Capacity Development in the field of
Sport for Development (S4D)[1]

Capacity development (CD) should be viewed as a holistic process. 'Capacity' means the ability of people, organizations and societies to manage their own sustainable development processes and adapt to changing circumstances. This includes recognising obstacles to development, designing strategies to tackle them, and then successfully implementing them. This proactive management capacity encompasses the political will, interests, knowledge, values and financial resources that the agents concerned need in order to achieve their own development goals.

The targeted support of CD processes requires a strategy that is geared towards the given political, economic and social context of the area of social concern in question. CD activities must be agreed upon with all the relevant actors in the project to ensure that all of them assume ownership of the strategy's implementation. The CD strategy is based on the project's objectives system.

Good CD strategies meet the following quality criteria. They

- are embedded in the context of the area of social concern;

- are appropriate with regard to the actors' willingness to embrace change;

- are tied to existing initiatives in the area of social concern;

- coherently interlink inputs and the results they achieve at the different levels of CD (society, organisation, individual).

The following table describes the different levels of CD (individuals, organizations, society) alongside with the potential actors and the methodological approaches and activities in the area of S4D. The societal level is further broken down into the elements of cooperation systems and enabling frameworks, as this has proven useful when developing activities.

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[1] Adapted from: GIZ GmbH, Cooperation Management for Practitioners, Wiesbaden 2015, pp 122-124

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The levels of Capacity Development	Actors	Methodological approaches or activities
Individuals **Competence development** *Purpose:* promote self-competence, social competence, methodological and strategic competence as well as professional competence in order to develop comprehensive proactive capacities of individuals and networking through joint learning processes; e.g. **qualification of coaches so that they will be able to work with children and youth; qualification of instructors to train coaches in the field of S4D**	**S4D Instructors** (training coaches) and **S4D Coaches** (training children and youth)	**Continuing professional development, training, coaching, and knowledge-sharing:** • improving personal performance and professional competence of S4D coaches • building the creative potential of managers, leaders, change agents and individuals responsible for S4D processes • developing the competence of trainers and experts involved in their role as disseminators • networking of individuals for joint, sustainable learning, knowledge creation and dialogue on S4D
Organisations **Organisational development** *Purpose:* • promote organisational learning • raise the performance and flexibility of an organization with regard to S4D; e.g. **advisory services regarding the integration of S4D in structures, processes and programmes of organizations**	Organisations and units of organisations of the state, of civil society or the private sector. e. g. **sport/youth/education ministries, sport organizations, non-governmental organizations using S4D.**	**Change management** regarding: • agreement on vision and system boundaries of S4D • strategy development of S4D, what to use it for and how to implement it • establishing and strengthening of monitoring and evaluation of S4D implementation • design and start-up of S4D organisations, • continuous development of existing S4D organisations, strengthening of the management system including internal rules and structures • S4D project management, finances and other resources, knowledge management.

Society - **Development of cooperation, partnerships** *Purpose:* • establish and develop cooperation between organisations to improve coordination and performance, e.g. between development organizations and the sport sector • establish and develop networks for knowledge sharing and co-creation, e. g. between governmental, non-governmental institutions using S4D, and the private sector	**Institutions and organisations using S4D** **S4D networks**	**Relationships and cooperation systems:** • establishment, development and steering of S4D cooperation systems and networks (e.g. municipal, public-private, sectoral, transnational, product-based) to utilise or capitalise on particular advantages of specific regions and locations and effects of scale • improvement of cooperation relationships to raise performance in the S4D field • development of S4D-specific continuing professional development/education capacities**.**
Society - **Development of enabling frameworks** *Purpose:* • develop enabling legal, political and socio-economic frameworks so that individuals, organizations and societies can develop and raise their S4D performance capability, e.g. embedding of S4D in policy papers, strategies, and action plans • budgeting of umbrella organisations, ministries or national agencies	**Institutions and organisations (state, civil society, private sector) involved in developing and negotiating S4D cooperations**	**Policy advice:** • culture of negotiation, opportunities for participation of S4D institutions and organisations, • incentives for agreements, agenda analyses, round tables and other forms of participation in the negotiation of interests, policies and their implementation, transparency, mediation and process management of negotiations.

Interaction between the different levels: A sound CD strategy will not only generate inputs at the different levels of CD, it will also link them up to bring about coherent effects. Many years of experience in projects clearly indicate that it only makes sense to focus on a single level if, at the same time, the other levels are being addressed as well.