

Capacity-Building Framework

Curriculum



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The INTERACT+ Capacity-Building Framework is designed to train, qualify and empower International Sport Organizations, 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 Organizations (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 center of sport and physical activity delivery.

The INTERACT+ Capacity-Building Framework supports ISOs, their continental, national and local members in this endeavor, 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 Organizations 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 organization'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.
- Analyze the challenges and opportunities, needs and expectations of your organization and your members in the field of Sport for All.
- Reflect on the governance of your organization 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 Organizations, national federations and sport clubs.
- Brainstorm Sport for All initiatives, programs 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.
- Learn to 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 organization.
- 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+ organizations 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 Organizations.
- 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 or continental/national sport federation:

1. To one ISO or one continental/national sport federation individually, in order to build internal organizational 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** to groups of 8 to 20 participants. Onsite trainings take place over 2 consecutive days, while online training can be organized in 3 to 5 days (ideal are 4 days) during the same week or over several weeks with shortened sessions, to be agreed with the host organization.

An Interactive Approach

The INTERACT+ Capacity-Building Framework is based on a continual interaction and discussion between the INTERACT+ Team and organizing ISO or continental/national sport federation. Starting from steps 1 "Advocacy" and 2 "Diagnostic", the priorities, objectives, program and contents of step 3 "Training" are jointly defined to ensure that needs, expectations and interests of the host organization are always reflected. The training therefore mixes mandatory/standardized modules with optional modules that are selected together by the INTERACT+ Team and organizing 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 organization 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 organization during a reflection phase prior to the training (step 3), based on the interests, needs, knowledge, skills and experiences of the participants.

Participant Orientation

Within the INTERACT+ Capacity-Building Framework participant orientation is the most important principle by far. It finds its correspondents in the diversity and gender-awareness, the choice of target group and setting approach as well as the choice of topics, contents focus and teaching methods. The target group defines their own interests, needs, knowledge, skills and experiences. Therefore the workshops should also create a close connection to real-life situations. Participants further benefit from an holistic approach that alternates theory and practice. In contrary to often long phases of sitting during other events INTERACT+ Capacity Building Workshops also consider different types of interaction as a core component to effectively alternate tension and relaxation (or movement and rest). In this human centered approach the facilitators have to take into account possible uncertainties or resistance and have to try to openly exchange different opinions and perspectives. This is referred to as an organic process that can be achieved by building a process-oriented and inclusive environment.

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 socialization 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.

The facilitators need to be able to switch between „presentation mode“ trying to use a clear and illustrative language, while being able to respond to questions and amendments in an adequate way, and „professor mode“ when it comes to evaluate existing or planned initiatives, highlighting concrete details and point on rooms for improvement.

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.

Transparency

Transparency is crucial for sport associations themselves, as it is also for an educational program. Therefore the INTERACT+ Capacity-Building Framework provides several written documents about this program (this curriculum, a „How to host“ and a facilitator guideline) as well as hand-outs for the participants, typically already supplemented by results of the respective workshop.

Curriculum

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 four days and does not necessarily need to take place entirely within 2 consecutive days. Instead the same working day for four weeks in a row has turned out to be a practical approach.

AIMS

- Brainstorm with participants on the current activities of their organization(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, programs, 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 on participants' preferences of the four key Elements to Designing Sport for All initiatives

Knowledge & Experience Sharing between participants

Module 2

Structuring Sport for All within a Sport Organization

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 organization's portfolio: programs, events, communications & PR

The Sport for Life Approach

IF good practices examples (i.e. Flying Disc, Badminton, Tchoukball, ...)

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...

Module 3

Designing Sport for All Initiatives

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...

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 programs (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

Delivery Format 1: Build organizational capacity within 1 organization

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

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 organization'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.

Part 3: Designing of an action plan

Participants brainstorm in order to design a Sport for All action plan for their own organization to better promoted/developed within their sport/disciplines, taking into regard:

- A potentially existing international framework led by their governing ISO
- Developing a support/solidarity system whereby member federations and/or member sports clubs share best practices

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 organization 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.

Part 3: Designing solutions

Groups brainstorm solutions for how Sport for All could be better promoted/developed within their sport/disciplines, including:

- 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 optimize their use of the INTERACT+ Toolkit.

Experience Sharing Workshops

In addition to the described 3-step approach that is dedicated to an ISO and/or a continental/national federation and its members within the same sport/disciplines, 2-hour online and/or onsite knowledge & experience-sharing workshops will be offered to ISOs and continental federations, whereby they can connect with others of various sports and disciplines.

Aims

- Highlight the significance of Sport for All in an ISOs or continental federation's work
- Underline the key role that ISOs and continental federations have to play
- Share news about the global Sport for All Movement
- Create a platform for ISOs and continental federations to network in the field of Sport for All
- Share knowledge and experiences, as well as good practices
- Learn from what other ISOs and continental federations are doing in the field of Sport for All
- Create a solidarity system between ISOs: share ideas and support each other
- Provide an introduction and/or a follow-up to the INTERACT+ 3-step capacity-building approach

Contents

- About INTERACT+
- News from the Sport for All movement
- Presentation and sharing of good practices from participants
- Thematic interventions on Sport for All target groups, purposes, venues, programs and events
- Reflection and debates on current trends and issues in the worlds of sport and Sport for All



Thank you!

EU Project #101089424

Disclaimer Statement:

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Co-funded by
the European Union

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