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*The Effect of Sport Management on Changing
Attitudes regarding a Peace Process between
Nations and the Arab-Israeli Case.*

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I. INTRODUCTION

This research sets out to examine the level of influence decision makers have regarding sport in advancing peace processes and ability to shift stances and opinions among conflicted societies and countries, as well as international cooperation.

The work is based on a case study of "The Israeli-Palestinian Conflict from the foundation of the state of Israel to current times".

Firstly, I would like to note that while these lines are being written, the state of Israel is in the midst of war against Palestinians in Gaza, which seems to be far from over in victory on either side, since the killing and devastation on both sides of the fence have dealt severe socioeconomic damage to both of them. However, alongside the fighting, secret and open mediated negotiations have been conducted in order to achieve a cease-fire and a long-term settlement. Currently, no major breakthrough has been reached, other than the relative calm that returned to the region subsequent to a bilateral ceasefire.

The Arab-Israeli conflict is one of the toughest and most complex in the world. A conflict which has existed for decades before the establishment of a state cannot disappear upon its establishment. Or as Al Haj put it, "founding the state did not end the Israeli-Arab conflict. On the contrary - the conflict escalated and the Palestinian ingredient became central to it, if not its very heart." (Al Haj, 1996).

Moreover, tension in the Arab-Israeli topic creates a distraction from other problems. However, the gaps are not between Arabs and Israeli, nor between moderate and radical nations, or even between religious and secular people, but between those running the deteriorating countries and the numbers that cannot even be reached, of a proletariat with poor education and no work. Thus, the Palestinian people are impaired by their leaders, who maintain strict dogmas which prevent them from reaching significant progress (Anderson, 2001).

This is the root of the significance attributed to influencing decision makers in government who will agree to cooperate with the counterparts abroad. This influence I am suggesting through "managed sports" is capable of leveraging, even slightly, the connections woven in order to reach settlements and conflict resolution.

The common perception since the dawn of history is that sport has the potential to improve cooperative international relations, shifting stances of groups and leaders, and even act as a catalyst for peace between peoples. Sport's power comes from its ability to bring together, unite and conciliate peoples and countries, since sport encounters could facilitate positive interaction between groups and countries, familiarization, lifting barriers, cultural encounters and mutual inspiration regarding education, culture and sports.

In addition, it implicates other fields such as media, economy and cooperation between countries in other areas. Sport encounters can generate stance and opinion shift among communities, teams and countries through the involvement of decision makers in managed sports.

Managed sports, in my view, may cause policy makers in parliament to act toward promoting sport as socioeconomic leverage and political interests.

Key words: International cooperation . Changing attitudes and opinion. Sport management .   resolving conflict . the arab Israeli conflict . decision makers process

I .2 RESEARCH AIMS

- To examine the degree of sport influence, on changing perceptions and attitudes, among public officials and decision makers, regarding peace process.

- To develop a model that can exemplify how cooperation in sport activities can change attitudes regarding peace processes between nations.

I .3 GAP IN KNOWLEDGE

There is hardly any research addressing effect of collaborative sports on attitude

change.

- This research will make contribution to knowledge that will assist in attitude
change regarding peace process.

- This research will draw attention to the modality of employing sports to
facilitate resolutions in local and international conflicts.

I .4 RESEARCH SIGNIFICANCE

The influence of managed sports on decision makers in regard to stance and opinion shift and creation of international cooperation and conflict resolution between communities and countries.

Our research attempts to provide a new and unique perspective in international relations through sports as means of conflict resolution between countries and communities. In addition, providing more vital instruments which affect decision making and policy change in everything regarding managed sports according to a bi-polar model, thus creating a certain commitment among decision makers toward the use of sports as a strategy for advancing multiple fields, such as education, economy, culture and cooperation.

The research studied the stances of decision makers toward managed sports as an instrument for advancing fields of social life in each and every country, on top of conflict resolution.

It should be noted that the research findings and results have led me to create an innovative bi-polar model, which creates a new window and instruments for generating a type of commitment for leaders and decision makers in sports and politics, so that they would use sports as a significant tool and an integral part of improving international relations, cooperation between communities and countries, as well as use of sports as means of instilling universal values and fortifying the economy. The model can guide media and social network people through the use of sports to the benefit of society, positively affecting public opinion. The model will be fully presented later on in the work.

It is generally perceived that sport has an inherent potential for improving cooperative international relations, change attitudes of groups and leaders and even act as a catalyst for peace among nations.

I .5 LITERATURE REVIEW

The literature refers extensively to the subject of cooperation between countries; for example, in their article on expanding international cooperation, Farer & Sisk (2010) note that today, in a large scope of issues, ranging from war, the use of weapons, the environment, the economy, extreme shortages and diseases, can be seen countries' responses to large and diverse challenges, and sometimes, to a large extent, they relate to the situation itself.

Kinne (2013) argues that cooperation helps nations discern that there is mutual benefit in cooperation, but it may also result in distrust and disagreement in everything related to design and suppression of institutional collaboration. He cites the claims of Dai & Snidal (2010), who stated that "cooperation is not easy." Even when countries have the same preferences, collaborative efforts may fall victim to fears of non-compliance or lack of agreement on the distribution and sharing of benefits (Stein, 1982, at Kinne 2013).

In principle, we can say that the strategy of creating partnerships between countries is a source for solving joint problems and achieving common goals: "Using international institutions to advance their goals" (Koremenos et al. 2001, pp. 762), "to shape treaties and agreements and legal arrangements to solve concrete political problems" (Abbott & Snidal, 2000).

Political peace is not just expressed by the absence of war. One of the many aspects of peace is also collaboration in various fields between the countries, such as common trade, shared tourism and infrastructure projects and cultural and sports exchanges. Agreements and cooperation between countries are a stimulus for the development of partner countries in these agreements, and have beneficial effects on the economy of the region.

Shuja (2001) notes that all members of the community of nations and certain political systems, each must, to some extent, deal with other societies - there is need

for mutual cooperation.There are countries largely dependent on the international community for their security, their economy and their way of life. Others may flourish in a more independent or autocratic manner. For small as well as large countries, survival and welfare depends on close cooperation; and therefore, many countries acknowledge this collaboration as a productive factor and their sovereignty must rely on these ends. This is the framework to which a large number of countries adhere most of the time. A high degree of cooperation among countries is needed to overcome the problems of violence, reach conflict resolutions and preserve their interest.

Since the end of the Cold War, collaboration between organizations is growing rapidly and intensively, particularly in Europe.This new dynamic was channeled to inter-organizational relationships among members of the government, government secretariats and various agents.Such a situation affects international policy. One factor is the growing overlap of geographical skills or functions in organizations; and, as societies develop, they begin to share environmental functions, thus increasing the need for cooperation (Biermann & Hofmann, 2008).

Conflicts between countries is an ancient problem.The assumption is that the behavior of a country's foreign policy can be explained through its national character when this includes as well elements such as economic development, policy, foundation strength, political stability or instability, population size, political independence, internal regime, etc. A country actually operates within this framework and its general behavior refers to the totality of all the above-mentioned areas of behavior (Vincent, 1977).

Chiozza & Goemans (2004) note the place of national leaders in creating international conflicts. Studies have focused on the place of leaders as a potential factor providing new aspects about important questions. Leaders have the ability to make decisions on all subjects relating to leading the country into a state of conflict. They also found that, in general, the position of leaders who have decided to create a conflict with another country, cannot be influenced such as was the case in the conflict with which we are dealing – the Israeli-Palestinian conflict – where the Palestinian leader was Yasser Arafat and the Israeli leader was Yitzhak Rabin. As in situations of conflict between groups and between countries, the question arises on whether and how to reach a dialogue, to talk instead of to fight. The effort is first to reach mutual

recognition, and this in a situation where recognition could be construed as surrender.There are times when this happens, as was seen in the historic handshake between Yitzhak Rabin and Yasser Arafat on September13, 1993, shown live to the world.

Owing to the fact that the aim of this research is the change of attitudes concerning the Israeli - Palestinian conflict through sport, therefore, a discussion of this conflict is needed as part of the literary review on which this present study is based. In an article by Arieli (2009), in a Norwegian newspaper, he refers to several elements of the Israeli - Palestinian conflict. Before the Six Day War, the UN and the USA, whose guarantees of Israeli freedom of navigation and the demilitarization of the Sinai before the war were discovered by Israel to lack any real basis, accepted the borders of 1949, at least according to Security Council Resolution 242 at the end of the war. Although the decision opens with "emphasizing the acquisition of territory by war is unacceptable," it continues and states that Israel will be granted a just and lasting peace with the" evacuation of Israeli armed forces from territories conquered in the recent conflict." This was the birth of the formula "land for peace" that afterwards guided the efforts to solve the Israeli-Palestinian conflict, i.e., for withdrawal from territories occupied in 67', international recognition would be given to the 1949 borders. Moreover, it was written that the refugee problem would be resolved in a just settlement.

The PLO, headed by Arafat, according to the Arab League decision of October 1974 in Rabat, Morocco, claimed responsibility for the Occupied Territories, the West Bank and Gaza, by virtue of having been designated as "the sole legitimate representative of the Palestinian people," and Arafat was even invited to address the UN General Assembly. This bolstering allowed the organization to adopt the "Phased Plan" that concealed in it the seeds of a compromise with Israel, despite the latter's seeing it as a tactical and not a strategic change, with the explicit aim of the organization being the destruction of Israel.

Sela (2002) notes that the Israeli - Palestinian conflict is a conflict between Jews, citizens of Israel, and Palestinian Arabs. This conflict between two different populations inhabiting the land of Israel, between Jews and Arabs, began before the creation of the State and continued strongly afterwards. Although the term

"Palestinian" as used today, was not used before the creation of the State – today the extended meaning of the phrase the "Israeli – Palestinian conflict" also covers the beginning of the conflict between Jews and Arabs in the Land of Israel, and also includes the struggle between the Jews of the Land of Israel and the Arabs of the Land of Israel during the late Ottoman period in the Land of Israel and the British Mandate period.

The Israeli - Palestinian conflict, in its extended significance as stated, is actually part of the much greater Arab - Israeli conflict. The six main issues that are currently the focus of dispute between the parties are: the final borders, the status of Palestinian refugees, control of Jerusalem, the distribution of water resources between the parties, the Israeli settlements in Judea and Samaria, and the security arrangements between the parties.

Daoudi (2009) reviews the Arab initiative for peace with Israel. He notes that the Arab initiative for peace with Israel was launched at the Arab Summit held in Beirut in March 2002. It called for an extensive and comprehensive peace of all twenty-two Arab states with Israel, recognizing Israel and the establishment of normal relations with it; all this in return for all the territories occupied by Israel in the Six Day War (1967). In 2006, this initiative became a very important factor in the eyes of Arab initiators and Arab states which tried to revive this effort. Accordingly, an approval was sent out at the summit of the Arab League in Riyadh: "The summit reiterates the adherence of all Arab countries to a peace initiative as approved at the Beirut Summit in 2002 in all its components on the basis of the legitimate international decisions and their principles to end the Arab - Israeli conflict and bring a fair and comprehensive peace that will bring security to all the countries in the region and allow the Palestinians to establish an independent state with East Jerusalem as its capital." However, most players were not enthusiastic about the potential of the initiative and Israel gave a weak blessing to the initiative together with the lukewarm attitude of the United States and the European Union, and treated it as another barren Arab summit. Israel itself responded that it saw nothing new in this proposal and initiative.

The Palestinians responded with warfare against Israeli rule with two "Intifadas" in 1987 and in 2000. Nine years after the Second Intifada in September 2000, and sixteen years after the signing of the Oslo Accords in September 1993, a viable final settlement between the Palestinians and the Israelis seemed even more distant. Diplomatic efforts by the Bush Administration, particularly on the basis of carrying

out the Roadmap for peace at a conference in Annapolis in 2007, ignored the core issues of the conflict, and the negotiations were subsequently rejected by the emphasis having being placed on the subject of temporary borders.These tactics not only allowed more time for consolidation of "facts on the ground" that might undermine final negotiations, but a lack of political vision that hurt as well moderate attempts to "sell" peace to the masses. Even military talks failed to resolve the conflict and the shooting of missiles from the Gaza Strip into Israeli settlements began causing IAF reprisals. This led to "Operation Cast Lead," a military operation against those sending the missiles, in December 2008 and January 2009 (according to Hallward, 2011).

This paper studies the issue of conflict resolution between states and nations through sports, focusing on the Israeli-Palestinian conflict. In order to address this issue, organized sport is reviewed below as a possible element in resolving conflict between parties through common sport activities.

II. RESEARCH METHODOLOGY

II .1 RESEARCH GOALS

This research sought to examine the degree of influence of sports on changing perceptions and attitudes among public officials and decision makers, in regard to the peace process.

The general goal was to develop a model that can exemplify the manner in which cooperation in sport activities can change attitudes regarding peace processes between groups and nations.

II.2 RESEARCH HYPOTHESIS

Organized sports improves relationships and cooperation between nations and countries, and also leads to changes in attitudes and opinions among leaders and decision makers. In addition, they resolve conflicts, promote peace and curb racism.

II.3 RESEARCH QUESTIONS

1. **Does engaging in organized sport activities tend to improve relations among groups and nations and promote peace?**

2. **Is it possible for a sport activity to stir up conflicts and possibly lead to war among nations?**

3. **What is the decision makers' perceived influence of cooperation in organized sports on changing attitudes necessary for resolving conflicts between nations?**

II.4 INDEPENDENT VARIABLES

All interviewed professionals who comprised the population of this research underwent a semi-structured interview.

Gender, women vs. men

Gender by religion

Gender by nationality, Arab/Jewish

Gender by political stance, right/center/left

Gender by age

Roles

Parliament members

Journalists

Sports managers - Sports policy makers

Dependent Variable

All themes, 1 through 8

Secondary themes

The independent variable should affect the dependent variable.

The independent variable's effect on the dependent variable was examined via interviewee answers. We tested whether the subject's gender –a man or a

woman - affected the answers. We also tested the effect of the independent variable and its type on political stance by age, political stance, men, women, Arab, Jewish…

II.5 MIXED METHODS RESEARCH

This research adopted a mixed-methods research approach combining qualitative and quantitative data collection methods. Mixed methods research is an approach to professional research that combines collection and analysis of quantitative and qualitative data. Creswell. John.2004

Practically, mixed methods research is a research design with philosophical assumptions as well as methods of inquiry. As a methodology, it involves philosophical assumptions that guide the collection and analysis of data and the mixture of qualitative and quantitative approaches in many phases of the research process. As a method, it focuses on collecting, analyzing and mixing both quantitative and qualitative data in a single study or series of studies. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone. Creswell.2006

II.6 QUALITATIVE RESEARCH

Qualitative research is primarily research. It is used to gain an understanding of underlying reasons, opinions and motivations. It provides insights into the problem or helps develop ideas or hypotheses for potential quantitative research.

Qualitative research is also used to uncover trends in thought and opinions and to dive deeper into the problem www.snapsurvey.com.susan E. wyse, 2011.

Moreover, qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people attribute to them (Denzin, 1994). My main reason for choosing qualitative research is to gain an understanding of underlying reasons and motivations. Furthermore, to provide insights into the issue's setting and

generate ideas and/or hypotheses for later quantitative search, and to uncover prevalent trends in thought and opinion.

II.7 QUANTITATIVE RESEARCH

A quantitative research is essentially about collecting numerical data to explain a particular phenomenon, particular questions seem immediately suited to being answered using quantitative methods.

II.8 CASE STUDY

Studying the phenomenon of organized sports and managed sports events. In order to illustrate the phenomenon, I've chosen a case study in which I explored it in depth upon the manner in which it influences decision makers with regard to conflicts. Namely, the Arab-Israeli conflict in the Middle-East.

II.9 RESEARCH DESIGN

	Aim	Research methods	Research population
Stage 1: **Qualitative research**	decision makers' attitudes about the organized sport as a cooperation to improve relations among groups and nations	Semi-structured interviews	18 Knesset members 5 reporters
	To find out whether it is possible for sport activity to stir up conflicts and possibly lead to wars among nations.	Semi-structured interviews	18 Knesset members 5 reporters
Stage 2: quantitative research	To measure the extent to which decision makers perceive cooperation through organized sports leading to conflict resolution.	Statistic analysis of findings emerging from the qualitative research	18 Knesset members 5 reporters

II.10 RESEARCH POPULATION

Stage 1: 18 parliament members from left and right wing parties, both Jewish and Arab. 5 Key figures of the print and digital media (reporters).

Stage 2: 21 Knesset members.

These tables illustrate the sample.

Their purpose is showing that the sample is an optimal representation of the population.

		Quantity	Percentage
Religion	Jewish	17	68.0
	Muslim	7	28.0
	Christian	1	4.0
Political orientation	Center Left	15	60.0
	Center Right	9	36.0
	Left	1	4.0
Gender	Male	17	68.0
	Female	8	32.0
Age	עד 40	6	24.0
	מעל 40	19	76.0
Position	Israeli PM	18	72.0

	Israeli sports reporter	5	20.0
	Israeli sports official	1	4.0
	Palestinian sports official	1	4.0
Education	B.A	9	39.1
	M.A	10	43.5
	Ph.D	3	13.0
	Prof.	1	4.3
Total		25	100.0

	Age		Gender		Religion		
	עד 40	מעל 40	Male	Female	Jewish	Muslim	Christian
Israeli PM	22.2%	77.8%	66.7%	33.3%	77.8%	22.2%	.0%
Israeli sports reporter	40.0%	60.0%	60.0%	40.0%	40.0%	40.0%	20.0%
Israeli sports official	.0%	100.0%	100.0%	.0%	100.0%	.0%	.0%
Palestinian sports official	.0%	100.0%	100.0%	.0%	.0%	100.0%	.0%

	Education				Political orientation		
	B.A	M.A	Ph.D	Prof.	Center Left	Center Right	Left
Israeli PM	43.8%	37.5%	12.5%	6.3%	55.6%	44.4%	.0%
Israeli sports reporter	40.0%	40.0%	20.0%	.0%	60.0%	20.0%	20.0%

| Israeli sports official | .0% | 100.0% | .0% | .0% | 100.0% | .0% | .0% |
| **Palestinian sports official** | .0% | 100.0% | .0% | .0% | 100.0% | .0% | .0% |

II.11 STAGE 1 : QUALITATIVE

Gathering information of the standpoints and perceptions of decision makers in the State of Israel, Arabs and Jews, regarding sports as a promoter of peace and international cooperation. After analyzing the content that was used to build the categories, a need for another stage arose, in order to measure the importance attributed to each category. Thus, a statistical measurement was taken in a quantitative research, presenting the order of categories by importance attributed to them by the research participants.

II.12 RESEARCH METHOD SEMI STRUCTURED INTERVIEWS

A semi-structured interview was chosen as the most suitable method for collecting information on the subject matter, since it allows using preconstructed question in order to clarify and ask further questions, thus deepening and enriching the data needed to achieve the research goals. It should be noted that the interview was recorded and transcribed under all parties' consent.

II.13 QUALITATIVE ANALVSIS METHODS CONTENT ANALYSIS

Content analysis refers to a general set of techniques useful for analyzing and understanding collections of text. This is analysis to determine the meaning, purpose, or effect of any type of communication. After interviewing all

subjects, PMs from a wide political range, Arabs and Jews, men and women, journalists and two sports officials, I classified terms and sorted them into categories, with each category assigned to a theme. There were eight themes in total.

II.14 Quantitative Analysis Method - How the Data and Categories were Analyzed

A Quantitative analysis and finding processing were performed according to the qualitative analysis' categories and findings, in order to examine the results in a quantitative manner. One can also observe the data in numerical form to see within the findings who and how many answered positively or negatively from the qualitative categories and complement the quantitative analysis.

III. Findings Emerging from the Qualitative Research

The analysis of the content carried out on the data obtained from interviews with Knesset members, raised 8 themes and 49 categories. The interviews were carried out in accordance to the Israeli political spectrum division; that is, center-left and center-right. The trend arising from the analysis of the interviews is that there is no conceptual difference between the Israeli parliament's two political parties. Therefore, the following themes and categories will be presented as one unit.

Theme I: Organized sports as promoter of mutual cooperation

Category	Quotes
Understanding between people	*"Soccer can bring understanding and bring people to listen to one another. This is clearly a good thing. There is a tradition of cooperation initiative around organized sport."*
Respect	*"Sport brought them international honor."*
Culture and education	*"I think this is also the topic of culture and education."*
Equality	*"Since, if once again, we look at equality and integration among these people, regardless of religion, race and gender…."*
Unifying factor	*"The advantage of sport is that it is a unifying factor that does not involve politics; sport helps us to know each other as human beings. "*
Free of any special interest	*"Sport is free of interest; it should be free of political considerations. Sport is clean".*
cooperation	*Sport makes collaboration and increases cooperation Action*

Theme 2: Organized sport promoting conflict resolution

Category	Quotes
Sanctions	*"The world discovers brotherhood and unity to such an extent that teams unwilling to play against each other are expulsed from the game. There exists an international system, such as the Olympics,*

	obliging them to seat together; they may not necessarily salute each other, simply shake hands, and may even find some kind of mutual appeal."
Meeting point between leaders	*"Sport symbolizes the peak of togetherness and solidarity between people worldwide, regardless of religion or race.* *The Olympics can be a fascinating meeting point for leaders. Sport bonds and unifies. Many leaders, even if they are enemies, can find in sport a component that dissolves tension between people and serves as a bridge".*
Mutual enjoyment	*"People come and enjoy the game together;* *Individuals who lead a normal life can enjoy the simplest of things."*
Stress-dissolving sport	*"Many leaders, even if they are enemies, can find in sport a component that dissolves tension between people."*
International language / bridge	*"Sport is an international language."*
Reduction in fear of the 'other'	*"Interaction and the insights that follows it can help build relationships, reduce fear of the 'other' and, to a limited extent, may develop a common identity."*

Theme 5: Solving the Arab-Israeli conflict

Category	Quotes
Joint projects	*"According to the joint projects of the Peres Center for Peace, it is a mistake to use sport as a major political tool.* *The projects of those seeking peace... "*
A big breakthrough	*"The big breakthrough that can take place is through sports."*
Controlled sport activities	*"Only controlled sport activities and among the younger age groups that can be taught, and under the supervision of educational bodies on both sides."* *"...and to take up the sport as a tool that can bridge arguments or even place arguments aside and remind us that we are human beings. "*
Sporting events can influence	*"I think that they can greatly influence because in the Israeli-Palestinian conflict today I think the problem is not drawing borders but lack of trust from increasing despair as to whether peace can one day be achieved; Palestinian statements do not mention this.* *Through the bravery of the athletes one can determine a policy of cooperation in various areas between countries."*
Symbolizes the desire	*"Statements grow louder; and when you set up a sport event that eventually symbolizes desire for normalization…"*

As an appeal	*"If you lower religious, ethnic and political barriers, this is exactly the way to reach the appeal to be found in sports. You can break down prejudice and barriers. Through sport it is possible to sit down and force leaders as well to sit around one table. Of course we do not solve problems through sport. "*

Theme 6: Change of opinions and attitudes

| Category	**Quotes**
Racism repression	*"Using sport to promote their positions to repress racism or soften their positions… In no small part popular sport involves physical contact and you meet people and talk to them. It's not that simple.* *There is an impact on education and the public atmosphere, and public attitudes that reject violence and racism in sport. I think that sports have to transmit the educational message of competition."*
Understanding the 'other'	*"Understanding the 'other' while in contact with other players…* *The correct model is to apply it through children and the youth only if it works."*
Pointing it in the right	*"It can contribute if pointed in the right direction; depending on what you want from sport. If you point it in the direction of human values and peace with the 'other,' I believe that sport can contribute. Games can contribute to conflict resolution or changes in opinion."*

direction	
Change of attitudes	*"Sport can change attitudes but it must be not because of the sport itself. First of all, there is a meeting with the other team in the field and this acquaintance can change attitudes – this is the way of sport, but not of sport alone.* *There is a lot of elimination of prejudice, of mental walls in terms of human reconciliation through sport.* *The religious, ethnic and politic walls are removed and that is how you can see the appeal in sport. You can break down prejudice and barriers."*
May be advantageous	*"It may be an advantage in my eyes. It may be a clear-cut advantage in that it may acquaint you with people you had not met before and be the source of human interaction and common interest."*
Equals of the same class	*"The contribution of sport is that from the same pressure cooker where everyone is equal, from the same class, and where everyone wears the same clothes and operates on both sides of the conflict, everyone acts for the same purpose. The victory of the team gives you the opportunity and the ability to strip yourself of the prejudice you have against the other side and see the human inside and see you both becoming partners in the same effort."*

III .2 Quantitative findings

After the interviews analyses, I used quantities' tools.

Therefore, here are graphs that describe the percentage of each subject. The first graph describes all of the components of the first subject such as organized sport as promoter of manual cooperation.

Theme : 1   Organized sports as promoter of mutual cooperation
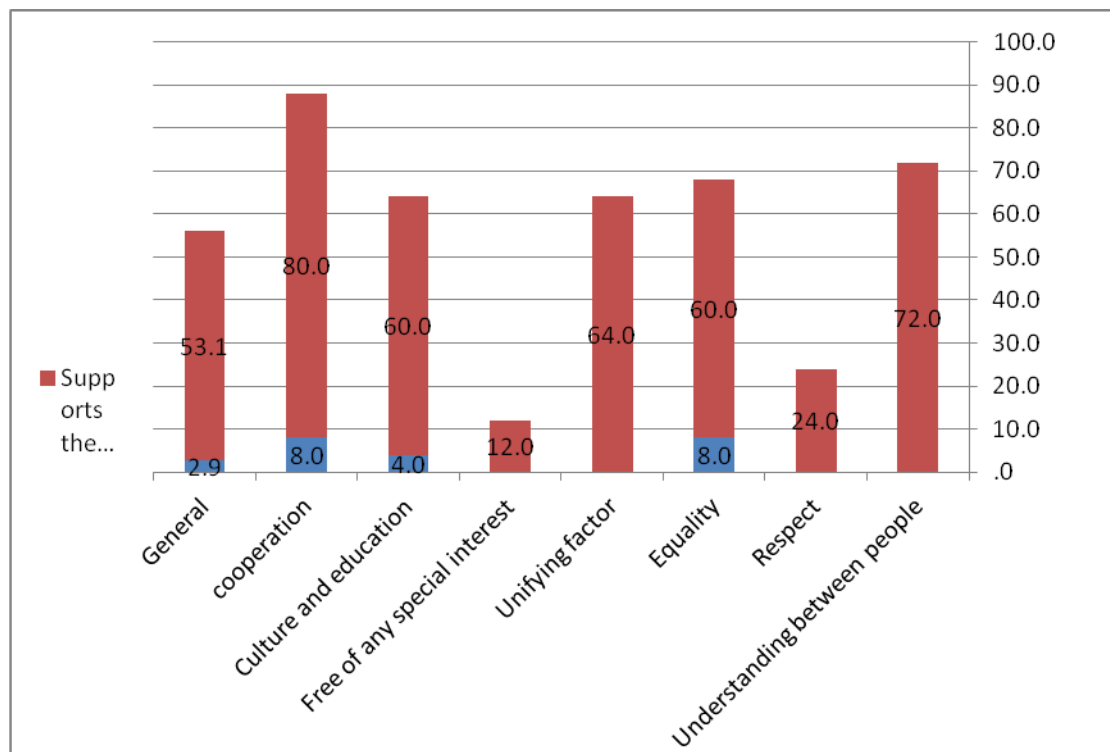
As we see in the first graph, most of the interviewees' opinions of the components were positive. There were few positive opinions concern the component "free of any

special interest". However, almost all of interviewees said positive things about the component "cooperation" as well as the component "understanding between people".

Theme: 2 Organized sport promoting conflict resolution
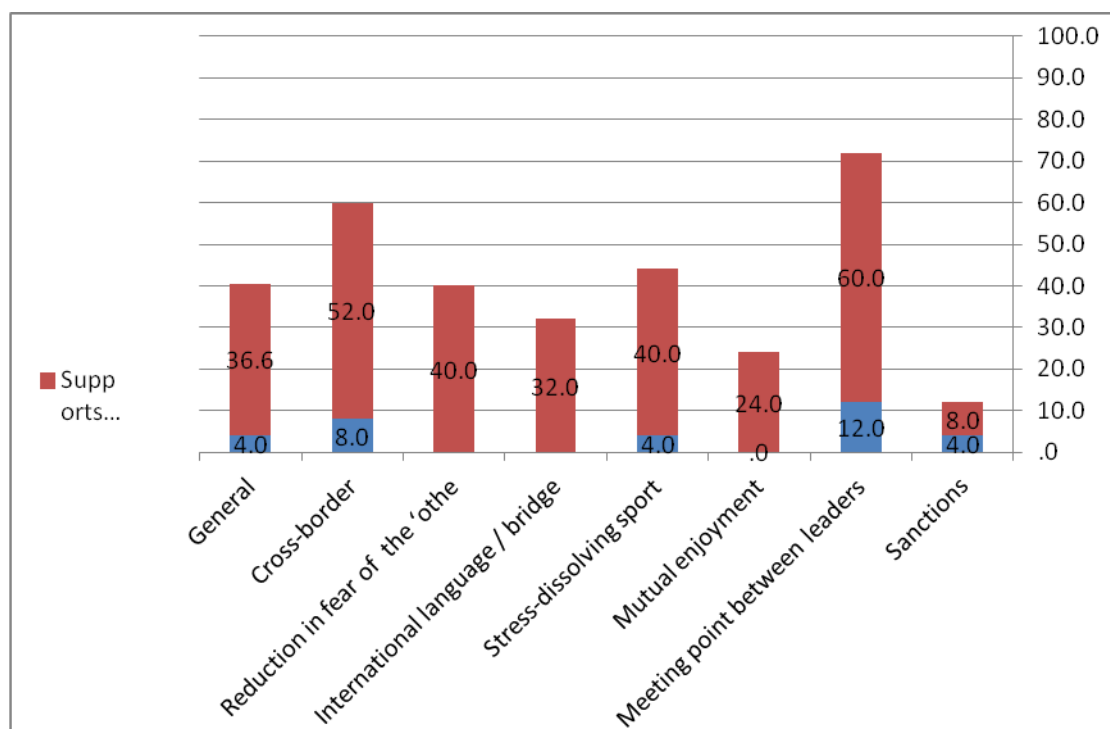
We can see that sanctions almost were not answered or paid attention to. Eight from 14 sanctions support given sanctions and just four were against "Meeting point between leaders". There was full agreement and positive responses concerning sports'

events, which are described as a meeting between leaders. In addition, there was full agreement of "mutual enjoyment" and "reduction of fear of the other". Others did not pay attention to it. According to the graph, we can say that organized sports promote conflict resolution.

Theme : 5 Arab-Israeli conflict Solving the
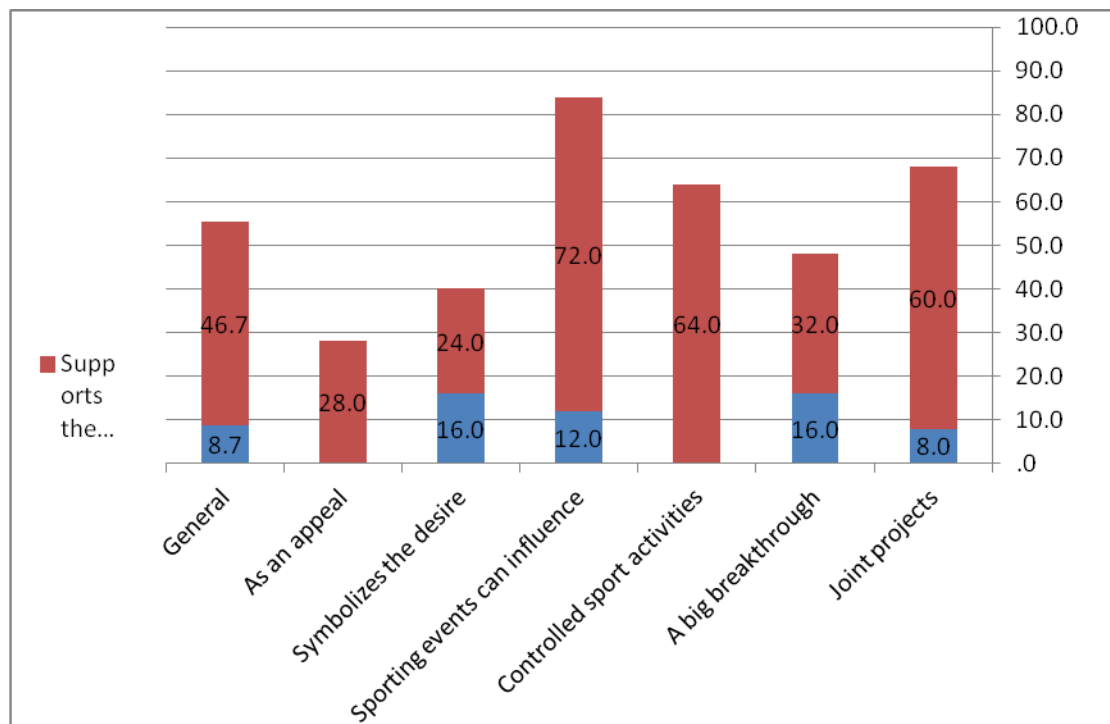
The answers show a significant image without any reservation that organized sport can affect the peace process. There was a significant agreement of organized sport

despite of fewer opposition. A large percentage encourage "joint projects". It is clear that is component in subject no. 5 is positive and there is a full agreement

Them :6 Change of opinions and attitudes
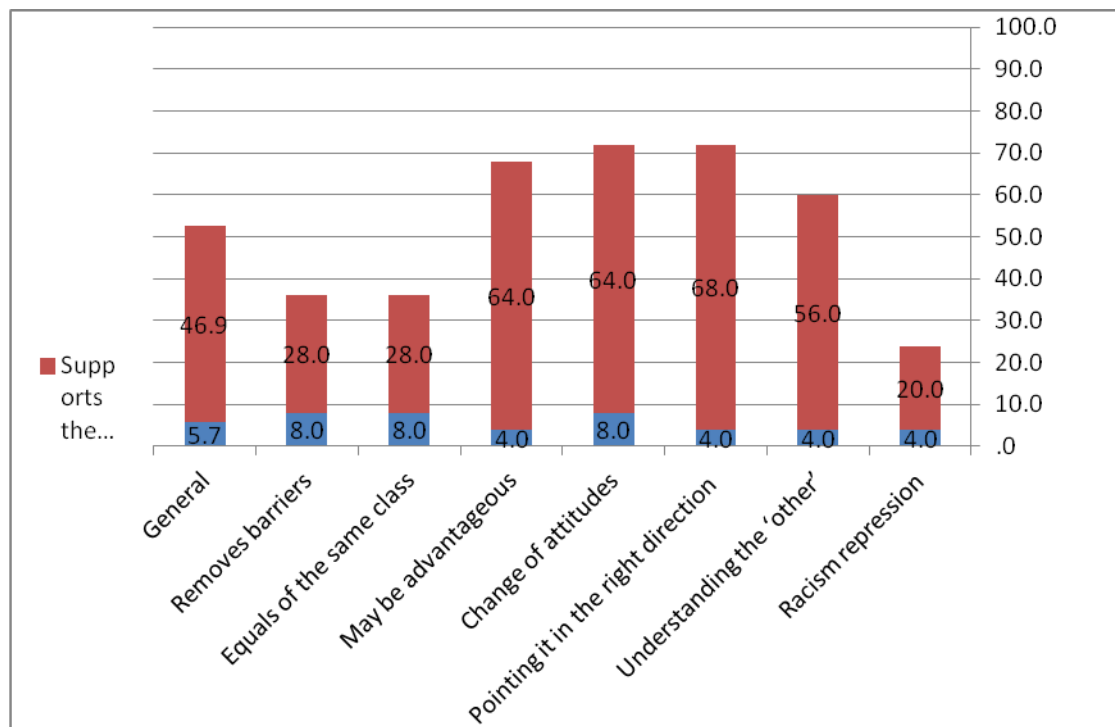
IV.1 CONCLUSIONS

The conclusions that emerged from the research show that managed sports events can influence international cooperation. Managed sports events give the hosting countries a powerful economic image. They constitute a marketing factor as part of the interaction with all the authorities involved in organizing the event, eventually leading to cooperation between countries out of common interests.

This discussion shows that organized sports can also create a better understanding between people from different cultures and nations, as a result of the interactions and cooperation between the participants.

Participating in organized sports events deals tremendous national honor by emphasizing national symbols, anthems and flags.

Another conclusion from this discussion is that sports and organized sports events can promote education and culture, thus bringing different cultures from all over the world to the center of the stage.

In addition, organized sports events can equalize the participants' socioeconomic status by virtue of the equality brought upon the participants - protocols, rules, conditions and uniforms. Thus, one should view organized and managed sports as the unifying advantage which is free from political and other considerations, removing hindrances existing between the participants.

One can also conclude that organized sports are a source laden with interests aimed mainly at political and economic empowerment. Therefore, organized sports and international sports events should be viewed as forces which can promote peace process and conflict resolution between groups and nations.

Another conclusion arising from this discussion is that imposing sanctions on teams who refuse to play against certain teams on an ethnic, religious, national or other basis, up to removing them from a tournament or the Olympics, leaves only teams interested in playing a game "free" from political or similar considerations, thus promoting cooperation.

Organized and managed sports can create a fascinating meeting point between teams competing under these conditions and between the leaders of these teams, especially in international sports events, which bring honor and national pride to the participating nations, raising their flags.

This discussion even shows that managed sports events can bring joy and mutual empathy by the virtue of the athletes', viewers' and leaders' shared experiences. In addition, sports events can become an international language which connects cultures, communities, countries and nations by the very encounter, which creates a unique sporting language.

Despite all the above, managed sports events can also be a stress reliever and promote reconciliation, within the community and beyond it - between countries. Managed and organized sports are an instrument which alleviates the other party's stress and aids in building relations between leaders of sports teams and countries, via familiarization and from the very interaction between individuals and teams. Managed sports can bring people together, tighten relations between individuals, teams and countries, and create a positive interaction between nations in conflict. On the other hand, sports events can increase conflict and tension.

A further conclusion arising from this discussion is that organized and managed sports can break boundaries and remove obstacles between countries and communities. Sports create a unified field, an ideal place for renewing social dialogue and bridging the gaps existing between teams, communities and countries.

They can also be a powerful tool for marketing and economic empowerment, through economic cooperation between countries and leaders as part of the events.

Moreover, managed sports events can affect many areas which aid the promotion of peace process and conflict resolution, such as education, culture, personal empowerment, national honor and pride, and change in public opinion, but sports can also have an ill-effect of escalating conflicts. It all depends on how the events are managed.

A further conclusion of the discussion is that organized sports and sports events are a bi-polar instrument. One on hand, correct use can contribute to education, fortifying

values and norms for reducing violence and conflict, thus being useful in preventing violence. On the other hand, incorrect use can escalate violence and conflicts.

These lead to the understanding that organized sports constitute both a social-cultural instrument and a place for cultural encounters which unifies cultures and brings them individual independence through acquiring knowledge of different cultures. It also constitutes a method for settling cultural problems, and as thus it can prevent tensions and promote reconciliation and fellowship.

Sports can be a powerful instrument in realizing individual potential and expressing individual skill, thus creating a psychological-social influence on the individual, spreading onto other areas.

The discussion begs the conclusion that there have not been enough mutual sports events between Palestinians and Arabs, which could have mitigated the conflict and encouraged collaborations and mutual recognition. This means that sports are very relevant to promoting the peace process in the Middle-East. After all, organized sports are utilized by leaders for publicity and service of political interests, and are thus significant as an instrument for resolving conflicts, which creates a better atmosphere within communities and teams in Israel. Therefore, organized sports directly influence the promotion of the peace process and reconciliation between nations and countries.

An additional conclusion rising from the discussion is that organized and well-planned sports which set clear goals can produce results of cooperation and are a precursor for reconciliation and promotion of peace processes.

Organized sports may affect decision makers differently, since sports' great value for decision makers is economic and political gain. Thus, they constitute a political instrument which can promote reconciliation and peace processes between societies and countries, even becoming a part of promoting a peace process. Organized sports can affect the increase in hope for conflict resolution and strengthening mutual trust, encouraging cooperation between teams, communities and countries.

During sports events, the parties adapt to normalization and to rejection of violence as an essential part of the sportive encounter and the interaction between individuals, teams and countries.

The conclusion to be made of this discussion is that organized and managed sports can lead to the abolishment of racism and racist expression in the field. Sports competitions feature great respect, as the universal values obligate proper conduct which honors team and nation alike.

The conclusion arising from this discussion is that organized sports and sports events could bring about recognition of others and positive interaction, sharing and mutual respect, thus posing new challenges and peace between individuals, groups and countries.

Another conclusion from this discussion is that organized and managed sports can cause a lack of control and excessive nationalism, which may cause violence due to sympathizing with a group or country under the flag, in addition to the political and economic interest.

The main conclusion from this discussion is that sports and managed sports events can unify and harness policy makers and state leaders in expressing willingness to enlist to promoting international sports events and commit to develop and empower sports as an instrument for changing public opinion, creating cooperation and promoting peace processes.
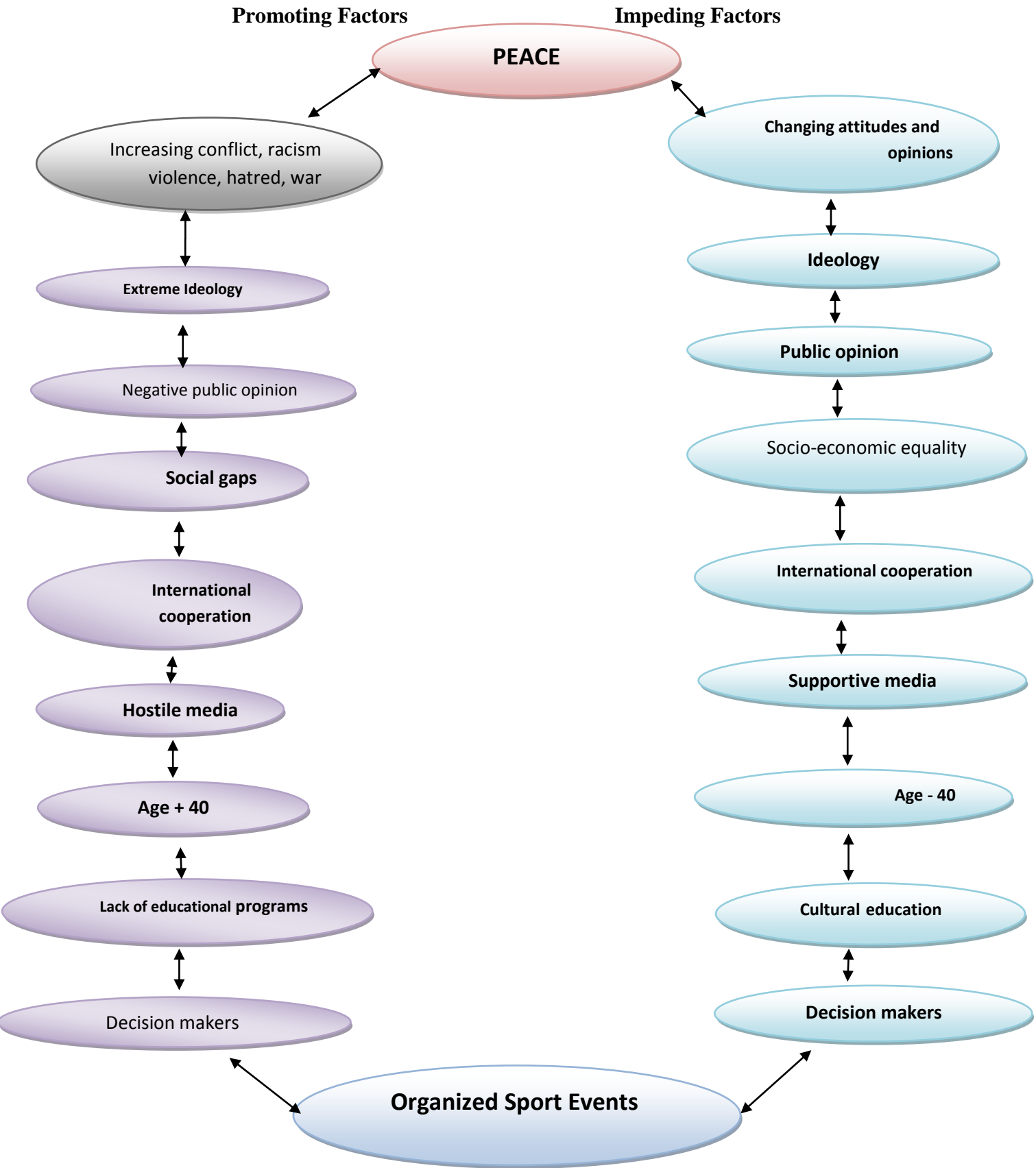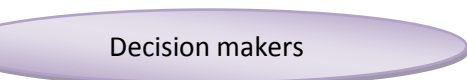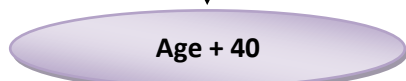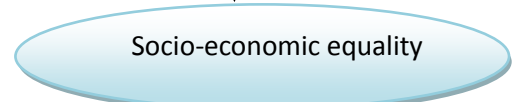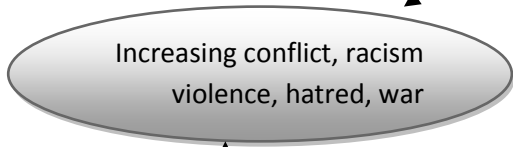
IV .2 A model for change in attitudes in the society as regard the connection between organized sport events and conflict resolution through cooperation

BIPOLAR MODEL

Promoting/ Impeding Factors

Promoting Factors   **Impeding Factors**

PEACE

Increasing conflict, racism violence, hatred, war

Changing attitudes and opinions

Extreme Ideology

Ideology

Negative public opinion

Public opinion

Social gaps

Socio-economic equality

International cooperation

International cooperation

Hostile media

Supportive media

Age + 40

Age - 40

Lack of educational programs

Cultural education

Decision makers

Decision makers

Organized Sport Events

The model is the basis for a process of resolving conflicts between societies and

 countries in states of conflicts or disputes. The model is universal and suitable for any society or country in the world, given that organized sport is a tool to promote processes in a variety of areas in our daily lives since sport is loved and liked by most human beings and is a form of international language linking cultures that also obliges conforming behavior towards organized sport events.

IV.3   Contribution to Knowledge

- There is hardly any research addressing the effect of collaborative sports on attitude change.

- This research will contribute knowledge that will assist in attitude change regarding peace process.

- This research will draw attention to the modality of employing sports in order to facilitate resolution in local and international conflicts.

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