



Sport Diplomacy: Identifying good practices

*A final report to the
European Commission*

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E-mail: Eac-sport@ec.europa.eu

*European Commission
B-1049 Brussels*

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A final report to the European Commission

written by



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Executive Summary

The Directorate-General for Education, Youth, Sport and Culture (DG EAC) of the European Commission commissioned Ecorys in October 2017 to undertake a rapid review of good practice projects in the context of the European Commission's Sport Diplomacy priority.

Background

The concept of sport diplomacy at the EU level was introduced by the European Commission in 2015. The High Level Group on Sport Diplomacy, which was created in 2015 at the request of Commissioner Navracsics, delivered a Report with several recommendations in June 2016. Following this work, Council Conclusions on Sport Diplomacy were adopted by all the EU Ministers responsible for sport in November 2016. The European Union Work Plan for Sport (2017-2020) acknowledges the need to cooperate with third countries, in particular candidate countries and potential candidates to the EU, to promote European values through sport diplomacy¹ and invites the European Commission to carry out the present study. The EU's sport diplomacy agenda has also raised specific questions regarding the ways in which the EU could support the use of sport as a tool to support external relations.

Aims and methodology

The key objective of the study has been to identify good practices, supported at national, European and international level in sport projects having an international dimension, namely involving non-EU Member States as well as projects which contributed to building a stronger position of a country on the international scene.

The good practices research has comprised two main elements. The first has used a systematic search approach to identify the good practice case studies. The desk-based review to identify relevant projects has incorporated a rapid review of relevant websites including websites of national sport agencies, national sport federations and NGOs. The searches have also covered national development agencies and other non-sport organisations that might support such projects. Examination of the above sources was supported by rapid web searches in various European languages focused on various countries using relevant key word search terms to identify additional information. Over 50 projects and initiatives were identified in the searches. From this list, a final shorter list of good practice case studies was agreed to ensure a good spread of sport for development themes. In order to complete the case studies, short telephone interviews were completed with relevant organisational contacts in order to fill in any gaps in project information and obtain qualitative perspectives on project outcomes. The telephone discussions also provided additional perspectives on the best practice features of the interventions and lessons for wider application (including transferability).

A secondary element of the research was to conduct a mapping exercise to identify EU funding sources that could potentially to support external relations.

¹ The Resolution of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the European Union Work Plan for Sport (2017-2020). Available at: [http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:42017Y0615\(01\)](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:42017Y0615(01))

Key findings

The case study research has highlighted particular projects where the skills, knowledge and expertise of Member States' sports federations and NGOs have been applied successfully in countries outside of the EU. The good practice projects cover a range of themes including disadvantaged young people, disability, gender, health, refugees, and major events.

The evidence demonstrates the potential for international sport projects to have a positive effect on the relationships between the countries involved. From the limited number of case studies a number of particular features can be highlighted with regard to the political and diplomatic aspects of the projects:

- High level political engagement between the Member State and the third country partners has been used to generate interest and engagement in the project at the local level.
- Some projects align directly with the emerging priorities of the Member States' international development objectives and therefore support the funding country's wider international development and diplomacy efforts.
- Some projects have a strong focus on engagement with high-level stakeholders (for example, sport and education ministries) which enables the projects to support the development of sustainable structures that meet the longer-term objectives of the partner countries. This approach is highly valued by stakeholders in third countries.

The more detailed case study research has also highlighted a number of key lessons in the delivery of international sport for development projects that could be relevant to the funding, design and implementation of ongoing and future programmes. Broadly, these particular lessons include:

- It is important to understand how the knowledge and skills of the EU Member States in the area of sport can be applied to meet the particular strategic objectives of the third countries and the challenges they face.
- The most successful projects have a strong focus on the capacity-building and upskilling of organisations in third countries, helping to ensure the long-term sustainability of the project approaches.
- Major events can be used to harness interest and engagement in international sport for development initiatives.

Through a review of relevant EU funding sources, it is evident that there is potential for EU funding programmes to support sport for development projects that involve partnerships between EU Member States and third countries. A mapping exercise has identified a number of relevant EU funding sources.

Recommendations

This short research exercise provides evidence and insights in understanding the types of sport for development projects that could be supported by the EU in helping to achieve its external relations objectives. This section sets out a number of recommended actions that could be taken to further promote the EU's sport diplomacy agenda.

It is recommended that **capacity building workshops** are held that aim to develop knowledge on the potential for sport for development to be used as a tool to enhance the EU's external relationships. The first workshop could focus on developing knowledge on the specific barriers sport organisations interested in development and diplomacy might face in accessing relevant funding at the EU level and how these can be overcome. The workshop could be attended by representatives of leading sport for development organisations. In order to develop mutual understanding, the target audience for the second workshop could be non-sport organisations including European Commission DGs responsible for programmes with third countries.

Building on the capacity-building workshops, it should be ensured that sport for development is identified as an **explicit priority in relevant EU funding instruments**. This should be supported by an accompanying guidance document that contains detailed information on relevant programmes such as application process, eligibility criteria, etc. linked to good practice projects.

Building on the approach adopted for this study, it is recommended that **larger scale research is undertaken on the current state of play** in the EU with regard to international sport for development practices and best practice projects (drawing on systematic evaluation of evidence and also primary research with stakeholders). The research could focus on understanding the political and diplomatic benefits of sport for development interventions supported by the Member States and the EU and how benefits can be maximised by building upon best practice success factors.

It is also recommended that actions are developed to **support dissemination of and knowledge sharing** on good practice projects. This could include European level conferences held on an annual or biannual basis that allow projects to present their approaches and good practice features. International sport for development could also be included as a regular topic in events such as the annual European Week of Sport or EU Sport Forum. The potential for sport for development could also be promoted through regular newsletters and publications targeted at the development sector.

1.0 Introduction

1.1 Introduction

Ecorys were commissioned by Directorate-General for Education, Youth, Sport and Culture (DG EAC) of the European Commission in October 2017 to undertake a rapid review of good practice projects in the context of the European Commission's Sport Diplomacy priority. This is the study's final report.

1.2 Background to the study

The concept of sport diplomacy at the EU level was introduced by the European Commission in 2015. The High Level Group on Sport Diplomacy, which was created in 2015 at the request of Commissioner Navracsics, delivered a Report with several recommendations in June 2016. Following this work, Council Conclusions on Sport Diplomacy were adopted by all the EU Ministers responsible for sport in November 2016.

The European Union Work Plan for Sport (2017-2020) acknowledges the need to cooperate with third countries, in particular candidate countries and potential candidates to the EU, to promote European values through sport diplomacy² and invites the European Commission to carry out the present study. The EU's sport diplomacy agenda has also raised specific questions regarding the ways in which the EU could support the use of sport as a tool to support external relations.

1.3 Aims of the research

The key objective of the study has been to identify good practices, supported at national, European and international level in sport projects having an international dimension, namely involving non-EU Member States as well as projects which contributed to building a stronger position of a country on the international scene.

A further objective of the study is to identify EU funding sources which could potentially be used to support international sport projects.

The results will be used in the context of the implementation of the Sport Diplomacy concept and were presented during the Seminar on Sport Diplomacy in December 2017, and possibly in the context of the European Week of Sport (future opening of the EWoS to countries outside the EU).

1.4 Methods

The research has comprised two main research elements. The first has used a systematic search approach to identify good practice case studies of sport for development projects with an international dimension. The desk-based review to identify relevant projects has incorporated a rapid review of relevant websites including those of national sport agencies, national sport federations and NGOs who may be involved in international sport for development initiatives. The searches have also covered national development agencies and other non-sport organisations that might support such projects. Examination of the above sources was supported by rapid web searches in various European languages focused on various countries using relevant key word search

² The Resolution of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the European Union Work Plan for Sport (2017-2020). Available at: [http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:42017Y0615\(01\)](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:42017Y0615(01))

terms to identify additional information. Over 50 projects and initiatives were identified in the searches. From these, potential good practice case studies were identified to ensure a good spread of sport for development themes and on the basis that the projects were most likely to match the eligibility criteria for relevant EU funding sources.

Telephone interviews were completed with relevant organisational contacts in order to fill in any gaps in project information and obtain qualitative perspectives on project outcomes. The telephone discussions also provided additional perspectives on the best practice features of the interventions and lessons for wider application (including transferability).

A secondary element of the research was to conduct a mapping exercise to identify EU funding sources that could potentially be used to support international sport for development projects. The following sources were used to identify relevant funding sources:

- European Commission DG websites;
- Independent sources/search engines on EU funding opportunities;
- Guides on EU funding, including those for the sport sector;
- General project searches (linked to the first part of the method above).

1.5 Report structure

The report is structured as follows:

- Section two elaborates on the strategic and policy context to the review;
- Section three synthesises the key findings and presents summaries of the case studies;
- Section four presents the list of relevant EU funding sources identified through the mapping exercise;
- Section five brings the analysis together and highlights some key conclusions from the analysis.

2.0 Context

2.1 Introduction

This chapter sets the scene for the review by describing the policy and strategic background for the research. It also briefly considers the concept of sport diplomacy and how this relates to the main focus of this research, specifically sport projects with an international dimension and the potential ways in which the EU can support such projects. This section provides an introductory context to the research, but cannot do justice to the range of policies, programmes and academic discussions that have direct relevance to the topic.

2.2 Strategic developments at an EU level

Sport diplomacy is a key priority of the EU Work Plan for Sport (2017-2020). Sport diplomacy is a way for the EU and its Member States to strengthen diplomatic, social, and political relations with countries outside of the EU. The concept of sport diplomacy recognises the role that sport can play in helping the EU achieve its various objectives at an international level. It also recognises that sport can improve national and European foreign policy and international relations, reach out to external stakeholders and improve the image and influence of the EU and its Member States across the world. Finally, sport diplomacy, through stimulating more dialogue and cooperation, can both strengthen already positive ties between countries as well as seek to improve more challenging relationships between countries.

The use of sport as a diplomatic tool has been a key focus of Commissioner Tibor Navracsics' work and played a central role in the efforts of the High Level Group (HLG) he has set up on the topic. This HLG has assessed the potential of sport in EU diplomacy and was examining the positive impact that sport projects can have in strengthening international relations, taking into consideration issues such as education, economy, culture, health and employment. A key deliverable of this group was a Report on Sport Diplomacy within which several recommendations were put forward for future work and direction within this field. Following on from this Report (published in June 2016), Council Conclusions on Sport Diplomacy were adopted by EU Ministers in November 2016³, which again shows the rising status of the sport diplomacy agenda.

The HLG group has focused on the following themes:

- Sport's potential to contribute to the EU's new strategy on cultural diplomacy;
- Sport's capacity to embody and communicate European values;
- The ways in which the EU could support the use of sport as a tool for development;
- The ways in which the EU could support grassroots sport in third countries;
- Tools which could be used by the EU to better support European sport, its specificities, its values and its events outside Europe.

The focus of this study has largely been to examine the ways in which the EU could support the use of sport as a tool for development (the third objective above). A particular focus has been sport for development projects that could help the EU to achieve its external relations objectives. The EU engages with third countries in a number of ways including through its Neighbourhood, Enlargement, Development, and

³ *Council Conclusions on Sport Diplomacy*, November 2016. Available at: http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:JOC_2016_467_R_0004

Co-operation policies.⁴ The HLG argues that sport can play a more prominent role in helping the EU to achieve its external relations objectives. In its recent report on sport diplomacy, the HLG has highlighted that sport can serve as a tool for fostering social inclusion of minorities, disabled persons or vulnerable groups not only within the EU, but also in the context of external relations. The report highlights the potential to make use of:

"the considerable sporting expertise in Europe to provide technical and policy support to third country public authorities and sports organisations implementing sports-based development and social projects with a view to developing sports systems in these countries and as a means of sharing best practice in line with the EU values".⁵

2.3 Sport for development

Recognising the role that sport can play in transforming society and the economy, the Treaty of Lisbon (December 2009) provided the EU with specific provisions to develop a European dimension in sport. Successive European Commission communications and studies have emphasised the potential for sport to play a role in a variety of policy agendas including health (through health-enhancing physical activity), education and training, economic development and social inclusion.⁶

The former United Nations Office on Sport for Development and Peace recognised the use of sport as a cost-effective and flexible tool in promoting peace and development objectives. In the Declaration of the 2030 Agenda for Sustainable Development sport's role in social progress is further acknowledged:

"Sport is also an important enabler of sustainable development. We recognise the growing contribution of sport to the realisation of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives."

While the focus of this research is on international projects supported by EU Member States, there are many international examples of sport for development programmes that potential projects can build on. The Laureus Foundation, for example, is a global body with private sector backing that aims to use the power of sport within a development context. Aligned with the United Nations Sustainable Development goals, Laureus supports more than 100 sports-based community programmes in 35 countries which aim to address social challenges facing children and young people, such as violence and crime, discrimination, lack of education, unemployment and preventable diseases.⁷ Sport for development projects with an international dimension initiated in other continents have also gained global recognition. A good example is Fútbol Más, a sport-based youth programme that started in Chile and uses the power of football to engage disadvantaged young people. The Fútbol Más project is now running in 68 communities in Africa, Latin America, and the Caribbean.

⁴ High Level Group on Sport Diplomacy (2016), *Report to Commissioner Tibor Navracsics*. Available at: https://ec.europa.eu/sport/policy/cooperation/high-level-groups_en

⁵Ibid.

⁶ European Commission (2011), *Developing the European Dimension in Sport European Commission*, Published January 18.

⁷ <https://www.laureus.com/content/our-mission-1>.

2.4 EU funding mechanisms

The European agenda for Sport is continued and embedded in the 2014-2020 Erasmus+ programme which provides a dedicated budget line for EU sport activity. In the period 2014-20, around €265 million will be available under the Erasmus+ sport chapter to develop coordinated actions related to key fields of EU activity in sport⁸, as outlined above.

The types of sport projects which are taken forward under Erasmus+, include for example partnerships focused on grassroots sport, and those which support the development, transfer and/or implementation of innovative practices in sport and physical activity and voluntary sport activity. However, the Erasmus+ sport sub-programme is mainly limited to “Programme Countries” which means that there is currently limited opportunity to use Erasmus+ funding to support international sport projects based on partnerships with third countries. This study has therefore considered the potential fit between the approaches adopted in good practice international sport for development projects and the priorities of EU programmes that target non-EU countries.

⁸ Sport in the EU factsheet, European Commission 2015

3.0 Evidence on good practice

3.1 Introduction

This chapter summarises and synthesises the findings from the case study research, which has been the main focus of the research. The research on the case study projects provides evidence on specific good practice ways in which Member States have supported projects that use sport as a tool to foster social and economic development within partner countries outside of the EU. Specific sport for development themes are examined with reference to summaries of the case studies which are presented in boxes. Extended versions of the case studies are presented in Annex One.

The sections below focus on particular sport for development themes that have been examined through the case studies. The presentation of the case studies is structured around some common sport for development themes that emerged from the initial project searches and which would appear most relevant in the context of sport diplomacy priorities. The following themes are addressed: disadvantaged young people, disability, gender, health, refugees and projects linked to major events.

3.2 Young people

The process of searching for good practice international sport for development interventions confirms that there is a strong focus with such interventions on using sport to generate positive outcomes for disadvantaged young people. Many sport for development projects in a development setting focus on helping disadvantaged and marginalised young people to develop new skills and gain access to support networks that can help them in other areas of their life such as building social relationships and finding employment. The projects show that structured sporting activities can allow young people to develop interpersonal skills such as leadership and the ability to work cooperatively. There is also evidence of projects fostering life skills, such as confidence, motivation, communication and personal care, amongst disadvantage youth.

The case study below shows how a Member State (Germany) has worked in partnership with a third country's government and key sport stakeholders to deliver a successful sport for development project that has improved the social skills and behaviour of a large number of young people.

Case study 1 – Youth Development through Football

Name of project	Youth Development through Football (YDF)
Lead organisation	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (German Society for International Cooperation) on behalf of the German Department for Economic Cooperation and Development (BMZ)
Key focus/objectives	Football as a tool for social development
Member State(s)	Germany
Third countries (partner countries)	10 African Countries: Botswana, Ghana, Kenya, Lesotho, Mozambique, Namibia, Rwanda, South Africa, Swaziland, Zambia. (This case study focuses on South Africa)

Period

2007 – 2014

Aims and approach

Delivered by the German Society for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit – GIZ) on behalf of the German Department for Economic Cooperation and Development, Youth Development Through Football (YDF) is a 'sport for development' project implemented in 10 African countries. It has supported partner organisations using football to achieve social development and behaviour change with young people aged 12-25. Its programme in South Africa comprised four specific objectives:

- Enabling government entities and NGOs to implement youth empowerment through sports initiatives.
- Developing concepts, methods and tools for youth empowerment through Sports.
- Setting up a system for the exchange of knowledge and experience between organisations in South Africa using sport as a tool for social development.
- Using 'Sport for Development' events for educational, motivational and promotional purposes.

As part of the project, GIZ developed a 'YDF-toolkit' for coaches working in the area of ball sports and youth development. The toolkit consists of a number of pedagogic manuals using football exercises to teach social skills like trust, dependability, self-awareness and the ability to work in a team. The manuals also combine football with educational sessions or add-ons in nine modules dealing with societal issues such as HIV awareness, violence prevention, gender awareness, and inclusion of people with disabilities. GIZ also specifically built the capacity of coaches to become role models and impart life skills to young boys and girls.

YDF started in 2007 as a legacy of the 2006 Football World Cup, and ended in March 2014. The German Government provided €7.5 million through the German Government Department for Economic Cooperation and Development in addition to a €6 million contribution from the European Union.

Throughout the implementation of YDF in South Africa, GIZ collaborated extensively with the Department for Sports and Recreation South Africa (SRSA), the Provincial Structures of SRSA, the South African Football Association (SAFA), the Sport for Social Change Network (SSCN) and the Seriti-Institute which is a major implementing agency of the 'Community Works Programme' run by the Department of Cooperative Governance and Traditional Affairs.

Outcomes and learning points

The key outputs of the project in South African included:

- YDF reached around 60,000 young people aged 7-25 in South Africa, of which almost 40% were girls.
- Almost 200 YDF Instructors from different South African provinces were trained in the YDF Toolkit.

GIZ commissioned an impact assessment of the project from the University of Johannesburg. Results show that the social behaviour of many of the young people who took part in the programme improved. Over the course of a year, more than 80% of the participants improved their social skills (by an average of 17%) and the violent behaviour of male participants decreased by 35%. Furthermore, around two thirds of the participants are now committed to bringing change as multipliers in their own environment.

YDF also had an important institutional impact in integrating sport for development tools and methods as part of the work of the South African institutions. One major change is that with the support of GIZ, the South African government created a specific funding category for Sport for Development projects among its national funding programmes. It also established specific quality indicators for deciding whether projects qualified or not for Sport for Development funding. Finally, with the support of GIZ, the network of organisations using sport as a tool for social development was successfully established.

A major success factor of YDF was the ability of GIZ to work at a variety of government levels in South Africa including national and local. The Department for Sports and Recreation South Africa (SRSA) and its provincial structures have sustainably integrated the YDF methodology and toolkit which are now used in mainstream coach education as part of the South African Government's mass sports participation programme. SAFA has also developed additional modules for the toolkit on its own initiative including a module on the prevention of tuberculosis.

YDF has also significantly informed the 'sport for development' work undertaken by BMZ and GIZ. Building from the results gained in South Africa, GIZ has integrated YDF concepts and toolkits into other programmes they implement across the world.

The case study below (Rugby Social) shows how sport, and in this case, top professionals from the sport can help to capture the imagination of partner countries and help to engage their young people in playing sport. This case study also gives an example of how successful sport for development initiatives can depend on the high level political engagement of the Member State and the partner country. This can help to ensure good levels of engagement in the project at the local level while at the same time, supporting the development of relationships between countries at a diplomatic level.

Case study 2 – Rugby Social

Name of project	Rugby Social
Lead organisation	Rugby French Flair (NGO)
Key focus/objectives	Promotion of the social role of rugby and use of rugby values to fight against violence and youth enrolment into armed groups. Capacity-building for local associations and clubs.
Member State(s)	France
Third countries (partner countries)	Colombia, Mexico, Brazil, Madagascar,
Period	2012-ongoing

Aims and approach

Rugby French Flair is a Non-Governmental Organisation (NGO) which seeks to use rugby – and rugby values (respect, solidarity, discipline) – to provide social benefits to young people in developing countries. The association has been set up with the support of former international rugby players in France (three of the current vice-presidents of the association are renowned international players and former captains of the French national team).

Its core activities consist of two week trips to developing countries, as well as smaller missions to follow up on previous activities. These missions consist of promoting the social role of rugby through events (at least one 'social' event per day) and direct support (financial and equipment) to local associations. It should be noted that the

specific objectives of the mission vary on the basis of the partnership formed with the association involved in the mission.

So far, such missions have been carried out in the following countries: Colombia, Mexico, Brazil, Madagascar, and Cuba. The association benefits from high level political support and always works closely with the French embassy in any country visited. In many cases, the missions are supported by the government of the country visited, either by ministries responsible for foreign affairs or sport.

Outcomes and learning points

One of the Colombian associations taking part in the rugby social project (Colombianitos, an association promoting sports and leisure activities to prevent early leaving from schools and foster social cohesion), noted that thanks to the project they could reach out to children they would have had no contacts with otherwise (around 3,000). It is claimed that on average this involvement with the Colombianitos association decreased the chances of children to take up crimes from 90% to 50%.

Working with Rugby French Flair's high-profile delegation of former international players was important for the Colombianitos association to raise additional funds (auction of signed jerseys from the Rugby French Flair players) and more importantly to profile their activities by giving it an international remit, thereby raising more awareness about their actions and the events jointly organised with Rugby French Flair.

The success of the Rugby French Flair and its missions in Columbia relied on a number of key factors:

- Independence: no affiliation to any ministerial structure or sport leagues or teams, allows the association to 1) operate in difficult zones more easily; and 2) develop local partnerships more easily.
- Diplomatic and political support from the Colombian foreign affairs ministry. This high level of political engagement was instrumental in enabling additional actions from the association to take place at a larger scale, and in areas of the country that would be impossible to access without political support.
- One local coordinator is named after each mission to monitor projects on the ground. The association also sets up a small Commission which allocates funding locally to monitor how the funding gathered is allocated. Such a commission is generally composed of a few members from the French embassy, a local sport manager, and one or two representatives from national ministries in the countries involved.
- In the case of Colombia in particular, an important factor was the strong commitment of the associations/people involved, with very receptive people locally active over the long run
- Similarly, commitment from the teams (including star rugby players) sent on the mission, including financial commitment (through fundraising and covering some of the mission's costs).

These two case studies show the potential for sport for development initiatives to use sport as a tool for motivating children and young people to attend and engage in formal and informal education. There is also evidence of how sport has been used to teach transferable life skills and key values such as tolerance and inclusion and in this way created learning opportunities beyond school. Play International is a French NGO established in 1999 that has long experience of using sport as a lever for social change in developing countries focussed on young people. It develops and implements innovative methods for teaching, managing and fostering social cohesion among young people to help resolve educational and health-related problems. To date, Play International has impacted over half a million beneficiaries in 12 different countries.

The case study below focuses on one of Play International's sport and education projects implemented in Burundi, Africa.

Case study 3 – Using sport to reduce school dropouts

Name of project	Accès et Maintien des Enfants burundais à l'école grâce à la Playdagogie" (AMEP) [School access and retention of Burundian children through Playdagogie]
Lead organisation	Play International (French NGO)
Key focus/objectives	Contribute to achieving universal primary education for all in Burundi
Member State(s)	France
Third countries (partner countries)	Burundi
Period	April 2016 – April 2019

Aims and approach

A major challenge in Burundi triggered by the political, security and economic context is the relatively high rate of dropouts from school. Against that background, Play International, a French NGO specialised in the provision of sport for development educational approaches, is implementing a project that uses sport as a tool to improve school access and retention of children.

The project "Accès et Maintien des Enfants burundais à l'école grâce à la Playdagogie" (AMEP) has four key objectives:

- Strengthening non-formal children education through the development of socio-sportive activities in 15 youth centres;
- Promoting inclusive school through heightening awareness of children and trainers about the importance of school enrolment and the fight against discrimination;
- Modelling pathways between formal and non-formal education in order to foster the educational and social accompaniment;
- Encouraging stakeholders to use sport as an educative and inclusive tool.

AMEP comprises two main axis: the 'Playdagogie' and the 'Passerelle' and is implemented in 12 communes across eight provinces in Burundi. Since 2013, Play International has been developing 'Playdagogie', a pedagogic methodology using sport to raise children's awareness about societal issues in a fun and positive way. Prior to and in parallel to implementing the methodology, Play International has helped to build the general teaching skills of teachers and extracurricular facilitators in Burundi. Once teachers and facilitators are better pedagogically equipped, they can progressively incorporate civic concept learnings into the sport activities they carry out. A Playdagogie session typically ends with a debate during which children verbalise their feelings and are encouraged to develop linkages between the concepts used throughout the game and real life. The fun and participative aspects of the method makes it easier for children to process sensitive issues.

AMEP is scheduled to run from April 2016 until April 2019 with a total budget of €807,000 over three years. Half of the funds are provided by the French Agency for Development (Agence Française de Développement), about €125,000 are provided by the United Nations Children's Fund (UNICEF) and the remainder comes from the NGO's own funds.

Outcomes and learning points

Since September 2016, over 10,000 Playdagogie sessions have taken place at least bi-weekly across Burundi and, on average, about 200 children have attended the activities organised by youth centres on active days. To date, 42 animators and four teachers in Burundi have been trained to implement the 'social inclusion' pedagogic kit.

Play International has internally assessed the first implementation phase of the project. In youth centres, surveys show that 80% of the children who have participated in Playdagogie sessions enjoyed it. Both at school and in Youth Centres, 70% of the participants better understood the societal issues addressed in the pedagogic kits.

Most importantly, at least 20% of the out of school children participants have reintegrated into school since the start of the project in 2016. There are also positive outcomes with regard to the capacity building of educators: 70% of the Youth Centres' animators feel like they have gained key skills and 90% find the socio-sport games adequate for teaching civic concepts. 80% of both teachers and animators feel capable of facilitating Playdagogie sessions based on the 'social inclusion' kit.

Play International have engaged the Burundi Ministry for Youth, Sport and Culture and the Burundi Ministry for Education in order to lay the foundations for the long-term sustainability of the project. It is anticipated that the youth centres will continue to run socio-sportive activities through the two partner associations supported by Play International during the project. Beyond Burundi, this project has been a source of inspiration for other projects implemented by Play International. The 'passerelle' dimension of AMEP will for example be adapted and experimented in France. Furthermore, selected aspects of the Playdagogie methodology and the pedagogic kits will be developed in Kosovo.

3.3 Disability

The second key theme identified across the projects is disability. The underdevelopment of disability services in less developed countries creates difficult challenges for disabled people to integrate in mainstream society. Member States have supported third countries in using sport to improve the social inclusion of disabled people and associated support systems for disabled people. The case study below shows how knowledge of sport for development approaches for disabled people can be transferred to developing countries. The project has allowed disabled people to improve their social interaction, teamwork and communication skills and used sport to put more focus on the participant's abilities and potential, allowing disabled people to become more empowered and independent. The case study also shows how an EU member State is helping an African country (Ghana) to develop its organisational capacity to promote disabled sports.

Case study 4 – Developing sport for disabled people in Ghana

Name of project	Programme to implement sports activities for disabled people in Ghana
Lead organisation	Parasport Denmark
Key focus/objectives	Capacity building in developing countries
Member State(s)	Denmark
Third countries (partner countries)	Ghana
Period	2005-2016

Aims and approach

Implemented by Parasport Denmark and supported by funding from Danida, the Danish Government development agency, the Ghana Society of Physically Disabled (GSPD) engaged disabled people to take part in sporting activities adapted to their disabilities. Activities included wheelchair basketball, blind football or athletics.

The project used a 'cascade model' where, initially athletes were trained to be trainers in certain sports. This training allowed the athletes to carry on training local athletes and coaches, to ultimately build a community of athletes with disabilities and provide them with a structure and capacity to develop their activities and inspire each other to develop disability sports. The ultimate aims of the project to change attitudes and perceptions of the potential for disabled people to take part in sport.

The longer-term outcome of the programme was the development of an organisational committee for disabled sports consisting of leaders who had received training under the programme. The aim of forming a committee was to ensure the programme's sustainability by putting in a mechanism that would continue to encourage participation in disability sports.

Outcomes and learning points

The project has delivered three broad outcomes:

- Social inclusion of disabled people: by enabling disabled people to become involved in sport, it has also helped them to participate in social life.
- Organisational and capacity development for the provision of sport activities for disabled people: The new initiative for sport has provided a whole new spectrum of activities to take part in expanding the organisational form, with many people getting involved. Many disabled and disabled people are now actively involved in organising and monitoring sporting activities for the disabled with between 6 and 8 disabled sports clubs formed in the country as a result of the project.
- Social integration and raising awareness of disabilities: Parasport argues that the programme has also helped to create an awareness of disabled sport amongst the general population. For example wheelchair basketball is now played at the local town's sport centre increasing the visibility of disabled sport. Several non-disabled people have been interested in joining the project, showing the potential that sport has as an integrating activity by raising awareness of the capabilities of the disabled, rather than their limitations. The ultimate goal is to change the mind set in developing countries from disabled people being seen as a burden to being a resource by assisting them in becoming independent individuals.

As a result of the programme the Ghana Society of Physically Disabled (GSPD) now recognises that there is a need to develop the organisational structure of sports for disabled people so that the teams formed can continue to operate after the project finalises. Despite the creation of different teams of wheelchair basketball, there was no league where they could play, making the organisation of events dependant on the willingness of the volunteer organisers to continue being involved.

3.4 Gender

Increasingly, sport is recognised as a powerful tool through which to address issues of gender inequality. While most sport for development projects that address gender equality have traditionally been aimed at women and girls, growing attention is focused on how sport can be used to engage boys and men in gender issues. The two case studies presented in this section demonstrate particular good practice examples of this type of approach.

The UK Government is supporting an innovative pilot programme using football to tackle issues of violence against women and girls in Kenya. This project also provides a unique opportunity to pilot a project which aims to engage boys and men in a way that stand alone programmes and campaigns aiming to prevent violence against women and girls may not.

Case study 5 – Addressing Violence against Women and Girls (VAWG) through football

Name of project	Addressing Violence against Women and Girls (VAWG) through football
Lead organisation	British Council and Premier League
Key focus/objectives	Tacking gender based violence
Member State(s)	United Kingdom
Third countries (partner countries)	Kenya
Period	September 2014 to November 2017

Aims and approach

British Council (the UK’s international organisation for cultural relations) in partnership with the English Football Association Premier League is delivering an innovative pilot project, which uses football to tackle issues of violence against women and girls in Kenya. The project aims to address harmful behaviour and attitudes which perpetuate VAWG through football, by working with young people in Mount Elgon and Kisumu (Kenya). This three year project was set up in 2014 and is funded by the UK Department for International Development (€1.8m).

Expert Premier Skills coaches train coaches from the community, both men and women, to deliver participative, inclusive and engaging community football activities for young people. The coaches have also been trained to address questions of gender, violence and conflict during the football sessions using a contextualised curriculum on violence against women and girls developed specifically for the programme.

Using a multi-media campaign, the project uses engagement of high profile champions to reinforce the programme's messages. It aims to reach the wider community through the advocacy component of the project, which includes and a series of capacity building and coordination workshops for key stakeholders and service providers in the two delivery regions of Kenya. The project also aims to encourage policy engagement with the County government officials in Mount Elgon and Kisumu.

Outcomes and learning points

Some of the achievements of the programme so far include:

- Over 100 coaches trained - 47% of active coaches are women.
- 2,400 young people engaged to date – 45% of current participants are girls.
- More than 2,000 community members engaged through awareness raising events.

- Over 120 representatives of local government and civil society organisations engaged in workshops and meetings to address and respond to violence against women and girls.
- Gender equitable attitudes among participants increased from 41% at baseline (47% for girls and 34% for boys) to 75% (79% among girls and 72% among boys) at the end of the curriculum.
- Anecdotal evidence of positive behaviour change among young people and coaches.
- New working group on violence against women and girls established in Mount Elgon.
- Commitment to a VAWG recovery centre by Bungoma county government.

According to the project's annual review 2016, the programme is continuing to perform well and the levels of satisfaction in the project remains high amongst all stakeholders. Young people's feedback on the coaches, obtained through focus groups discussions, was broadly positive, suggesting that coaches are generally succeeding in role modelling positive gender attitudes and behaviours. The mid-term evaluation report indicates that young people in Mount Elgon engaged strongly with the programme and that there was significant positive change in their knowledge and attitudes after taking part. At the community level, the community conversation approach introduced at the awareness raising events is an innovative way of engaging community and getting communities to open up on sensitive topics. There is also potential for translating the conversations into action and ownership by the communities.

The second case study under the theme of gender equality is based on the principle that football can be an effective instrument to transform gender norms and raise awareness on sexual and reproductive health and rights.

Case study 6 – Empowering girls through football

Name of project	La League – Connecting fathers and daughters to empower girls through football
Lead organisation	Plan Nederland, Johan Cruyff Foundation, WomenWin
Key focus/objectives	Gender equality and addressing teenage pregnancy and child marriages
Member State(s)	Netherlands
Third countries (partner countries)	Nicaragua and Brazil
Period	July 2017 to December 2019
Internet link	https://www.plannederland.nl/actueel/pers/plan-nederland-lanceert-meidenvoetbalinitiatief-la-league

Aims and approach

Plan Nederland, in partnership between the Johan Cruyff Foundation and WomenWin, are delivering an innovative pilot project to engage fathers and boys in actively supporting girls through football. The project aims to address teenage pregnancy and child marriages by empowering girls through football in Nicaragua and Brazil. Brazil has the 4th highest number of child marriages in the world and Nicaragua has the highest rate of teenage pregnancy in Latin America. This pilot project was set up in 2017 and is funded by the Dutch Postcode Lottery (€1.3m) and the UEFA Foundation for Children (€200,000). The project has a threefold approach, which combines the expertise and best practice of each organisation:

- Social empowerment of girls: girls and boys become Champion of Change in their communities combining football with life skills training, with a specific focus on sexual and reproductive health and rights (SRHR);

- Engagement of fathers/boys: with Cruyff Courts as safe places and engaging fathers and boys using the Heroes of the Cruyff methodology and changing their attitudes towards SRHR and child marriage;
- Economic empowerment of girls: create jobs opportunities in football based on the LEEP methodology of WomenWin to become professional players, coaches and referees.

Plan Nederland will pilot the project in 10 rural communities in Nicaragua (July 2017 to August 2019) and over 20 rural communities in Brazil (over 3 years from 2018).

Outcomes and learning points

Although it is too early to report on key outputs and outcomes, the project is aiming to achieve the following results:

- 1,300 girls empowered as football heroes and Champions of Change;
- Access to 90 football-related jobs and at least 4 access sports scholarships and 5 transition into professional players;
- 60 girls football teams are set up, playing in at least 9 local Girls Cup tournaments;
- 900 engaged fathers and another 650 boys trained as Champions of Change;
- Over 50,000 community members in Brazil and Nicaragua are committed to gender equality and to end child marriages and teenage;
- 250,000 people reached through Brazil's regional TV and social media networks addressing the harm of child marriages and teenage.

So far, communication and visibility have been the key success factors for the project. La League consists not only of development projects, but also offers a variety of on-and off-line events to promote girls football, starting in the Netherlands. There has been a high profile awareness raising and branding campaign for the project, such as La League All-Star Match & Girls Finals in September 2017. This event was led by former top football players, Ronald de Boer vs. Daphne Koster, both teams consisted of a mix of Eredivisie Women, footballing celebrities and former internationals. The Girls Finals was a series of girls football tournaments organised in collaboration with SportsGen, the Olympic Stadium and clubs from the Eredivisie Vrouwen (women's football league). There were activities for corporate partners as well as for the general audience, but core focus of the event was the father/daughter matches. Plan Nederland is also looking to scale up its communication and visibility activities to other the countries. Ronald de Boer and his daughter Demi visited Brazil in the run-up to promote the project in Brazil. There was anecdotal evidence that the fathers they met were deeply moved and inspired by the words and actions of Ronald de Boer and his daughter Demi.

In terms of sustainability, Plan Nederland is looking for crowdfunding to upscale the project to other countries and UEFA Foundation for Children have committed to match fund every pound donated to La League in Nicaragua. Plan Nederland is also looking for sponsors to become a Champion of La League, by donating €100,000 or more their logo will go on www.laleague.com and on several offline events.

3.5 Health

The case study in this section addresses how sport can be used as way to promote health awareness and support health education provision. The case study shows how sport and games can be used to raise awareness about HIV/AIDS prevention to specific at-risk groups in order to minimise the risk of contracting the virus. This gives a good example of how sport and games can be used to create safe and informal settings to discuss such taboo issues as HIV/AIDS.

Case study 7 – Use of sport to promote health awareness and gender equality

Name of project	Sport for Development in Africa (S4DA)
Lead organisation	GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ)
Key focus/objectives	HIV prevention and youth empowerment through sport
Member State(s)	Germany
Third countries (partner countries)	Multi-state project in Ethiopia, Kenya, Mozambique, Namibia and Togo, and individual measures on a smaller scale in other African countries (Ghana, Nigeria, Rwanda, DR Congo). This case study exclusively focuses on Namibia.
Period	2013 – Mid 2018

Aims and approach

Namibia has one of the highest HIV prevalence rates worldwide, there is a lack of HIV/AIDS prevention measures and the rate of new infections is particularly high in the 15-24 age group. Another major issue in Namibia is school dropout. Against this background, German Society for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit – GIZ) on behalf of the German Department for Economic Cooperation and Development, is implementing a Sport for Development programme, that entails both infrastructure (as part of the ‘1000 Chancen fuer Afrika’ framework) and capacity development components. The programme comprises three key elements: the construction or rehabilitation of sport facilities; the development of concepts for usage and maintenance of sport grounds; and the training of trainers.

As part of its first element, the objective of the programme is to construct or rehabilitate 50 sports facilities across Namibia. BMZ also funded the construction and equipment of a Girls Centre in Windhoek where young women from disadvantaged social backgrounds find a safe and supportive space for completing their schoolwork and can join football coaching sessions. The second element of the programme was the development of four Sport for Development training handbooks, specifically tailored to Namibia. As part of the third element of the programme, football and basketball coaches have been trained according to Sport for Development methods across the country. As coaches represent role models that young people trust, they are in a good position to give young people a stronger sense of self-esteem and help them develop prospects for the future.

One of the elements of the programme is to run a Basketball School where HIV prevention and school education are promoted through sport. Children are originally attracted to come to the centre to take part in basketball coaching sessions. Apart from basketball courts, the facilities include a gym, classrooms, a library and a canteen. Children are offered a free lunch, after which they are invited to complete their homework under the supervision of tutors before they can participate in basketball trainings.

Outcomes and learning points

HIV prevention activities have to date reached around 6,000 young people. BMZ and GIZ established a partnership with the Sports University of Cologne to evaluate the impact of the programme. The study indicates an increase in knowledge on HIV prevention and contraception among participants. Furthermore, one observes a change in the attitudes of the target group. As per the testimony of the coach of the young women national football team at the Girls’ Centre, five years ago her team was made of girls ‘who quit school and did not pass exams’ while today ‘they are speaking about which university they will attend’.

In addition, in 2016, 20 young women took part in a course of pre-vocational training at the Girls' Centre in Windhoek. The best twelve participants received a grant from the TUI Care Foundation for a one-year training in restaurant management taking place in 2017. Finally, in cooperation with FIFA and the DFB, the construction 28 sports facilities and the rehabilitation of 17 soccer pitches in the North of the country is expected to be completed by mid-2018. While the average school exams failure rate is of about 50% across the country, the exam success rate of pupils frequenting this centre is of about 95%.

The most important political outcome of the programme is arguably the shift operated in Namibian authorities' attitudes when it comes to using sport as a tool for education and health. Before the programme, Namibian authorities had little experience in using sport to promote development and to bring different target groups to work together. Throughout the programme however, the national and regional authorities have proved increasingly interested and supportive. The national government has for example agreed to finance two salaried positions at the girls' centre and to provide money to sustain it more generally. The Northern regional administration has also displayed increased interest in improving the quality of sport facilities in schools, which was unseen before.

A major success factor of the programme was to involve a wide variety of actors. Each actor brought a different set of expertise (eg: the German football federation brought their sport expertise) and increased the credibility of the programme. It was also easier for GIZ to access local partners through its partners' established networks and benefit from the trust relations they had built.

A second success factor is the Sport of Development methodology and its tailoring to Namibia's specific context. Using sport trainings provides an incentive for the target group to attend in the first place. Training coaches and ensuring they are people of trust for children is the second step of the process. Finally, incorporating societal issues learnings as part of a playful environment is a success. The programme focuses on issues important to Namibia namely HIV/AIDS and focuses on working with young women. This approach enables GIZ to reach target groups it wasn't reaching before and achieve prevention goals it would not achieve in other circumstances.

3.6 Refugees

Another theme is the use of sport to promote community spirit and cohesion in refugee camps. The case studies have shown how sport for development activities within refugee camps can help to create a sense of community by creating or strengthening social structures and security networks. Host countries appreciate external support for sport initiatives that also help to improve ties between nationalities in the camp and communities in the host nationality.

Case study 8 – East Africa Refugee Programme

Name of project	East Africa Refugee Programme
Lead organisation	Church of Sweden
Key focus/objectives	Improve living conditions for people in refugee camps
Member State(s)	Sweden
Third countries (partner countries)	Kenya, Uganda, Djibouti and South Sudan
Period	2008-ongoing

Aims and approach

The East Africa Refugee Response is managed by the Church of Sweden and the organisation responsible for the implementation of the programme is the Lutheran World Federation (LWF), which is a global Christian organisation. The programme is funded mostly by the Swedish International Development Agency contributing SEK 10.2 million over two years, while the Church of Sweden donates SEK 1 million from the funds it raises.

The East Africa Refugee Response programme has the general objective of improving the living conditions of people living in refugee camps, mostly in Kenya, in the camps in Kakuma and Kalobeyei. Kakuma was established in 1992 following the arrival of the "Lost Boys of Sudan". During that year, large groups of Ethiopian refugees fled their country following the fall of the Ethiopian government. Somalia had also experienced high insecurity and civil strife causing people to flee. Kalobeyei was established later on to compensate for the lack of capacity in Kakuma.

One of the main policy objectives of the programme is to combat inactivity in the camps as refugees are not allowed to work outside of the camps. In order to achieve this, different activities are offered, amongst which there are sports activities. Hence, the project rationale is that providing refugees with activities is a way of enabling them to do something constructive to fight inactivity and the use of drugs through psychosocial support.

Within the sport development subsector, several activities are offered with specific developmental objectives: building relationships within the camps involving youths from different countries and improving their ties with each other and with the host nationality, making the youth in refugee camps feel empowered and providing recreational activities. These objectives are trying to be achieved through the identification, nurturing and promotion of sporting talent. Several sports activities are offered in the camp. Although football is the most popular sport, basketball, netball, athletics and indoor games are also offered and have gained popularity. The activities are organised around tournaments but capacity building activities are also offered. In terms of capacity building, the LWF organises coaching trainings, refereeing and sport administration as a means of continuity and self-organisation within the camp

Outcomes and learning points

Regarding the specific outcomes in the sport subsection of the programme activities, the programme has successfully organised around 40 teams in three different football leagues: Kakuma Premier League, Kakuma Divas League and Kalobeyei Queen Tournament. Although, more generally, the camp has 592 registered sports teams, 73 of which are women's, across football, basketball, volleyball, running, boxing, judo, netball and more. In addition to this, the camps successfully managed to participate in the refugee team in the Rio Olympics in 2016, where 5 members of the team came from the Kakuma camp. Although the programme is not responsible for all of these outcomes, it is clear that it has made a significant contribution to sport development at the camp. For the Programme Coordinator this is key in achieving the sense of empowerment that is considered one of the desired outcome, using mentors and role models for the rest of the youth in the camps to trigger behavioural change.

Several success factors have been identified. The core success factor identified by the Programme Coordinator is the high level of involvement given that many of the participants were the ones engaged enough to initiate many of the activities. However, it was also pointed out that this would not have been possible without the structural support and encouragement of the people involved. As mentioned earlier, a key paradigm change has had a great impact in making the programme successful. This is, acknowledging the long term perspective in the development of the camps and the

structures within them.

In addition to this, seeing the youth in the camps as a resource instead of a burden has helped to get them involved, especially considering that they had not been targeted as a population group in camps. Specifically related to the design of the programme, the Coordinator recognises that the use of role models and mentoring programmes have been key in getting people engaged and ensuring participation. Finally, in terms of the target group, the fact that many of those who got involved in the programme belong to the fraction of young people in the camps with education has helped create an environment of highly motivated young people with leadership and organisation skills already in place.

3.7 Major events

Increasingly, international sport for development projects are being promoted in association with major sport events such as European or other international championships. Major events can help to leverage resources for international sport for development projects and raise the profile of such initiatives to harness engagement and interest. There are possible benefits for the countries who are hosting the events as the inclusion of an international legacy initiative as part of the bid can not only help the bidding process but also help their own sporting federations gain influence in the international governance of their sport. The involvement of government stakeholders from the third country in the legacy project can also provide wider political and diplomatic benefits for both countries. The case study below shows how a major event was used as a catalyst for initiating and sustaining the momentum of an international development initiative.

Case study 9 – Leadership and Excellence in Athletics programme (LEAP)

Name of project	Leadership and Excellence in Athletics programme (LEAP)
Lead organisation	UK Sport / UK Athletics
Key focus/objectives	Linking an international sport for development programme to a major event
Member State(s)	UK
Third countries (partner countries)	Argentina, Azerbaijan, Chile, Ethiopia, India, Kosovo, Mozambique, St Lucia, Senegal and Uganda (this case study focuses on Azerbaijan)
Period	2015-2017
Internet link	

Aims and approach

UK Sport is a UK government funded agency with responsibility for the development of the elite sport system in the UK. Building on the momentum of the London 2012 Olympics and Paralympics, UK Sport has a long-term commitment to invest in the bidding and staging of major sporting events in the UK. Through its International Partnership Programme (IPP), UK Sport also works with national federations (NFs) for individual sports in the UK to help them build strategic relations and collaborative partnerships with relevant NFs from around the world.

UK Sport has gained experience in harnessing major sporting events to support international development programmes. The International Inspiration programme, which

was the international legacy programme of the London 2012 Games was one of the largest international development initiatives of its kind. Building on the key principles and lessons learnt from International Inspiration, UK Sport is also delivering international development initiatives that have formed part of successful bids to host several major events. To date, this includes the Leadership and Excellence in Athletics programme (LEAP) as part of the 2015 World Athletics Championships, Targeted Assistance Programme (TAP) in West Africa as part of the 2018 Hockey Women's World Cup, and international development programmes as part of 2019 Netball World Cup and 2019 Taekwondo World Championships. There is also the Unity programme that was developed as part of the requirement of hosting the 2015 Rugby World Cup. This case study focuses on particular lessons and outcomes from the LEAP programme.

LEAP is part of a successful bid to host the International Association of Athletics Federations (IAAF) World Athletics Championships, which was held in London in 2017. It is a legacy programme endorsed by the IAAF's 'Athletics for a Better World' initiative. LEAP has aimed to inspire young people through athletics across 10 countries (Argentina, Azerbaijan, Chile, Ethiopia, India, Kosovo, Mozambique, St Lucia, Senegal and Uganda). LEAP is based on a 'cascade' delivery model focused on the training of tutors and young athletics leaders which aims to ensure that capacity is built within the participating countries to enable athletics activities to continue long after LEAP has finished.

LEAP is committed to achieving the following objectives:

- To increase the number of young children accessing appropriate, high quality, inclusive athletic activities.
- To develop a highly skilled workforce of Athletics Leaders, Tutors and Trainers within participating countries
- To support the set-up of school and / or community athletics teams or groups within participating countries

The general approach of the project worked as follows: Coaches from UK Athletics, the UK national federation for athletics visited participating countries to deliver a week long Tutor Training course to a selected group of coaches, teachers and national federation staff. During the course the Tutors take part in a variety of theoretical and practical sessions, with the ultimate goal of qualifying as a LEAP Tutor. Once qualified, these Tutors are able to work in schools and the community to train Young Leaders. The Young Leaders are motivated young people aged between the ages of 13 and 18, who take responsibility for delivering coach sessions. The general model of the programme is adapted to meet specific local needs.

Outcomes and learning points

Under the guidance of the Azerbaijan Athletics Federation and Azerbaijan Olympic Committee, LEAP was delivered in partnership with a number of key national stakeholders. These included the Ministry of Education, Ministry of Youth & Sport, and the Sport4Development charity. Representatives from each organisation took part in the Tutor Training, which ensured that a diverse group of Tutors could train and support Young Leaders from a variety of backgrounds.

Based on latest figures provided by the Azerbaijan Olympic Committee, coaches from UK Athletics initially trained 20 tutors. Tutors have gone on to apply the LEAP methodology in 72 schools in the cities of Baku and Sumqayit city.

From Azerbaijan's perspective, a key benefit of the programme was the focus on schools. This aligned well with the objectives of the Azerbaijan government and the Azerbaijan athletics federation, particularly as athletics is part of the national curriculum on physical education.

The LEAP project has also created a longer-term legacy effect as there are plans to apply the methods to the teaching of other sports disciplines. The Sports Academy in Azerbaijani, which is an education institution focused on developing coaches and physical education teachers, are planning to incorporate relevant parts of the LEAP manual into the teaching curriculum of the academy.

A general lesson from the LEAP programme is to ensure that the programme approach is adapted to meet local requirements and fits in with structures, existing development work. In the case of Azerbaijan the direct involvement of the Ministry of Education and Ministry of Sport has created potential for the project's pedagogical approach to be applied across all sports and in the national curriculum.

It was important to have a mechanism in place to ensure that the federations in the different countries embed the programme in local activities. This requires influencing the national federation to integrate a new pedagogical approach into their current systems and setting up new pathways to make it easier for young leaders to become coaches. Another positive lesson from the delivery of the project was to support a mixture of coaches so not only those from the athletics federation but also physical education teachers in schools.

The staging of major events in EU Members States and other countries can also help to open up opportunities to develop new economic relationships with third countries. Major events held in the EU can give businesses the opportunity to showcase and promote innovation, enterprise and creativity to third countries, with opportunities to access new export markets and international contracts. In particular there is potential for businesses to build on their successes in delivering contracts for events held in the EU by exploiting the knowledge gained from delivering the contracts and enhancing their reputations in international markets. Similarly, as the case study below shows, governments and businesses can work together to develop relationships with third countries who are hosting major sporting events.

Case study 10 – French Team for Sports

Name of project	French Team for Sports (FT4S)
Lead organisation	Cluster of 39 French companies, including leading ones such as Thales, Airbus, Alstom, Veolia, Total.
Key focus/objectives	Make use of large-scale sport events to develop market opportunities Clustering of the French sport-related businesses to develop a full business offering
Member State(s)	France
Third countries (partner countries)	Qatar
Period	2015-ongoing

Aims and approach

In 2022 the football World Cup will be held in Qatar. French Team for sports (FT4S) is a cluster of companies which aims to enable French companies to access exporting opportunities from Qatar's staging of the World Cup, building upon France's own experiences of staging major events such as Euro 2016. Its key objectives include:

- Introducing the French firms to the Qatari developers and local firms.
- Informing the decision makers and advisers about the French knowhow in sport products and services.

FT4S' main activity is the organisation of networking meetings and events (Business to Business

meetings and workshops) with key Qatari stakeholders such as the Olympic Committee, the Ministry of Sports, or Kahramaa (Qatar General Electricity & Water Corporation).

The main objective in terms of sport for development is to strengthen business relationships in the field of sport between the two countries. It is in line with the objectives pursued by the French Ministry of foreign affairs in its sport diplomacy strategy, which sets out actions strengthening the attractiveness and expertise of France for the organisation of sport events. Similarly, the Qatari government has put forward sport as a key driver of socio-economic development for the country.

Particular development objectives associated with the initiative include the sustainable sport infrastructures and integrated strategies for sport events covering planning and delivery (e.g. smart cities and sport events).

Outcomes and learning points

The project is characterised by the involvement of a wide range of government departments and high-level stakeholders from the two countries. The FT4S is formally supported by:

- the French Embassy to the State of Qatar
- Business France
- French Trade Advisors
- The Finance Ministry of France (Direction Générale du Trésor)
- The Qatari-French Business Club

Additionally, the FT4S initiative was associated to ministerial visits (e.g. visit by Thierry Braillard, French Secretary of State for Sport in October 2016). This high-level of diplomatic support was certainly an important factor of success for the initiative, as it enabled meetings with key decision-makers. Access to such interlocutors certainly played an important role in terms of promotion and commercial opportunities for high-profile sport events such as the 2022 World Cup.

The project was officially launched in 2015 and is ongoing. With the perspective of the 2022 world cup in Qatar, it is very likely that the project will be sustained in the coming years. FT4S is actually further developing, with additional companies joining the cluster (from 30 to 39 members between 2015 and 2017).

4.0 Funding sources

4.1 Introduction

This chapter reports on the findings of the mapping exercise to identify EU funding sources that have the potential to be used to support international sport for development projects.

4.2 List of funding sources

The mapping exercise has identified the following instruments that could be used to support international sport for development projects involving EU Member States and third country partners:

- European Neighbourhood Instrument (ENI): Cross-border Cooperation Programme;
- Foreign Policy Instrument: IcSP (Instrument contributing to Stability and Peace);
- European Instrument for Democracy and Human Rights (EIDHR);
- EU Peacebuilding Initiative;
- Creative Europe;
- Health programme;
- Erasmus+ (non-sport elements)

Key information on these programmes is included in the tables below.

European Neighbourhood Instrument (ENI): Cross-border Cooperation Programme	
Lead DG /Agency	DG NEAR
Description	For the period 2014-20, a total of 12 land-border and 1 sea-crossing programme will be financed, as well as 4 sea-basin programmes. A number of the cross-border programmes involve cooperation between EU and non-EU countries. Sport projects have been funded under priorities relating to cooperation between institutions, citizens and civic organisations in the areas relating to education and culture.
Eligibility	Local and regional authorities, administrations of states, development NGOs, SMEs, Universities, non-profit organisations, and international organisations can apply. Other criteria depend on the specific geographic programme the funding aimed at and the specific call for proposals and its objectives.
Requirements for partners	1) Balanced partnership between the participating countries on either side of a border with equal say in the programme decisions; 2) Projects receive funding only if implemented by partners on both sides; 3) Management entrusted to a local – or national – authority in a Member State, jointly selected by all countries participating in the programme.
Project funding: amounts and timescales	Amounts vary but generally €50,000 to €100,000 per project. 2014-2020

Project examples	Kolartaric CBC: Limited Abilities – Unlimited Potential: The overall objective of this project is to create prerequisites for improving quality of life of the physically challenged people. The project will seek to promote inclusion and integration into the society by providing equal opportunities for accessing education, culture, vocational guidance, labour market, sports and health promotion. Poland-Belarus-Ukraine Programme- Partner project of development of common tourism based on new youth sport and leisure centres Krosno County (Poland, Podkarpackie Voivodeship)
Contact details	Each geographical programme has its own website and contact details. To access websites check this link: https://ec.europa.eu/neighbourhood-enlargement/neighbourhood/cross-border-cooperation_en
Website	https://ec.europa.eu/neighbourhood-enlargement/neighbourhood/cross-border-cooperation_en

Foreign Policy Instrument: IcSP (Instrument contributing to Stability and Peace)

Lead DG /Agency	DG DEVCO
Description	The IcSP is an EU instrument to support security initiatives and peace-building activities in partner countries. Part of the EU's new generation of instruments for financing external action, the IcSP focuses on crisis response, crisis preparedness, conflict prevention and peace-building.
Eligibility	Bodies of any EU Member State, partner country, partner region or other country contributing to the objectives of this instrument; European agencies; international organisations; joint bodies and partner countries and regions.
Requirements for partners	In the majority of cases, funding through the long-term component is allocated using the negotiated procedure, a direct award, administrative arrangements or joint/contribution agreements with international organisations. Calls for proposals and calls for tenders are used only in rare circumstances. If they are, the eligibility criteria for individual calls are specified in the related documents.
Project funding: amounts and timescales	Amounts vary
Project examples	<ul style="list-style-type: none"> • Project supporting the displaced and those returning to Burundi, reinforcing the post-crisis situation and conflict prevention through community stabilising initiatives. This project involves, for example, a wide range of social and cultural activities such as sporting and traditional singing competitions to foster good relations. • Contributing to ongoing stabilization efforts in Iraq by helping to reduce tensions between IDPs and host community members: Help mitigate the tensions between IDPs and host community members and strengthen social cohesion. The programme for this aims to diffuse tensions and manage conflicts in communities, and includes sports, training in mediation techniques, civic education, and art, media social and communication projects. • Source: https://icspmap.eu/
Contact details	Europe Aid contact details: Tel: +32 (0)2 29 99 814

Website	https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?ADSSChck=1417429020476&do=publi.welcome&ORDERBY=upd&NBPUBLILIST=15&SEARCHTYPE=QS&ORDERBYAD=Desc&userlanguage=en
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European Instrument for Democracy and Human Rights (EIDHR)

Lead DG / Agency	DG DEVCO
Description	The programme aims to support and promote democracy and human rights in third countries. The programme has a strong emphasis on the role of civil society and support for vulnerable groups. EIDHR has supported sports-based and arts-based peacebuilding activities in the past.
Eligibility	The entities eligible for funding depending on the specific objectives of each action/call for proposal are: 1) civil society organisations; 2) public- and private-sector non-profit organisations; 3) national, regional and international parliamentary bodies.
Requirements for partners	Need to partner with national, regional and international parliamentary bodies, when the proposed measure cannot be financed under a related Community external assistance instrument; international and regional inter-governmental organisations; natural persons or their help is needed to implement the programme.
Project funding: amounts and timescales	Up to €1m 2014-2020
Project examples	No current projects related to sports. Source: https://ec.europa.eu/europeaid/tags/eidhr-projects_en
Contact details	Most of the European Union delegations have one or two Focal Point for Democracy and Human rights related matters. See list with contact details here: http://www.eidhr.eu/eidhr-focal-points#
Website	https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?do=publi.welcome&nbPubliList=15&orderby=upd&orderbyad=Desc&searchtype=AS&pgm=7573843&ZGEO=&ccnt=7573876&debpub=&finpub=&aoet=36538

EU Peacebuilding Initiative

Lead DG / Agency	DG DEVCO
Description	The EU Peacebuilding Initiative, which has replaced the EU Partnership for Peace programme, aims to support and promote the conditions for a sustainable resolution of the Israeli-Arab conflict through civil society projects and citizens' positive engagement. The predecessor programme Partnership for Peace has supported sports-based peacebuilding projects in the Middle East.
Eligibility	Research centres, local and regional authorities, schools, training centres, development NGOs, Universities, and non-profit organisations can apply.
Requirements for partners	Projects are generally initiated by Israeli, Palestinian and/or Jordanian organizations, but also include partnerships with

	European and other regional actors. Projects may target stakeholders either in Israel or Palestine or Jordan (unilaterally or jointly), and activities should take place locally within the region.
Project funding: amounts and timescales	The EU contribution can range between €200,000 and €500,000 per project. The maximum EU contribution is 80% of the total project budget. Project duration ranges from 24-48 months. Annual call for proposals.
Project examples	No recent projects have a sport focus
Contact details	Delegation of the European Union to Israel +972 (0)3-6137799 delegation-israel@eeas.europa.eu
Website	https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?ADSSChck=1486041252272&do=publi.detPUB&searchtype=AS&zgeo=35546&aoet=36538&ccnt=7573876&debpub=&orderby=upd&orderbyad=Desc&PubliList=15&page=1&oref=154474

Development Cooperation Instrument

Lead DG /Agency	DG DEVCO
Description	The DCI covers, through its different programmes, all the developing countries except the countries eligible for the Pre-Accession Instrument. The funding is divided in geographical programmes, thematic programmes, and the Pan-African Programme. The DCI supports health and education and migration and asylum projects.
Eligibility	Eligible organisations: partner countries and regions, and their institutions, decentralised bodies in the partner countries (municipalities, provinces, departments and regions), joint bodies set up by the partner countries and regions with the Community, Non State Actors, international organisations, EU agencies. In case of call for proposals and tenders: each of them will specify in related documents the eligibility criteria for that specific call or tender.
Requirements for partners	Requirements will depend from call to call.
Project funding: amounts and timescales	The budget allocated under the DCI for the period 2014-2020 is €19.6 billion: €11.8 billion for the geographic programmes; €7 billion for the thematic programmes; €845 million for the Pan-African programme.
Project examples	No past projects including sports according to : https://ec.europa.eu/europeaid/
Contact details	Europe Aid contact details: Tel: +32 (0)2 29 99 814 Specific contact people will vary from call to call depending on where the programme is aiming to be implemented.
Website	https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?ADSSChck=1224846858672&do=publi.welcome&userlanguage=en

Creative Europe

Lead DG /Agency	European Commission
Description	<p>The most relevant instrument of CREATIVE EUROPE for the sports sector is the Culture sub-programme, and in particular, the scheme support to European Cooperation Projects.</p> <p>In the Culture sub-programme a maximum 30% of the allocated funding can be spent in third countries.</p> <p>Countries covered: Georgia, Moldova and Ukraine participate fully in the Culture sub-programme. Partner organisations from non-participating countries such as Armenia, Azerbaijan and Belarus can be part of any Consortium that has the minimum amount of eligible partners.</p>
Eligibility	<p>Varies depending on the call to proposals but generally ranges from private companies, non-profit organisations, associations, charities, foundations, municipalities/town councils, etc. Individuals cannot apply. EU and EEA countries can apply.</p>
Requirements for partners	Depending on the type of project, the programme requires either 2 or 5 partners in addition to the leading organisation.
Project funding: amounts and timescales	<p>Annual budget for 2015: 35,5 million euro.</p> <p>Funding is available for two types of projects:</p> <ol style="list-style-type: none"> 1) Small scale cooperation projects (project leader and at least two other partners)<60,000€ 2) Large scale cooperation projects (project leader and at least five other partners)>60,000€ <p>The maximum duration for all projects is 48 months.</p>
Project examples	<p>'We Are Here' (UK,IT,HU,RS, 2010-2011) is a multi-platform cultural project that enables socially and economically marginalised citizens and communities who have little or no access to creative work and cultural production, to work alongside artists and use visual media; digital photography, drawing, painting, writing, mixed media and digital video to produce intimate and revealing self-portraits of their lives - the realities of their day to day living, the challenges, hopes, fears and aspirations.</p> <p>'IN/VISIBLE CITY' (RS,DK,UK,MK) is a campaign consisting of set of activities that use theatre and culture with an aim to help in promotion and improvement of minority rights by making the different minority groups and their cultures more visible. The cooperation between four theatres.</p>
Contact details	<p>Specific contact will be available for each Call for Proposals.</p> <p>Helpdesk e-mail address: eacea-helpdesk@ec.europa.eu</p>
Website	https://eacea.ec.europa.eu/creative-europe/funding_en

Health Programme

Lead DG /Agency	DG Health and Food Safety
Description	<p>Thematic priorities include: to promote health, prevent diseases and foster supportive environments for healthy lifestyles - risk factors include physical inactivity.</p> <p>The Programme is open on a cost basis, to the participation of third countries, in particular of:</p> <ol style="list-style-type: none"> (a) acceding countries, candidate countries and potential candidates benefiting from a pre-accession strategy; (b) EFTA/EEA countries in accordance with the conditions established in the EEA Agreement; (c) neighbouring countries and the

	countries to which the European Neighbourhood Policy (ENP) applies.
Eligibility	Grants can be awarded to legally established public, non-governmental or private bodies including public authorities, public sector bodies, in particular research and health institutions, universities and higher education establishments. They can submit a project proposal as the coordinator or participate as other beneficiary.
Requirements for partners	There is no minimum number of partners for a proposal to be eligible. However, please note that a new award criterion is included on the geographical coverage of the proposals: proposed activities must be carried out in at least 3 countries eligible under the 3rd Health Programme and these activities must be carried out in areas which are particularly affected by the high influx of refugees.
Project funding: amounts and timescales	€449.4 million (2014-2020). Projects under the call can receive up to 60 or 80 percent co-financing of eligible costs.
Project examples	Focus on Youth, Football and Alcohol (F.Y.F.A.) (2016): It will aim at generating good practices targeting the reduction of heavy episodic drinking among young people and develop guidelines for youth sport clubs regarding alcohol across EU. F.Y.F.A. project will facilitate networking to build EU and national capacities. European Physical Activity Promotion Forum (2011-2014): The project aims to identify, qualify and implement good practices in cross-cutting community initiatives to promote health-enhancing physical activity in socio-economically disadvantaged areas.
Contact details	CHAFFA-HP-CALLS@ec.europa.eu
Website	http://ec.europa.eu/chaffa/health/projects.html

Erasmus+ (education, training and youth actions)

Lead DG /Agency	DG EAC and the Education, Audiovisual, and Culture Executive Agency (EACEA) of the European Commission is in charge of managing the "centralised" elements of the programme. In the EU countries, the Commission entrusts much of the management of Erasmus+ to National Agencies.
Description	Erasmus+ is the EU's programme to support education, training, youth and sport in Europe. Its budget of €14.7 billion will provide opportunities for over 4 million Europeans to study, train, gain experience, and volunteer abroad. It provides opportunities for a wide variety of individuals and organisations. Key actions include: mobility of individuals, cooperation, knowledge exchange and capacity building.
Eligibility	Erasmus+ is open to many individuals and organisations, although eligibility varies from one action to another and from one country to another. Individuals can take part in many of the opportunities funded by Erasmus+, although most will have to do so through an organisation taking part in the programme. The eligibility of individuals and organisations depends on the country in which they are based.

Requirements for partners	<p>Eligible countries are divided into two groups, Programme countries and Partners countries. Programme countries = EU + The former Yugoslav Republic of Macedonia, Iceland, Liechtenstein, Norway and Turkey</p> <p>Although Programme countries are eligible for all actions of Erasmus, Partner countries can only take part in some, and are subject to specific conditions. Partner countries include countries in the Western Balkans, Eastern Europe (outside EU), Northern Africa and Russia</p>
Project funding: amounts and timescales	Varies
Contact details	National agencies; EACEA
Website	http://ec.europa.eu/programmes/erasmus-plus/contact/european-commission_en

5.0 Key conclusions and recommendations

Key conclusions

Support for international sport for development projects is a particular component of the EU's sport diplomacy priority. Through case study research, this study has sought to identify good practice ways in which Member States have supported such projects. The case study research has highlighted particular types of sport for development projects where the skills, knowledge and expertise of Member States' sports federations and NGOs have been applied successfully in countries outside the EU. The good practice projects cover a range of themes: disadvantaged young people, disability, gender, health, refugees, and major events.

It is beyond the scope of this short research study to examine in detail how international sport projects achieve diplomacy benefits by harnessing political and diplomatic relationships. It has not been possible for example to develop an in-depth analysis of the particular mechanisms through which the projects' outcomes help to generate such benefits. The evidence presented however demonstrates the potential for international sport for development projects to have a positive effect on the relationships between the countries involved. From the limited number of case studies a number of particular features can be highlighted with regard to the political and diplomatic aspects of the projects:

- High level political engagement between the Member State and the third country partners has been used to generate interest and engagement in the project at the local level.
- Some projects align directly with the emerging priorities of the Member States' international development objectives and therefore support the funding country's wider international development and diplomacy efforts.
- Some projects have a strong focus on engagement with high-level stakeholders (for example sport and education ministries) which enables the projects to support the development of sustainable structures that meet the longer-term objectives of the partner countries. This approach is highly valued by stakeholders in third countries.

The more detailed case study research has also highlighted a number of key lessons in the delivery of international sport for development projects that could be relevant to the funding, design and implementation of ongoing and future programmes. Broadly speaking, these particular lessons include:

- It is important to understand how the knowledge and skills of the EU Member States in sport for development can be applied to meet the particular strategic objectives of the third countries and the challenges they face.
- The most successful projects have a strong focus on the capacity-building and upskilling of organisations in third countries, helping to ensure the long-term sustainability of the project approaches.
- Major events can be used to harness interest and engagement in international sport for development initiatives.

Through a review of relevant EU funding sources, it is evident that there is potential for EU funding programmes to support sport for development projects that involve partnerships between EU Member States and third countries. A mapping exercise has identified a number of relevant EU funding sources.

Recommendations

This short research exercise provides evidence and insights in understanding the types of sport for development projects that could be supported by the EU in helping to achieve its external relations objectives. This section sets out a number of recommended actions that could be taken to further promote the EU's sport diplomacy agenda.

It is recommended that **capacity building workshops** are held that aim to develop knowledge on the potential for sport for development to be used as a tool to enhance the EU's external relationships. The first workshop could focus on developing knowledge on the specific barriers sport organisations interested in development and diplomacy might face in accessing relevant funding at the EU level and how these can be overcome. The workshop could be attended by representatives of leading sport for development organisations. In order to develop mutual understanding, the target audience for the second workshop could be non-sport organisations including European Commission DGs responsible for programmes with third countries.

Building on the capacity-building workshops, it should be ensured that sport for development is identified as an **explicit priority in relevant EU funding instruments**. This should be supported by an accompanying guidance document that contains detailed information on relevant programmes such as application process, eligibility criteria, etc. linked to good practice projects.

Building on the approach adopted for this study, it is recommended that **larger scale research is undertaken on the current state of play** in the EU with regard to international sport for development practices and best practice projects (drawing on systematic evaluation of evidence and also primary research with stakeholders). The research could focus on understanding the political and diplomatic benefits of sport for development interventions supported by the Member States and the EU and how benefits can be maximised by building upon best practice success factors.

It is also recommended that actions are developed to **support dissemination of and knowledge sharing** on good practice projects. This could include European level conferences held on an annual or biannual basis that allow projects to present their approaches and good practice features. International sport for development could also be included as a regular topic in events such as the annual European Week of Sport or EU Sport Forum. The potential for sport for development could also be promoted through regular newsletters and publications targeted at the development sector.

Annex One: Case studies

Case study 1 – Youth Development through Football

Summary information	
Name of project	Youth Development through Football (YDF)
Lead organisation	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (German Society for International Cooperation) on behalf of the German Department for Economic Cooperation and Development (BMZ)
Key focus/objectives	Football as a tool for social development
Member State(s)	Germany
Third countries (partner countries)	10 African Countries: Botswana, Ghana, Kenya, Lesotho, Mozambique, Namibia, Rwanda, South Africa, Swaziland, Zambia. NB: this case study focuses on South Africa
Period	2007 - 2014

Aims and approach

As a 'public-benefit' federal enterprise, the German Society for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit – GIZ) supports the German Government in achieving its objectives in the field of international cooperation for sustainable development. It does so by providing international cooperation services for sustainable development and international education work, mainly for the German Federal Ministry for Economic Cooperation and Development (BMZ).

Youth Development Through Football (YDF) is the first German 'sport for development' project implemented on such a major scale. It has supported partner organisations using football to achieve social development and behaviour change with young people aged 12-25. This case study focuses on its programme in South Africa which comprised four specific objectives:

- Enabling government entities and NGOs to implement youth empowerment through sports initiatives: As part of this objective, GIZ built the capacity of NGOs and seconded advisors to the South African government to support and reinforce the policy and funding allocation policies dedicated to sport for development.
- Developing concepts, methods and tools for youth empowerment through Sports: GIZ developed a 'YDF-toolkit' for coaches working in the area of ball sports and youth development. It consists of a number of pedagogic manuals using classic football exercises to teach social skills such as trust, dependability, self-awareness and the ability to work in a team. The manuals also combine football with educational sessions or add-ons in nine modules dealing with societal issues such as HIV awareness, violence prevention, gender awareness, and inclusion of people with disabilities. GIZ also specifically supported coaches to become role models and impart life skills to young boys and girls.
- Setting up a system for the exchange of knowledge and experience between organisations in South Africa who use sport as a tool for social development: GIZ supported NGOs in setting up a network, developing a legal structure for the network and enabling fundraising.

- Using 'Sport for Development' events for educational, motivational and promotional purposes. Because the use of sport for development was little known at the time of the project, GIZ organised events to raise awareness about the benefits of such an approach.

The YDF project started in 2007 as a legacy project of the 2006 Football World Cup, and ended in March 2014. GIZ implemented it on behalf of the German Department for Economic Cooperation and Development (BMZ) in two-phases. The first phase (2007-2012) was the most important as it focused on setting up methods and tools. The German Government provided €7.5 million through BMZ in addition to a €6 million contribution from the European Union. The shorter second phase focused on improving and refining the YDF methodology and activities. BMZ provided €2.85 million and GIZ received additional funding from the private sector.

Throughout the implementation of YDF, GIZ collaborated extensively with the Department for Sports and Recreation South Africa (SRSA), the Provincial Structures of SRSA, the South African Football Association (SAFA), the Sport for Social Change Network (SSCN) and the Seriti-Institute which is a major implementing agency of the 'Community Works Programme' run by the Department of Cooperative Governance and Traditional Affairs. GIZ also collaborates with private companies such as Nike and Volkswagen.

Outcomes and learning points

YDF reached around 60,000 young people aged 7-25 in South Africa, of which almost 40% were girls. Almost 200 YDF Instructors from different South African provinces were trained in the YDF Toolkit.

GIZ commissioned an impact assessment of the project from the University of Johannesburg. The results show that over the course of a year, more than 80% of the participants improved their social skills (by an average of 17.3%). Furthermore, the measure of changes in indicators such as "[taking part in] physical fighting and feeling good about it", "taking things from girls", and "swearing on the field" suggest that the violent behaviour of male participants decreased by 35% in a year. Finally, around two thirds of the participants are now committed to bringing change as multipliers in their own environment.

YDF also had an important institutional impact in integrating sport for development tools and methods as part of its work for the South African institutions. One major change is that with the support of GIZ, the South African government created a specific funding category for Sport for Development projects among its national sport programmes. It also established specific quality indicators for deciding whether projects qualified or not for Sport for Development funding. Finally, with the support of GIZ, the network of organisations using sport as a tool for social development was successfully established.

A major success factor of YDF was the ability of GIZ to work at all levels in South Africa including the national and local levels. Another important success factor was the high flexibility to choose the theme areas and partners GIZ wanted to work with. A major challenge however was the large scale of the project. GIZ used a cascade training system to develop coaches whereby GIZ trained local trainers who in turn trained coaches. It proved challenging to maintain quality in such a cascade system. Against this background, GIZ established a so-called "Mentor-System" whereby they provided additional training to YDF instructors to become mentors. Mentors were then responsible for a group of coaches in their region. They provided coaches with further training, arranged meetings for them to share their experience and conducted supervisory visits to advise coaches on their training practices.

The Department for Sports and Recreation South Africa (SRSA) and its provincial structures have sustainably integrated the YDF methodology and toolkit, which are now part of the South African Government's mass participation programme for sport. By the end of 2012, more than 150 Mass Participation Programme coordinators, who are

funded by the SRSA (through the Provincial departments) and implement sport participation activities in their communities, have been trained using the YDF toolkit.

Furthermore, the South African Football Association (SAFA) uses the toolkit and coaches courses as the basis for its C and D-licence coaching courses. SAFA has also developed additional modules for the toolkit on its own initiative including a module on the prevention of tuberculosis.

YDF significantly informed the 'sport for development' work undertaken by BMZ and GIZ. Building from the results gained in South Africa, GIZ has integrated YDF concepts and toolkits into other programmes they implement across the world. The Sport for Social Change Network is also used as a learning example for other projects.

Case study 2 – Rugby French Flair

Summary information	
Name of project	Rugby Social
Lead organisation	Rugby French Flair (NGO)
Key focus/objectives	Promotion of the social role of rugby and use of rugby values to Fight against violence and youth enrolment into armed groups Capacity-building for local associations and clubs
Member State(s)	France
Third countries (partner countries)	Colombia, Mexico, Brazil, Madagascar,
Period	2012-ongoing

Aims and approach

Rugby French Flair is a Non-Governmental Organisation (NGO) which seeks to use rugby – and rugby values (respect, solidarity, discipline) – to provide social benefits to young people in developing countries. The association has been set up with the support of former international rugby players in France (three of the current vice-presidents of the association are renowned international players and former captains of the French national team). The association secretariat now employs 16 people while more than 300 members who are volunteers help the association in project delivery.

The project's core activity is a two week trip every year to a developing country, as well as smaller missions to follow up on previous activities. The missions focus on promoting the social role of rugby through events (at least one 'social' event per day) and direct support (financial and equipment) to local associations. It should be noted that the specific objectives of the mission vary on the basis of the partnership formed with the association involved in the mission (e.g. in Colombia, the focus was on preventing young people from enrolling in armed forces, while in Madagascar it involved supporting basic health conditions for young women).

So far, such missions have been carried out in the following countries: Colombia, Mexico, Brazil, Madagascar, and Cuba. In France, several fundraising events are organised every year, as well as networking and awareness-raising actions (through press and TV), thanks to the high-level profile of the association members.

All association members are volunteers, and the association runs with a limited amount of funding. On average a yearly mission costs €70,000 (for 25-30 people: a full rugby team and support staff), and direct support to local associations range from €5,000 to €50,000. It should be noted that all participants to a mission contribute to the costs by paying their flight tickets and by bringing in sponsors amounting to at least €1,000. Additional in-kind support is often provided to local associations (sport equipment given by sponsors).

The association benefits from high level political supports and always works closely with the French embassy in any country visited. In many cases, the missions are supported by the government of the country visited, either by the Ministry of foreign affairs or the ministry of sports.

The association started operating in 2011, with several missions in Colombia taking place in 2012, 2013, 2015 and 2017.

Outcomes and learning points

The different missions carried out in Colombia enabled the association to implement a number of actions, including especially:

- The first mission in Colombia (Bogota) consisted of draining a football pitch drowned in sewer water to enable rugby practice to start again. A year later, four teams use the pitch, with a dedicated coach.
- Taking up an ambassador role to promote the values of sport, and technical advice on local sport infrastructure (human capital & built infrastructure).
- Support high level political discussions (visit of the French Minister for Sport at the time, Valérie Fourneyron, in 2013).
- Set up of a french flair antenna in Colombia, managed by local partners, with oversight from the Embassy and the Colombian ministry of foreign affairs.
- Developing recommendations for improvement of the rugby infrastructures and ways to engage young people.
- Awareness raising at political and technical levels.

The main outcomes of the mission in Colombia were quite far-reaching as the first Rugby Social visit in Colombia led to additional missions commissioned directly by the Colombian Ministry of Foreign Affairs, which made a priority to develop the sense of belonging to communities through sport, with a view to fight against enrolment in armed forces.

One of the Colombian associations taking part in the rugby social project (Colombianitos, an association promoting sports and leisure activities to prevent early leaving from schools and foster social cohesion), noted that thanks to the project they could reach out to children they would have had no contacts with otherwise (around 3,000). On average this involvement with the Colombianitos association decreased the chances of children getting involved in crime from 90% to 50%.

Working with Rugby Social Flair's high-profile delegation of former international players was important for the Colombianitos association to raise additional funds (auction of signed jerseys from the Rugby French Flair players) and more importantly to profile their activities by giving it an international remit, thereby raising more awareness about their actions and the events jointly organised with Rugby French Flair.

The success of the Rugby French Flair and its missions in Columbia relied on a number of key factors:

- Full independence: no affiliation to any ministerial structure nor sport leagues, which allows the association to 1) operate in difficult zones more easily; and 2) develop local partnerships easily.
- Diplomatic and political support from the Colombian foreign affairs department. This high level of political engagement was instrumental in 1) enabling additional actions from the association to take place at a larger scale, and in areas of the country that would be impossible to access without political support.
- One local coordinator is named after each mission to monitor projects on the ground. The association also sets up a small Commission which allocates funding locally to monitor how the funding gathered is allocated. Such commission is generally composed of a few members from the French embassy, a local sport

manager, and one or two representatives from national ministries in the countries involved.

- In the case of Colombia in particular, the determining factor was the strong commitment of the associations/people involved, with very receptive people locally active over the long run.
- Regular visits are made to every countries visited (at least every two years).
- Similarly, commitment from the teams (including star rugby players) sent on the mission, including financial commitment (through fundraising and covering some of the mission's costs).

The main challenge for the association and its projects is clearly funding. The association is now receiving lots of solicitations for missions in other countries but lack the resources to properly address them and initiate a cooperation process. The association relies strongly on the goodwill of volunteers, which is a challenge for sustainability given that it relies on continuing commitment. It is worth noting here that the development of the association and its projects have been very organic so far: missions and local partnerships were developed through active contacts and networking from its members, and it is entirely self-funded through active fundraising campaigns.

The association is in a way at a turning point, as it is receiving lots of solicitations while it remains a small structure with limited scale. It is considering the possibility of expanding its activities and launching more than one mission a year, or to keep the current structure. Further development would in any case require additional support and partnerships development (which also require time).

For now, the most promising avenue for future development is in Madagascar, where two missions took place and another one is planned in March 2018, and strong partnerships have been established with local operators. This project differs a bit in terms of objectives, as it touches upon wider health and social issues as it contributed to forming communities amongst young women and preventing pregnancy at a very young age to keep practicing rugby. This implied for the Rugby French Flair association to work with local associations on developing training (agriculture) and some basic health equipment for young women who play rugby to provide alternative pathways for young women.

Case study 3 – Using Sport to Reduce School Dropouts

Summary information

Name of project	Accès et Maintien des Enfants burundais à l'école grâce à la Playdagogie (AMEP) [School access and retention of Burundian children through Playdagogie]
Lead organisation	PLAY International (French NGO)
Key focus/objectives	Contribute to achieving universal primary education for all in Burundi
Member State(s)	France
Third country (partner country)	Burundi
Period	April 2016 – April 2019

Aims and approach

PLAY International is a French NGO established in 1999 using sports as a leverage for social change. It develops and implements innovative methods for teaching, managing and fostering social cohesion to help resolve educational and health-related problems. To

date Play International has impacted over half a million beneficiaries in 12 different countries.

School retention is a major challenge in Burundi where the political, security and economic context triggers many drop-outs. Against that background, Play International uses sport as a tool to improve school access and retention of children through the project "Accès et Maintien des Enfants burundais à l'école grâce à la Playdagogie" (AMEP) that has four objectives:

- Strengthening non-formal children education through the development of socio-sportive activities in 15 youth centres
- Promoting inclusive school through heightening awareness of children and trainers about the importance of school enrolment and the fight against discrimination
- Modelling pathways between formal and non-formal education in order to foster the educational and social accompaniment
- Encouraging stakeholders to use sport as an educative and inclusive tool

AMEP comprises two main axis: the 'Playdagogie' and the 'Passerelle' which are implemented in 12 communes across eight provinces in Burundi. Since 2013, Play International has been developing 'Playdagogie', a pedagogic methodology using sport to raise children's awareness about societal issues in a fun and positive way. Prior to and in parallel to implementing the methodology, Play International has developed the general teaching skills of teachers and extracurricular facilitators in Burundi. Once teachers and facilitators are better pedagogically equipped, they can progressively incorporate civic concept learnings into the sport activities they carry out. A Playdagogie session typically ends with a debate during which children verbalise their feelings and are encouraged to develop linkages between the concepts used throughout the game and real life. The fun and participative aspects of the method makes it easier for children to process sensitive issues.

Because poverty, gender and disability are the main factors of school exclusion in Burundi, AMEP uses Playdagogie to fight the stereotypes associated with those factors and their deterring effects on school access on retention. PLAY International developed three specific pedagogical kits dealing with social inclusion and school success to the attention of educators, taking into account the particularities of Burundi's context. The aim is to foster the reintegration of children at school and their acceptance by other pupils. Those kits are used both by animators in youth centres and by teachers in schools.

The second main element of AMEP is the 'Passerelle', a space for meeting and exchange between education professionals namely teachers on the one side and facilitators of extracurricular activities on the other side. As part of the Passerelle, out of school children take part in socio-sport activities organised in schools premises so that they are in contact with enrolled children. The ultimate aim is to bridge the gap between the school and extracurricular environments to ease the identification of children who are out of school and guide them back into schooling.

AMEP is scheduled to run from April 2016 until April 2019 with a total budget of €807,000 over three years. Half of the funds are provided by the French Agency for Development (Agence Française de Développement -AFD), about €125,000 is provided by the United Nations Children's Fund (UNICEF), and the rest comes from the NGO own funds.

PLAY International works with the Association for the promotion of the Burundi girl (Association pour la Promotion de la Fille Burundaise -APFB) and the Association of socio-sporting animators for the promotion of children's rights -ASSOPRODE). The hope is for those associations to take the lead in carrying out the activities after the completion of the project. PLAY international also partners with the Burundi Ministry for Youth, Sport and Culture and the Burundi Ministry for Education.

The overarching objective is for 10,000 children aged 6-20 to take part in activities implementing the Playdagodie method. Some of these children participants are expected to go back to school durably after completion of the project. To meet this objective, PLAY International expects to train 180 animators and 50 teachers.

Outcomes and learning points

Since September 2016, over 10,000 Playdagodie sessions have taken place at least bi-weekly across Burundi and, on average, about 200 children attended the activities organised by youth centres on active days. To date, 42 animators and four teachers have been trained to implement the 'social inclusion' Playdagogy kit.

In an interview, the programme manager explained it is however difficult to measure behavioural changes as it takes place on a longer time scale and it requires often-costly outsourcing for NGOs that do not have the internal resources.

When it comes to the capacity building of educators, evidence are also encouraging. 70% of the Youth Centres' animators feel like they have gained key skills and 90% find the socio-sport games adequate for teaching civic concepts. 80% of both teachers and animators feel capable of facilitating Playdagodie sessions based on the 'social inclusion' kit.

After completion of the project, the youth centres should stand and keep running socio-sportive activities through the two partner associations supported by PLAY International during the project. Beyond Burundi, this project is a source of inspiration for other projects implemented by PLAY International. The 'passerelle' dimension of AMEP will for instance be adapted and experimented in France. Furthermore, selected aspects of the Playdagodie methodology and the pedagogic kits will be developed in Kosovo.

Case study 4 – Developing sport for disabled people in Ghana

Summary information

Name of project	Programme to implement sports activities for the handicapped in Ghana
Lead organisation	Dansk Handicap Idrætsforbund (Parasport Denmark)
Key focus/objectives	Capacity building in developing countries
Member State(s)	Denmark
Third countries (partner countries)	Ghana
Period	2005-2016

Aims and approach

Parasport Denmark is a federation under the Danish Sports Association (DIF). It was founded in 1971, after the National Committee for Disability Sports was established in 1968. The organisation's initial goals were to adapt existing sports for people with disabilities and promote them in Denmark and internationally.

To support the development of sports for disabled people in developing countries, Parasport Denmark started a programme to implement sports activities for disabled people in Ghana. The project was implemented by Parasport Denmark and supported by funding from Danida, the Danish Government development agency. The project was delivered in association with the Ghana Society of Physically Disabled (GSPD) as a local partner. In total, between 2005 and 2016, the funds allocated to the project added up to around 1.6 million Danish Krona.

The ultimate objective of the project was to enable people with disabilities to take part in sport activities and develop their confidence and independence. In order to achieve this, a number of sporting activities were presented to a large group of disabled people through the GSPD. The members were given the opportunity to take part in sporting

activities adapted to their disabilities such as wheelchair basketball, blind football or athletics. Out of the GSPD members interested in taking part, a number of participants who demonstrated leadership competencies were selected to receive training. Those selected were invited to form a committee responsible for organising further activities and trainings to help to ensure the sustainability of the initiative. As a result, further events and trainings were held in Accra and Kumasi.

The project uses a “cascade model” where, initially athletes are trained to be trainers in certain sports. This training allows the athletes to carry on training local athletes and coaches, to ultimately build a community of athletes with disabilities and provide them with a structure and capacity to develop their activities and inspire each other to develop disability sports. The ultimate aims of the project to change attitudes and perceptions of the potential for disabled people to take part in sport.

In terms of the stakeholders involved, efforts were made to ensure that the activities are rooted in Ghana's public administration through cooperation with the ministries for health and sport, respectively. For this reason, Parasport held meetings with several government agencies as well as the Ghana priority committee. Through the GSPD, the project had access to the Ghana National Paralympic Committee, where it held three seats.

The main intended outcome of the programme was to develop an organisational structure for disabled sport in Ghana in a committee consisting of the people who had received training under the programme. The aim of forming a committee was to give continuity to the results of the programme and ensure its sustainability in terms of encouraging participation in disability sports in the long term. In relation to the outcomes, Parasport Denmark aimed to reach four main outcomes:

- Empower disabled people in Ghana to become a societal resource rather than a burden.
- Promote the organisation, democracy and capacity development of disabled people.
- Integrate people with disabilities and raise awareness.
- Promote an exchange of learnings between Denmark and Ghana

The starting point was to spread awareness of the opportunities for people with disabilities and provide a sufficient basis for locally developing offers that are both fun, motivating, activating, and which may eventually develop into real competitive sports offerings.

Outcomes and learning points

According to Parasport, the main intended output was successfully achieved - there is an existing committee in place that is continuing the work of the programme by involving people with disabilities in sports and providing further training to more athletes and coaches. There is also evidence that some of the key objectives have been achieved to some degree.

First, in terms of getting disabled people involved and making them feel socially included, the Project Manager claimed that disabled people now travel a long way to GSPD's office on a Friday where they stay overnight to attend the training on a Saturday morning. Others have started repairing old wheelchairs so that they can be used for wheelchair basketball activities. Finally, work has been provided to individuals, so that they can afford transport and wheelchairs, showing evidence that slowly a community is being built and people with disabilities that are involved are finding their role within that community or being enabled to more, fostering societal integration.

Secondly, through the organisation of a permanent committee and the cascade effect of further involving other people with disabilities, Parasport claims to have achieved an initial stage of organisation, democracy and capacity development. Although people with

disabilities have been organised for a long time in Ghana, the new initiative for sport has provided a whole new spectrum of activities to take part in expanding the organisational form, with many people getting involved. Based on an interview with the project team, an indicator of the project's success is that, today, there are sports for disabled people in all of Ghana's 10 regions and many more people are actively involved in organising and monitoring sporting activities for the disabled. Moreover, it is claimed that between that eight sport teams have been formed in the country as a result of the project.

Thirdly, in terms of integrating people with disabilities and raising awareness, Parasport argues that the programme helped create awareness of disabled sport amongst the general population when the sport activities take place, for example at the sports centre in the middle of town, where wheelchair basketball is played. Several non-disabled people have been interested in joining the work, showing the potential that sport has as an integrating activity by raising awareness of the capabilities of the disabled, rather than their limitations.

The main success factor pointed out by the project manager was the involvement of the people who made the project possible. In this sense, the eagerness and participation of people with disabilities who got involved in the GSDP ensured the success of the project for as long as it lasted and helped generate a sense of continuity in disabled sports activities.

However, the difficulty of relying on individuals for the success of the project became the main challenge of the project in the long term hindering its sustainability objectives. Given the lack of structure for sports organisations in Ghana, relying on individuals to organise events and move workshops forward was vital. The learning that the Project Manager took from the programme was the need for a wider organisation of sports for disabled people where the teams formed can continue to operate after the project finalises. In Ghana, despite the creation of a number of wheelchair basketball teams, there was still no organised league, making the organisation of events dependant on the willingness of volunteers.

Case study 5 – Addressing Violence against Women and Girls (VAWG) through football

Summary information	
Name of project	Addressing Violence against Women and Girls (VAWG) through football
Lead organisation	British Council and Premier League
Key focus/objectives	Tacking gender based violence
Member State(s)	United Kingdom
Third countries (partner countries)	Kenya
Period	September 2014 to November 2017

Aims and approach

British Council in partnership with Premier League⁹ is delivering an innovative pilot project, which uses football to tackle issues of violence against women and girls in Kenya. The project aims to address harmful social norms which perpetuate VAWG through football, by working with young people in Mount Elgon and Kisumu (Kenya) to address some of the behaviours and attitudes that give rise to high levels of violence against women and girls. This 3 year project was set up in 2014 and is funded by the UK

⁹ British Council is the UK's international organisation for cultural relations and educational opportunities. Premier League runs several community programmes which uses the power of football and sport to inspire young people.

Department for International Development (£1.5m or €1.8m), builds on the existing work of Premier League and British Council's Premier Skills programme.

In recent years the Sport and Development sector has recognised sport as a powerful tool through which gender inequality, one of the contributing factors to VAWG, can be effectively addressed. While most sport for development programming that addresses gender equality has been aimed at girls, engaging boys and men in relationships is now considered to be key. This project provides a unique opportunity to pilot a project which aims to engage boys and men in a way that stand-alone VAWG prevention programmes and campaigns may not.

Expert Premier Skills coaches train coaches from the community, both men and women, to deliver participative, inclusive and engaging community football activities for young people. The coaches have also been trained to address questions of gender, violence and conflict during the football sessions using a contextualised curriculum on violence against women and girls developed specifically for the programme.

Using a multi-media campaign, the project uses engagement of high profile champions to reinforce the programme's messages. It aims to reach the wider community through the advocacy component of the project, which includes a series of capacity building and coordination workshops for key stakeholders and service providers in the two delivery regions of Kenya. The project also aims to encourage policy engagement with the County government officials in Mount Elgon and Kisumu.

Outcomes and learning points

Some of the achievements of the programme so far include:

- Over 100 coaches trained - 47% of active coaches are women;
- 2,400 young people engaged to date – 45% of current participants are girls;
- More than 2,000 community members engaged through awareness raising events
- Over 120 representatives of local government and civil society organisations engaged in workshops and meetings to address and respond to violence against women and girls;
- Gender equitable attitudes among participants increased from 41% at baseline (47% for girls and 34% for boys) to 75% (79% among girls and 72% among boys) at the end of the curriculum ;
- Anecdotal evidence of positive behaviour change among young people and coaches;
- New working group on violence against women and girls established in Mount Elgon;
- Commitment to a VAWG recovery centre by Bungoma county government.

Engaging with county government officials has been critical in enabling the project to achieve results in advocacy in the context of the devolution of power within Kenya. State officials from both regions have engaged positively with the project's activities, including through regular governance meetings and in an exchange visit from Bungoma County to Kisumu to facilitate peer learning. Results from the advocacy work include the introduction of a sub-county working group on violence against women and girls in Mount Elgon, supported by the national government representative in the county, and securing funding to establish a gender-based violence recovery centre at the hospital in Bungoma. According to the project's annual review 2016, both of these changes have been directly attributed to the project's work and the two counties are planning further learning visits to build on the success of the initial exchange.

According to the project's annual review 2016, the programme is continuing to perform well and the levels of satisfaction in the project remain high amongst all stakeholders. Young people's feedback on the coaches, obtained through focus groups discussions, was broadly positive, suggesting that coaches are generally succeeding in role modelling positive gender attitudes and behaviours. The mid-term evaluation report indicates that young people in Mount Elgon engaged strongly with the programme and that there was

significant positive change in their knowledge and attitudes after taking part. At the community level, the community conversation approach introduced at the awareness raising events is an innovative way of engaging community and getting communities to open up on sensitive topics. There is also potential for translating the conversations into action and ownership by the communities.

There have been some initial challenges around the selection and training of coaches. In particular, there has been an issue of a significant minority of male coaches expressing more gender inequitable attitudes than their female counterparts. Improvements were made to the selection process for coaches and adjustment were made to the training model. Further training on gender and child protection was developed for coaches in Mount Elgon to enhance coaches understanding of gender and reiterate the key messages and code of conduct for the programme. The training also introduces coaches to the concept of power, and how it can be used to address violence against women and girls, e.g. when community leaders speak out publicly against violence, influencing the views of others.

The project has also been more successful engaging younger age groups, as older youths have not engaged with the sessions to the same extent. The older youths tend to work in the informal sector to support themselves or their families and are not able to participate consistently in regular football and education sessions. A more targeted approach to recruiting older youths is required.

Another challenge has been meeting all of the project's goals, as some are overly ambitious for a pilot project of this scale. Notably, the project is behind its target for engaging community members who attend community awareness raising meeting and events. In response to this challenge, an advocacy campaign, including multimedia content, has launched alongside the ongoing quarterly events with community members and the targeted capacity building with duty bearers aims to extend the impact of the project beyond those attending the football and education sessions.

In terms of sustainability, there are some questions in relation to the long term future of the project post 2018, as to whether the programme can provide a curriculum transferable to other contexts and how the lessons learned can be incorporated into central prevention of violence against women and girls (VAWG) policy work. While there has been significant progress against the project's outputs, it is unlikely to translate to the project being able to meet its ambitious outcome target that "football is transformative in enabling women and girls to live free from violence and in enhancing girls' ability to claim their rights" over the longer term.

Case study 6 – Empowering girls through football

Summary information	
Name of project	La League – Connecting fathers and daughters to empower girls through football
Lead organisation	Plan Nederland, Johan Cruyff Foundation, WomenWin
Key focus/objectives	Gender equality and addressing teenage pregnancy and child marriages
Member State(s)	Netherlands
Third countries (partner countries)	Nicaragua and Brazil
Period	July 2017 to December 2019

Aims and approach

Plan Nederland in partnership with Johan Cruyff Foundation and WomenWin¹⁰ are delivering an innovative pilot project to engage fathers and boys in actively supporting girls through football. The project aims to address teenage pregnancy and child marriages by empowering girls through football in Nicaragua and Brazil. Brazil has the 4th highest number of child marriages in the world¹¹ and Nicaragua has the highest rate of teenage pregnancy in Latin America. This pilot project was set up in 2017 and is funded by the Nationale Postcode Loterij (Dutch Postcode Lottery) (€1.3m) and the UEFA Foundation for Children (€200,000). The project has a threefold approach, which combines the expertise and best practice of each organisation:

- Social empowerment of girls: girls and boys become Champion of Change in their communities combining football with life skills training, with a specific focus on sexual and reproductive health and rights (SRHR)
- Engagement of fathers/boys: with Cruyff Courts as safe places and engaging fathers and boys using the Heroes of the Cruyff methodology and changing their attitudes towards SRHR and child marriage
- Economic empowerment of girls: create jobs opportunities in football based on the LEEP methodology of WomenWin to become professional players, coaches and referees

Plan Nederland will pilot project in 10 rural communities in Nicaragua (July 2017 to August 2019) and over 20 rural communities in Brazil (over 3 years from 2018). The project will contribute to Sustainable Development Goal (SDG) 3.7 (ensure universal SHR services, including family planning) and SGD 5.3 (eliminate all harmful practices, such as child marriage).

Football is at the heart of the project and it used as a tool to engage girls (aged 12 to 24) not only to play the sport, but also to turn talented players into professional footballers who can be positive role models for girls. It is build on the premise that football can an effective instrument to transform gender norms and raise awareness on SRHR. This is further supported by an emerging body of research, which shows that daughters whose fathers have been actively engaged throughout childhood in promoting their academic or athletic achievements and encouraging their self-reliance and assertiveness are more likely to graduate from college and enter higher paying and more demanding jobs which are traditionally held by males¹².

Outcomes and learning points

Although it is too early to report key outputs and outcomes, the project's is expected to achieve the following results:

- 1,300 girls empowered as football heroes and Champions of Change;
- Access to 90 football-related jobs and at least 4 access sports scholarships and 5 transition into professional players;
- 60 girls football teams are set up, playing in at least 9 local Girls Cup tournaments;
- 900 engaged fathers and another 650 boys trained as Champions of Change;

¹⁰ Plan Nederland is a member of the global umbrella organisation Plan International. Plan works on sustainable poverty reduction and better living conditions for children in developing countries, with special attention to equal rights and opportunities for girls. Johan Cruyff Foundation provides opportunities for children, especially children with disabilities, to be active in sports and play. WomenWin supports organisations that use sport as a tool to empower girls and young women to know and use their rights, specifically in the areas of gender based violence, sexual and reproductive health rights, and economic empowerment.

¹¹ Promundo and Plan International (2015) *She goes with me in my boat, Child and Adolescent Marriage in Brazil*.

¹² Nielsen, L. (2014) *How Dads Affect Their Daughters into Adulthood* <https://ifstudies.org/blog/how-dads-affect-their-daughters-into-adulthood/>

- Over 50,000 community members in Brazil and Nicaragua are committed to gender equality and to end child marriages and teenage;
- 250,000 people reached through Brazil's regional TV and social media networks addressing the harm of child marriages and teenage;

Plan Nederland ensures that all of its work is aligned with the local government and in the early stages of involving the national federations in the project. There is also strong support from UEFA Foundation for Children for the project in Nicaragua, which is currently funding around 40% of the pilot. There is also strong interest from the Dutch premier league to work with Plan Nederland to promote equal rights and opportunities for women and girls in football, not only in developing countries, but also in the Netherlands.

So far, communication and visibility have been the key success factors for the project. La League consists not only of development projects, but also offers a variety of on-and off-line events to promote girls football, starting in the Netherlands. There has been a high profile awareness raising and branding campaign for the project, such as La League All-Star Match & Girls Finals in September 2017. All-Star Match was led by former top football players, Ronald de Boer vs. Daphne Koster, both teams consisted of a mix of Eredivisie Women, footballing celebrities and former internationals. The Girls Finals was a series of girls football tournaments organised in collaboration with SportsGen, the Olympic Stadium and clubs from the Eredivisie Vrouwen (women's football league). There were activities for corporate partners as well as for the general audience, but core focus of the event was the father/daughter matches. Plan Nederland is also looking to scale up its communication and visibility activities to other the countries. Ronald de Boer and his daughter Demi visited Brazil in the run-up to promote the project in Brazil. There was anecdotal evidence that the fathers they met were deeply moved and inspired by the words and actions of Ronald de Boer and his daughter Demi.

"As a father of 5 daughters, I worry about their future. You have to take care of a good education so that they also get a chance of a good job. I already know here how difficult this is and it is even more difficult in Brazil. I think it is important that my daughters know that they have the same rights as boys and that we share this message together. Sport and in this case football is important as sport is healthy, it contributes to discipline and togetherness. Aspects that children need to become better and wiser in the world. " Ronald de Boer

The main challenge that the project has faced so far is combing the best practices of the three partner organisations into one coherent model, to bring together the best aspects of each approach to combine it into a La League Champions of Change methodology. The project is also challenging due to its innovative, bold and ambitious nature, as it aims to take a holistic approach to its delivery (i.e. the project is not just about football, its about creating a brand, a development project, engaging partners, securing sponsorship, and host events).

In terms of sustainability, Plan Nederland is looking for crowdfunding to upscale the project to other countries and UEFA Foundation for Children have committed to match fund every pound donated to La League in Nicaragua. Plan Nederland is also looking for sponsors to become a Champion of La League, by donating €100,000 or more their logo will go on www.laleague.com and on several offline events.

Case study 7 - Use of sport to promote health awareness and gender equality

Summary information

Name of project	Sport for Development in Africa (S4DA)
Lead organisation	GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ)
Key focus/objectives	HIV prevention and youth empowerment through sport
Member State(s)	Germany
Third countries (partner countries)	Multi-state project in Ethiopia, Kenya, Mozambique, Namibia and Togo, and individual measures on a smaller scale in other African countries (Ghana, Nigeria, Rwanda, DR Congo). This case study exclusively focuses on Namibia
Period	2013 – Mid 2018

Aims and approach

As a German federal enterprise in the field of international cooperation for sustainable development, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH., implements international cooperation projects, mainly for the German Federal Ministry for Economic Cooperation and Development (BMZ). In 2013, BMZ decided to strategically use sport as an instrument for development cooperation. By the end of 2017, a network of 17 partner countries where sport contributes to reaching SDGs has been established, Namibia being the most extensive case.

Namibia has one of the highest HIV prevalence rates worldwide, there is a lack of HIV/AIDS prevention measures and the number of new infections is particularly high in the 15-24 age group. Another major issue in Namibia is school dropout. Sport activities such as football and basketball are an effective way of motivating young people to lead healthier lifestyles and reintegrate into school. Before carrying out a sports programme however, it is often necessary to construct new sport facilities or redevelop existing ones. Against this background, GIZ is implementing a Sports for Development programme, on behalf of BMZ, that entails both infrastructure (as part of the '1000 Chancen fuer Afrika' framework) and capacity development components. The programme comprises three key elements: the construction or rehabilitation of sport facilities; the development of concepts for usage and maintenance of sport grounds; and the training of trainers.

As part of its first element, the objective of the programme is to construct or rehabilitate 50 sports facilities across Namibia. BMZ also funded the construction and equipment of a Girls Centre in Windhoek where young women from disadvantaged social backgrounds find a safe and supportive space for completing their schoolwork and can join football coaching sessions. The second element of the programme was the development of four Sport for Development training handbooks, specifically tailored to Namibia. As part of the third element of the programme, football and basketball coaches have been trained according to Sport for Development methods across the country. Because coaches represent role models and figures that young people trust, they are best placed to give young people a stronger sense of self-esteem and help them develop prospects for the future. It is hence successful to incorporate HIV prevention and the teaching of social skills into football and basketball coaching programmes for young people. The aim is to foster learning in an easy and playful way, by developing specifically targeted exercises that are an integral part of the training and by including short preparation and reflection phases before and after the physical exercises.

In addition, the programme runs a Basketball School where HIV prevention and school education are promoted through sport. Children are originally attracted to come to the centre to take part in basketball trainings. Apart from basketball courts, the facilities include a gym, classrooms, a library and a canteen. Children are offered a free lunch, after which they are invited to complete their homework under the supervision of tutors before they can participate in basketball trainings. While the average school exams failure rate is of about 50% across the country, the exam success rate of pupils frequenting this centre is of about 95%.

The implementation of the programme has been dependent on a strong partnership approach. Internationally, BMZ and GIZ collaborated with the Fédération Internationale de Football Association (FIFA), UNICEF Namibia, UNAIDS Namibia, Futouris e.V. and TUI Care Foundation. German partners have included the German Olympic Sports Confederation (DOSB), German Football Association (DFB) and the Football and Athletics Association of Westphalia (FLVW). Finally, Namibian partners included the Ministries for Sport, Youth and National Service (MSYNS) and Education, Arts and Culture (MEAC) as well as the Namibia Football Association (NFA).

BMZ funds most of the programme although its partners provide funding for some specific parts (such as facilities rehabilitation and construction, scholarships for the target group) or provide support in the form of equipment; expertise (such as expertise in sport training); and/or experienced trainers.

Outcomes and learning points

HIV prevention activities reach around 6,000 young people. BMZ and GIZ established a partnership with the Sports University of Cologne to evaluate the impact of the programme. The study indicates an increase in knowledge on HIV prevention and contraception among participants. Furthermore, one observes a change in the mindset of the target group. As per the testimony of the coach of the young women national football team at the Girls' Centre, five years ago her team was made of girls 'who quit school and did not pass exams' while today 'they are speaking about which university they will attend'.

In addition, in 2016, 20 young women took part in a course of pre-vocational training at the Girls' Centre in Windhoek. The best twelve participants received a grant from the TUI Care Foundation for a one-year training in restaurant management taking place in 2017. Finally, in cooperation with FIFA and the DFB, the construction of 28 sports facilities and the rehabilitation of 17 soccer pitches in the North of the country is expected to be completed by mid-2018.

The most important political outcome of the programme is arguably the shift operated in Namibian authorities' mindset when it comes to using sport as a tool for education and health. Before the programme, Namibian authorities had little experience in using sport to promote development and to bring different target groups to work together. Throughout the programme however, the national and regional authorities have proved increasingly interested and supportive. The government has for instance agreed to finance two salaried positions at the girls' centre and to provide money to sustain it more generally. The Northern regional administration has also displayed increased interest in improving the quality of sport facilities in schools, which was unseen before.

A major success factor of the programme was to involve a wide variety of actors. Each actor brought a different set of expertise (eg: the German football federation brought their sport expertise) and increased the credibility of the programme. It was also easier for GIZ to access local partners through its partners' established networks and benefit from the trust relations they had built.

A second success factor is the Sport of Development methodology and its tailoring to Namibia's specific context. Using sport trainings provides an incentive for the target group to attend in the first place. Training coaches and ensuring they are people of trust for children is the second step of the process. Finally, incorporating societal issues

learnings as part of a playful environment is a success. The programme focuses on issues important to Namibia namely HIV/AIDS and focuses on working with young women. This approach enables GIZ to reach target groups it wasn't reaching before and achieve prevention goals it would not achieve in other circumstances.

Another success factor was the ability to obtain prompt tangible benefits from the programme through the construction of sport facilities such as the Girls' Centre. In addition to supporting grassroots level sport activities, the centre has become the springboard of the young women national football team that uses the centre for their trainings and for devising their strategy. The team's high-level performances is something very positive that triggers all the more local support and involvement into the wider programme across the country.

Finally, the selection of the country also plays an important role for the success of the programme. In this case, BMZ decided to initiate talks with the Namibian government based on the existence and quality of contacts German development cooperation already had there, but also based on the size of the country. As a small country, Namibia represented an ideal pilot project territory. Finally, BMZ and GIZ always try to avoid implementing stand-alone measures but rather support existing focal areas of development cooperation. This programme was implemented on the basis of an already existing HIV/AIDS programme of GIZ in Namibia, which contributed to its success.

Although a major asset, bringing many different actors together was a challenge at the same time for the programme. It was difficult to come to a common understanding with so many different partners which, in fact, delayed the start of the implementation of the infrastructure component for about a year. Another challenge was the fact that, in the North of the country, soccer facilities are often located inside the premises of local schools but remain at the disposition of the wider community for other purposes such as community meetings. It is hence crucial for schools' management to prevent sport facilities from being neglected or misused. Against this background, GIZ advised and supported Namibian authorities in fostering cooperation between village headmen, school principals and parent-teacher associations with local NFA branches to ensure sport facilities are sustainably used.

The lack of a ministerial platform coordinating sport for development initiatives in Namibia represents an additional challenge for the programme. GIZ is currently temporarily facilitating basic cooperation between all actors involved in the field but there is a risk is that this coordination effort stops after the end of the programme. Although the Ministry of Sports might be interested and willing to take up such a coordinating role, greater capacity development would be needed.

It is too early to say whether the programme in Namibia will continue or not beyond its scheduled end in 2018. However, BMZ and GIZ are working on a general resource toolkit in which they will draw upon best practices and lessons learnt from their ongoing projects. Best practices and lessons from the Namibian programme will be part of this toolkit in particular in terms of how to best use sport to achieve HIV/AIDS prevention goals. The sustainability of the programme can be seen in that training manuals developed for basketball coaches are widely used across the country by GIZ partners. It also translates into the mind-set shift of the government and sport associations. Sport associations now understand they have a role to play not only in terms of sport in development but more widely in the development of society. Multipliers such as sports coaches and teachers will continue to work with underprivileged young people.

In order to ensure the exchange of experiences and best practices between countries that use sport as a tool for development, BMZ and DFB have launched a new format in 2016. Football coaches from a number of partner countries were invited to attend a 12-weeks international training course in Germany where they could deepen their knowledge on methodologies and exchange about their experience. Among these, two participants were from Namibia. Finally, as GIZ is working in the field in Namibia, in particular in relation to facilities construction, new ideas emerge about how sport for

development can be used on other issues such as natural resource management and natural reserves protection in particular.

Case study 8 – East Africa Refugee Programme

Summary information	
Name of project	East Africa Refugee Programme
Lead organisation	Church of Sweden
Key focus/objectives	Improve living conditions for people in refugee camps
Member State(s)	Sweden
Third countries (partner countries)	Kenya, Uganda, Djibouti and South Sudan
Period	2008-ongoing

Aims and approach

The East Africa Refugee Response is managed by the Church of Sweden and the organisation responsible for the implementation of the programme is the Lutheran World Federation (LWF). The LWF is a global communion of 145 churches in the Lutheran tradition, representing over 74 million Christians in 98 countries. The programme is funded mostly by the Swedish International Development Agency contributing SEK 10.2 million over two years, while the Church of Sweden donates SEK 1 million from the funds it raises.

The Church of Sweden has an international department which aims to contribute to sustainable development, peace and democracy building and protecting human rights. It does so through a series of programmes funded with donations which range from assistance, trainings, education to providing basic services in emergency contexts in collaboration with local partners. The Church of Sweden has been involved in East Africa since 2008, although its partner, the Lutheran World Federation has been involved since 1992.

The East Africa Refugee Response programme has the general objective of improving the living conditions of people living in refugee camps, mostly in Kenya, in the camps in Kakuma and Kalobeyei. Kakuma was established in 1992 following the arrival of the "Lost Boys of Sudan". During that year, large groups of Ethiopian refugees fled their country following the fall of the Ethiopian government. Somalia had also experienced high insecurity and civil strife causing people to flee. Kalobeyei was established later on to compensate for the lack of capacity in Kakuma. One of the main policy objectives of the programme is to combat inactivity in the camps as refugees are not allowed to work outside of the camps. In order to achieve this, different activities are offered, amongst which there are sports activities. Hence, the project rationale is that providing refugees with activities is a way of enabling them to do something constructive to fight inactivity and the use of drugs through psychosocial support.

The sports development objective falls into the Youth protection and development sector, with youth as a target group. Other focus areas within the sector are youth protection and empowerment, talent and culture and girl mentorship and guidance. Within the sports development subsector, several activities are offered with specific development objectives: building relationships within the camps involving youths from different countries and improving their ties with each other and with the host nationality, making the youth in refugee camps feel empowered and providing recreational activities. These objectives are trying to be achieved through the identification, nurturing and promotion of sporting talent. Several sports activities are offered in the camp. Although football is the most popular sport, basketball, netball, athletics and indoor games are also offered and have gained popularity. The activities are organised around tournaments but capacity building activities are also offered. In terms of capacity

building, the LWF organises coaching trainings, refereeing and sport administration as a means of continuity and self-organisation within the camp¹³.

The rationale behind the involvement of the Church of Sweden in sports activities in refugee camps is the idea that the understanding of the role of refugee camps is shifting from a temporary service to a possible extended or permanent state for many of the people who live in camps. In this sense, the provision of basic services and emergency aid is not sufficient. In terms of the intended outcomes, the Church of Sweden is aiming to achieve the organisation of the youth community within the refugee camp. The core intended outcome is the increased sense of contributing to the community, creating or strengthening social structures and security networks, as well as improving ties between nationalities in the camp and with the host nationality¹⁴.

Outcomes and learning points

Focusing on the results of the programme in Kakuma and Kalobeyei, out of the intended outputs of the programme, between 2008 and 2016, the overall Youth protection and development sector has managed to get 32,000 children and teenagers involved in Kakuma and Kalobeyei, which have a total population of around 185,000 people. The programme administrator has recognised that achieving gender balance is a challenge, as 78% of the youth involved are male and only 22% are female.

Regarding the specific outputs in the sport subsection, the programme has successfully organised around 40 teams in three different football leagues: Kakuma Premier League¹⁵, Kakuma Divas League and Kalobeyei Queen Tournament. Although, more generally, the camp has 592 registered sports teams, 73 of which are women's, across football, basketball, volleyball, running, boxing, judo, netball and more. In addition to this, the camps successfully managed to participate in the refugee team in the Rio Olympics in 2016, where five members of the team came from the Kakuma camp¹⁶. Although the programme is not responsible for all the developments, it is a significant contribution and long term commitment to develop sports at the camp. For the Programme Coordinator this is key in achieving the sense of empowerment that is considered one of the desired outcome, using mentors and role models for the rest of the youth in the camps to trigger behavioural change.

According to the Programme Coordinator, the programme has been successful in engaging youth from different background and strengthening their ties. In this sense, an important diplomatic achievement is the connections built between nationalities in the camp and the involvement outside of the camp with the host society. For instance, people within and outside of the camp watch the Kakuma Premier League. In addition to this, the organisation of tournaments by the participants themselves has given them a sense of empowerment and achievement and enhanced their leadership skills.

Several success factors have been identified. The core success factor identified by the Programme Coordinator is the high level of involvement given that many of the participants were the ones engaged enough to initiate many of the activities. However, it was also pointed out that this would not have been possible without the structural support and encouragement of the people involved. As mentioned earlier, a key paradigm change has had a great impact in making the programme successful. This is, acknowledging the long term perspective in the development of the camps and the structures within them.

In addition to this, seeing the youth in the camps as a resource instead of a burden has helped to get them involved, especially considering that for a long time they have not

¹³ <https://www.sbnation.com/a/kakuma>

¹⁴ <https://blogg.svenskakyrkan.se/internationaltarbete/2016/08/19/viktigt-att-skapa-en-meningsfull-tillvaro-for-manniskor-pa-flykt/>

¹⁵ <https://kenyadjibouti.lutheranworld.org/content/finally-kakuma-premier-league-here-31>

¹⁶ <http://www.unhcr.org/ke/1576-kakuma-is-bursting-with-sports-talent.html>

been targeted as a population group in camps. Specifically related to the design of the programme, the Coordinator recognises that the use of role models and mentoring programmes have been key in getting people engaged and ensuring participation. Finally, in terms of the target group, the fact that many of those who got involved in the programme belong to the fraction of young people in the camps with education has helped create an environment of highly motivated young people with leadership and organisation skills already in place.

The ongoing challenges to the programme is receiving enough funding to ensure the sustainability of the programme. Funding conditions the provision of equipment for the different projects considering the high demand for them. Also, the limited exposure of the success outside of the camps is also seen as a challenge and a risk factor, as recognition of the programme is key in securing funding, partnerships and support from the host countries. The projects sustainability is dependent of funding, but will continue in the future and has already served as a model in other camps in Uganda and Ethiopia (e.g. the organisation of a talent show within the talent and culture subsector).

Case study 9 – Leadership and Excellence in Athletics Programme (LEAP)

Summary information

Name of project	Leadership and Excellence in Athletics programme (LEAP)
Lead organisation	UK Sport / UK Athletics
Key focus/objectives	Linking an international sport for development programme to a major event
Member State(s)	UK
Third countries (partner countries)	Azerbaijan
Period	2015-2017

Aims and approach

UK Sport is a UK government funded agency with responsibility for the development of the elite sport system in the UK. Building on the momentum of the London 2012 Olympics and Paralympics, UK Sport has a long-term commitment to invest in the bidding and staging of major sporting events in the UK. Through its International Partnership Programme (IPP)¹⁷, UK Sport also works with the UK's national federations (NFs) for individual sports to help them build strategic relations and collaborative partnerships with relevant NFs from around the world.

UK Sport has gained experience in harnessing major sporting events to support international development programmes. The International Inspiration programme, which was the international legacy programme of the London 2012 Games was one of the largest international development initiatives of its kind. Building on the key principles and lessons learnt from International Inspiration, UK Sport is also delivering international development initiatives that have formed part of successful bids to host several major events. To date, this includes the Leadership and Excellence in Athletics programme (LEAP) as part of the 2015 World Athletics Championships, Targeted Assistance Programme (TAP) in West Africa as part of the 2018 Hockey Women's World Cup, and international development programmes as part of 2019 Netball World Cup and 2019 Taekwondo World Championships. There is also the Unity programme that was

¹⁷ UK Sport (2017) International Partnerships Programme – Building and maximising the benefits of international sport partnerships <http://www.uk sport.gov.uk/~media/files/resources/ipp-booklet.pdf?la=en>

developed as part of the requirement of hosting the 2015 Rugby World Cup.¹⁸ This case study focuses on particular lessons and outcomes from the LEAP programme.

LEAP is part of a successful bid to host the International Association of Athletics Federations (IAAF) World Athletics Championships, which was held in London in 2017. It is a legacy programme endorsed by the IAAF's 'Athletics for a Better World' initiative. LEAP has aimed to inspire young people through athletics across 10 countries (Argentina, Azerbaijan, Chile, Ethiopia, India, Kosovo, Mozambique, St Lucia, Senegal and Uganda). LEAP is based on a 'cascade' delivery model focused on the training of tutors and young athletics leaders which aims to ensure that capacity is built within the participating countries to enable athletics activities to continue long after LEAP has finished.

LEAP is committed to achieving the following objectives:

- To increase the number of young children accessing appropriate, high quality, inclusive athletic activities.
- To develop a highly skilled workforce of Athletics Leaders, Tutors and Trainers within participating countries
- To support the set-up of school and / or community athletics teams or groups within participating countries

The general approach of the project worked as follows: Coaches from UK Athletics, the UK national federation for athletics visited participating countries to deliver a week long Tutor Training course to a selected group of coaches, teachers and national federation staff. During the course the Tutors take part in a variety of theoretical and practical sessions, with the ultimate goal of qualifying as a LEAP Tutor. Once qualified, these Tutors are able to work in schools and the community to train Young Leaders. The Young Leaders are motivated young people aged between the ages of 13 and 18, who take responsibility for delivering. The general model of the programme is adapted to meet specific local needs.

This case study focuses on the outputs and outcomes of the project's implementation in Azerbaijan. The programme was launched in Azerbaijan in March 2015.

Outcomes and learning points

Under the guidance of the Azerbaijan Athletics Federation and Azerbaijan Olympic Committee, LEAP was delivered in partnership with a number of key national stakeholders. These included the Ministry of Education, Ministry of Youth & Sport, and the Sport4Development charity. Representatives from each organisation took part in the Tutor Training, which ensured that a diverse group of Tutors could train and support Young Leaders from a variety of backgrounds.

Based on latest figures provided by the Azerbaijan Olympic Committee, coaches from UK Athletics initially trained 20 tutors. Tutors have gone on to apply the LEAP methodology in 72 schools in the cities of Baku and Sumqayit city.

From Azerbaijan's perspective, a key benefit of the programme was the focus on schools. This aligned well with the objectives of the Azerbaijan government and the Azerbaijan athletics federation, particularly as athletics is part of the national curriculum on physical education. LEAP's approach of developing athletics in school and also as part of the extra-curricular activity was regarded by stakeholders in Azerbaijan as an effective approach for their needs. This combination was also seen as innovative in the Azerbaijan context.

The LEAP project has also created a longer-term legacy effect as there are plans to apply the methods to the teaching of other sports disciplines. The Sports Academy in

¹⁸ UK Sport (2016) International Legacy Programmes <http://www.uk sport.gov.uk/our-work/international-relations/international-legacy-programmes>

Azerbaijani, which is an education institution focused on developing coaches and physical education teachers, are planning to incorporate relevant parts of the LEAP manual into the teaching curriculum of the academy.

A key lesson was involving a wide range of partners in the delivery of the programme. The involvement of the Azerbaijan Olympic Committee helped to widen the partnership from Azerbaijan's side. The following organisations were involved: Minister of Sport, Minister of Education, Sport for Development (a spin off organisation from the I.I. programme). The tutors were specifically recommended by Sport for development. Sport for Development was also working with the Ministry of Education who were introduced to the LEAP learning approach and they became interested.

A general lesson from the LEAP programme is to ensure that the programme approach is adapted to meet local requirements and fits in with structures, existing development work, and shaped locally by national stakeholders. In the case of Azerbaijan the direct involvement of the Ministry of Education and Ministry of Sport has created potential for the project's pedagogical approach to be applied across all sports and in the national curriculum.

It was important to have a mechanism in place to ensure that the federations in the different countries embed the programme in local activities. This requires influencing the national federation to integrate a new pedagogical approach into their current systems and setting up new pathways to make it easier for young leaders to become coaches. Another positive lesson from the delivery of the project was to support a mixture of coaches so not only those from the athletics federation but also physical education teachers in schools.

An initial scoping visit to the host country attended by representatives of UK Sport and UK Athletics was critical to the efficient planning of the project. As well as an opportunity to brief the host federation about the project, it was an opportunity for UK Athletics to learn about the needs of the host country's federation and the specific areas of athletic development that the project could potentially complement and add value to through the application of the lead country's knowledge base.

Case study 10 - French Team for Sports

Summary information	
Name of project	French Team for Sports (FT4S)
Lead organisation	Cluster of 39 French companies, including leading ones such as Thales, Airbus, Alstom, Veolia, Total.
Key focus/objectives	Develop business partnerships between Qatar and France in the field of sports Make use of large-scale sport events in both countries to develop market opportunities Clustering of the French sport-related businesses to develop a full business offering
Member State(s)	France
Third countries (partner countries)	Qatar
Period	2015-ongoing

Aims and approach

The 2022 football world cup will be held in Qatar. French Team for sports (FT4S) is a cluster of companies which aims to promote economic partnerships between Qatar and France by:

- Introducing the French firms to the Qatari developers and local firms.
- Informing the decision makers and advisers about the French knowhow in sport products and services.

The main activity of the cluster is the organisation of networking meetings and events (Business to Business meetings and workshops) with key Qatari stakeholders such as the Olympic Committee, the Ministry of Sports, or Kahramaa (Qatar General Electricity & Water Corporation).

The initiative works towards the clustering of sport-related businesses in Qatar, in order to propose a large scope of expertise with high added value in a global portfolio, from management of large integrated projects to innovative and proven solutions, from Small and Medium Enterprises (SME) to large groups, in a wide array of professions (finance, design, implementation, management, operation, maintenance, amongst others).

The main objective in terms of sport for development is to strengthen business relationships in the field of sport between the two countries.

The cluster aligns with the objectives pursued by the French Ministry of foreign affairs in its Sport Diplomacy Strategy which sets out actions to strengthen the attractiveness and expertise of France for the organisation of sport events. Similarly, the Qatari government has put forward sport as a key driver of socio-economic development for the country.

Particular development objectives associated with the initiative include sustainable development (in sport infrastructures) and integrated strategies for sport events planning and delivery (e.g. smart cities and sport events).

Outcomes and learning points

The project is characterised by the involvement of a wide range of government departments and high-level stakeholders from the two countries. The FT4S is formally supported by:

- the French Embassy to the State of Qatar
- Business France
- French Trade Advisors
- The Finance Ministry of France (Direction Générale du Trésor)
- The Qatari-French Business Club

Additionally, the FT4S initiative was associated to ministerial visits (e.g. visit by Thierry Braillard, French Secretary of State for Sport in October 2016). This high-level of diplomatic support was certainly an important factor of success for the initiative, as it enabled meetings with key decision-makers. Access to such interlocutors certainly played an important role in terms of promotion and commercial opportunities for high-profile sport events such as the 2022 World Cup.

The initiative is however not supported financially (except from in-kind support for the organisation of events) and is funded by the FT4S members.

The project was officially launched in 2015 and is ongoing. With the perspective of the 2022 world cup in Qatar, it is very likely that the project will be sustained in the coming years. FT4S is actually further developing, with additional companies joining the cluster (from 30 to 39 members between 2015 and 2017).

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