

Capacity-Building Framework

Curriculum



The INTERACT Capacity-Building Framework is designed to train, qualify and empower International Sport Organisations, their Continental and National Federations and local sport clubs to become Sport for All leaders worldwide. By placing Sport for All and physical activity development and promotion at the core of their activities, they will in return increase participation in their sports and disciplines – ultimately gaining new members – as well as improve their visibility, reputation and recognition.

Why a Sport for All Capacity-Building Framework?

The past decades have witnessed the rise of a number of challenges that have shaken the world of sport:

- Informal Sport for All practices are on the rise – a trend even strengthened by the COVID-19 pandemic
- International Sport Organisations (ISOs), their national federations and local members (e.g. sport clubs) struggle to attract inactive citizens and those participants who are interested in their sport but do not find appropriate opportunities.
- Levels of sports and physical activity participation are dropping worldwide, propagating in return dramatic social, economic and health consequences across society

ISOs, their continental, national and local members are in a privileged position to design and develop solutions to those challenges. Yet, they only scarcely address Sport for All development, which is often misunderstood and consequently lacks capacity.

Solving the challenges that the sport movement itself is facing, as well as the physical inactivity pandemic, cannot be dissociated from a sustainable and socially responsible approach to sport that places the human, citizens, their needs and expectations at the centre of sport and physical activity delivery.

The INTERACT Capacity-Building Framework supports ISOs, their continental, national and local members in this endeavour, providing them with the tools to understand and fulfil their societal role as well as increase sport participation.

Aims

- Raise the awareness of ISOs, their continental, national and local members, about the significance of Sport for All and physical activity and the role they can play
- Create sport ecosystems where all levels (international, national, local) strive to increase participation in Sport for All and physical activity
- Empower ISOs, their continental and national members and stakeholders, to increase participation by placing Sport for All and physical activity promotion at the core of all their activities, at political, structural and operational levels.
- Provide ISOs with a service that they can share and offer to their own continental, national and local members
- Create a platform for knowledge & experience-sharing between ISOs, as well as their continental, national and local members

- Support ISOs, their continental, national and local members to use the INTERACT Toolkit and join the INTERACT project.

Target Groups

The INTERACT Capacity-Building Framework has been tailored to answer the needs and expectations of leaders, decision-makers, staff and leading volunteers of International Sport Organisations and their continental, national and local affiliates and federations.

Key Learnings

Here is what to expect from the INTERACT capacity-building framework:

- Develop a common understanding among your team, volunteers and members, of what Sport for All is
- Discover the power of Sport for All to boost your organisation's growth
- Explore how you can contribute to increasing participation in sport, fostering sustainable development and leaving a positive social footprint
- Evaluate how good you are doing in developing & promoting Sport for All
- Analyse the challenges and opportunities, needs and expectations of your organisation and your members in the field of Sport for All
- Reflect on the governance of your organisation and how to position Sport for All in your structures and policy papers
- Define Sport for All priorities and solutions adapted to your human and financial capacity
- Think how to adapt your sport offer depending on target groups, purpose, venues and types of activities
- Learn from good practices of other International Sport Organisations, national federations and sport clubs
- Brainstorm Sport for All initiatives, programmes and/or events that you could develop
- Find out how to develop a low cost/high impact approach to Sport for All and Sport for All activities, ensuring a positive return on investment
- Make use of the INTERACT Toolkit

Benefits

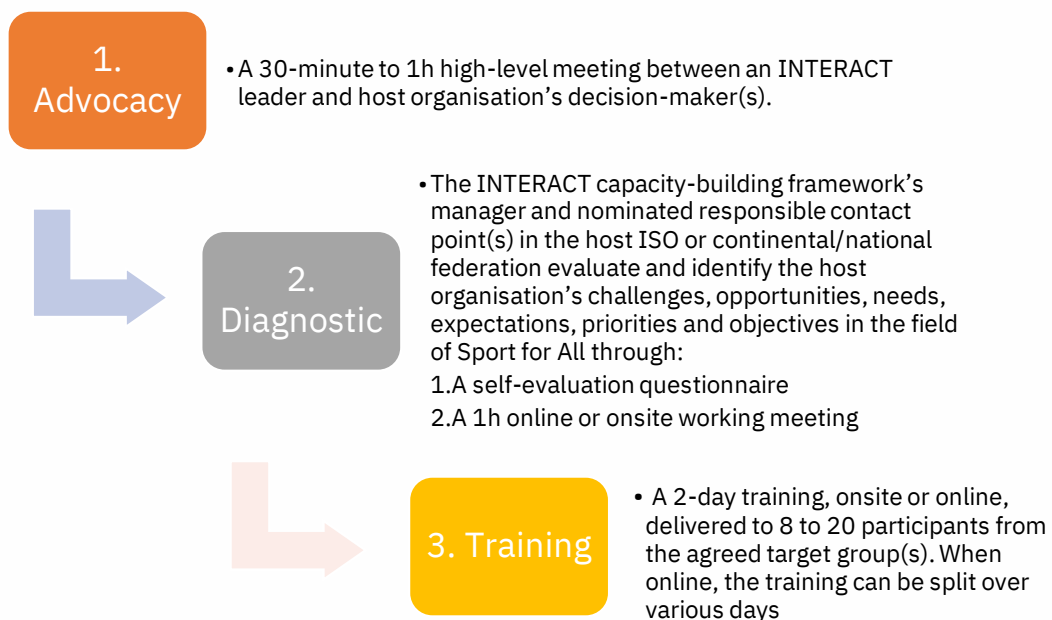
ISOs, continental and national sport federations and local sports clubs participating in the INTERACT Capacity-Building workshop will:

- Train, qualify, empower and build capacity of their leaders, staff and volunteers
- Increase the visibility, reputation and recognition of their organisation
- Improve their governance in Sport for All
- Develop and train leaders and managers in Sport for All
- Offer a new service to their members
- Build cooperation with their members and increase understanding of their members' needs and expectations
- Expand the horizon of their Sport for All activities
- Pave the way towards increasing sport participation and gaining new members
- Become part of the global Sport for All Movement, joining the TAFISA network of 400+ organisations and gaining access to experts in countless fields related to Sport for All

- Exchange knowledge and experiences with experts and representatives from other International Sport Organisations
- Receive a participation certificate

Structure & Methodology

The INTERACT Capacity-Building Framework addresses key elements, identified as part of the INTERACT project, to support ISOs and continental/national sport federations in developing their own Sport for All and physical activity initiatives and engage with their members in the field. It is complementary to, and makes active use of, the INTERACT Toolkit. It consists in a threefold approach:



Delivery Formats

The INTERACT Capacity-Building Framework’s first two steps “Advocacy” and “Diagnostic” are always conducted individually with the host ISO or continental/national sport federation individually, while the third step “Training” can be delivered in any of the three formats mentioned below, therefore adapting to the needs and expectations of each ISO an continental/national sport federation:.

1. To one ISO or one continental/national sport federation individually, in order to build internal organisational capacity
2. To one ISO and several of its continental/national sport federations and their members as a group, in order to develop members’ capacity. The INTERACT Capacity-Building Framework can therefore be offered by ISOs or continental/national federations as a service to their own members
3. To various ISOs and continental/national sport federations and their members together, in order to enhance cross-discipline learnings, knowledge and experience-sharing

The INTERACT Capacity-Building Framework can be delivered **onsite and/or online**. Onsite trainings take place over 2 consecutive days, while online training can be organised in 3 to 5 days during the same week or over several weeks with shortened sessions, to be agreed with the host organisation.

An Interactive Approach

The INTERACT Capacity-Building Framework is based on a continual interaction and discussion between the INTERACT Team and organising ISO or continental/national sport federation. Starting from steps 1 “Advocacy” and 2 “Diagnostic”, the priorities, objectives, programme and contents of step 3 “Training” are jointly defined to ensure that needs, expectations and interests of the host organisation are always reflected. The training therefore mixes mandatory/standardised modules with optional modules that are selected together by the INTERACT Team and organising ISO or national sport federation.

Training sessions blend top-down presentations, peer-learning and knowledge and experience sharing through the introduction of good practices and bottom-up interactive sessions that engage participants in brainstorming activities and group work, enabling them to reflect on their own situations and create the conditions for real-life application after the training is over.

Expert Facilitators

The INTERACT Capacity-Building Framework has been designed by ISOs and continental/national sport federations, for ISOs and continental/national sport federations and their members. It is therefore delivered by a team of two to three experts and facilitators that represent ISOs and/or continental/national sport federations that share and know the environment, realities, and challenges of the trainees. The pool of experts and facilitators delivering the INTERACT Capacity-Building Framework covers a wide range of fields and areas of expertise related to Sport for All, sport participation, governance, target groups, purposes and types of activities.

The choice of facilitators to deliver each training is made according to the priorities, objectives and contents identified between the INTERACT Team and receiving organisation during steps 1 and 2.

Didactic-methodological Principles

The highest didactic-methodological principles are applied in the INTERACT Capacity-Building Framework. Participant orientation and transparency are at the core of the process; the choice of topics, contents focus and teaching methods are determined together with the host organisation during a reflection phase prior to the training (step 3), based on the interests, needs, knowledge, skills and experiences of the participants.

DIVERSITY AND GENDER AWARENESS

Participant-oriented educational work includes the conscious handling of diversity and diversity of people e.g. in relation to sex/gender, nationality, ethnicity, religious belief, disability, sexual orientation etc. The teaching team of the INTERACT Capacity-Building Framework possesses the necessary framework conditions for this and to create a climate of acceptance in which diversity is seen as enrichment. As an overarching dimension of diversity, participant-oriented educational work should above all be “gender-conscious”, i.e. of the special

socialisation conditions, abilities, interests and needs of girls/women, boys/men and various genders. The INTERACT Capacity-Building Framework strives to create equal opportunities for participation and education for all participants.

TARGET GROUP AND SETTING APPROACH

The focus of all topics and contents of the INTERACT Capacity-Building Framework ensure that:

1. The living and moving environment(s) of the target group and participants are taken into account and reflected in the delivery
2. The special conditions for participants to work/volunteer in their respective association(s) are considered.

A close connection to real-life situations shall enable that what has been learned is put into practice as directly and easily as possible.

EXPERIENTIAL AND HOLISTIC LEARNING

The INTERACT Capacity-Building Framework contents are conveyed in an experience-oriented and holistic manner. Experiential contents and methods ensure that learning does not only happen in the head. By using different sensory channels (e.g. visual, acoustic, tactile), our approach satisfies the participant's different learning types and primary ways of absorbing and processing information. It alternates theory and practice as well as tension and relaxation, movement and rest.

ORGANIC PROCESS

Just as educational processes rarely run in a straight line, should educational work allow uncertainties and resistance, detours and mistakes. The INTERACT Capacity-Building Framework considers that the unfamiliar and contradictory also leads to progress in knowledge and learning among participants. In this sense, social interaction (interactive sessions, group works, workshop) are placed as a core component of step 3 – the training, to encourage the exchange of different opinions and perspectives. The course of the training then develops from the interaction between the group, participants and teaching teams as specified goals, needs and expectations may evolve. This organic process ensures that the pace, contents and focus of learning are oriented according to the interests and needs of the participants in an open, process-oriented and inclusive environment.

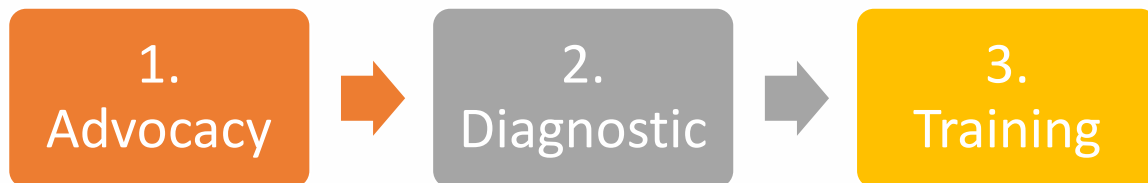
TEAM DELIVERY

The delivery team oversees the entire training cooperatively and equally, guides the participants in their learning processes, accompanies developments and advises and supervises the planning and implementation of the teaching experiments and methods. The continuous course management has a role model function and is to be understood both as a principle for equal rights cooperation and collegial exchange as well as a model for a modern and team-oriented work.

REFLECTION OF SELF-UNDERSTANDING

Education is a reflective process. Therefore, the permanent reflection of experiences, skills and knowledge on one's own person is working principle of the INTERACT Capacity-Building Framework. The individual interpretation of terms such as sport, performance, health, gender, etc. promotes an active engagement with different understandings including the expression of an individual, reflective attitude.

Curriculum



Step 1 – Advocacy

A 30-minute to 1h high-level meeting between an INTERACT leader and host organisation’s decision-maker(s).

AIMS

- Raise the awareness of the ISO’s or continental/national federation’s leadership about the power of Sport for All and physical activity for their organisation’s and sports’/disciplines’ growth
- Raise the awareness of the organisation’s leadership of the role their organisation can play and what they can do to develop Sport for All and physical activity
- Review the aims and expected results of the Capacity-Building Framework and how it could help the ISO, continental/national federation and/or their members
- Understand the ISO’s or continental/national federation’s priorities and concerns
- Clarify any questions or uncertainties
- Receive commitment of the organisation’s leadership in undergoing the INTERACT capacity-building activities

CONTENTS

- General presentation of the INTERACT project and Capacity-Building Framework
- Discuss the importance of building capacity in Sport for All
- Discuss the ISO’s or continental/national federation’s vision and mission, how Sport for all aligns and contributes, and what this Capacity-building framework could bring.
- Talk about Sport for All’s current position and activities within the host organisation
- Define next steps

Step 2 – Diagnostic

The INTERACT capacity-building framework’s manager and nominated responsible contact point(s) in the host ISO or continental/national federation evaluate and identify the host organisation’s challenges, opportunities, needs, expectations, priorities and objectives in the field of Sport for All through:

- 1. A self-evaluation questionnaire**
- 2. A 1h online or onsite working meeting**

AIMS

- Reflect upon the host organisation’s current activities and how Sport for All could support it and its members
- Develop a joint understanding of the host organisation’s challenges, opportunities, needs, expectations, priorities and objectives in the field of Sport for All

- Define the aims and expected results of the capacity-building framework and specifically step 3 – the training
- Identify the target group of the training
- Agree upon the delivery format of the training (to a singular organisation or group of organisations together)
- Tailor the training’s programme to the identified needs, expectations and objectives of the host organisation
- Clarify any questions, uncertainties or concerns

CONTENTS

- General presentation of the INTERACT project and Capacity-Building Framework
- An online self-evaluation questionnaire for the host ISO or continental/national federation to fill in. The questionnaire includes questions about the host organisation’s statutes and policy papers, structure, strategy, vision, mission, objectives, Sport for All programmes and events, etc.
- A 1h working meeting to discuss the questionnaire’s results and the training’s structure, format, programme, target group/s and organisational requirements
- The meeting is followed-up by a written proposal from the INTERACT team to the host organisation

Note: this diagnostic step and self-evaluation questionnaire is at this stage targeting the host organisation individually. In step 3 , all participants are also requested to fill in the same self-evaluation questionnaire prior to the training, in order to engage them in initial reflections and provide the facilitators with knowledge of their situation.

Step 3 - Training

A 2-day training, onsite or online, delivered to 10 to 30 participants from the agreed target group(s). When online, the training can be split over various days and do not necessarily need to take place entirely within 2 consecutive days.

AIMS

- Brainstorm with participants on the current activities of their organisation(s) and how Sport for All could be included
- Train the staff and leading volunteers of the ISO and/or continental/national federations and their members to integrate Sport for All and physical activity as part of their activities
- Support participants to develop Sport for All policies, strategies, initiatives, programmes, events...
- Share knowledge & experience
- Engage into a thinking process towards impacting the future with and through Sport for All
- Clarify any questions, concerns or uncertainties

CONTENTS

Module 1

Sport for All in an International Environment

About the INTERACT Project

The Global Sport for All Movement

What is Sport for All and why it is so important

Rapidly evolving social and environmental issues: TAFISA Mission 2030 and the UN Sustainable Development Goals

The role of Sport for All in society: institutional frameworks (IOC, UNESCO, WHO, EU...)

The role of ISOs and/or continental/national sport federations and their members to promote & develop Sport for All, and contribute to achieving the UN SDGs

Reflections upon self-evaluation questionnaires filled in by participants prior to the training

Knowledge & Experience Sharing between participants

Module 2

Structuring Sport for All within a Sport Organisation

Motivations to promote Sport for All

Leadership and Management in Sport for All

Policy-making: the importance of Sport for All in statutes & policy papers

Building a Sport for All Strategy: Do's & Don'ts, Tips & Tricks

Sport for All initiatives within an organisation's portfolio: programmes, events, communications & PR

The Sport for All Legacy of Major Sports Events

Adapting a sport/discipline to target groups: the TREE Model

Group Work, Knowledge & Experience Sharing between participants

Module 3

Designing Sport for All Initiatives


Introduction to INTERACT Toolkit

Sport for All Target Groups – Focus on 4 target groups to be selected among:

-  Children
-  Youth
-  Women and Girls
-  Elderly Persons
-  LGBTQ+ Community
-  Homeless persons
-  Indigenous groups
-  Inhabitants of emergency areas
-  Refugees and displaced persons
-  Orphans
-  Persons with a disability
-  Prisoners
-  Slum dwellers
-  Veterans

Contents include background information, quick wins, success factors, do's & don'ts, where to start...

Sport for All Purposes – Focus on 2/3 purposes to be selected among:

-  Health and well-being
-  Social inclusion
-  Gender equity
-  Economic impact
-  Development and peace
-  Diplomacy

Contents include background information, quick wins, success factors, do's & don'ts, where to start...

Module 3

Designing Sport for All Initiatives

Sport for All Venues – Focus on 2/3 venues to be selected among:

- Sport clubs
- Educational institutions
- Private spaces
- Public spaces
- Virtual spaces
- Other venues (workplace, home, etc.)

Contents include background information, quick wins, success factors, do's & don'ts, where to start...

Sport for All Timeframes & Scopes of Projects

Focus on 2/3 types of Sport for All initiatives to be selected among:

- Professional sport events
- Competitive non-professional events
- Non-competitive sport events
- Capacity-building initiatives
- Advocacy events
- Sport for All existing frameworks
- Designing Sport for All programmes (long-term)

Contents include background information, quick wins, success factors, do's & don'ts, where to start...

Sharing of good practice examples & success factors

Group work, knowledge & experience-sharing between participants

Workshop

Delivery Format 1: Build organisational capacity within 1 organisation

The workshop builds on the group work already completed during Modules 1 to 3. Depending on the number of participants, they will be split in different groups.

Part 1: Needs Analysis

Participants reflect on the organisation's and its members' status quo in the field of Sport for All: policy, strategy & operations. Priorities are set as a result

Part 2: Way Forward

Participants brainstorm ideas of what actions could be taken to promote/develop Sport for All, based on identified priorities, needs and capacity. Design of an action plan

Delivery Format 2: Build capacity of multiple organisations within the ISO's sport/discipline

The workshop builds on the group work already completed during Modules 1 to 3.

Part 1: Reflection

Participants individually perform a SWOT analysis of their organisation in the field of Sport for All. They identify needs and expectations (towards their continental/national federations and/or ISO) to better promote/develop Sport for All.

Part 2: Round Table

In groups, participants share the results of their reflections and exchange. Good practices and success factors are discussed.

	<p>Part 3: Designing solutions</p> <p>Groups brainstorm solutions for how Sport for All could be better promoted/developed within their sport/disciplines, including:</p> <ul style="list-style-type: none">- A potential international framework led by their governing ISO- A support/solidarity system whereby national federations and sport clubs within the same sport/disciplines help/support each other
--	--

Certificates

Participants in the INTERACT Training will receive certificates of participation attesting their capacity-building in Sport for All. They will also receive all presentations following the workshop and be able to optimise their use of the INTERACT Toolkit

Disclaimer:

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.