



Social Inclusion through Sport in the Balkan Region

# Planning Seminar on Local Sport for Inclusion Networks

*Mavrovo 24-28. Sep. 2018*

*Dina Klingmann*

GIZ

*Dr. Dirk Steinbach*

SPIN Sport Innovation



# 1. PROJECT CONTEXT



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## WHO IS GIZ?

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- As a federally owned enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.
- GIZ promotes international cooperation for sustainable development and international education work.
- GIZ operates in Germany and over 120 countries around the globe.
- GIZ employs around 20.000 persons worldwide. 3.500 of its employees are based in Germany while some 16.500 work locally with and within the partner countries.
- GIZ's programmes and initiatives in „Sport for Development“ are mainly commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ)



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## HOW DOES GIZ WORK?

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- We develop capacity in individuals and organisations.
- We provide advisory and practical services, built on a wealth of regional and technical competence and tested management expertise.
- We work across a wide range of sectors.
- We provide customised and innovative solutions by using a wide range of instruments and networks
- We empower people to shape development



**We work to shape a future worth living around the world.**





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## WHY DOES GERMAN COOPERATION EMPLOY SPORT AS A TOOL FOR DEVELOPMENT?

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- Because sport imparts core topics of German development policy
- Because sport is an important enabler of sustainable development & as a means to promote education, health, development and peace' (UN 2015)
- Because sport can be used as a tool and door opener
- Because sport reaches out especially to young people
- Because sport can convey values like fair play, team spirit, tolerance, and respect
- Because sport enables and promotes dialogue

<https://www.bmz.de/en/issues/sport-for-development/index.html>



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## WHY DOES GERMAN COOPERATION EMPLOY SPORT AS A TOOL FOR DEVELOPMENT?

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More and more governments, international organisations, NGOs and enterprises recognise that sport is a cost-efficient tool that has great potential in playing an important role in national and international development policies and in creating social change.

However, in order to ensure sustainability of „Sport for Development“ we need...

- Evidence
- Advocacy
- Commitment

.. .at all levels

<https://www.sport-for-development.com/home>  
<https://www.giz.de/expertise/html/9911.html>



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## WHAT DOES GIZ DO TO PROMOTE SPORT FOR DEVELOPMENT?

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GIZ implements S4D programmes in various countries

GIZ provides advisory services

GIZ promotes networking and multi-stakeholder-cooperation

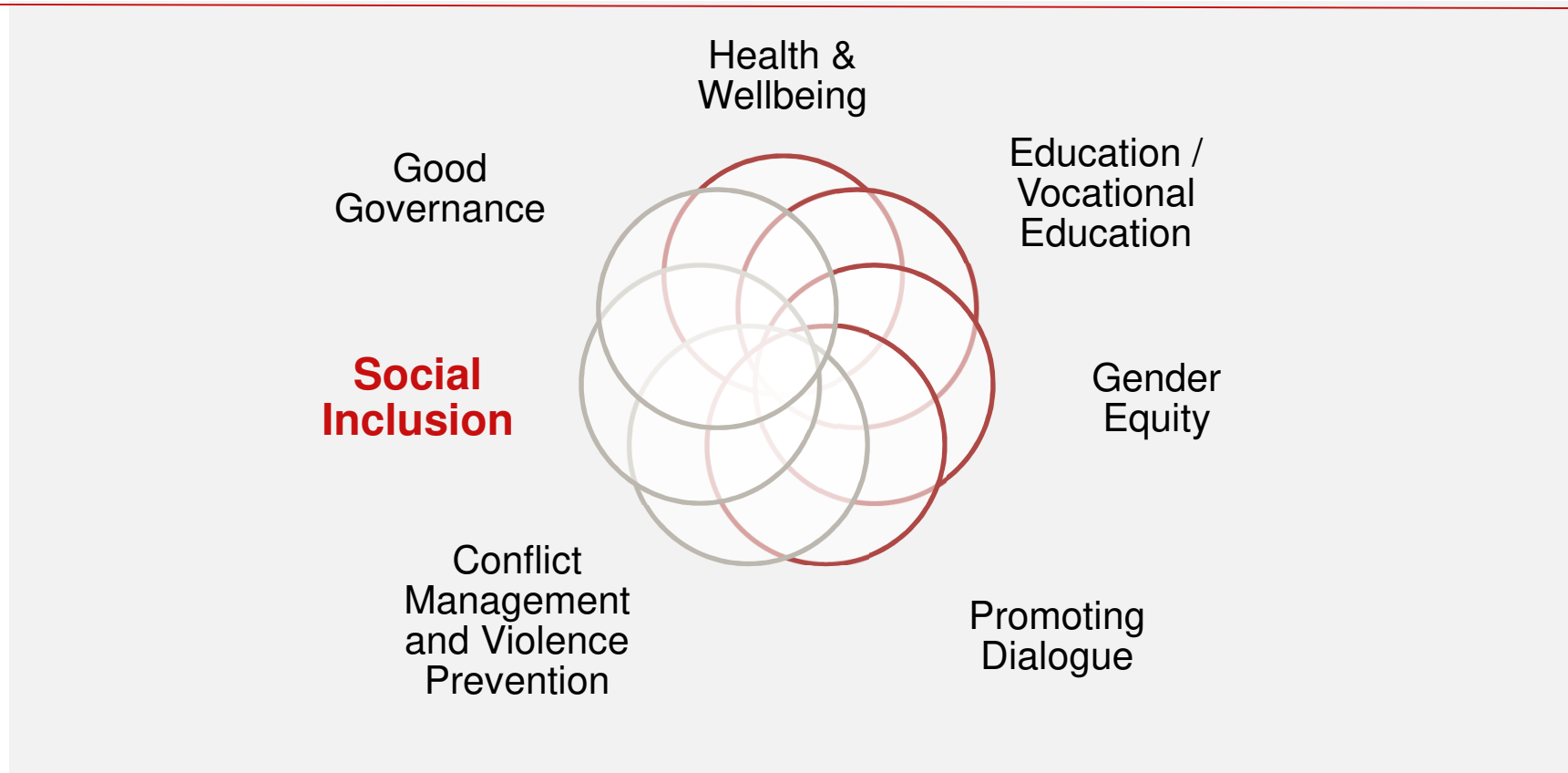
GIZ engages in academic cooperation

GIZ links S4D with major sport events



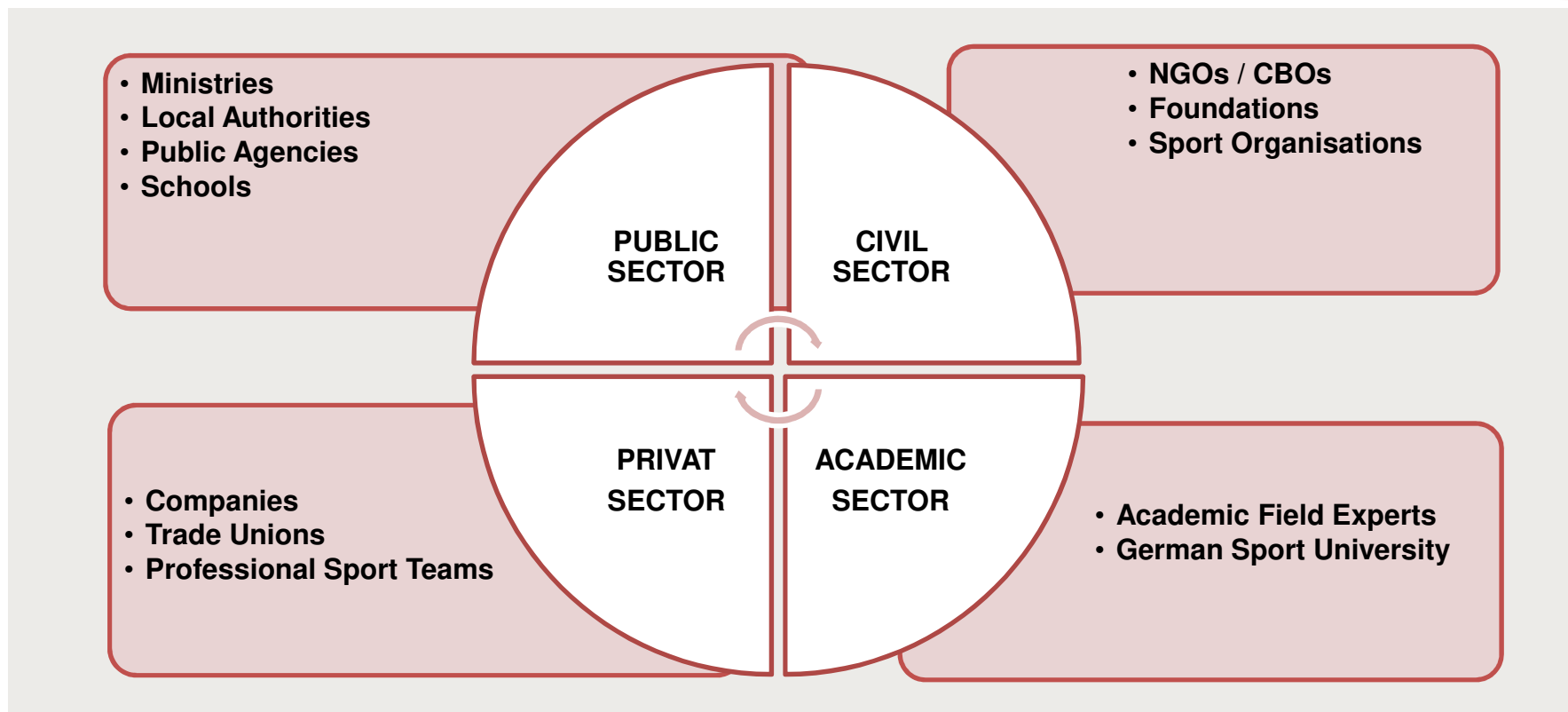


## WHICH TOPICS DOES GIZ APPROACH WITH S4D?





## WHO ARE GIZ'S PARTNERS IN S4D ?





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## HOW DOES THIS PROJECT LINK TO OTHER GIZ ACTIVITIES IN THE BALKAN REGION?

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**Social Rights for Vulnerable Groups Programme**  
(Western Balkan)

**Kick-off: Sports activities for potentials development**  
(Western Balkan, 2017)

**Sector Programme Sport for Development**  
(Worldwide)



## PROMOTING SOCIAL RIGHTS FOR VULNERABLE GROUPS (SORI)





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# HOW WILL SPORT CONTRIBUTE TO THE INCLUSION OF VULNERABLE GROUPS?

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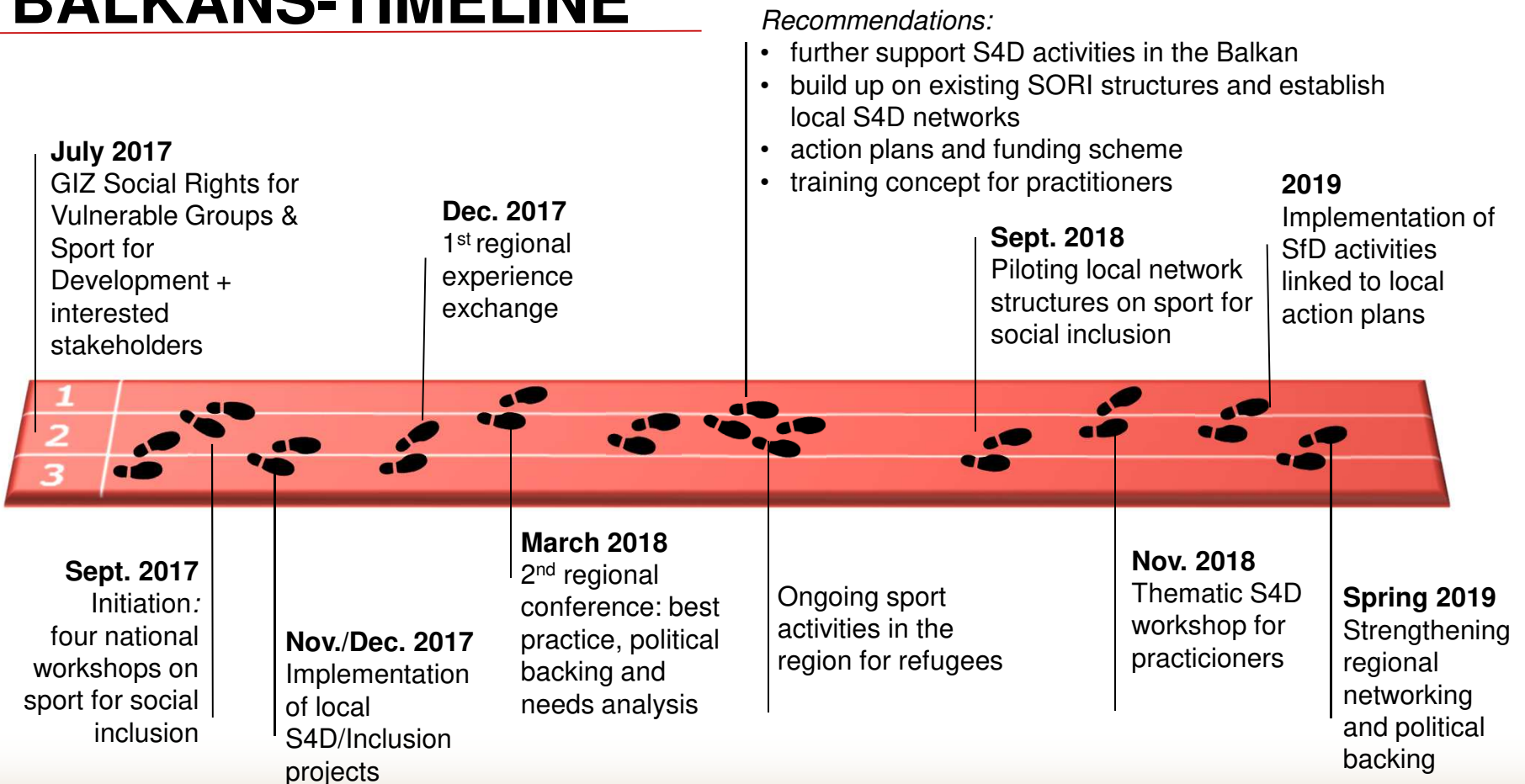
GIZ's SoRi Programme wants to improve the conditions for ensuring equal social rights for vulnerable groups in selected municipalities in the Western Balkan.

Sport is expected to contribute to this process because of its potential for improved...

- Education
- Life skills
- Participation
- Outreach
- Equality

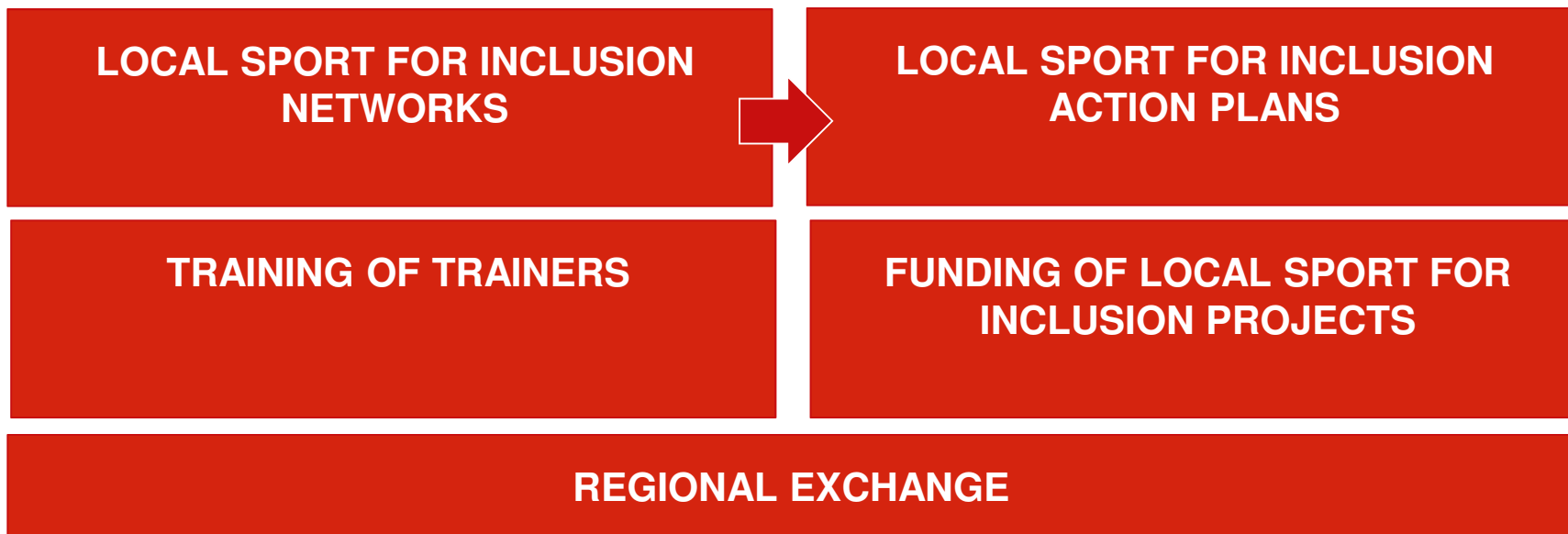


# SPORT FOR INCLUSION IN THE WESTERN BALKANS-TIMELINE





# WHICH SPORT-RELATED ACTIVITIES ARE PLANNED FOR 2018/19





## 2. SEMINAR OBJECTIVES





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## WHAT ARE OUR SEMINAR OBJECTIVES AND ENVISAGED OUTPUTS ?

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- Embedding Sport for Inclusion within the region in order to support SoRi programme objectives
- Piloting a local network approach
- Activating local hubs for easier implementation of future sport for inclusion activities
- **Expected Outputs:**
  - First drafts of network concepts and action plans
  - Input for regional follow-up activities



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## SEMINAR AGENDA

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<b>Day 1</b>	<b>Introduction / S4D concept and theory</b>
<b>Day 2</b>	<b>Local context /needs assessment / practical session</b>
<b>Day 3</b>	<b>Planning objectives and impact of local S4D activities / networking at local level</b>
<b>Day 4</b>	<b>Sport for Inclusion action planning / networking at regional level</b>
<b>Day 5</b>	<b>Presentation and discussion of working group outcomes / planning of next steps / feedback</b>

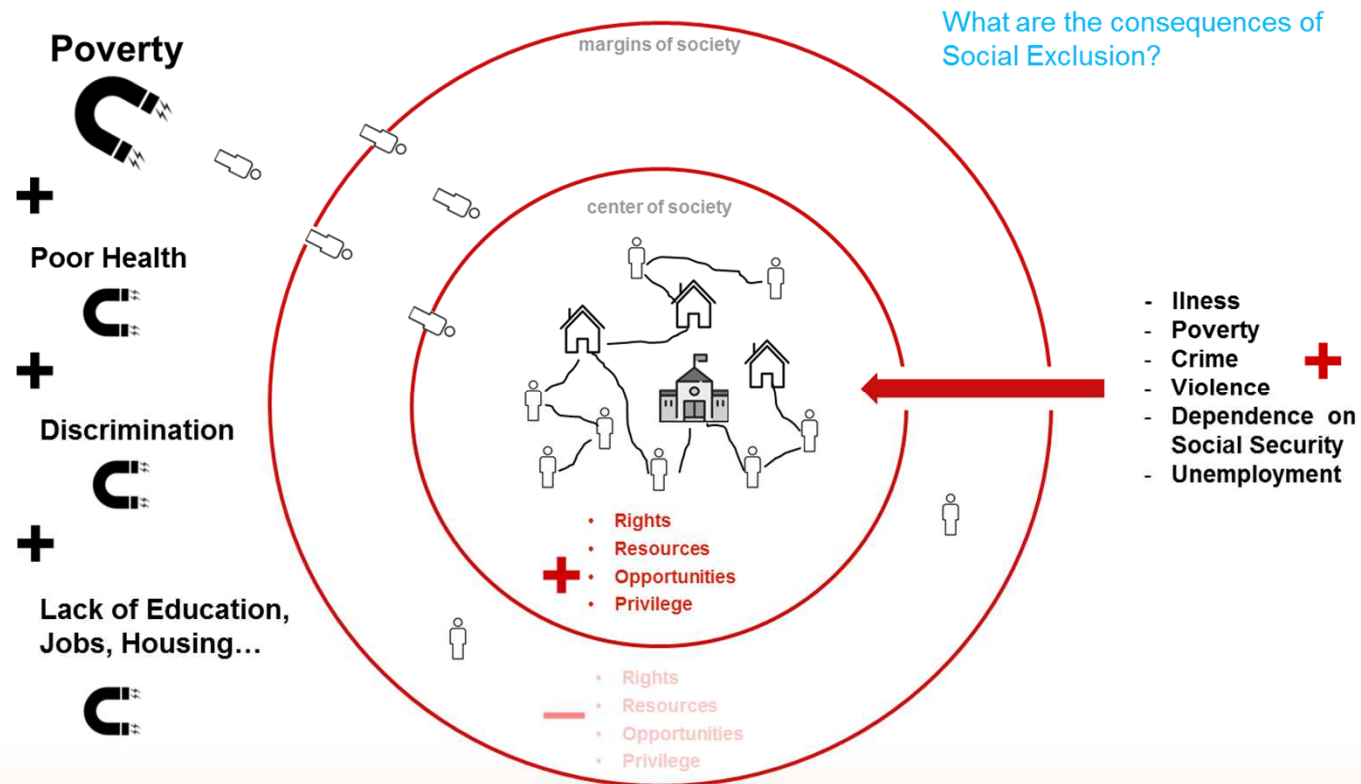


## 3. SPORT FOR DEVELOPMENT (S4D) / SPORT FOR INCLUSION



# WHAT WAS OUR POINT OF DEPARTURE?

## Social Exclusion





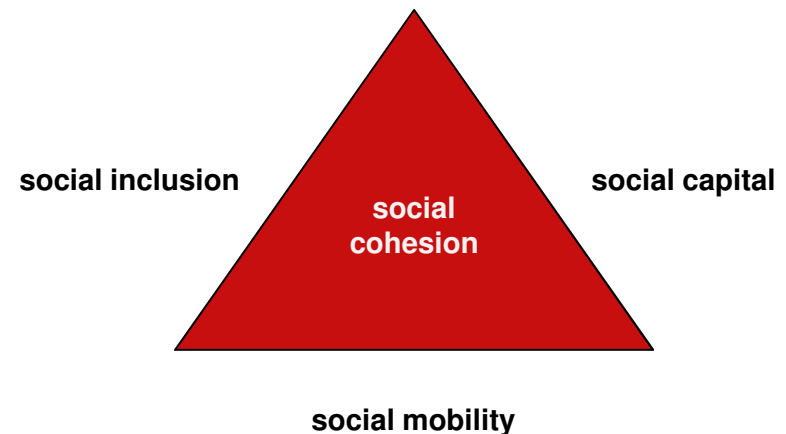
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## HOW DOES SOCIAL INCLUSION RELATE TO OTHER SIMILAR CONCEPTS ?

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“A society is “cohesive” if it works towards the well-being of all its members, fights exclusion and marginalization, creates a sense of belonging, promotes trust, and offers its members the opportunity of upward social mobility” (OECD, 2012)

→ **Social cohesion is built around 3 key values with social inclusion being one of them.**





# HOW CAN SPORT HAVE AN IMPACT ON DEVELOPMENT AND SOCIAL INCLUSION?

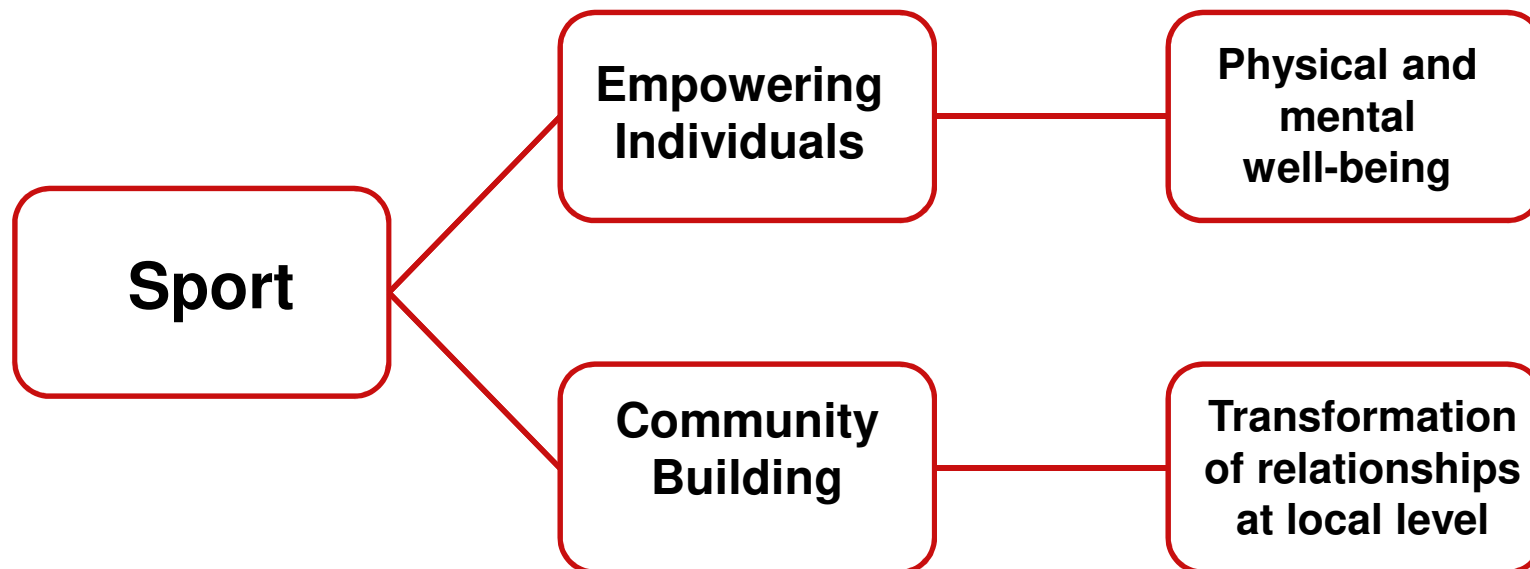




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# HOW CAN SPORT HAVE AN IMPACT ON DEVELOPMENT AND SOCIAL INCLUSION?

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(Gilbert and Bennett, 2012)



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## WHAT'S THE DIFFERENCE BETWEEN SPORT DEVELOPMENT AND SPORT FOR DEVELOPMENT ?

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*Sport  
Development*

*Activity to enhance  
participation and  
performance in sport*

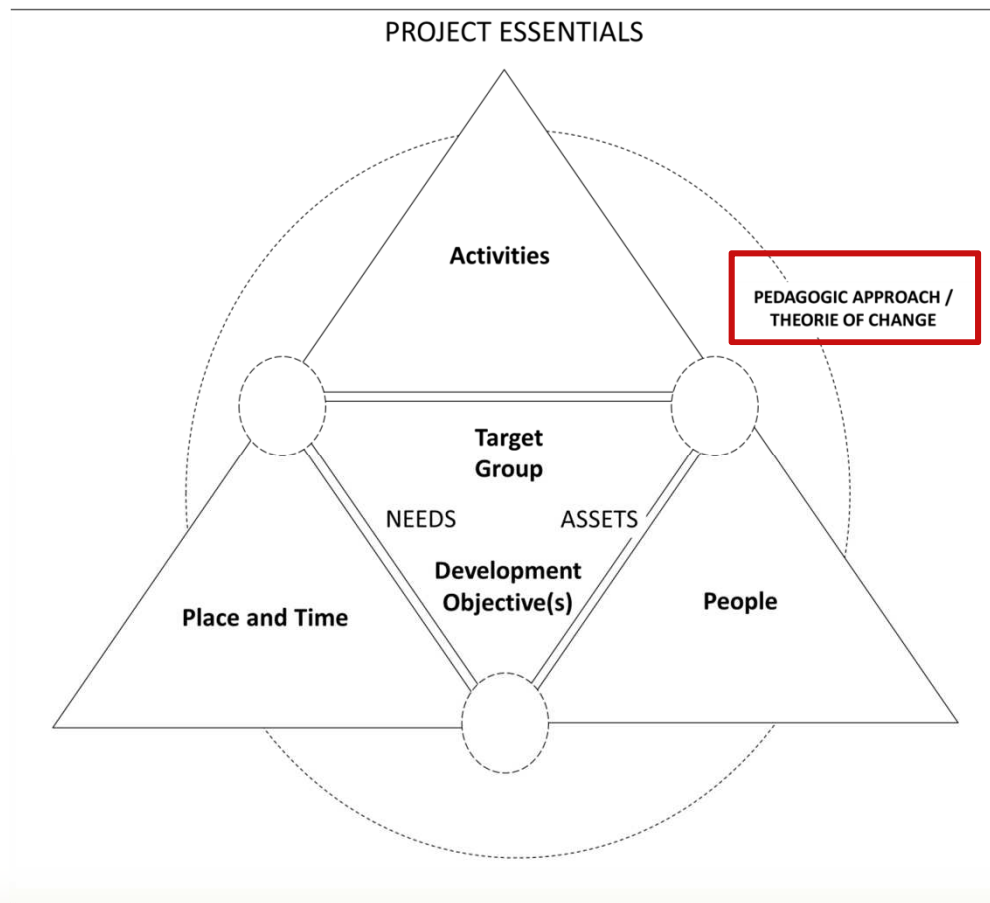
**Sport for  
Development**

***Activity to use sport  
as a tool to achieve  
a range of other  
social, economical  
and political goals***

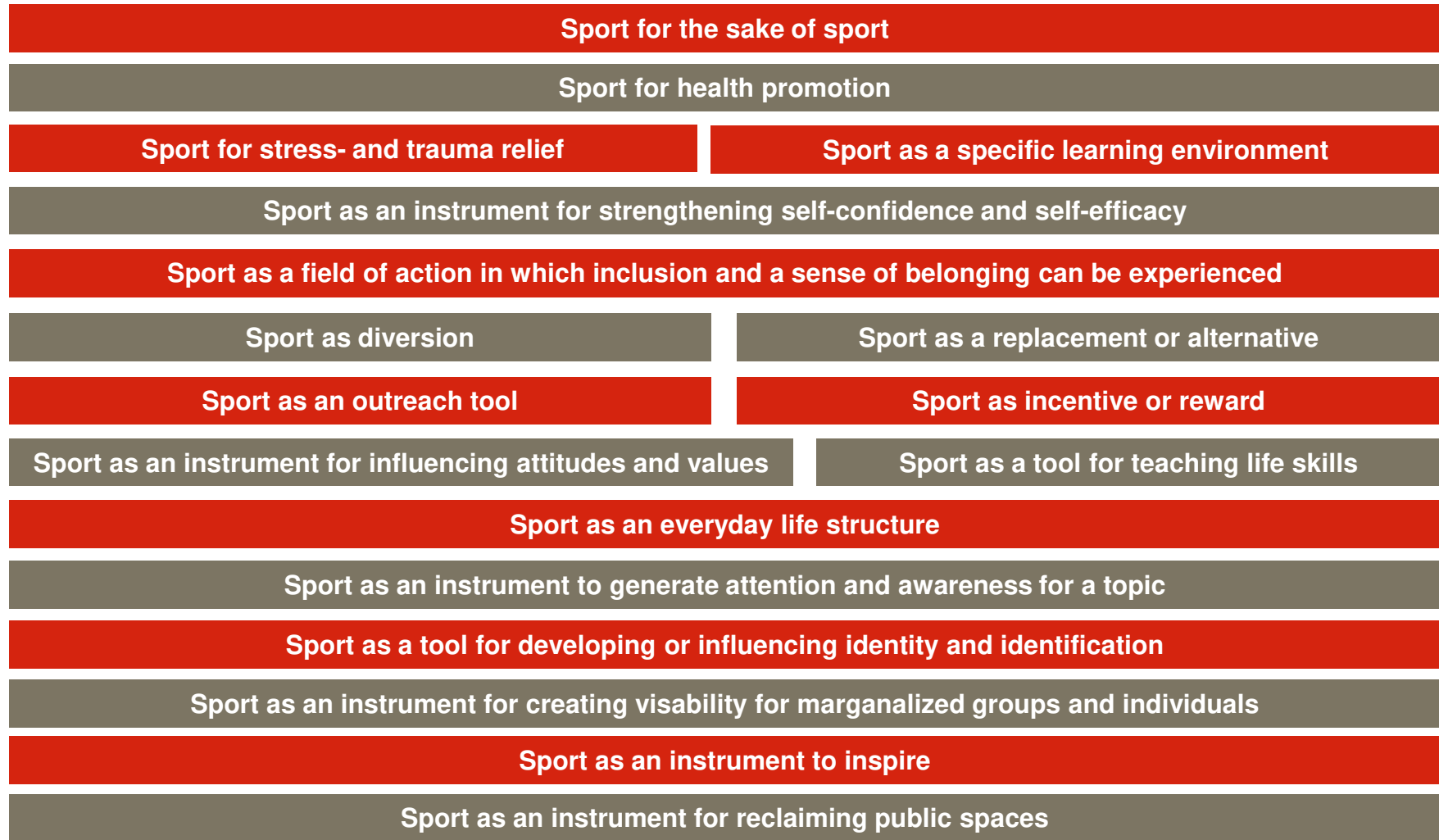




# WHAT ARE KEY BUILDING BLOCKS OF S4D INTERVENTIONS ?



# HOW CAN SPORT HAVE AN IMPACT ON DEVELOPMENT AND SOCIAL INCLUSION?





## WHAT ARE THE FUNCTIONS OF SPORT IN S4D? - EXAMPLES



### Sport as an Outreach Tool

For many people, sport is an attractive pastime or a field of action that is of interest to them.

Through sports-related content, you can thus get the attention of target groups that would otherwise be unavailable to an organization

You can lead your target group to a certain location, get into contact with them, build trust, etc.

Depending on the development goal, sports-related activities can then be linked to development-related activities.



## WHAT ARE THE FUNCTIONS OF SPORT IN S4D? - EXAMPLES



### Sport as Incentive or Reward

Sport as an attractive pastime can also be used as an incentive to reward individuals for desired behaviours.

Regular schooling entitles you, for example, to participate in a sports program.



## WHAT ARE THE FUNCTIONS OF SPORT IN S4D? - EXAMPLES



### Sport as an instrument to generate attention and awareness for a topic

Sport creates attention.

As a result, one can almost always attract attention to any topic by e.g. linking it to a sports event or sports activity



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## Mechanisms of S4D

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### Sport as Diversion

Sport can be used to divert a target group from "unwanted behaviours".

In this case sport does not have a lasting effect, but only works as long as it is played.

A sports program can e.g. be used to get kids off the streets on weekends although learning or value development is not actively pursued.



## WHAT ARE THE FUNCTIONS OF SPORT IN S4D? - EXAMPLES

Sports Activity

specific function of sport

Desired Outcome

### Sport as an Instrument for Influencing Attitudes and Values

In sport, rules, attitudes and values play an important role.

Through targeted creation of situations and reflection of these situation, values and attitudes can be influenced and developed (in children and adolescents)



## WHAT ARE THE FUNCTIONS OF SPORT IN S4D? - EXAMPLES

Sports Activity

specific function of sport

Desired Outcome

### Sport as a Tool for Teaching Life Skills

By deliberately creating specific situations in sports or play and then reflecting them, a variety of life skills can also be conveyed.

Obviously there is an overlap with value education.





## WHAT ARE THE FUNCTIONS OF SPORT IN S4D? - EXAMPLES

Sports Activity

specific function of sport

Desired Outcome

### Sport for Stress- and Trauma Relief

Sport and play are basic human needs. While playing we often succeed to be completely in a state of "here and now" .

In the short term, this can help alleviate traumatic stress for children and adolescents in particularly difficult life situations or living conditions.

Although sport is not able to solve the actual problems or heal from post traumatic stress, it can at least create short emotional breaks.



## WHAT ARE THE FUNCTIONS OF SPORT IN S4D? - EXAMPLES

Sports Activity

specific function of sport

Desired Outcome

### Sport as an instrument for strengthening self-confidence and self-efficacy

In sports one can experience self-efficacy much better than in other areas of life.

Training leads to an improvement of individual abilities at least in the beginning.

This can be used to specifically strengthen the self-confidence of vulnerable people.



## WHAT ARE THE MOST SUITABLE SPORTS IN S4D?

- Most sports can be used for Sport for Development and Social Inclusion, however to meet the development goals competitive sports need to be adapted



→ It's less important which sport is played. The question is rather **how** the sport should be played in a S4D context



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## POTENTIAL AND LIMITATIONS OF S4D

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### Limitations

- The positive potential of sport does not develop **automatically**
- A **professional and socially responsible interventions are required** which must be tailored to the social and cultural context and **led by experienced instructors**
- A **competitive approach to sport** is often counterproductive
- „Footballism“ can damage **the local movement culture**
- Without advocacy and commitment projects often lack **sustainability**
- Projects are often also **financial dependent and donor driven**
- Sport based interventions often favour **men over women** and **youth over older people**



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## POTENTIAL AND LIMITATIONS OF S4D

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### Limitations

- The role of sport should not be overstated (e.g. sport as a panacea to cure all social problems)
- Sport can not replace a holistic strategy which addresses the root-causes of social exclusion



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## POTENTIAL AND LIMITATIONS OF S4D

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### Potential

Despite the aforementioned limitations, sport can play a role in tackling social exclusion if,

- ... one chooses the right instrument.
- ... one use the right setting.
- ... it's planned in a sustainable way.
- ... all different stakeholders want it.
- ... it has a participatory, actors driven approach.
- ... local structures are integrated
- ... it's based on the principle of partnership!



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## DISCUSSION

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- Questions
- Feedback
- Experience you want to share



## 4. EVALUATING THE LOCAL CONTEXT





## Methodology:

- In order to analyze and describe the local context each working group defined the territorial scope of its activities in a first step.
- In a second step the most vulnerable local target groups were identified and prioritized.
- Then the most pressing social needs / problems were identified and prioritized before the results of both steps were brought together.
- Finally already existing social policies and sport based activities were identified in order to avoid double work and find other matching network partners.




## VULNERABLE GROUPS IN THE LOCAL COMMUNITY

vulnerable / social excluded groups in community (all)			level of exclusion / discrimination / social problems
		highest	
		higher	
	➔	lower	
		lowest	



## SOCIAL PROBLEMS /CHALLENGES IN THE LOCAL COMMUNITY

Social problems / social challenges in community			impact on community / urgency
		highest	
		higher	
		lower	
		lowest	



## TARGET GROUPS ↔ SOCIAL NEEDS / PROBLEMS (OVERVIEW)

Target Groups	Social needs / social problems / social challenges (keywords only, highest priorities first)							



## TARGET GROUPS ↔ SOCIAL NEEDS / PROBLEMS (DETAILS)

	Need 1	Need 2	Need 3	Need 4	Need 5
Target Group 1	Description of social need or social problem	Description of social need or social problem	Description of social need or social problem	Description of social need or social problem	Description of social need or social problem
Description of TG					

	Need 1	Need 2	Need 3	Need 4	Need 5
Target Group 2	Description of social need or social problem	Description of social need or social problem	Description of social need or social problem	Description of social need or social problem	Description of social need or social problem
Description of TG					



## RELEVANT SOCIAL POLICIES / SERVICES / PROJECTS

Policy / Service / Project	Description	Target Groups	Responsible Organisation



## RELEVANT SPORT BASED PROJECTS / ACTIVITIES

Project / Activity	Description	Target Groups	Responsible Organisation



## Results:

- Each local working group could identify at least one target group for which...
  - (a) all network partners could agree, that there is need for better social inclusion
  - (b) the network partners can build on previous experience and activities
  
- Fier / Albania: *Girls and young women from rural areas*
  
- Fushe Kosove / Kosovo: *Youth from RAE Community*
  
- Kriva Palanka / Macedonia: *Pupils from rural areas living in school dormitories during the school term*
  
- Novi Beograd / Serbia: *Children and youth with special needs (physical and mental impairments)*





## 5. PLANNING OF IMPACT AND OBJECTIVES

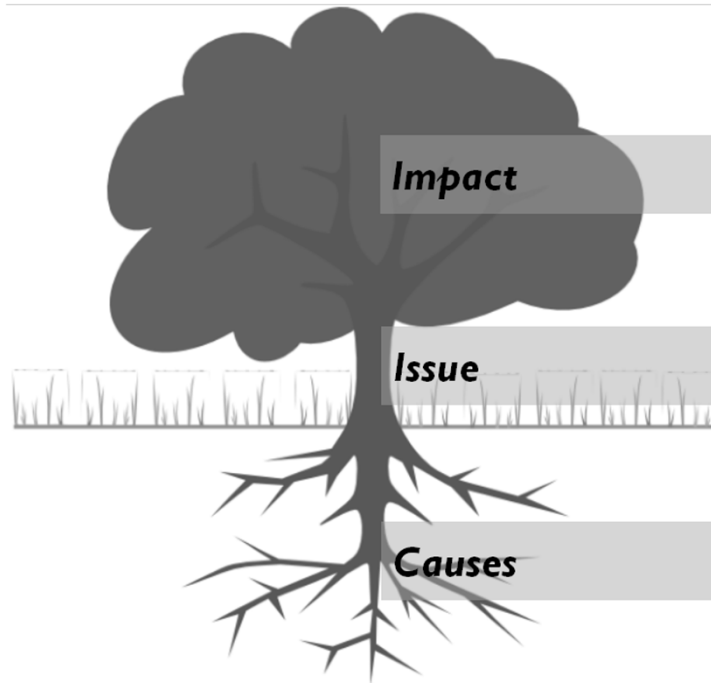


## Methodology:

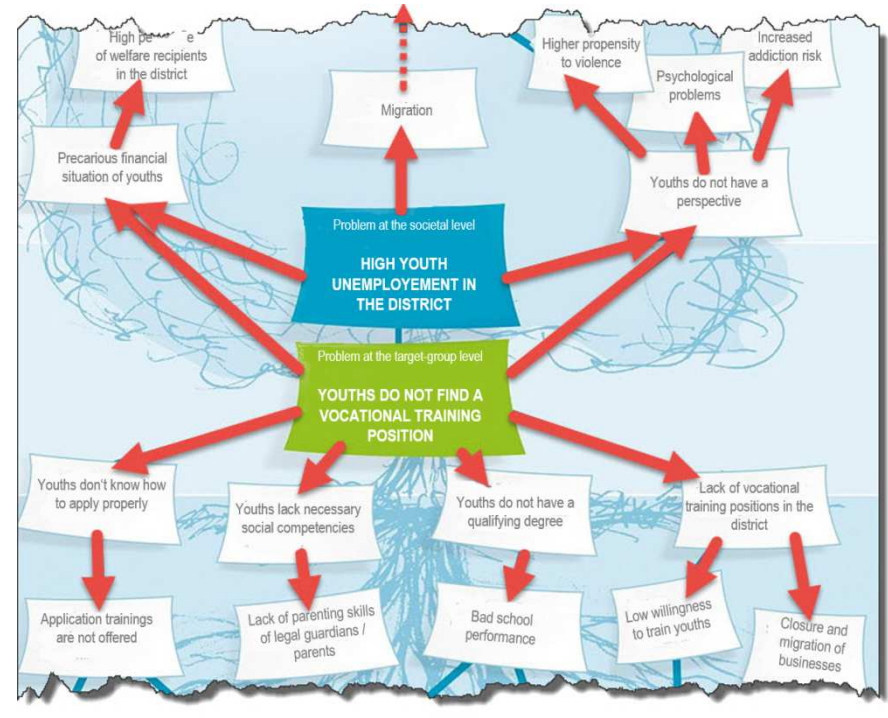
- ❑ In order to facilitate planning processes at local level which
  - (a) are focussing on real target group needs
  - (b) are contributing to long term social change and real social impact...
- ❑ ... 2 methodological approaches were introduced
  - (a) Problem- / Solution Tree
  - (b) Impact Model



# PROBLEM / SOLUTION TREE



Source: viva, children in emergency toolkit



Source: phineo, social impact navigator



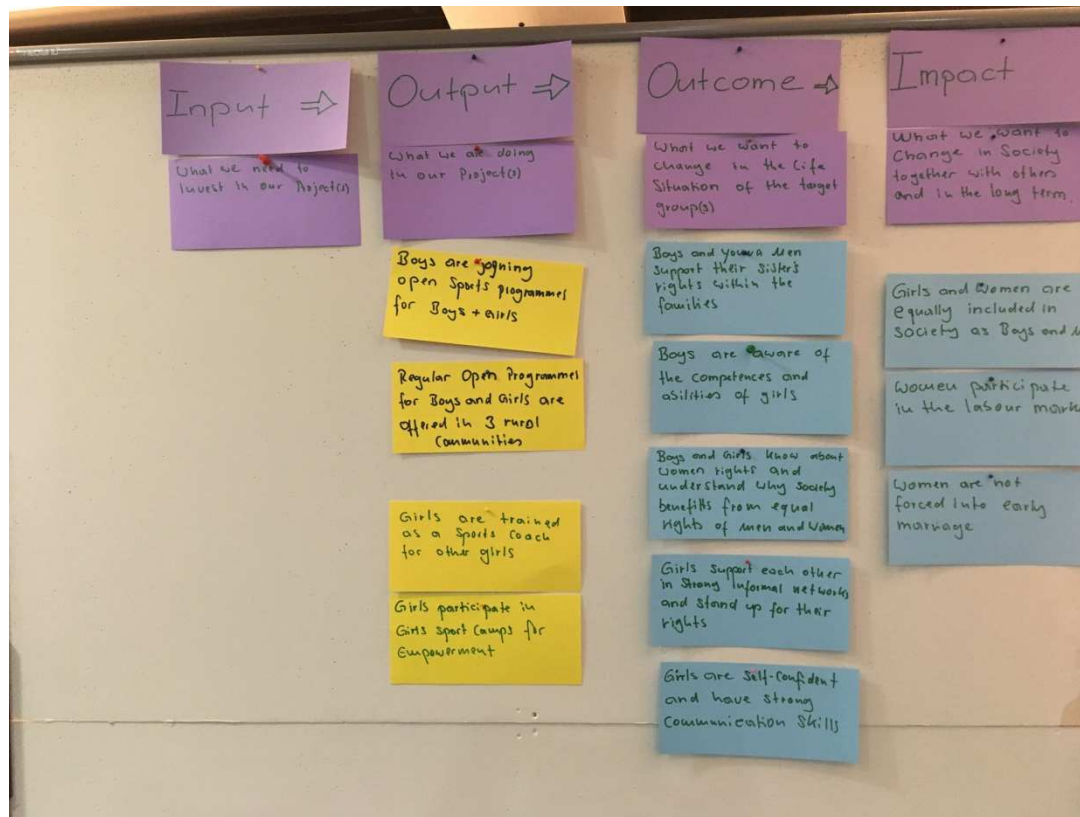


## IMPACT MODEL





# IMPACT MODEL







## 6. PLANNING FOR LOCAL ACTION



## Methodology:

- Based on the previous methodological steps, the process of creating local action plans on „sport for inclusion“ was initiated
- It was agreed that „sport for inclusion“ would be a better term than „sport for development“ because it would be easier understood within the regional context
- The 4 working groups also agreed on a basic common structure for their local action plans with two main levels
  - (1) Equal opportunities to participate in sport and physical activity for the identified target groups
  - (2) Sport as an instrument to tackle other aspects of social exclusion of these target groups

The latter aspect was further divided into 3 approaches (awareness raising, capacity building and networking)

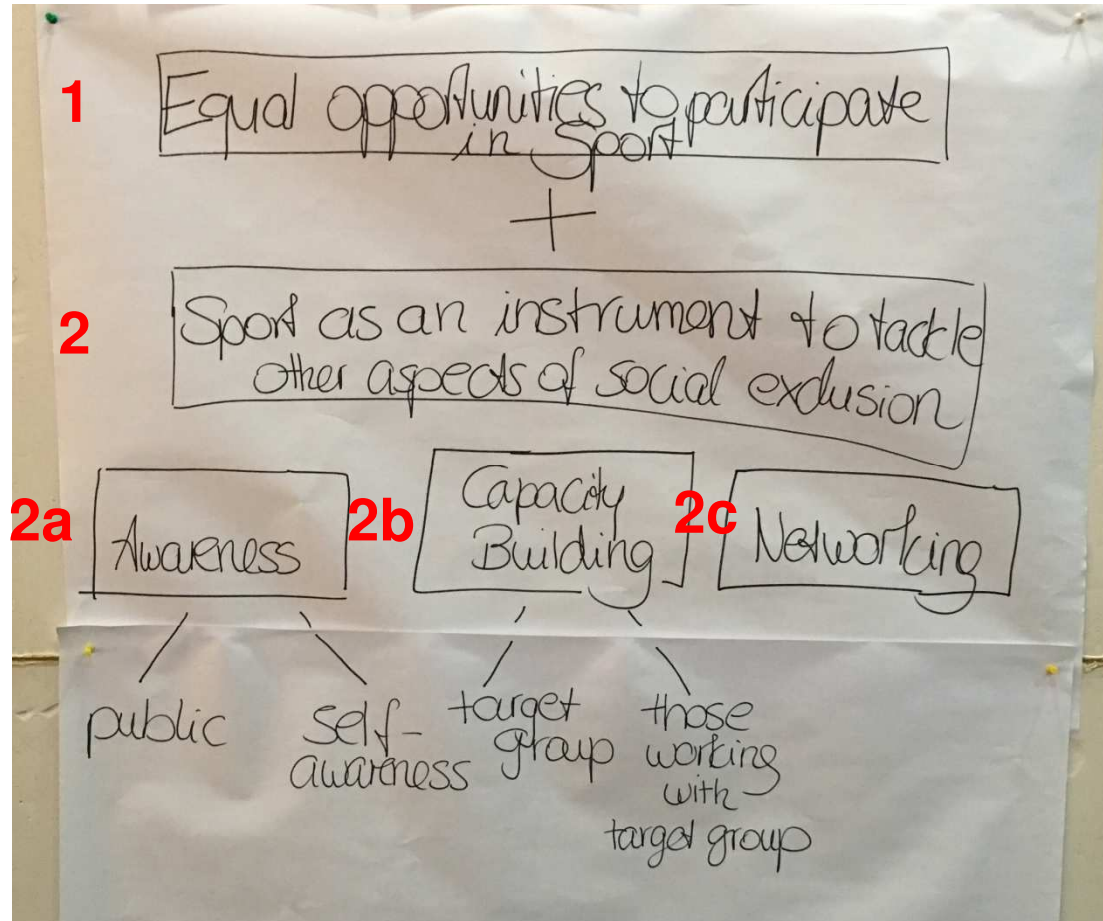




## Methodology:

- The action planning process was already started during the seminar in order to identify methodological or content related challenges
- Working groups will continue their planning activities. The groups will present and discuss their progress during an upcoming support meeting in Durres/Albania (09.11.2018)

**Important note:** *Sport for Inclusion* is rather a means of social policy than a social policy of its own. → We are not trying to open a totally new policy field and we are not trying to develop an action plan that just wants to promote *sport for inclusion* as a method. Instead, we are looking for action planning that can help to make better and more efficient use of *sport for inclusion* in already existing areas of social policy.





## ACTION AND ACTIVITIES

ACTION FIELD 1: \_\_\_\_\_

No	Activity	Description	Target Group(s)	Expected Outcomes	Timeline	Responsible Organization	Required Resources

ACTION FIELD 2: \_\_\_\_\_

No	Activity	Description	Target Group(s)	Expected Outcomes	Timeline	Responsible Organization	Required Resources



## 7. PLANNING FOR LOCAL SPORT FOR INCLUSION NETWORKS



## Methodology:

- Prototypical descriptions of informal networks, communities of practice and formal networks were presented and discussed
- It was explicitly mentioned that these concepts overlap and that the envisaged local networks for „sport for inclusion“ may include elements from all three types of networks
- Potential partners and potential tasks of the envisaged „sport for inclusion“ networks were also identified
- Finally the management of the envisaged networks and the potential inclusion of additional partners was briefly discussed



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## WHAT TYPES OF NETWORKS ?

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**informal  
network**



**communities  
of practice**

**formal  
network**

### **Informal Networks**

Informal networks consist of individual, personal and amicable relations between businesspeople, peers or friends.

Typically, informal networks have no deliberately defined purpose. They grow organically and, in most cases, are not actively planned and managed.

They play an important part in daily private and working lives: they are recreational, can yield information, ideas and experiences and render assistance in times of need.

They form the basis on which communities or formal networks are built



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## WHAT TYPES OF NETWORKS ?

---

informal  
network



communities  
of practice

formal  
network

### Community of Practice

A community of practice refers to a group of people with a common interest in a specific area of knowledge or competence and who are willing to learn together over a period of time, to develop and improve their practice and expertise.

It usually emerges from a work-related field, and members volunteer to join it because they have common activities and the motivation to share experiences, insights, knowledge, best practices and solutions to common problems.

They are focused on enhancing their professional capabilities and, in the process, strengthening their organisations or institutions.



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## WHAT TYPES OF NETWORKS ?

---

informal  
network



communities  
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formal  
network

### Formal Networks

Formal networks are defined as interrelated groups of people or organisations that are established according to a specific design or need.

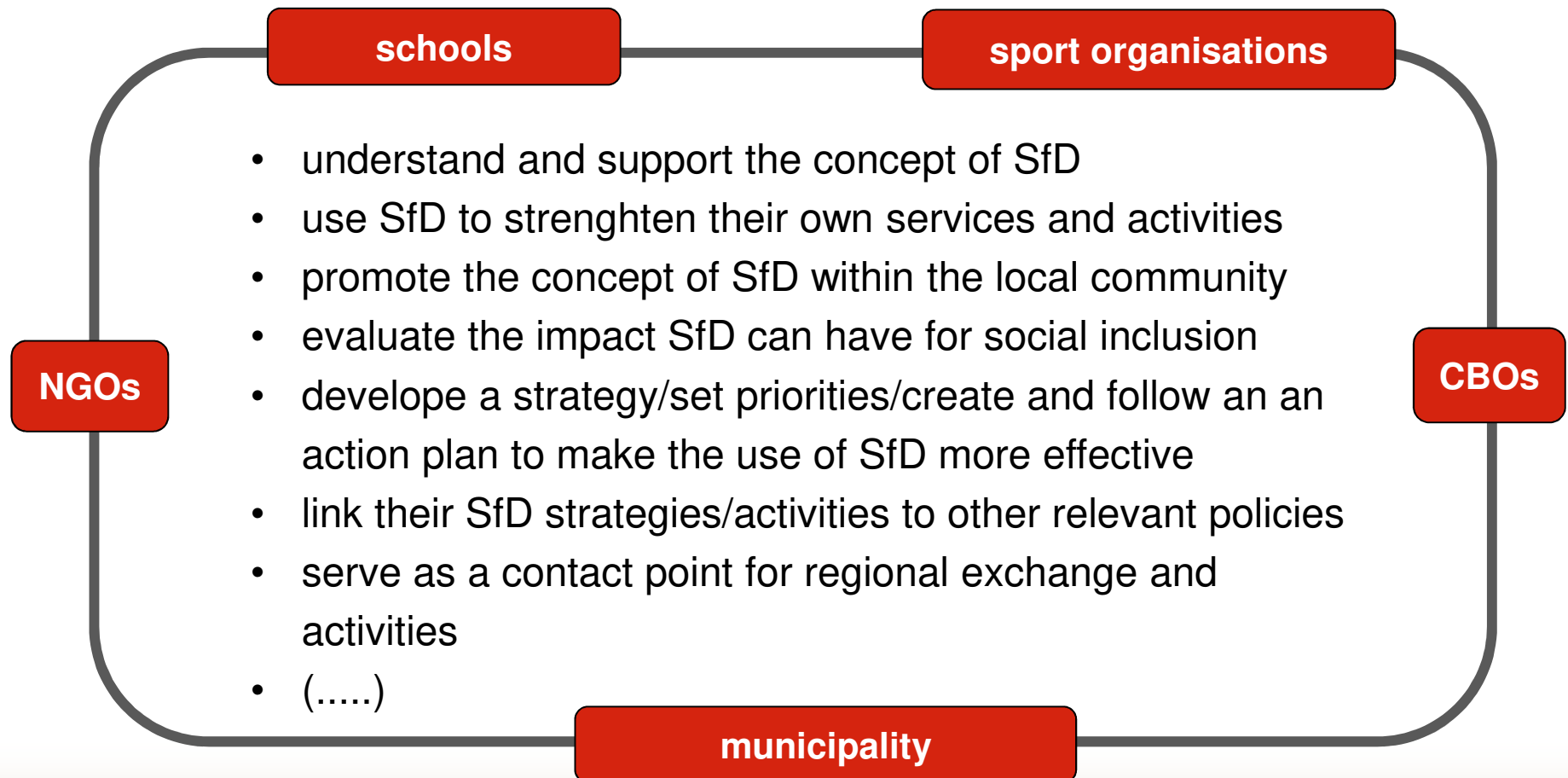
The members of the network share a common vision, objectives and rules, and they carry out a set of common activities.

In contrast to communities, formal networks do not only respond to the needs and interests of members. Rather, they also have the goal of achieving changes in their own contexts (communities)





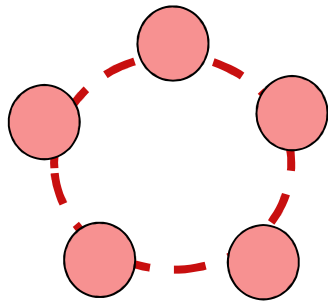
## WHICH PARTNERS? WHICH TASKS?



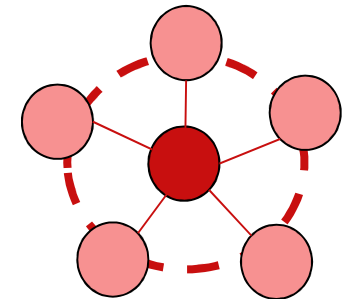
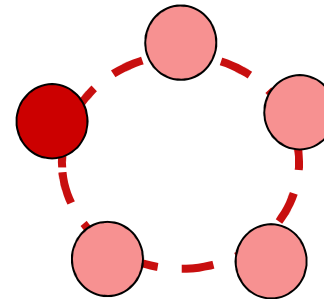
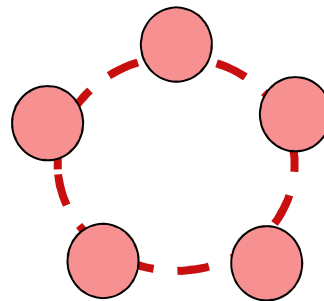


# HOW TO MANAGE AND GROW A LOCAL NETWORK?

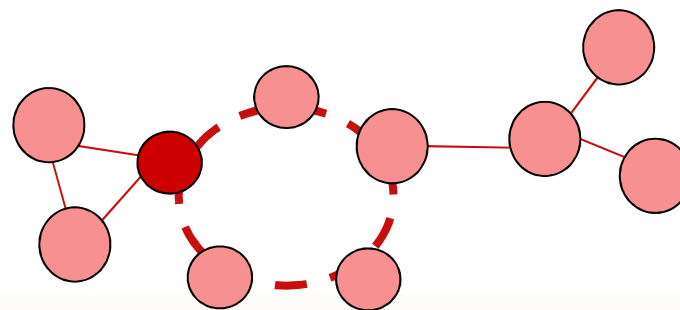
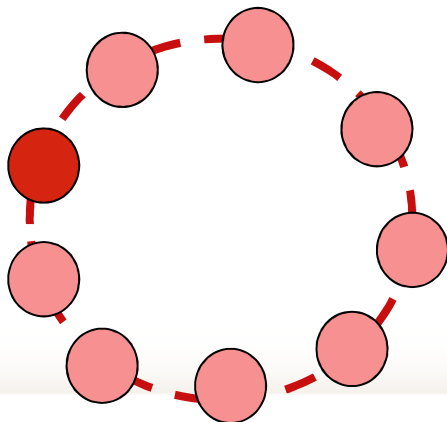
starting point



How is the network organised (facilitator?)



How will the network grow?





## 8. NEXT STEPS



## Next Steps:

- Depending on the availability of project funding beyond 2018, next steps and activities were defined
- For now, the focus of activities will be on the last quarter of 2018



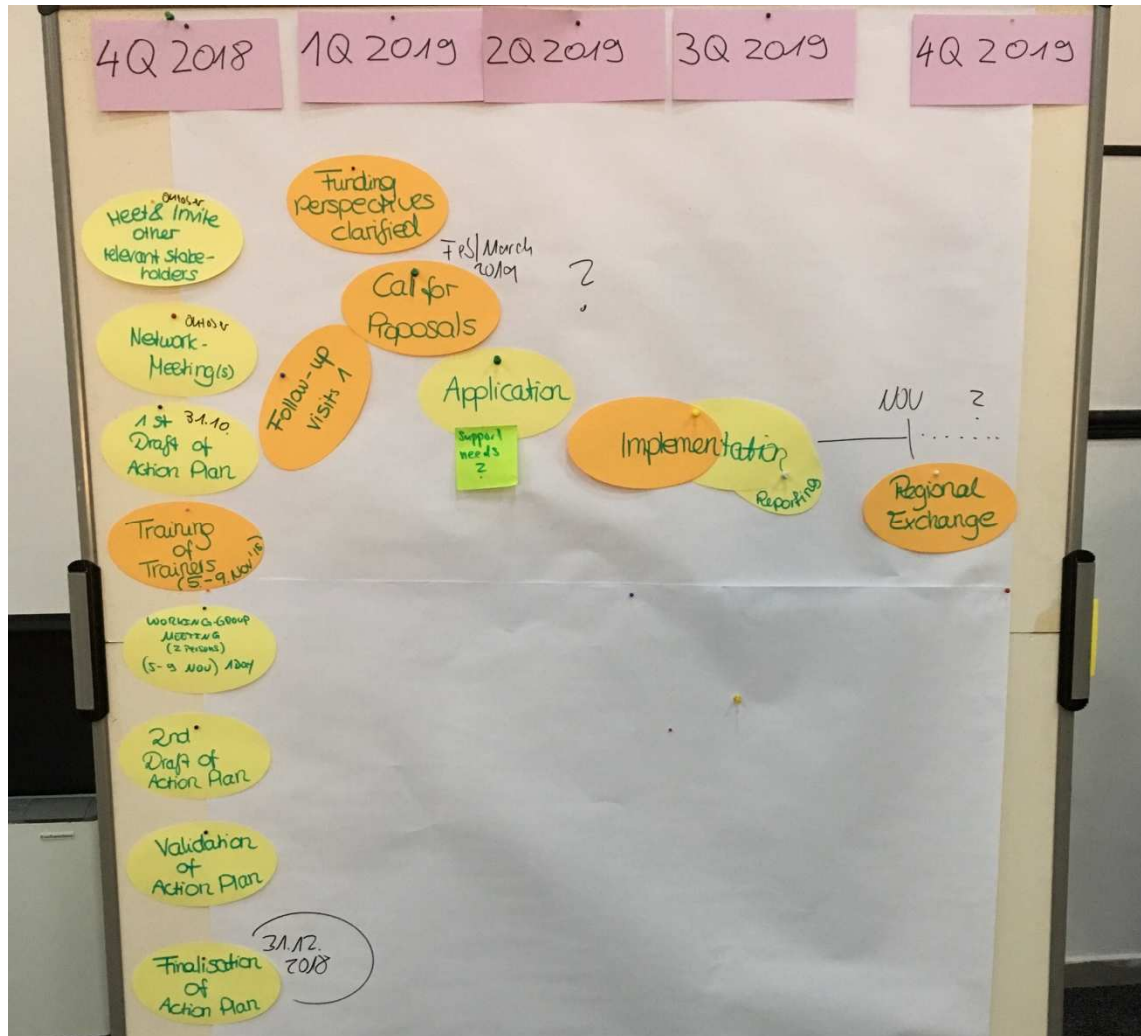
german cooperation

DEUTSCHE ZUSAMMENARBEIT



Implemented by

**giz** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH





## 9. PRACTICAL SESSION



## **Practical Session / Content:**

- (1) Ball Game of 4 Teams on 4 Goals (changing coalitions)
- (2) Roller Coaster Ride
- (3) Jugger light
- (4) Transportation of a water filled bucket (use of hands/arms not allowed)



## Practical Session / Reflections:

- (1) *When playing with 4 different balls on 4 goals, the players often lost their orientation and even scored numerous own goals → It is difficult to follow many objectives at the same time, therefore cooperation needs a clear scope and focus*
- (2) *The teams where a player announced the choreography of the rollercoaster ride made fewer mistakes during the “test ride” → Even in cooperation with equal partners some kind of management and leadership are required*
- (3) *No player could remember all the turns of the roller coaster ride alone. Teams in which different players have memorized different route sections have been more successful → If a certain task or workload is too big for one person or organisation, the workload must be shared to be successful as a group*
- (4) *The defenders of the catching game first had to learn how to prevent the other team from moving before they were able to give their own ball carrier free rein → In a complex environment it takes time to understand how a partnership should cooperate to successfully manage a task*





## Practical Session / Impressions:

