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스포츠 매니지먼트 석사 학위논문

**Sport as a Development Tool
for Post-conflict Communities
in the Colombian Context**

분쟁 이후의 지역사회를 위한 개발 도구로서의
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Abstract

Sport as a Development Tool for Post-conflict Communities in the Colombian Context

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In the context of many countries the war is a crude reality. The approach of sports driving social change and development has been an appropriate tool for governments to deal with those issues, even though, sports is not the a magic solution for consequences of war nor for all the problems in the society, nevertheless sports still has the potential to reduce the problems, bridge gaps, bring together and foster appropriate dialog which might heal societies destroyed by war. For this reason more research and investigation is needed to identify cases of success and how sport is more effective and efficient tool to achieving social development goals. “Sport should be seen primarily as an added value and not as a social

panacea that can fix anything that does not work in a society”. Coalter (2007).

Thus this research address social development of communities in post conflict from the approach of football projects running since 2003 until the present time taking as a case study one project in Colombia and one in Israel, where the good practices criteria stated by the European council were applied to identify the level of completion of those characteristics and then know which of those factors were more relevant for the success of each of those initiatives. Therefore some advises for similar projects in Colombia will be given in order to help to the managerial concepts thus generate more sustainability and impact of those projects to develop further the Colombian society.

Keywords : Social Capital, Human Capital, Value Driver, Post Conflict, Peaceful Coexistence, Social Development

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Chapter 1. Introduction

The prominence of sports now a days has become a very useful way to influence masses giving to governments and private companies a tool to massify while reaching big impact aims. Some of the sport field approaches are recalling more constructive role in a society. Above all, sports are a reliable driver of social change and it has been shown through the time and evolution of social development as a study field and the human experience with observation and situation analysis. From the perspective of social change the concept of development has risen in the sports context and the boom of researches and studies has confirmed it, sport is not only used to change society but also to develop it further.

In the context of many countries the war is a crude reality. The approach of sports driving social change and development has been an appropriate tool for governments to deal with those issues, even though, sports is not the a magic solution for war nor for all the problems in the society or a society in general, yet it has the potential to reduce specific problems, close gaps, bring together parts and promote while propitiate dialog which might mean the solution for conflicts. For this reason more research and investigation is needed to narrow down accurately about in

which specific cases sport is more effective and efficient as tool to achieving social development aims.

Thus, recently many programs and projects, have enhanced the awareness of the international community about sports potential in development and hence sports has been employed more frequently as development tool.

In this disposition, special communities as the ones affected for the war or those after the conflict, (called post conflict communities) has received more attention , investment and improvement of the responses to deal with their situation.

Regarding all the above, this field is an interesting topic to research about. Furthermore professional interests in sports for development as academic area. Personal hope and desire of giving back to Colombian society a tool to support the preliminary investigation for projects in the area. In addition social development sport projects for communities in post conflict are cutting edge topics in Colombia due to the peace dialogs between government and the remaining rebel army groups that will bring to a definitive end more than fifty years of internal war.

Accordingly the focus of the present study is on finding, comparing, analyzing and present what characteristics are more relevant in the sport

initiatives for communities in post conflict Colombia and how those characteristics contribute to the program's success.

For the ends named above, the EPAS division (EPAS - Enlarged Partial Agreement on Sport, 2015) of the European council have already produced a model based on the research of the sport projects for communities in post conflict in the western Balkans region, where 5 managerial characteristics are regarded as good practices because according to them are more likely to ensure success of the sport initiative.

1.1. Background

Since 2013 Colombian government is trying to stop the few rebels groups remaining in the country during the peace dialogs that are being held in La Habana, Cuba with the mediation of the hosting country and Norway being oversight by Chile and Venezuela. Cuba was chosen to be the host city of advances in this matter, so government is now trying to progress and enhance policy for the special communities in post conflict writing down those ideas in the National Development Plan which is modified each 4 years after the election of new country president. Moreover, creating new public state agencies in order to deal with those communities preparing everything for the moment when government and rebels sign peace agreement.

As is commonly known Colombia has been in internal war for more than fifty years, so its logic to think that many people every day are victims of some kind of violence so that condition add more, and more people to the list of post conflict community. The personal interest in this topic is to come up with ideas, guidelines or advises that might help the application of sports as tool of development of that vulnerable post conflict society.

From the independence of Colombia and even before the consolidation of the country, war and conflict abound in their history. Despite every war bring disaster, it is seen that each one of those battles was generated by an altruist thinking, about freedom, and attempt to achieve peace as the most important goal, although the victims of that since that have been proliferating.

The Colombian conflict is one of the longest ongoing domestic conflicts earth, surpassed in duration only by the Palestinian–Israeli and the Pakistani–Indian wars.

There are still three main illegal armed groups committing crimes. Those are two guerrilla organizations known as the Revolutionary Armed Forces of Colombia (FARC) and the National Liberation Army (ELN), both of them were originated in communist ideas in the early sixties are now also involved in drug producing and trafficking operations. The last one is a

right-wing paramilitary army called United Self-Defense Forces of Colombia AUC (acronym in Spanish) currently stopping. In Colombia there has been more than six army rebel groups just few remaining, however the number of the civilian victims left by the conflict through the years is shocking. (A. Camacho, 2012)

The geographical area of Colombia is more than 1.250.000 km² it means that comparatively it can be said that is eleven times bigger than the area of South Korea, but with almost the same population number. With 46.000.000 people Colombia is one of the countries with more space per inhabitant. This has maintained natural and virgin forests, mountains and jungles, whereby armed rebel groups had found easily haven to grow and commit misdeeds.

The Colombian conflict is a complex and devastating affair. Guerrilla and paramilitary assets have grown in recent years from diverse income sources as kidnapping, drugs and extortion, leading the clash to high intensity stages. (Michael Spagat, 2004)

1.2. Victims

To have clear understanding about what are communities in post conflicts, first it has to be clear what kind of victims and what conditions and factors make people be associated with the post conflict issue.

For this research victims are the main target of the study around the projects and programs that will be analyzed, hereby is needed to have specific information, sufficient understanding and clear explanation and dates about, those conditions.

Next it can be found the total amount of victims and post conflict communities.

Image 1: victims counter.



Figure 1. Victims Counter¹

In the image above it can be appreciated that there are two numbers, the first date amounts to 7.620.114 registered victims, and just 5.988.516 are the victims that have some kind of repair and also have received assistance.

¹ Colombian Government website, Victims Unit Information Agency (Unidad de Víctimas), The information is updated to September 21st 2015

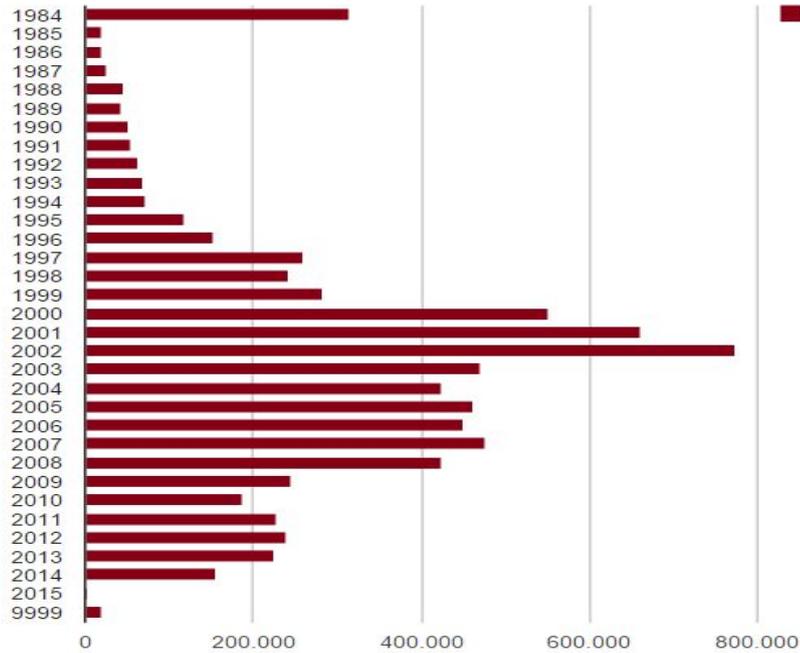


Figure 2. Victims per Year

In the axis Y its shown the year of the victims were registered beginning since the year 1984 until 2015, with recent data of the amount of victims presented so far 2015, while the X axis shows the amount of people that were victim, from 0 to 200.000, 200.000 to 400.000, from 400.000 to 600.000 and from 600.000 to 800.000.

The post conflict victims are people that had to face conflict, and somehow they had to overcome or resist the dimension of war with their own flesh, and as a result of the different ways to deal with war also the communities in post conflict has dissimilar approaches.

Show the amount of people that was victim in 2014, by ages and by sort of damage or experience by the conflict².

Table 1. Victims Cycle

Issue	Vital human cycle - Ages (from year to year)						
	0 to 5	6 to12	13 to 17	18 to 26	27 to 60	61 to 100	ND
Others	17	20	37	107	148	13	13
Homicide	94	121	92	224	518	95	49
kidnapping	1	1	3	11	33	4	1
Forced disappearance	15	17	17	20	31	1	8
Torture	5	7	10	19	27	2	1
Use of Children and Adolescents in the armed conflict	no reports	no reports	19	10	2	no reports	no reports
Terrorist act / Attacks / Fighting / Harassment	90	159	112	262	1.037	192	56
Threat	3.169	3.911	2.764	5.429	10.374	1.098	471
Landmines / UXO ³ / Explosive device	3	9	25	48	106	11	1
Forced displacement	22.688	27.743	17.818	25.914	46.439	6.59	3.561

1.3. Sport as a Powerful Tool

Sport has a unique power to attract, mobilize and inspire. By its very nature, sport is all about participation. It is about inclusion and citizenship. It stands for human principles and ethics such as respect for the adversary, acceptance of compulsory guidelines, cooperation and justice, all of which

² <http://rni.unidadvictimas.gov.co/>

³ Unexploded ordnance

are philosophies which are also contained in the Charter of the United Nations. (UNOSDP, www.un.org/sport/, 2014)

“During the last two decades, there has been a concerted effort to remobilize sport as a vehicle for broad, sustainable social development, especially in the most disadvantaged communities in the world”. (Kidd, 2008)

Sport creates special settings where player, coaches, parents and administrators are required to leave their political ideology and philosophy sights outside. (MJhonston, 2014)

From this start the wide opportunities for individuals, governments and NGO's to take part and put an effort of helping society. The people can be reset due to the sport influence.

In a world where war has been a constant in the history as result of selfish interests, opposite points of view or belief differences and avarice for more resources, human beings has been used as tools for those wills, winning or losing the battle drag communities to two poles apart: Some of those owning more resources, developed and safe. While others, on the contrary, more unsafe without resources and under develop, furthermore, deprived of close possibilities to grow. The last because most of the time the war consequences remain in the cultural memory, with the victims and the

ones that participated and lived the conflict with wounds that most of the times cannot be easily healed.

War affects countries in two ways, conflict inside their own country this means its own people fighting each other. The other way that war affects a country is when there are other countries or one violating their sovereignty.

Results of the war are destruction, chaos, marginality and so other negative consequence despite war can be an economic growth engine social wellbeing is transgressed. Inside those communities that had to face the war and are in the process of in the lapse of time subsequent the war, there's people needed to be reinserted to society, to the system, there are need some mechanisms to heal the wounds war, give to that people opportunities to understand, behave and live as every human being that has not the misfortune to overcome a war period.

People are needed of a way where they develop, mentally physically and at the same time drive value, those values that were lost in the conflict area. There are many approaches to address this problematic in the social aspect, economically, culturally.

According to authors like Bruce Kidd, the best way to drive value while the people are being unified, as a society is sports. (Kidd, 2008)

Moreover health is going to be improved; economically the investment for health is going to be lower so there will be more resources to handle other issues to develop those communities

There are some special conditions for those communities, different for a poor normal communities and that is the lack of value or the difference of values who and what is been driven in the society.

While just a poor communities without other factors as violence or post conflict experience have a certain problems as lack of opportunities, scarce resources for education shelter food, and access to health and security as pension after getting some adult age, the communities underlying conflict moreover to overcome the same situations called above, they have to deal with the print of violence, forced displacement rage and anger feelings driven by war.

Some of the people come from countryside and they are just used to work in farms related to agroindustry jobs, and a result of force displacement created conflict the move to the cities looking for safe places to live, but this situation generate some other problems for the urban society and also for the ones that move there.

At this point it is shown a clear idea of what is post conflict communities and therefore the basic needs, and the huge deficiencies that

they face, thereby it also can get a wide scope of what kind of solutions and in which ways and how to contribute to walk in the right path to the development of post conflict communities.

Sports as tools for development in all areas has been used since the simple games unified people, gathered communities and give to the people without nothing in common a mutual natural setting to share. Passion driven by sports in grassroots levels and in professional or elite levels is also another key point by which sport is used as a tool to drive, control, communicate and teach to the masses.

One of the important issues after facing the situation and running a project to overcome that specific case is how to measure the impact it generates in society, and it is more complicated when it is referred to sport project. The reason of this is that the results are hardly quantify as numbers because impact is refer to values and development in the sense of human being, thus it can be create or follow some scale in which it can be given a number for each of those qualitative values that the program or project attempt to reach, also the objectives and goals.

Some analyses about the social outcomes left by sport events with qualitative investigations using interviews, observations, focus groups and more are pointed out by Jarvie, 2003, Bailey, 2005 and Beutler, 2008

Beutler, is one of the authors who points out the difficulties of using sport or trying to use sport as a general solution for different problems and he recognizes that to put into action sport for development or peace initiatives it is particularly important to:

Sport as a general solution for different problems is always challenging and difficult. Beutler states that for peace and development aims, should lead:

1.3.1. General awareness

This aspect means that programs through sport actually drive change when its recognized and its priority for all, (means all, every actor which is involve in society), in order to keep traceability, starting from the ones that approve budgets until the receivers of the benefits. Everyone have to be aware of the importance of sport, and moreover believe the impact it can generate.

1.3.2. Perception of the sports programs

Facing social problems with sport programs is necessary, but the change about distribution and perception of importance. It is essential that the community perceives itself like the owner of that program more or equal money investment should be distributed to promote community involvement in sport than elite sport.

1.3.3. Synchronization

The basic step is the synchronization of the policies and the programs for peace and development. Setting it with the international approaches in this subject, keeping an aligned framework applied to the reality of the country where the project is being implemented.

1.3.4. Coordination and collaboration

Between all the organizations and programs created for peace and social development it should be a global agent that fix the general goals, and beginning from there unpin the strategies that will be used for the program and project executers, moreover, it will work as a framework of partnership and a way to support others that want to help with similar visions.

1.4. Problem Statement

“Development” has become both a watchword and a fascination in sporting circles worldwide. Yet sport officials, policy makers, and advocates often have relatively unsophisticated understandings of development and the role of sport therein. This can result in programs and initiatives that are unfocused, ineffective, or even counterproductive. (Kwauk, 2011)

Most of the programs and the sport initiatives in Colombia are not currently differentiating within developmental programs for poor communities or other social aims and communities in post conflict

conditions, hence most of the programs that are at this time being used are being less effective or it might be even counterproductive as Bleuter states: “Sports for development and peace through programs and projects present difficulties when are used to solve general problems” (Beutler, 2008)

At this point, despite Colombia is shaping a milestone in the peace history context. After more than fifty years of armed conflict and 3 years of peace dialogs in Cuba with the rebels, government is setting out in advance policy, public agencies, resources, instruments, projects and programs preparing all the structure for the upcoming post conflict span in the extent of attend the social emergency reintegrating all the communities in post conflict back to society. There is an evident lack of information, research, results, guides and advices about the main aspects that can affect the success of sport initiatives for the development of communities in post conflict within ages from 13 to 17 that are attending communities in post conflict regarding resources scarcity, by comparing other projects with similar settings and similar aims through the evaluation of their success compared with the Colombian sport initiative. Is needed to know very specifically how to achieve the desired out puts in the communities in post conflict area by development through sports and specially what kind of aspects and practices or factors should be included in the sport programs to bring more

benefit, regarding target population's benefit as part of the development through sport initiatives.

1.5. Purpose of This Study

The purpose of this study is to compare how successful is the Colombian sport initiative "Golombiao" for social development of communities through the comparison and analysis of "Football4Peace" which is a project developed with similar aims and settings in Israel. This study will try to highlight the good practices criteria which may affect the project's success or otherwise and hence help as a reference demonstrating which characteristics are useful in the Colombian context, which will be beneficial to develop more cost effective and sustainable future similar projects.

The Main objective is:

To find, compare, analyze and present what managerial characteristics are more relevant in the sport initiatives for communities in post conflict for children in Colombia and how those characteristics contribute to the program's success regarding the good practices criteria.

1.6. Research Questions

- What are the Good Practices criteria for social development projects for communities in post conflict in the projects “Golombiao” in Colombia and “Football4Peace” in Israel?
- How similar and dissimilar are the projects for communities in post conflict “Golombiao” in Colombia and “Football4Peace” in Israel in terms of Good Practices criteria?
- What characteristics are more relevant in terms of success for the projects for communities in post conflict “Golombiao” in Colombia and “Football4Peace” in Israel in terms of Good Practices criteria?

1.7. Projects Overview

Both projects have the aspect of reintegrating to social life in the main objective among the values and other social development aims.

In essence, the main goal of both projects are the reinsertion to community life, driving life skills through football education and practice. Thus these initiatives were selected for this study particularly for their focus similarities and volume of information available.

- Football for peace – “F4P” in Israel:

F4P Israel began in villages in the Galilee region of Northern Israel in 2001 and involved sending four volunteer student football coaches and

one staff member from the University of Brighton to set up basic football coaching camps for Jewish and Arab children. Ten years later, stretching from the northern border with Lebanon down to the southern Negev Desert, in partnership with the German Sports University, the British Council and the Israeli Sports Authority, bringing together 40 Jewish and Arab Communities and approximately 1500 children.

Objectives:

- Provide opportunities for social contact across community boundaries
- Promote mutual understanding
- Engender in participants a desire for and commitment to peaceful coexistence
- Enhance sporting skills and technical knowledge

Values:

- Neutrality

Leave their political views and ideological positions outside. This does not mean changing political and ideological standpoints.

- Equity and Inclusion

Reintegrating and preparing for social life children from variety of backgrounds including, those who have been used as soldiers, those victims

of violence and those just living among the conflict, regarding all the people as equals, no discrimination for the situation lived, but for the person itself.

- Respect

Respect, for oneself, respect for team mates and opponents, respect for coaches and parents, and respect for the laws of the game and those that administer them are essential features of F4P.

- Trust

Learning to have faith in the capacities of others to carry out their roles and responsibilities dutifully and mutually, in ways that also contribute to the well-being of team-mates, is an essential ingredient of good sportsmanship.

- Responsibility

With trust comes responsibility: understanding that individual behavior in practice sessions and in games influences and has impact upon the performance and experience of others. Working with and for others are key aspects of F4P Projects. Success in sport, particularly team sport, relies upon mutual aid and self-sacrifice.

- “Golombiao” in Colombia

The Colombian Government has also adapted the Football for Peace Methodology through the program Golombiao, El Juego de la Paz - the

Peace Game. It is currently being implemented through the Presidential (Cardenas, Peace Building Through Sport? An Introduction to Sport for Development and Peace, 2013).

Program on Youth Affairs – Colombia Joven – in association with UNICEF and the German Agency for International Cooperation in 18 states throughout the country are the main Stakeholders of the sport initiative.

El Golombiao has been acknowledged as a strategy to advance development plans at the municipal and state level (Colombia Joven, 2014). Furthermore, the administrative body for sport, recreation, physical activity and leisure, Coldeportes, has also recently begun to explore the capacity of sport as a social inclusion tool, notably through the program Gestores del Deporte - roughly translated as Sports Promoters. In 2012, it was carried out in marginalized and conflict-torn zones in Colombia where opportunities for recreation and education are extremely limited (Coldeportes, Sport Ministry, 2013)

Objectives:

One element of the strategy to protect and discourage children from the advances of both paramilitary and guerrilla recruitment squads (which have pursued these folk to the shanty towns) is to promote sports, education

for peace and systems of social coexistence among vulnerable adolescents

(Cardenas, Sport Matters, 2015).

- The coexistence and the peaceful handling of conflicts
- Reintegrating into society children and youngsters in post conflict conditions
- Social and citizen participation
- Recognition Gender equality

Values:

- Social organization, empower the population
- Build community solidarity
- Responsibility, Respect & Gender Equality

Chapter 2. Literature review

2.1. Sport

‘Sport’ is a collective noun and usually refers to a range of activities, processes, social relationships and presumed physical, psychological and sociological out-comes. These activities include individual, partner and team sports; contact and non-contact sports; motor-driven or perceptually dominated sports; different emphases on strategy, chance and physical skills; and competitive, self-development and purely recreational activities (Coalter F. , 2001) Reflecting this diversity of processes and possible outcomes, it is helpful to follow the accepted practice of many central governments and sports groups in adopting the definition in the Council of Europe’s European Sports Charter (2001): Sport means all forms of physical activity which, through casual or organized participation, aim at expressing or improving physical fitness and mental well-being, forming relationships or obtaining results in competitions at all levels. (Bailey, 2007, pp. 71-90)

Sport is believed to be an effective tool of development because involvement in sport is understood to confer life skills (such as self-esteem, self-confidence, and self-discipline), social knowledge and values, and leadership qualities that individuals need to participate successfully in modern social life. (Darnell, Kay & Bradbury, 2010 -2009)

2.2. Social Development

Social development through sport has a long history. Its aspirations can be traced back to the ‘rational recreation’ interventions of the improving middle and working class in the late nineteenth century, the ‘playground movement’ of the early twentieth century, and the confessional and workers’ sports movements of the interwar period, among other antecedents (Kidd, 2008).

The social development has been perceived from the recreational sport, from the healthy aspects, by the time went by, more uses and approaches were attributed to sport.

During the last two decades, there has been a concerted effort to remobilize sport as a vehicle for broad, sustainable social development, especially in the most disadvantaged communities in the world (Kidd, 2008).

Nowadays there are 166 organizations committed with this effort which Swiss Academy for Development maintained through the ‘International Platform on Sport for Development’. The income does not limit the attempts and aims, low- and middle-income countries and regions of conflict not are the only beneficiaries, but extend to the poor neighborhoods of the cities in the developed countries in the world. As states Bruce Kidd that they are all part of a rapidly mushrooming

phenomenon, the use of sport and physical activity to advance sport and broad social development in disadvantaged communities.

It is better to clarify and define the concept from ‘sport development’ to ‘sport for development’ In order to avoid misunderstandings and making pushing wider the concept and its dimension.

Sport for development can be distinguished from ‘sport development’ in that it seeks out those not already involved, and it is indifferent about if practitioners become involved in routinely training and organized competition. Whereas ‘sport development’ is largely a project of sporting organizations, Sport for Development and Peace is increasingly pursued by Non-Governmental Organizations in joint ventures with government departments of education and health ministries of sport and so on. One of the cultural practices considered most promising both for enhancing interethnic contact and social cohesion and as a tool for peace and reconciliation initiatives is recreational sport.

Sport is often identified by European and national policy-makers as the ideal field of action to enhance community spirit and promote intercultural understanding and mutual respect within and between communities. (Olga Dorokhina, Milan Hosta and Jacco van Sterkenburg, 2011)

The concepts of social cohesion, social integration and social inclusion are all related to one another. As Van Bottenburg & Van Sterkenburg (2005) argue, these overlapping concepts refer to “feelgood” processes or states of being, which form the opposites to the “dark sides” of segregation, exclusion, isolation and fragmentation. The terms reflect the power of social interactions and the resulting individual and mutual benefits thereof. They refer, in other words, to individual and societal advantages gained through social connectivity. The individual or societal advantages gained through social connectivity acquired in and through sport comprise, among other things, the development of reciprocity, the building of relationships and friendships, the building of mutual trust, and the development of personal and social skills. In a practical way, the utilization of social connections acquired through sport can result in a variety of acts such as finding jobs, acquiring access to power or increasing the quality of life. For socially disadvantaged groups, it can result in enhanced self-confidence and social empowerment. In the sport sociological literature, the utilization of social connectivity acquired through sport is often described with the concept of **social capital**. (Olga Dorokhina, Milan Hosta and Jacco van Sterkenburg, 2011)

2.3. Sport as Value driver

The world of sport presents a natural partnership for the United Nations system. By its very nature sport is about participation. It is about inclusion and citizenship. Sport brings individuals and communities together, highlighting commonalities and bridging cultural or ethnic divides. Sport provides a forum to learn skills such as discipline, confidence, and leadership and teaches core principles such as tolerance, cooperation, and respect. Sport teaches the value of effort and how to manage victory as well as defeat. When these positive aspects of sport are emphasized, sport becomes a powerful vehicle through which the United Nations can work towards achieving its goals. (UNOSDP, Inter-Agency Task Force on Sport for Development and Peace, 2003)

Sport should be seen primarily as an added value and not as a social panacea that can fix anything that does not work in a society. This idea was confirmed by Coalter 2007.

In order for sports projects to be successful they should, on the one hand, define superordinate goals that create an overarching identity for the participants, but they should also leave enough space for participants to experience their own ethnic sub-identities on the other hand. Schulenkorf referred to this as a “dual identity status”, in which the ethnic sub-identities

of the participants are combined with a superordinate identity. Such a dual identity status can be encouraged by organizing joint sports activities where different ethnic groups participate together and where a shared set of values and organizational identity is emphasized while at the same time allowing participants to engage in culture-specific activities. (Olga Dorokhina, Milan Hosta and Jacco van Sterkenburg, 2011)

Involvement in sport is understood to confer life skills (such as self-esteem, self-confidence, and self-discipline), social knowledge and values, and leadership qualities that individuals need to participate successfully in modern social life, much of this is believed to happen naturally or organically through the competition, respect for the rules, and dedication to a physical craft all believed to be inherent in modern sport. (Hartmann, Christina Kwauk & Douglas, 2011)

It is evident and scientifically proved that sports drive value to their practitioners, or they once enhance them and the communities surrounding the events where there is and automatic involvement with the activities. Tolerance and other values as respect discipline are constantly exposing in every sport, and then is a clear channel where the people will be dragged to become better.

2.4. Peace

Most of the definitions state that peace is a state without violence or a period of time with lack of conflict, making the definition of peace just a consequence of other situation as if its validity in a lapse of time was abnormal.

“Peace”—freedom from war, disturbance, or dissension (entered the English Language in twelfth century): quiet, stillness, concord (thirteenth century); peacemaker (fifteenth century) Peace may or may not be a “modern invention” but it is certainly a far more complex affair than war.⁴

Debates about peace tend to revolve around a simplistic-realist idealist axis. Either there can be no peace, peace is merely the absence of open violence but not of threat, or there exists a utopian version of peace, perhaps to be arrived at by pacifisms. (Richmond, 2007)

Peace is a period of harmony between different social groups that is characterized by lack of violence, conflict behaviors and the freedom from fear of violence. Commonly understood as the absence of hostility and retribution, peace also suggests sincere attempts at reconciliation, the existence of healthy or newly healed interpersonal or international relationships, prosperity in matters of social or economic welfare, the

⁴ Dictionary concepts compilation.

establishment of equality, and a working political order that serves the true interests of all.

Pace should be contemplated not solely as a lack of violence, but as the nature of human being to live in harmony and prosperity should be linked to this concept.

One of the earliest examples of this is the foundation of The Olympic Games: “the most high-profile, universal sporting event in the world” (Woodhouse, 2010) in its original form, the games were established “primarily to stop war” (Woodhouse, 2010, p. 494) between the Peloponnesian city-states. The International Olympic Committee (IOC) reinstated this ideal in 1990 through ‘the Olympic Truce’, intended to “support and stimulate initiatives in support of peace” (Woodhouse, 2010, p. 495). This was supported by UN General Assembly resolution 48/10 in 1993, subsequently co-sponsored by a significant number of states in 2003, and in 2011 the 66th session of the General Assembly unanimously supported a resolution on the Olympic Truce in preparation for the London Olympics of 2012, which Secretary General Ban Ki-Moon described as being “the first time in our history, that all 193 UN Member States cosponsored the Olympic truce resolution” (Ban Ki-Moon, 2012)

2.5. Impact: Positive – Negative

In the direct meaning in the Oxford English dictionary Impact defined as “the powerful effect that something has on somebody/something”. And is the meaning it should be given when the world impact appears on the text. But in some cases, will be focused on impact of sport therefore is followed the next definition:

In the special focus of this case study when the text refer to impact in this contexts, the close meaning, or what the reader should think about is all the responses, results, influences and effects that sports can drive in a society.

2.6. Social Capital

The activities used to bring citizens together are known as a social capital. But fast, it present some problems, as they have declined rapidly.

The community involvement is used as usual official membership to formal organizations and it is usually used as a barometer of community involvement.

Thus, voluntary associations may be divided into categories like: church based, community based and work. What is significant to understand is that membership may not reflect involvement in an organization or community activities. When we talk about involvement in social

organizations, we need to consider changes in the worlds or religion and world. Religion is still today, as in the past, an extremely important sector but we have to acknowledge that work has come to occupy an ever more important place, which is why trends in those domains will have an important effect on the collective supply of social capital.

Social capital is not getting the membership to some club, event.

Social capital is being active and involved membership.

2.7. Conflict

- A serious disagreement or argument, typically a protracted one:
- A prolonged armed struggle: regional *conflicts*
- A state of mind in which a person experiences a clash of opposing or needs. A serious incompatibility between two or more opinions, principles, or interests.⁵

2.8. Conflict Resolution

Conflict resolution, otherwise known as reconciliation, is conceptualized as the methods and processes involved in facilitating the peaceful ending of conflict and retribution.

Following the concept of (Bonta, 1996) Conflict resolution can be determined as the settlement or avoidance of disputes between individuals

⁵ Dictionary results of conflict

or groups of people through solutions that refrain from violence and that attempt in internal conflicts, or that attempt to persevere amicable relations with external societies

There are many theories and methods to generate conflict resolution, as state many authors:

- Dual concern model

The dual concern model of conflict resolution is a conceptual perspective that assumes individuals' preferred method of dealing with conflict is based on two underlying themes or dimensions: concern for self (assertiveness) and concern for others (empathy).

- Avoidance conflict style

Characterized by joking, changing or avoiding the topic, or even denying that a problem exists, the conflict avoidance style is used when an individual has no interest in dealing with the other party, when one is uncomfortable with conflict, or due to cultural contexts. During conflict, these avoiders adopt a "wait and see" attitude, often allowing conflict to phase out on its own without any personal involvement. By neglecting to address high-conflict situations, avoiders risk allowing problems to fester out of control.

- Yielding conflict style

In contrast, yielding or “accommodating” conflict styles are characterized by a high level of concern for others and a low level of concern for oneself. This passive pro-social approach emerges when individuals derive personal satisfaction from meeting the needs of others and have a general concern for maintaining stable, positive social relationships. When faced with conflict, individuals with a yielding conflict style tend to give into others’ demands out of respect for the social relationship.

- Competitive conflict style

The competitive or “fighting” conflict style maximizes individual assertiveness (i.e., concern for self) and minimizes empathy (i.e., concern for others). Groups consisting of competitive members generally enjoy seeking domination over others, and typically see conflict as a “win or lose” predicament. Fighters tend to force others to accept their personal views by employing competitive power tactics (arguments, insults, accusations, violence, etc.) that foster feelings of intimidation (Morrill, 1995)

- Cooperation conflict style

Characterized by an active concern for both pro-social and pro-self-behavior, the cooperation conflict style is typically used when an individual has elevated interests in their own outcomes as well as in the outcomes of

others. During conflict, cooperators collaborate with others in an effort to find an amicable solution that satisfies all parties involved in the conflict. Individuals using this type of conflict style tend to be both highly assertive and highly empathetic. By seeing conflict as a creative opportunity, collaborators willingly invest time and resources into finding a “win-win” solution. According to the literature on conflict resolution, a cooperative conflict resolution style is recommended above all others.

- Conciliation conflict style

The conciliation or “compromising” conflict style is typical of individuals who possess an intermediate level of concern for both personal and others’ outcomes. Compromisers value fairness and, in doing so, anticipate mutual give-and-take interactions. By accepting some demands put forth by others, compromisers believe this agreeableness will encourage others to meet them halfway, thus promoting conflict resolution. This conflict style can be considered an extension of both “yielding” and “cooperative” strategies.

2.9. Social Inclusion and Social Exclusion

The adoption of the concept of ‘social inclusion’ within New Labour policy can be understood to reflect a movement from the pursuit of ‘equality’ (through the redistribution of wealth) to the redistribution of ‘opportunity’,

and as an attempt to reconcile social democratic values. It is divided in four main aspects: Sport for all, social cohesion, as a pathway to work, Giving voice.

Sport and social exclusion Social exclusion is defined by the Social Exclusion Unit (2001) as ‘a shorthand label for what can happen when individuals or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, bad health and family breakdown’. Exclusion, according to this conception, can take different forms, such as lack of access to power, knowledge, services, facilities, choice and opportunity. Some have argued (Long, 2002) that there may be conceptual difficulties with the Social Exclusion Unit’s interpretation of exclusion, since it confuses symptoms with causes. Alternative definitions, such as that offered by the Commission of the European Communities, draw greater attention to the processes of exclusion, rather than simply the product of exclusion (Baileya, 2005): ‘Social exclusion refers to the multiple and changing factors resulting in people being excluded from the normal exchanges, practices and rights of modern society’ (Background report: social exclusion—poverty and other social problems in the European Community (, 1993, p. 1)According to this logic, measures taken to reduce indicators of exclusion—health, education,

employment, and so on—will not necessarily succeed in promoting inclusion if they fail to address the processes of exclusion. The literature (for example, (Donnelly, 1996); (Freiler, 2001)) highlights a series of connected dimensions of social inclusion/exclusion, namely:

- Spatial: social inclusion relates to proximity and the closing of social and economic distances;
- Relational: social inclusion is defined in terms of a sense of belonging and acceptance;
- Functional: social inclusion relates to the enhancement of knowledge, skills and understanding; and
- Power: social inclusion assumes a change in the locus of control.

2.10. Types of Violence

Not all the violence problems can be solved by general sport initiatives, every specific sort of fierceness should be analyzed deeply in order to come up with the most effective programs to overcome those conditions, hence is needed to describe what types of violence are living the communities in post conflict and determinate well their conditions to reach an holistic understanding.

The Johan Galtung description of the conflict resulted in a triangle with three axes, which displays the framework of violence this is theoretical

model developed by the Norwegian researcher, who analyzed the causes of violence in three phases: before violence, during violence, and after violence. Galtung lists various types of violence that could roughly be classified in three categories: direct violence (behavioral), cultural violence (social constructs) and structural violence. (Ziyadov, 2006) Each of these categories represents individual angles of the violence triangle, which is built-in vicious cycles separated into visible and invisible categories ones (Figure 1):



Figure 3. Violence Triangle

The visible effects of direct violence are known: the killed, the wounded, the displaced, the material damage, all increasingly hitting the civilians. But the invisible effects may be even more vicious: direct violence reinforces structural and cultural violence. (Galtung J. , 2004). The direct violence, physical and/or verbal, is visible as behavior. But human action does not come out of nowhere; there are roots. Two roots are indicated: a culture of violence (heroic, patriotic, patriarchic, etc.), and a structure that

itself is violent by being too repressive, exploitative or alienating; too tight or too loose for the comfort of people. (Johan Galtung & polylog e.V, 2004)

Direct violence are known: the killed, the wounded, the displaced, the material damage, all increasingly hitting the civilians. But the invisible effects may be even more vicious: direct violence reinforces structural and cultural violence. Cultural violence is the result of all the myths in a specific environment, of glory and trauma. The structural violence is the sum total of all the clashes built into the social and world structures and cemented.

Political, economic, societal mechanisms that influence the distribution and satisfaction of basic needs and interests of people. Blockages and stereotypes are described as part of the structural violence, hence this reinforce cultural and direct violence repeating the vicious cycle that Galtung states.

This explanation about types of violence help to clearly understand the Colombian and other countries contexts, and how the problems can be addressed. Galtung expressed the violence in a complex way where the conduct is shaped by external factors, that means it can be reset through the use of activities that teach life skills and recompose the mental setting, taking communities away from the influences of the violence generators in order they learn and help themselves to keep away from those factors.

2.11. Peaceful coexistence

Peaceful coexistence is an objective necessity stemming from the contemporary stage of the development of human society. (KArpov, 1964)

The principle of peaceful coexistence is more and more widely adhered to by states in their international relations. It has won not only the widest moral support on the part of the peoples, but also international legal recognition. The countries of the socialist camp are guided precisely by this principle in their relations with other countries. (KArpov, 1964)

The UN charter bases and defends in its ends the peaceful coexistence and likewise in its first Article and confirm that their purposes are maintaining peace:

“The Purposes of the United Nations are: 1. to maintain international peace... to practice tolerance and live together in peace with one another as good neighbors, and to unite our strength to maintain international peace and security...” (United Nations, 1945)

Two factors are invariably listed as conditions for non-violent competition:

a). Shared values between the competing parties, especially values which forbid the use of violence (though other shared values are also

significant because they tend to support the norms which directly limit the conflict);

b). The existence of a superior force, which neutrally imposes restricting norms on the contending parties.

It refers to a competition without war, or a policy of peace between nations of widely differing political systems and ideologies, especially between communist and non-Communist nations. (Dictionary Oxford, n.d.)

The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practiced without discrimination of any kind and in the Olympic spirit, requires mutual understanding with a spirit of friendship, solidarity and fair play. (Chapter IV deals with National Olympic Committees)

2.12. Community in post conflict situation

Post conflict

The populations that overcome and survive to Kidnapping, Torture, Forced displacement and the Children and Adolescents used in the armed conflict fit in the communities in post conflict situation whose are the targets of this case study. Then any time in this text when the words “community in post conflict” or “post conflict communities” will be referring specifically to the conditions addressed above.

The first concept to analyze can be known as Forced Displacement because armed groups directly target civilian populations as part of their war strategy, during the last decades, forced displacement has risen parallel with the growing incidence of internal conflicts. (Ana Maria Ibanez & Andrea Velasquez, 2009). During intrastate conflicts, attacks on civilian populations have come to constitute an effective war strategy for consolidating territorial strongholds, weakening civilian support among opponents, terrorizing civilian populations at minimum cost, and augmenting one's loot. (Azam & Hoeffler, 2002)

The escalation of the internal conflict in Colombia led to a steep increase in forced migration. Forced displacement in Colombia currently affects 2,452,152 persons, equivalent to 5.8% of the Colombian population. Displacement now touches almost all of the country's municipalities⁶: 997 municipalities – more than 90% of all the municipalities – have received or produced displaced persons. Rebel armed groups are the main cause of forced displacement in Colombia. Until December 2005, almost 42% of all expulsions were caused by guerrilla groups, 17% by paramilitary groups, 0.5% by government armed forces, and 15% by unknown actors. Unlike other countries, where people are often displaced collectively, most

⁶ Municipalities are the smallest administrative units in Colombia; departments are similar to states in the United States

migrations in Colombia are carried out on an individual basis: 79.7% of those displaced are displaced as individuals, with 20.3% being displaced collectively.

2.13. Models of Sport Development and Peace (SDP)

The contemporary SDP

Three models of peacemaking agency are turned now to outline and explore the three ideal-type models of SDP project. First, as the SDP sector has become increasingly large, complex and variegated, this focus on peacemaking helps to provide analytical depth rather than excessive breadth. Second, peacemaking is arguably the most substantial SDP theme, in terms of political prominence (especially with the UN) and worldwide scale of projects. Third, for these reasons, much of my prior SDP research has examined peacemaking initiatives. The three ideal-type models discussed here are the technical, dialogical, and critical. The models are Weberian ideal types, encapsulating particular characteristics of SDP projects within idealized, homologous forms. Inevitably, variations arise between any phenomenon's ideal-typical construction and its actual manifestation. However, these differences enhance, rather than vitiate, the sociological insights to be gleaned, not least by enabling more 'subtle sociological distinctions' to be drawn between abstractions and. In order to set out and

examine the three SDP models, it is refer to a set of common social heuristics. These heuristics fall into four general categories, relating to a). The defining institutional features of the SDP project: its core objectives, key themes, managerial frameworks, and roles. b). The properties of SDP work within the project: the user groups targeted, the paradigmatic methods, and the socio-cultural tools utilized. c). The types of social relations within the SDP project: the play contact methods, cross-community social relations, ties to donor groups, and types of relationship to other agencies within global civil society. d). the monitoring and evaluation methods of the SDP project. The main features of the three ideal-type models, with reference to these social heuristics, are outlined in next.

In elaborating the models, it is considered their respective positions vis-a`- vis both the sport global society interface and global civil society.

Table 2. Three SDP Models within Global Civil Society

	<i>Technical</i>	<i>Dialogical</i>	<i>Critical</i>
<i>Core objectives</i>	Problem solving	Re-found social relations	Inter-communal transformation
<i>Key themes</i>	Directive pedagogy/measured outcomes	Dialogical pedagogy/new meanings	Andragogy/new communities
<i>Managerial framework</i>	Hierarchical	Umpire/leadership	Horizontal/fluid
<i>Agency role</i>	Intervention	Guided mediation	Facilitator
<i>User groups</i>	Specified social units	Specified community groups	Diverse community groups
<i>Paradigmatic methods</i>	Scheduled clinics	Training the trainers	Multi-day camps, exchanges
<i>Socio-cultural tools</i>	Established sport	Modified sport	New games/other cultural practices
<i>Play contact methods</i>	Structured	Integrated	Diffuse/self-directing
<i>Client social relations</i>	Competitive	Cooperative	Communitarian
<i>Donor relations</i>	Regulated	Correspondent	Autonomous
<i>Sector relations</i>	Instrumental	Strategic	Complementary
<i>Monitoring and evaluation</i>	Positivist	Multi-method/participatory	Participatory, complementary, critically reflexive

2.14. Peace Building Strategies

Giving peace a chance has always been a difficult challenge. Making peace, preserving peace – but now, especially, building peace – represents one of the most important and demanding objectives of any foreign policy aimed at bringing about a safer world. (Gross, 2013, p. 9)

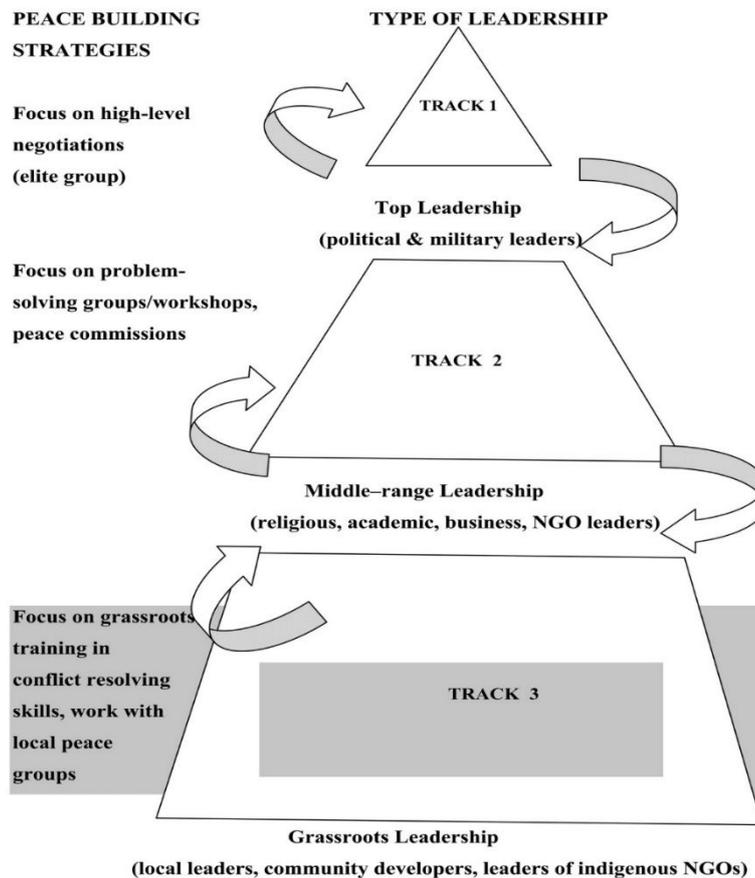


Figure 4. Multi-track Approaches to Peace Building, Different Levels of Interventions, Different Levels of Power (Lederach, 1997)

Lederach (1997) suggests that peace building occurs in tandem with peacemaking and peace-keeping. Traditionally, peace-keeping is linked to United Nations peace-keeping forces, but ordinary citizens have been drawn into peace-keeping monitoring roles. Peacemaking usually refers to the top-level negotiations that end in a political agreement. However, there is increasing appreciation for community peace-makers who broker peace in

their communities (peace building ‘from below’). Peace building thus takes place at any phase of the conflict, but usually gains momentum in the post-settlement phase (O'brian, 2005)

The leadership at the various tiers in Lederach’s model have the power to influence their respective constituencies. The leaders at Track One level are predominantly high-profile military/political figures that influence the ceasefire agreements. A single mediator plays a central influence. At Track Two level, leaders from religious affiliations/ethnic groups, NGOs, and academics exercise an influence in problem-solving workshops. Track Two leaders potentially can influence constituencies at Track One and Track Three levels. At Track Two level the emphasis is on training as many leaders as possible in the skills of conflict resolution. The focus at Track Three level is on grassroots leadership and how it could promote peace building.

2.15. Sport and 3r - Reconstruction, Reconciliation & Resolution

For Galtung (1998), the holistic process of peace building includes 3 R’s or key factors: (1) Reconstruction of peoples and places after violence; (2) Reconciliation of the parties in conflict and (3) Resolution of animosities (p.8). (Galtung J. , 2001)

2.15.1. Reconstruction

Galtung divided reconstruction in turn into four subcategories: rehabilitation, rebuilding, restructuration, reculturation (1998, pp.53-61). Sport can benefit each of these subcategories by providing rehabilitation and healing through psycho-social programs; in reculturation by serving as a hook by getting people involved in sport activities and by establishing self-governing sporting clubs and leagues based on accepted cultural regulations strengthening in this way civil society and democratic processes

The contribution of reconstruction are:

- Rehabilitation - Healing of trauma
- Rebuilding - Physically repairing or making new building
- Reculturation - introducing practical conflict knowledge and skill
- Restructuration - Democratization Eliminating social exclusion strengthening the local community

2.15.2. Reconciliation

As a key role in building and promote healing to reestablish the sense of security and normalcy, sport are being used as a teaching platform for recovering good relation among harmed circles of hate in society preparing the people to prevent further conflict. In other words, sport in reconciliation works out as an agent of conflict closure, promoting

forgiveness and promises on not doing what was harmful for the relations before.

- Mental and physical rehabilitation, trauma healing
- Building relationships
- Help breaking the vicious circle of hate and revenge

2.15.3. Resolution

In Resolution, intended as the narrow meaning of stop direct violence, sport can help to create a better environment increasing the possibilities of success for other initiatives of conflict resolution. Having the opportunity to meet each other, the communities are able to re-establish new contact, finding common ground and reducing the hunger. (Borsani, 2009)

Process of resolution is not when the first acts of violence have occurred or when the last happens, is the route of dialog understanding, forgiving and stepping forward. It may help in:

- Building relationships
- Creating favorable condition for peaceful solution
- Increasing possibilities of success through building relationship

Chapter 3. Method

This research will be conducted under qualitative comparative analysis method, based on written documents and existing interviews and overall contextual data that may contribute with the development of this research.

Qualitative research offers particular opportunities to describe processes and contexts-areas that are frequently overlooked or untapped in this field especially for the research questions of this study.

Using interviews and observational data, qualitative research can help us understand the process by which events and actions occur. Although qualitative research maintains an interest in outcomes, it can help to get at complex processes that led to these outcomes in the first place, which is often difficult to do using other forms of inquiry (Maxwell, 1996)

Secondary data will be reviewed initially through the university library using a range of information sources, academic and commercial abstracts, bibliographic databases, and Internet search engines.

To aid the search, a table of key characteristics will be constructed and the sources located will be correlated with this. A secondary cross-reference table will be developed so the data can be viewed from different perspectives easily.

Interpretive qualitative inquiry may provide explanatory cues that can inform subsequent-and more traditional-quantitative inquiry. Clearly, exploratory investigations using qualitative methodology do not usually feature precisely delimited problem statements nor precise testable hypotheses. Rather, the central purpose is more often to discover important questions, processes, and relationships (Rossman, 1989) Hence, it is entirely feasible to develop frameworks for directing new research through interpretation.

Data collection will be done through written documents and evidences in different sources such as printed materials like course syllabi, team rosters, evaluation reports, participant notes, and photographs of the setting, videos, articles and documented situations.

According to the “Handbook on good practices” of Sport in Post-Conflict Societies created by the Council of Europe where is stated the important factor or characteristics to evaluate project related with post conflict societies (EPAS Olga Dorokhina, Milan Hosta and Jacco van Sterkenburg, 2011) are the following:

3.1. Sustainability

Providing long-term solutions to community needs that the beneficiaries can maintain after grant funding ends. For Fair Share Trust,

ensuring funded projects create a positive lasting impact has to be foremost in the minds of Local Agents.

“Is it ensured its continuity in the next 5 years? Local regional and national policy regarding the program. Development of volunteers (university helpers)... is it a partnership networking or association? Where are the funds coming from? Does it have media support? Is there any sport infrastructure created in consequence of the project? Is any long term National document or plan mentioning the program? Is it included in any sport association or federation? Is it widening its scope, seeking more contribution of local regional or international donors? Did de program become a tradition?”

3.2. Effectiveness and impact

The degree to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means "doing the thing right," effectiveness means "doing the right thing." (Dictionary Oxford, n.d.)

How projects are delivering the objectives furthermore, analyze in which extent are getting what the administrators and the initiative builders

expected, has to regard with the projects outcomes that is linked with the impact. Effectiveness is the process in which is delivered what is expected.

“Formal or informal assessment of this variable? Follow - up activities (workshops) completion of the goals. What’s the level of recognition? How to measure recognition? Long term short term impact? In which extent is proved the communities are more included? Is there any local cooperation? Is it delivering the impact it deemed to have delivered? Does it promote moral obligation (athletes and sport stars as messengers) in and off the field? Is the number of participants increasing? Decreasing? Year by year or semester by semester, monthly? Is it or is not directed towards the involvement of a large number of beneficiaries but rather towards the involvement of groups that are currently not receiving significant attention and/or cooperation? Are the participants in the tournaments and activities keep in communication via the internet, phone calls, and visits to families?”

3.3. Transferability

Transferability refers to the degree to which the results of qualitative research can be generalized or transferred to other contexts or settings. From a qualitative perspective transferability is primarily the responsibility of the one doing the generalizing. The qualitative researcher can enhance

transferability by doing a thorough job of describing the research context and the assumptions that were central to the research. The person who wishes to "transfer" the results to a different context is then responsible for making the judgment of how sensible the transfer is. (William M.K. Trochim, 2006)

“Project methodology, organizational structure (other support as Website, database). Has it been utilized for other regions? Does it involve NGOS or other social change carriers? Does the volunteers are transferable? Which other content are able to be transferred to different context? Creation of good quality infrastructure as legacy. Governmental and NGO’s support can be emulated by other project. (Transferable good practice) promoting discussion among the participants as a way to evaluate internally. Is there any involvement of athletes and sport clubs targeting exclusion? (Transferable good practice). Is there any cultural activity included in the sports activities? (Could be transferable for other projects)”

3.4. Review and Assessment

Qualitative research tends to assume that each researcher brings a unique perspective to the study. Confirmability refers to the degree to which the results could be confirmed or corroborated by others. There are a number of strategies for enhancing confirmability. The researcher can

document the procedures for checking and rechecking the data throughout the study. Another researcher can take a "devil's advocate" role with respect to the results, and this process can be documented.

“Has goals evaluation process? Is not implemented? Is it clear? How useful? Does it have established measures to monitor the output of the activities with the effect? Is there any feedback or changes due to the monitoring? Internal evaluation? How is it conducted? Does it work with other organizations that require the project has a step by step evaluation and after that recommendations are attached into follow up activities? When is linked with other organization as main aim is reviewed and assessed along with its other strategic priorities. Is the implementation of each tournament based on the review and assessment of the results of the previous ones? Are political and social situations also taken into consideration when planning and designing the programs of the tournaments?”

3.5. Stakeholders Participation

This is focus on the extent that the stakeholders are involved with the development and performance of each project moreover in which extent are they embedded in the decision making process.

After each project characteristics is set, the analysis will be realized by comparing each of those characteristics and whether there are similar or dissimilar.

“In the planning process the organization have into account some other opinions as the beneficiaries, coaches, organizers and so on? Volunteers, members and beneficiaries thoroughly involved in the project, do they have right to express opinions are those opinions had into account to make some improvements? Are the founders and board responsible for the project involved as a lecturers workshop leaders and so on? Does the organization have any system to make stakeholders participate giving feedback of each process?”

There could be potential limitation in the ambiguity of findings, or limitation of proper information to narrow down differences in the project characteristics related to success, in order to prevent and solve possible inconvenience the process will be made as flexible as possible in order to make it the proceeds more efficient and adaptable aiming to get the right information and right answers to the problematic structure.

Chapter 4. Findings

4.1. Description of Good practices for the projects Golombiao and Football for Peace

Based on the Handbook of good practices, the information was extracted from the annual report of each project and other official reports. Thus exactly from which every factor was regarded and described related to the projects that European Handbook have done as well other media reports, interviews and news about the projects were took into account.

The result of the process of collecting data for external sources and analyze it regarding the guidelines of the Handbook of good practices, lead to reach the findings that will be described below in order to discuss in next chapters of this document and also the ones that will provide the gist of the research.

4.2. Variable 1 – Sustainability

4.2.1. Golombiao

Golombiao is a partnership network its sustainability is ensured by the strategic alliances among governments and international cooperation as UNICEF (UNICEF, 2013) (United Nations International Children's Emergency Fund), (GIZ) German Society for International Cooperation and the Morgan Foundation, supported by the National Colombian Congress and

by “The Directorate of the National System of Youth "Young Colombia" is the dependence of the Administrative Department of the Presidency of the Republic by Decree 1649 of 2014” (Colombia Joven, 2015) its continuity is warranted until the election of new president and congress in 2018 nonetheless the Colombian there is policy promoting the sport as a tool for addressing social need as the Colombian system of youth (Colombia Joven).

Funds come from different resources, this is another important factor which ensures sustainability. Each of the partners is giving funds and The Morgan Foundation participates with UNICEF \$1 to \$1 USD (for each dollar UNICEF invest in the project Golombiao, The Morgan Foundation invest the same amount).

The participants involved in the program are trained as well as volunteers to expand and promote and expand Golombiao. (The Morgan Family Foundation, 2015).

In each region and municipality where the program is running right now it is receiving the support of the local authorities and the community. (Colombia Joven, UNICEF y GIZ, 2011) Some universities located in crowded municipalities are involved as well as partners of the project. However most of the volunteers come from the community itself not from universities for example the Simon Bolivar University in Cucuta city.

Until the date of presentation of this research work, Golombiao has not yet built own facilities to develop the program therefore is still using public infrastructure available.

Golombiao is not included in any sport association or federation. Even though it was created in 2003 has not and is not currently widening its scope due to the specific aims, thus there is no evidence of other objectives nor other initiatives on base to the program, the only evidence found is about Golombiao widening the scope is related with the expansion through all the national territory and the growing numbers of participant and stakeholders. The program has not yet the recognition or the importance among communities to be consider a tradition nevertheless evidence shows the project is seeking more contribution from local, regional or international contributors.

The media support is not playing a transcendental roll in the sustainability, is not following closely the program and is not promoting it, is not giving the importance it should have.

4.2.2. Football for Peace:

The project is a shareholders – ownership and the continuity of this project is ensured for the next 5 years and more, stated in the policy of the program.

Arab and Jewish authorities supporting this project is also supported by FIFA the project was funded by Brighton University, German Sports University, the British Council also local government supports several activities of the program.

The project scope is widening, in 2008 to 2012 was created “Playing for Peace - P4P” a program focused on train coaches. This project was generated to overcome the need of coaches, maximize impact and expand F4P presence. This initiative is also seeking more contributors in the regional tier. Some other programs as the indigenous football peace tournament coup and world peace tour.

Funds come from FIFA, British Council and Brighton University and some European Union aids other partners support the project do not represent funding for the program.

The media support of the project is not huge but the reach of other partners involved with F4P makes it more likely to be attractive for media.

The project does not own any facility therefore is using public football pitches and some private fields.

Although the project was created and implemented since 2003 the community is not perceiving it as a tradition.

4.3. Variable 2 - Effectiveness and Impact

4.3.1. Golombiao

Since 2003 when the program was created until 2007 the participation of was 50.000 beneficiaries from 45.000 estimated. Between 2008 and 2010 around 29.248 adolescents and youngsters from the regions of Sucre, Bolívar, Norte de Santander, Antioquia, the Coffee Axis and Bogotá played and practice Golombiao out of the 32.000 participants. (UNICEF Colombia, 2008-2009). By 2014 were expected 35.000 children and adolescents involved, nevertheless, just additional 30.000 have been part and practiced Golombiao or were involved somehow. This objective was stated for 6 regions: Cauca, Putumayo, Nariño, Choco, Cordoba, Antioquia. (Baastel, 2014)

Despite the number of people involved each year is decreasing the primary aim of Golombiao is reach more number of adolescents and youngsters in post conflict situation rather than make a full integration process with few groups, In other words Golombiao seeks for short term impact.

Follow up activities as calling family members are done by the project partners in each region and each municipality. Other activities that ensures impact is that not just the Golombiao player receive the information

and the benefits of the program so their family as well gets some benefits with the only effort of going to the field and cheer up their kid or kids.

Each region and municipality contributes as well with human resources, as policemen, Colombian Civil Defense⁷, facilities and transportation in some cases. Consequently workshops are done for all volunteers in all levels to grow social capital in order to ensure competitive human resource and involve helpers in the project.

Communities in the regions where Golombiao is implemented show big recognition by the community, municipality government, region and private sector. National Athletes are asked for the government to go to the main competitions and awards ceremonies to boost and promote the program.

The main indicator of the effectiveness and impact is the number of cases of violence, vandalism and crimes in general decreases after the program takes place in a community.

⁷ Colombian Civil Defense is a public organization which train and manage human resources able to respond in case of any catastrophe.

4.3.2. Football for Peace

The project is keen exclusively on the dissemination of the impact⁸ and go deep in in-situ research in football. For the first item the project regard the impact it has on the behaviors of children. All this in the short term. Coaches have the direct contact with children and so they perceive the evolution from the first session of the program to the final. This is evaluated by them following the review steps to fill the forms required from the organization. (SugdenJohn, 2006)

Another way to ensure impact and see the effectiveness of it is the setting of a clear schedule for the workshops abroad for Jordan volunteers who want to become coaches, then the volunteers are trained ready to generate more impact with the knowledge they acquire.

The level of recognition⁹ is measured by the own organization publishing every award, article, new, or research related with the organization or the program as well the results and impact of it.

The extent in which is proved that the communities are more included is the increasing integration among communities and the victims

⁸ For this project is: Integrate communities and drive those values throughout football practice.

⁹ <http://www.football4peace.eu/news.html>

form the conflict back to society, lowering the violence rate in schools where the participants are attending.

Each year the number of beneficiaries of the program is growing as the scope of the project is widening in consequence the organization has to put more effort to deliver the impact it deemed to. Around 20.000 children are involved each year in the project in 40 different regions in contrast with the 1.200 children in 2003 the first year of implementation.

Is clear that Football for Peace program is not aiming directly the involvement of a large number of beneficiaries and show a massive assistance in to the football practices, rather than that it is towards making a full integration process with few groups, In other words it is seeking deal with the developmental process and while the communities that are not receiving significant attention internalize the values driven.

Although there are not clear follow up activities for the participants in the programs, there are few matches where are invited just former members in order to keep a sort of attachment to generate moral obligation from the player to society. Also the participation of sport stars and famous athletes is a tool to promote around them moral obligation inside and outside the pitch.

4.4. Variable 3 – Transferability

4.4.1. Golombiao

The project methodology is simple furthermore it has inside the organization a group of methodology professionals assisting the implementation in the national level as other topics as Alliances, Tracking, Monitoring and Evaluation integral part of the program.

The organizational structure is centralized at the national level for the Golombiao implementation. It has a Directing Committee, a Technical Committee and a national adviser's team. The two committees are made up of the main allies for implementation. Colombia Joven Contributes with 5 assistants 3 in charge of methodology transferability and implementation, one on strategic Alliances, Tracking, Monitoring and Evaluation and the last one is in charge of make systematic the experience. The evidence show that there is not enough human resources to cover all national territory. (Joerg Le Blanc , 2014)

Golombiao has been utilized for other regions at the beginning as a test of success to make better the program and then it was expanded from 6 regions to 16 regions and more than 60 municipalities.

Most of the data is administrated and managed by the headquarter providing the information national wide however there is not an individual website to get support and the database is hard to update.

There are some elements that can be implemented from Golombiao, one is involvement of NGOS and other social change carriers, as Community Action Board¹⁰, private sector interested in corporate social responsibility, regional government municipalities and other organization.

Second important point is the transferability of volunteers after being trained. Nevertheless there is no evidence of creation of good quality infrastructure as legacy. Governmental and NGO's support can be emulated by further projects. Additional transferable good practices can be: a). Promoting discussion among the stakeholders as a way to plan, be aware of risks and share responsibilities discuss interests and expectations, b). participants tracking the satisfaction level with the program activities, c). Each region has different culture and tradition, Golombiao has learnt about being flexible to adapt the program to each specific setting.

4.4.2. Football for Peace

The program activities include characteristics used in other programs and part of the academic background of his co-founder, thus it can be easily

¹⁰ Smallest recognized political organization in a local area bounded by each neighborhood

transferred both from a geographical and/or methodological grasp.

Furthermore the program has been implemented in other countries already, showing good adaptability.

In addition the database support of the project is regarded as a value data for researchers in the Brighton University as knowledge learned in the field. Also is important data for other NGOs and SDP organizations.

After the coaches volunteering are trained the social capital of the region is improved giving benefit to society, leaving those coaches well prepared to contribute in their own context out of the project scope.

Regardless of the fact that the project uses existing facilities and do not have plans for creation of good quality infrastructure as legacy, the idea of Governmental and NGO's support can be emulated by other projects.

A transferable good practice further than the one of promoting discussion among the participants as a way to evaluate internally, the support of academy in all the extents of the project should be followed and applied by other projects in the field of SDP.

4.5. Variable 4 – Review and assessment

4.5.1. Golombiao

The Evaluation process starts in the first stage of implementation so it involves all the implementation cycle assessment for each partnership. It

reflects the plan and about achievements. Learning process allowing help adjust work in partnership and implementation for a new cycle are also extracted by Golombiao. Since 2010 has not been applied the impact evaluation. The implementation evaluation is done in the headquarters by the professionals designed for that job but there is not enough worker for this task, moreover is might exits some other troubles and difficulties for evaluating in the distance.

During the very first years of implementation of Golombiao, between 2003 and 2005, the emphasis was on the validation of the methodology of play, an issue that meant putting it into practice to see if it was useful and relevant to the job with adolescents and youth in different contexts and realities. This exercise was conducted in 39 municipalities of different regions. (Colombia Joven, UNICEF y GIZ, 2011) Likewise every outcome from the evaluation system is regarded with importance and is implemented if it can help to improve the program

Is not clear that “Colombia Joven” has been able to track Golombiao in all the municipalities prioritized by UNICEF.

There is a specific methodology for the dialogs after the outcome analysis, also there is specific step by step guidelines with clear evaluation process that is like this: (Colombia Joven, UNICEF y GIZ, 2011)

Starting in 2014, Young Colombia cancels its territorial presence through regional advisers and transferred much of the responsibility for building partnerships for implementation from regional advisers to institutional allies. The presence of regional advisers He limited the effort by institutional allies to assume the responsibilities of Golombiao implementation. Although the change aims to empower more allies territorial, the lack of a "territorial anchoring", as expressed by one interviewee, hampers monitoring the strategy. The interest and the clear commitment of governments and / or municipalities with strategy, become the criterion for selection of territories served transfer and accompaniment from "Colombia Joven".

4.5.2. Football for Peace

The evaluation process is regarded as a key factor for the organization, ensuring accountability, displaying all reports in their own website¹¹ where every stakeholder and others interested parts are able to access.

Evaluation process has clear goals, each process has its own evaluation process in order to have the tools for improving if necessary or if it is found a weakness or leak that make less effective the process.

¹¹ The evaluation process is published: <http://www.football4peace.eu/israel.html>

The evaluation process is performed by volunteer students, this gives an advantage of having involved highly educated people doing the work generating the expenses of a volunteer. (Jack and Etienne , 2015)

In Israel evaluation process was implemented since 2010, and start with a detailed description of everything after the first meeting and before implementation of the program to set the base for training coaches and run the project. (Caron Sethill, 2011)

The method of evaluation is simple: the students in charge of running the evaluation take the objectives that were set at the beginning of the year and compare them with the result of during that year and at the end of the year.

Some others students are in charge of collecting the feedback after each process, for example, after the coaching training process there are few students that collect the opinion of trainees and trainers and then come up with strategies to improve.

Due to the alliance with worldwide well known partners Football for peace strengthened his evaluation process hence is building a trustful accountable process to keep the reliability of its partners.

4.6. Variable 5 – Stakeholders Participation

4.6.1. Golombiao

Main Stakeholders are partners: Colombian National Government through “Colombia Joven”, Unicef, GIZ German International Cooperation, there are other stakeholders in the second level as public organization in the national order as civil defense or National Police, Regional Governments, Municipalities, the third level are NGOs as Morgan Foundation, CercaPaz, RedFootball and peace and private supporters, and in the last tier it’s found the Community Action Board, natural persons and the Local community not supporting only the project with money, but also with human resources, facilities, transportation, security and so on.

Since the beginning of the program are discussed the objectives and expectations of the stakeholders then is developed the planning process and all are informed about the risks.

As being a networking partnership no one can do as better as if a partner achieve its mission and each one of those does.

All groups are actively involved, most of the Colombia Joven, GIZ and Unicef are providing lectures from each part and there are some workshops done by the members of the organizations related to this for the volunteers as well for the community also in order to raise awareness about

the project in some SDP fairs and to raise funds in international business fairs.

4.6.2. Football for Peace

Stakeholders are supporting a running project which they have not voice for changing the structure or suggesting changes from inside or from outside in. the influence generated is about the financial support, however the networking generated by the program prevent them to be brittle about this external reality.

Stakeholders as FIFA and European Union lead workshops and lectures around the world praising the replicability of the project and the transferability of good practices in other areas where projects for communities are in post conflict are needed to heal and integrate them by the practice of football.

Professor John Sugden as famous researcher in the field of sports for development and co-founder of the project generates high reliability in the area moreover generates media impact. His participation in the program is transcendental owning the power inside the organization.

Beneficiaries of the project can become volunteers and after that can become coaches if they are selected to do the workshops and trainings abroad that F4P offer.

4.7. Comparison among the two projects: Similar and dissimilar characteristics

4.7.1. Sustainability

Golombiao's sustainability has problems with the presidential office closeness however the international funding, responsibilities and boundaries, as well with national government and different sectors seeking for peace where the program ought to be running and implemented, so it does not really matter how close is with the presidential direction because the settlements and liabilities (moral and documented) will preserve the program.

Widening aims, Morgan and UNICEF investment is dangerous, should not depend on UNICEF, because if they decide to invest less, automatically Morgan will invest less. Risky dependent fund rising

Alliances allow to increase the guarantees for future sustainability of the initiatives. By the degree of commitment and appropriation that is generated in the communities and organizations and the variety of actors sharing responsibility, alliances can be sustained despite political and institutional changes.

Whereas Football for peace has more stakeholders is independent from the government so is protected more against political influence, the

scope is been widening through the years expanding the impact of the program ensuring sustainability. Although the project was created and implemented since 2003 the community is not perceiving it as a tradition due the ordinary activities that perform.

- Effectiveness and Impact

The amount of participants in the projects was 50.000 beneficiaries expected to 45.000 attended in 2003 to 2008 later on was 29.248 out of 32.000 in 2008 and 30.000 out of 35.000 expected in 2014

While the number of beneficiaries is not following a clear trend the impact of Golombiao is reach more people while F4P is more about provide a full program to integrate the communities in post conflict into society.

Follow up activities are done by the project partners in each region and each municipality. The reason for the above is the liability of each municipality and region with the government to show and ensure the outcomes of each inversion. In F4P the follow up activities is not clear, is more about keeping track of the former player as an ordinary event.

The recognition have been measured in acceptance and ease and support to implement the project.

So it can be inferred that Golombiao is delivering the impact it deemed to have delivered and so F4P. The dissimilar aspect is the way both

measure the benefits caused out of the field. While Golombiao keep track of the social rates out of the field, F4P focus more its attention in the children behavior inside the football pitch and how it evolves with the training sessions.

- Transferability

Instead of paying for the workers, football for peace use highly educated volunteers to be part of the organization to perform high position jobs.

F4P project have been recognized and applied worldwide, while Golombiao has just been replicated inside the country with same setting both programs seems to be easy adaptable for each context it is due its well-designed methodology.

The volunteering system and the academia linkage used by F4P should be a good practice that most of other project should do.

- Review and Assessment

In both programs the evaluation process has several stages and is focus differently in the external way and internal, also is the base of improvements after reviewing the impact.

In F4P is more conversation, opinion, dialog after each process to check how well is working and the goals are been reached, for Golombiao

the evaluation process is more external without caring to much about opinions is more focus to check results, because its nature has to present accountable public information.

- Stakeholder participation

While in Golombiao the planning, risks and expectations are more flexible and can be discussed with the stakeholders, in F4P the interested stakeholders should follow the plans and accept the preset risk hence it makes it less flexible. This situation is because the methodology for implementation Golombiao it has to search for local and regional partnerships in order to get enough support to run the program. In F4P the project can be implemented without the support of any local and regional support due the support of international football federation and some other well-known partners as European Union and universities.

In other words, stakeholders are supporting a running project which they have not voice for changing the structure or suggesting changes from inside or from outside in. the influence generated is about the financial support, however the networking generated by the program prevent them to be brittle about this external reality.

In the next table is showed the result of the analysis in a simple way regarding the characteristics of both projects in terms of good practices.

Table 3. Resume of Characteristics

Criteria	Characteristics	Golombiao	Football For Peace
Sustainability	Is it ensured its continuity in the next 5 years	Yes	Yes
	Partnership or Networking association	Partnership	Networking Association
	Local regional and national policy	Yes	No
	Where are funds coming from	Public funds	Private Partnerships
Effectiveness and Impact	Follow - up activities	Yes	Yes
	Is it delivering the impact it deemed to have delivered?	No	Yes
	Building new facilities	No	No
Transferability	Project methodology Has it been utilized for other regions	Yes	Yes
	Does the volunteers are transferable	No	yes
	easy to implement and adapt in other regions or country, has it support of the organization	Yes	yes
Revision and assessment	Has goals evaluation process, Is implemented? Is it clear? How useful?	Yes	Yes
	Recommendations are attached into follow up activities	No	Yes
	monitor the output of the activities	Yes	Yes
Stakeholders participation	Are stakeholders involved in the planning process, can they discuss expectations share risks and so on	Yes	No
	Are the founders or board responsible for the project involved as a lecturers or workshop leaders	No	Yes
	Building new facilities	No	No

4.8. Relevant Characteristics

4.8.1. Sustainability:

Inclusion in National or Local Policy: if there is no policy more independent the project so is protected about political influence.

Partnership or Networking association: no influence in the running of the project

Where are funds coming from: IF public funds stop there will be more options to raise funds

4.8.2. Effectiveness and impact:

Achievement of the goals.

Transferability:

Does the volunteers are transferable: not retaining the volunteers

Revision and assessment:

Recommendations are attached into follow up activities: problems about improving base on feedback, lack of process to monitor the progress

Stakeholders participation:

The founders or board responsible for the project is involved as a lecturers or workshop leaders: trust and feeling of belonging from the target population of the project

Widening scope – academia partnership: This two characteristics ensure sustainability with more things to do for making necessary the project and then the people that may continue the program. Research is elemental base for progress so projects want to evolve need to have be improved by academia.

Volunteer system – coach train more coaches

This ensures more impact making it cost effective.

Well structure methodology

For delivering the program and ensure the replicability

Follow up activities

If the aim is to generate impact, more follow up activities should be implemented. If there is none, then the impact regarding investment of resources in the community would be difficult to prove, so it becomes less cost effective.

Be out of politics

This influence from the outside can leave a good initiative without any resource nor any network, so for making sure the power be more distributed, the political influence should be keep out of the internal decisions.

Chapter 5. Discussion

5.1. Discussion of Findings

The findings of this research prove the statements about sport projects for communities in post conflict by John Sudgen who suggested the impact of an initiative would be assured by the accurate specification of the social need to address.

This research would be useful for researches to analyse the current situation of the SDP for post conflict communities in Colombia and Israel, also how the good practice for those specific projects were described to facilitate the analysis.

This results will be helpful for those project developers who can follow the criteria mentioned in this paper and apply it in their own context.

Also to evaluate the extent in which those characteristics are involved or not in their own situation.

This research helps to prove the impact of sport projects for development of communities in post conflict in other research because in these are analyzed two different projects in two different countries driving similar values and having similar methodology ease transferability and focus of volunteers. So adding this investigation to the pile of knowledge

generated for authors in those topics, this paper help to understand and apply the concepts stated by those authors.

The Europe council results Applying the good practices handbook and this research are consistent, because this replicate it can be shown that the lack of good practices in sport projects for social development of communities in post conflict might affect the success of the initiative.

“Sport is intrinsically value neutral and under carefully managed circumstances it can make a positive if modest contribution to peace building”. John Sugden 2010.

Schulenkorf (2010), who had evaluated the role of sport events in contributing to inclusive social change and reconciliation in ethnically divided Sri Lanka, Similar results.

According to the Model: Sometimes local communities seem to be only the targets or beneficiaries of programs and projects, but are not themselves involved in the process of designing the strategies and contents of the events)

“Holistic perspective” (Sherry, 2010), the involvement of multiple actors and community organizations in sport-based intervention would be needed.

5.2. Limitations

Elling (2002) argued that most sporting groups are relatively socially homogenous (they are, in other words, more oriented towards “bonding” than “bridging”). This is closely related with Golombiao, although is creating all the atmosphere and settings for the people to be together again, is aiming about bring more amount of people instead of bridging the gaps among them and integrate them back to society.

For further investigation about this area they should use more tool to process data and analyze result, however in the present paper were not use of quantitative tool for the analysis, thus other researches can base the qualitative discussions here to inquire more about the atmosphere regarding the two projects discussed here.

The just use of secondary data displayed a reality constructed with the information available from different resources, However true it could be described or understood in a biased way, so its recommended for further investigators to use primary data and contact directly with the projects organizers, therefore the research will be supported by the most appropriated source of information hence less probabilities to misunderstand information.

“In a world of numbers and quantification, if there are no indicators to assess the value of activities, feelings or relationships, these things—however real—have no legitimacy” Matrasso 1996.

Chapter 6. Conclusion

Sport will not put an end to Colombia's five-decade war but it can make a modest and tangible contribution to building (and ideally, sustaining) peace in this nation. A thorough analysis of the advantages and limitations of sport as a viable peace tool is necessary. It is also paramount to successfully mobilize the diverse stakeholders involved in the SDP sector and develop clear policy on the social role of sport with a focus on Colombia's post-conflict phase. More support from universities volunteer's coaches, administrators, accountants and so on. A transferable good practice further than the one of promoting discussion among the participants as a way to evaluate internally, the support of academy in all the extents of the project should be followed and applied by other projects in the field of SDP.

Golombiao has less chance to be successful because is not implementing the good practices criteria compared to Football for peace. Projects in Colombia could not be replicated due the lack of good practices

If the programs in Colombia desire to have better chance of success they need to implement good practices model like Representation of stake holders, sustainability and improvement on base feedback.

Lack of good practices resulted in less successful impact in the project Football Unites the Alps, Adriatic and the Balkan according to the European council.

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국문초록

분쟁 이후의 지역사회를 위한 개발
도구로서의 스포츠 - 콜롬비아를
중심으로

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어느 나라든 간에 전쟁의 전후는 잔인하다. 스포츠가 전쟁의 결과나 사회적 문제들의 매직 솔루션이 될 수는 없지만 사회적 변화를 초래하는 스포츠의 접근과 개발은 이러한 문제들에 대처하는데 적절한 도구이다. 적절한 이유는 스포츠가 전쟁에 의해 파괴된 사회를 치유할 수 있으며 공백을 메우고 적절한 대화를 통해 여러 문제들을 줄일 수 있는 가능성을 지니고 있기 때문이다. 그래서 스포츠가 사회 개발 목표에 효과적이고 효율적인 도구로 사용된 성공사례를 식별하고 더 많은

연구가 필요하다. “스포츠는 기본적인 부가가치로 비춰져야지 사회에서 문제해결이 안 되는 것을 해결해주는 사회적 만병 통치 약으로 알면 안 된다 (Coalter, 2007).

본 연구는 이와 같이 2003년부터 지금까지 진행된 축구프로젝트를 통해 분쟁 이후의 지역의 사회개발을 콜롬비아와 이스라엘 사례를 조사했다. 유럽이사회의 좋은 연습 기준이 성공요인으로 관련 있는 지를 계획하고 완료단계를 확인하는데 적용되었다. 그러므로 콜롬비아 사회를 위한 지속가능성 생성과 프로젝트의 영향은 콜롬비아의 비슷한 프로젝트에게 조언과 경영 개념에 도움을 줄 것이다.

주요어: 사회적 자본, 인적 자본, 가치창출, 분쟁 이후, 평화 공존, 사회 개발

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