEFITS

POSITIVE ECONOMIC IMPACT

- Lower health care costs
- Lower incidental public expenditure
- Lower judiciary and penury expenditure
- Higher productivity
- Higher academic output

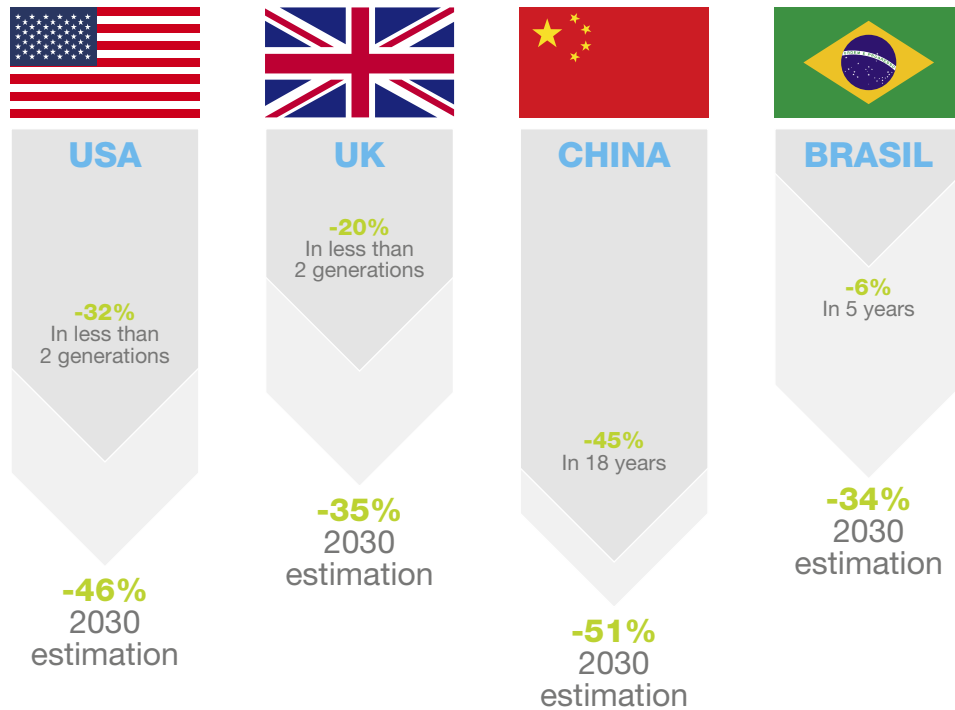
HAPPIER COMMUNITIES

- Improved community pride
- Improved community trust
- Improved community safety
- Improved civic participation
- Improved gender equality
- Reduced discrimination





There has been a marked decrease in the level of physical activity undertaken by society in every corner of the world in recent times and this trend shows no signs of slowing down.



This has prompted a large increase in the time and effort invested in researching the link between physical activity and its effect on individual and communal well-being.

This research has shown that there is an enormous range of benefits associated with an active population. Of course, the converse side of these findings is that the global trend of decreasing physical activity has major implications on the physical, emotional and economic well-being of society.

This trend has been directly linked to:

- **Massive projected increases in the public cost of health care directly linked to physical inactivity and related diseases**
- **Increased antisocial behaviour**
- **Instances of declining mental health**
- **Reduced economic productivity in the workforce**

This is why getting the world's population active is of such critical importance. Sport and Active Society aims to reduce the barriers of access to sport and physical activity for people by providing a framework to help guide societies in improving the level of physical activity of their population. Sport and Active Society develops and shares specific tools to help communities implement these changes as well as facilitating interaction among all the various stakeholders and organisations concerned with getting the world moving.

By implementing an effective Sport and Active Society programme, you can help to do your part in reversing the trend of physical inactivity in your community and make the world a better place for all.





Find Out More

You may be interested in learning more about some of the research behind the benefits that physical activity has for society, as outlined above.

Hereafter we have provided some example research sources for these findings. To find out more, take the time to look up these sources and read their research and results in greater detail.

Physical and Emotional Well-Being

Research has shown that some of the benefits that sport and physical activity have on physical and emotional well-being are as follows:

- **Reduced risk of disease and mortality**
- **Improved mental health**
- **Improved self-esteem**
- **Reduced anxiety and stress**
- **Improved nutritional and dietary habits**

Examples of the leading research and literature in this field:

- Exercise to improve self-esteem in children and young people. *Ekeland E, Heian F, Hagen K, et al, Cochrane Database of Systematic Reviews 1, 2004*
- Exercise in prevention and treatment of anxiety and depression among children and young people. *Larun L, Nordheim L, Ekeland E, et al, Cochrane Database of Systematic Reviews 3, 2006*
- A metaanalysis of the relationship between children's physical activity and mental health. *S. Ahn & A. Fedewa, IN: Paediatric psychology advanced access, 2011.*
- Enhancing our understanding of physical activity and well-being with a lifespan perspective. *Amanda L. Hyde, Jaclyn P. Maher, Steriani Elavsky. IN: International Journal of Well-Being, 2013, 3(1), 98-115.*
- Physical activity and the prevention of depression: a systematic review of prospective studies. *George Mammen, Guy Faulkner. IN: American journal of preventive medicine, volume 45, issue 5, November 2013, pp. 649-657.*
- British Heart Foundation National Centre (BHFNC) for Physical Activity and Health, Making the case for physical activity, Loughborough University, 2013
- Psychology of physical activity: determinants, well-being and interventions. *Stuart J. H. Biddle, Nanette Mutrie and Trish Gorely. Routledge, 3rd ed., 2015*





Effective Public Expenditure

Research has shown that sport and physical activity have the ability to generate a positive economic impact for societies, including specifically the following areas:

- **Lower health care costs**
- **Lower incidental public expenditure**
- **Lower judiciary and penury expenditure**
- **Higher productivity**
- **Higher academic output**

Examples of the leading research and literature in this field:

- Quality physical education: guidelines for policy-makers. *United Nations Educational, Scientific and Cultural Organization, 2015.*
- The economic cost of physical inactivity in Europe: an ISCA/Cebr report. *Centre for economics and business research, June 2015.*
- Physical activity promotion in socially disadvantaged groups: principles for action: policy summary. *World Health Organization, 2013.*
- Design to move: a physical activity agenda. *Nike, Inc., American College of Sports Medicine (ACSM), and International Council of Sport Science and Physical Education (ICSSPE), 2012*
- Start active, stay active: a report on physical activity for health from the four home countries' chief medical officers. *London, England: The Department of Health; 2011.*
- The economics of sport, health and happiness: the promotion of well-being through sporting activities. *Plácido Rodríguez Guerrero... [et al.]. Edward Elgar, 2011*
- Global perspectives on physical education and after-school sports programs. *Jepkorir Rose... [et al.]. University Press of America, 2015.*

Happier Communities

Research has shown that communities that engage in regular sport and physical activity are generally happier communities across a range of areas. Some of the areas that have been proven to be influenced by such activity are:

- **Improved community pride**
- **Improved community trust**
- **Improved community safety**
- **Improved civic participation**
- **Improved gender equality**
- **Reduced discrimination**

Examples of the leading research and literature in this field:

- Sport and Recreation and Community Building. *Larkin, A., NSW Department of Arts, Sport, and Recreation, 2008*
- Her Life Depends On It: Sport, Physical Activity and the Health and Well-Being of American Girls and Women. *Staurowsky, E.J., DeSousa, M.J., Ducher, G., Gentner, N., Miller, K.E., Shakib, S., Theberge, N., and Williams, N., East Meadow, NY: Women's Sports Foundation, 2008.*
- Evaluating the relationship between physical education, sport, and social inclusion. *Bailey, R., Educational Review, 2005.*
- Youth Sport vs. Youth Crime. *Carmichael, D., Active Healthy Links, Inc., 2008.*
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5. Successful Results

By following the guidelines outlined above, you can give yourself the best chance of success in implementing a Sport and Active Society programme.

This guidance has been drawn from a host of sources including proven management theory. However, what can be of even more inspiration, practical use and interest is seeing how these principles have worked for other Sport and Active Society programmes already successfully operating around the world.

You will find a small selection of examples on our web site www.olympic.org/sport-and-active-society to help get you moving and get involved in your own programme.

If you have any questions about the content above or would like to contribute your own materials, research findings or case studies, please get in contact with us by sending us an e-mail to the following address: activesociety@olympic.org

Once you are up and running, don't forget to share your results and we will see your own programme detailed on olympic.org in the future!