



Enhancing Skills in Sport for Development

**DEFINING SKILLS AND COMPETENCES FOR  
SPORT TO ACT AS A TOOL FOR THE  
DEVELOPMENT OF PEOPLE AND SOCIETY IN  
EUROPE  
(CHANGE Project)**

**Draft Intellectual Outputs 3 & 4:**

***Functional Map and Occupational Standards  
for  
Sport for Development Practitioners***



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## Draft Functional Map of Sport for Development

### **Key Purpose / Mission of Sport for Development**

*Work collaboratively to stimulate positive change in the lives of individuals and communities through the intentional use of sport and physical activity.*

<b>Key Roles</b>	<b>Function/Standard</b>	<b>Relevant Job Role</b>
<b>A. Engage communities in sport for development initiatives</b>	A1 Establish and develop collaborative working relationships with community stakeholders	Coordinator and Activator
	A2 Analyse community needs and identify the potential benefits and risks of sport as a vehicle for social and individual development	Coordinator
	A3 Consult with the community to develop proposals for sport for development programmes	Coordinator
	A4 Establish, develop and maintain inclusive and collaborative working relationships with sport for development participants	Activator
	A5 Facilitate the recruitment and engagement of community members in sport for development initiatives	Activator
<b>B. Resource sport for development initiatives</b>	B1 Obtain financial resources for sport for development initiatives	Coordinator
	B2 Support communities to obtain financial resources for the sustainability of sport for development initiatives	Coordinator
	B3 Manage financial resources for sport for development initiatives	Coordinator
	B4 Manage, adapt and develop facilities, equipment and consumables for sport for development initiatives	Coordinator and Activator
	B5 Supervise the use of facilities, equipment and consumables for sport for development activities	Activator
<b>C. Plan and implement sport for development programmes and activities<sup>1</sup></b>	C1 Work with communities to develop sustainable sport for development programmes which address social and individual needs	Coordinator
	C2 Develop and implement policies and procedures for a sport for development initiative	Coordinator
	C3 Coordinate, monitor and, if necessary, adapt the delivery of sport for development programmes	Coordinator
	C4 Transition sport for development programmes into sustainable initiatives	Coordinator
	C5 Work with participants to plan and prepare sport for development activities	Activator

<sup>1</sup> Sport for development programmes and activities in this document refer to programmes and activities which integrate sport and physical activity with broader social and individual development goals.

<b>Key Roles</b>	<b>Function/Standard</b>	<b>Relevant Job Role</b>
	C6 Work with participants to deliver, adapt and review sport for development activities	Activator
	C7 Facilitate the social and individual development of sport for development participants	Activator
	C8 Maintain the health, safety and welfare of sport for development participants	Coordinator and Activator
<b>D. Manage sport for development paid staff and volunteers</b>	D1 Plan, support and progress a sport for development team	Coordinator
	D2 Recruit and select paid staff and volunteers for sport for development initiatives	Coordinator
	D3 Lead the work of paid staff and volunteers in a sport for development initiative	Coordinator
	D4 Support and mentor volunteers in a sport for development initiative	Coordinator and activator
<b>E. Build the capacity of organisations and people involved in sport for development</b>	E1 Contribute to the development of the organisation's strategy	Coordinator
	E2 Plan and coordinate training and development for sport for development staff and volunteers	Coordinator
	E3 Plan and coordinate the development and empowerment of community members	Coordinator and Activator
	E4 Support the sustainable development of community organisations	Coordinator and Activator
	E5 Ensure own continuing professional development	Coordinator and Activator
<b>F. Use partnerships and networks to enhance sport for development</b>	F1 Establish and maintain collaborative working relationships with partner and potential partner organisations	Coordinator
	F2 Support communities to build working relationships with other organisations and agencies	Coordinator and Activator
	F3 Participate in community events relevant to sport for development initiatives	Coordinator and Activator
<b>G. Market and communicate sport for development</b>	G1 Promote sport for development programmes to target groups in the community	Coordinator and Activator
	G2 Compile and disseminate information about sport for development initiatives	Coordinator
	G3 Represent sport for development initiatives at community level	Coordinator and Activator
<b>H. Monitor, review and evaluate sport for development initiatives</b>	H1 Coordinate the monitoring, review and evaluation of sport for development initiatives	Coordinator
	H2 Collect data relevant to sport for development initiatives	Coordinator and Activator

Key Roles	Function/Standard	Relevant Job Role
	H3 Analyse data and produce monitoring and evaluation reports on the impact of sport for development initiatives	Coordinator
	H4 Communicate the impact of and learning from sport for development initiatives	Coordinator

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## Key Role A: Engage Communities in Sport for Development Initiatives

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## **Standard A1. Establish and develop collaborative working relationships with community stakeholders**

### **What this standard is about**

This standard is about engaging with the community in which your organisation plans to undertake sport for development work. Stakeholders in this standard refers to all those organisations and key individuals who could be involved in a sport for development initiative, for example local sport clubs, community groups, health and education providers, religious organisations etc.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCA1.1 Analyse and document the purpose and scope of the community engagement
- PCA1.2 Collect and analyse available information to build a community profile, including the strengths and challenges facing the community
- PCA1.3 Identify and document community organisations and individuals relevant to the engagement and the level of impact they could have regarding sport for development
- PCA1.4 Identify and implement engagement approaches, methods and activities which are appropriate to the community and build rapport with relevant stakeholders
- PCA1.5 Develop and maintain a network of contacts within the community, including excluded and marginalised groups who could benefit from sport for development
- PCA1.6 Ensure stakeholders have an understanding of the purpose and values of your organisation and the skills, knowledge and capability it has in relation to sport for development
- PCA1.7 Promote the values, strategies and methods of sport for development and identify the potential of collaborative working
- PCA1.8 Encourage and support community stakeholders to contribute ideas and proposals relevant to sport for development
- PCA1.9 Identify and respect the aims and objectives of community stakeholders, acknowledging when their priorities are different from those of your organisation
- PCA1.10 Create opportunities for your organisation to be positively involved with the local community

## **Standard A2. Analyse community needs and identify the potential benefits and risks of sport for development as a vehicle for social and individual development**

### **What this standard is about**

This standard is about working with communities to agree their needs, existing community assets, how sport for development initiatives can address those needs, and making recommendations to relevant decision makers in your organisation.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCA2.1 Collect and analyse information about the community, its culture and interactions with community stakeholders relevant to potential sport for development initiatives
- PCA2.2 Identify and assess community needs, including those of excluded and marginalised groups, and their interest in sport and physical activity and existing community resources and assets
- PCA2.3 Identify and assess the potential risks of supporting sport for development initiatives in the community
- PCA2.4 Identify and prioritise the strengths and weaknesses of your organisation and the potential opportunities and threats to sport for development in the community
- PCA2.5 Draw justified conclusions regarding the requirements for sport for development initiatives which your organisation can facilitate
- PCA2.6 Support individuals and organisations to identify and articulate their own needs, goals and objectives and take account of these
- PCA2.7 Prioritise the needs for relevant sport for development initiatives which your organisation can facilitate, taking account of:
  - likely demand and potential impact of sport for development
  - the resources needed
  - potential barriers to participation
  - sustainability in the medium to long term
- PCA2.8 Ensure the analysis, consultations and conclusions are correctly recorded
- PCA2.9 Make evidence-based recommendations regarding community needs and risks to the relevant decision makers

## **Standard A3. Consult with the community to develop proposals for sport for development programmes**

### **What this standard is about**

This standard is about working with communities to develop specific proposals for sport for development programmes which address their needs.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCA3.1 Promote the value of sport as a viable tool for individual and social development in the community
- PCA3.2 Review existing and past sport for development approaches and methods which are relevant to the community's needs and evaluate their potential for the community
- PCA3.3 Identify a range of options for sport for development initiatives which are realistic and feasible and can be adapted to community characteristics
- PCA3.4 Ensure the options you present are consistent with the aims and objectives of your own organisation
- PCA3.5 Work with community stakeholders to evaluate these options in terms of relevance to identified community needs, characteristics, the sport and physical activity interests of target groups, and the likely impact of these options
- PCA3.6 Support community stakeholders in articulating their own views and take account of their feedback
- PCA3.7 Work with community stakeholders to agree sport for development initiatives appropriate to their needs, community characteristics, target group interests and available resources
- PCA3.8 Assist community stakeholders in developing a realistic and feasible action plan to implement the agreed initiatives
- PCA3.9 Encourage and assist community stakeholders to identify opportunities to develop their skills and confidence appropriate to the action plan
- PCA3.10 Identify and evaluate the implications of the chosen initiatives for your organisation
- PCA3.11 Ensure the consultations, decisions and plans are correctly recorded
- PCA3.12 Communicate the decisions regarding chosen sport for development initiatives to the relevant decision makers in your organisation

## **Standard A4. Establish, develop and maintain inclusive and collaborative working relationships with sport for development participants**

### **What this standard is about**

This standard is about creating an environment in which the sport for development practitioner can work effectively with participants in the programme's activities.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCA4.1 Collect and analyse information about the community and those taking part in sport for development activities
- PCA4.2 Listen to individual participants to gain an understanding of their experiences and appreciate their perspectives
- PCA4.3 Identify and reflect on your own social and cultural perspectives and biases
- PCA4.4 Ensure your own relationships with participants and those of your colleagues are professional and consistent with legal, ethical and organisational requirements
- PCA4.5 Use reflection to support your ability to work inclusively and with an understanding of others
- PCA4.6 Work with participants and colleagues to overcome barriers to participation and promote self-confidence and self-development
- PCA4.7 Engage participants in decision making regarding sport for development activities and support their right to express their own views and opinions constructively
- PCA4.8 Value and respect diversity and inclusiveness across all areas of your work, showing sensitivity to different cultural values and practices
- PCA4.9 Use a range of appropriate verbal and non-verbal communication methods to establish, develop and maintain effective working relationships based on mutual trust and confidence
- PCA4.10 Promote understanding across diverse individuals and groups, including where there is actual or potential conflict
- PCA4.11 Encourage and support feedback from participants on all aspects of sport for development activities
- PCA4.12 Work with colleagues and community members to continuously improve your ability to relate to and communicate with participants

## **Standard A5. Facilitate the recruitment and engagement of community members in sport for development initiatives**

### **What this standard is about**

This standard is about working with the local community to develop and implement a communications and recruitment plan to involve participants in sport for development.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCA5.1 Identify intended target groups in the community
- PCA5.2 Identify key community stakeholders who are appropriate to developing and promoting awareness of the sport for development initiative
- PCA5.3 Work with community stakeholders to identify and prioritise factors which are likely to attract and sustain the participation of target groups and other factors that may act as barriers to participation
- PCA5.4 Work with community stakeholders to develop communication methods and messages which increase the motivation of target groups to participate in sport for development
- PCA5.5 Ensure all communication methods and messages are culturally sensitive, ethical, in-line with the policies of your organisation and other stakeholders, truthful and honest
- PCA5.6 Develop a communication and recruitment plan for the sport for development initiative, making effective use of community influencers
- PCA5.7 Ensure the communication and recruitment plan supports the goals and objectives of the sport for development initiative and meets requirements for inclusive practice
- PCA5.8 Implement the communication and recruitment plan, monitor its effectiveness and adjust the plan to optimise its effectiveness
- PCA5.9 Provide a stimulating and welcoming environment for potential participants, responding clearly and factually to enquiries and dealing constructively with problems
- PCA5.10 Use a range of motivational methods to engage participants in the sport for development initiative
- PCA5.11 Collect required information about participants and use this information to customise the proposed programme more closely to their needs and interests
- PCA5.12 Maintain confidentiality of information about participants

## Key Role B: Resource Sport for Development Initiatives

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## **Standard B1. Obtain financial resources for sport for development initiatives**

### **What this standard is about**

This standard is about raising the financial resources necessary to fund sport for development initiatives. Funding may include tenders and bids as well as grants, e.g., government grants, grants from trusts and foundations, corporate donations, fundraising etc.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCB1.1 Identify activities that may qualify for funding
- PCB1.2 Collect and store accurate and up-to-date information on potential funding sources and the types of organisations and activities they support and the amount of external funding that may be available
- PCB1.3 Check information about funding sources and identify the ones for which your organisation may qualify
- PCB1.4 Make sure potential funding sources are compatible with your organisation's values and objectives
- PCB1.5 Provide relevant people with information about the prioritised funding sources and take account of their feedback
- PCB1.6 Collect and analyse information relevant to preparing applications and bids
- PCB1.7 Make sure there is a clear understanding of the conditions and criteria for external funding
- PCB1.8 Request advice from other people where required
- PCB1.9 Develop applications and bids that meet the needs of the funding source and present your organisation and its policies and plans in a way which is likely to obtain the support of the funding source
- PCB1.10 Make draft applications and bids available to relevant people and take account of their feedback
- PCB1.11 Provide the funding application within specified timescales
- PCB1.12 Provide any additional information and clarifications that the funding source requires within their timescales
- PCB1.13 Keep relevant people informed of negotiations and draw on their support, if necessary
- PCB1.14 Maintain an effective working relationship with the funding source throughout the negotiations
- PCB1.15 Record all aspects of the negotiations and store these securely

## **Standard B2. Support communities to obtain financial resources for the sustainability of sport for development initiatives**

### **What this standard is about**

This standard is about helping community groups to identify the financial resources they need to sustain sport for development initiatives and develop strategies and bids to raise the required finance.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCB2.1 Assist community groups to develop a strategic plan, business plan and funding strategy to achieve their aims and objectives in regard to sport for development
- PCB2.2 Support community groups to identify the resources they need to achieve their aims and objectives
- PCB2.3 Facilitate community groups to identify their members' expertise and the group's assets
- PCB2.4 Encourage community groups to think creatively about how to meet their resource needs
- PCB2.5 Support community groups to calculate the value of different sorts of resources, including the contribution of people's time and skills to their activities
- PCB2.6 Signpost community groups to support agencies for help with developing strategies and identifying resources to achieve their aims and objectives
- PCB2.7 Assist community groups to assess the appropriateness of potential funding sources for their identified needs
- PCB2.8 Support community groups to evaluate the range of options for raising funds
- PCB2.9 Raise awareness of the benefits of formal or informal partnerships in order to make applications and bids to funding bodies
- PCB2.10 Provide effective support to community groups through the stages of preparing funding applications
- PCB2.11 Assist community groups to develop and manage their own resources and financial monitoring systems to be accountable to funders, beneficiaries and the wider community and establish reporting procedures



## **Standard B3. Manage financial resources for sport for development initiatives**

### **What this standard is about**

This standard is about monitoring and controlling income and expenditure for a sport for development initiative, delegating responsibility and involving your team members in financial decisions as appropriate.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCB3.1 Confirm your own financial responsibilities, including the limits of authority, with relevant colleagues
- PCB3.2 Gather and evaluate available financial information, the objectives, and related plans for your area of responsibility and consult with colleagues to identify priorities, potential problems and risks
- PCB3.3 Identify and make use of opportunities to delegate responsibility for budgets for clearly defined activities to colleagues in your area of responsibility, providing them with the required on-going support and resources
- PCB3.4 Discuss delegated budgets with your colleagues and agree provisional budgets
- PCB3.5 Consult on and develop a realistic budget for your area of responsibility and submit it to the relevant people in your organisation for approval and to assist the overall financial planning process
- PCB3.6 Discuss and, if appropriate, negotiate the proposed budget for your area with the relevant people in the organisation and communicate the final budget to colleagues
- PCB3.7 Establish systems to monitor and evaluate performance against the budget and put contingency plans in place
- PCB3.8 Identify the causes of any significant variances between what was budgeted for and what actually happened and discuss and ensure prompt corrective action is taken, obtaining agreement from the relevant people if required
- PCB3.9 Propose revisions to the budget, if necessary, in response to variances and/or significant or unforeseen developments and discuss and agree the revisions with the relevant people
- PCB3.10 Provide on-going information on the financial performance of the area to relevant people in your organisation
- PCB3.11 Advise the relevant people as soon as possible if there is evidence of any potentially fraudulent activities

PCB3.12 Encourage your colleagues to think about and identify ways of reducing expenditure and increasing income, selecting and pursuing those ideas which have potential for implementation

PCB3.13 Review the financial performance in your own area, particularly in relation to achievement of the stated objectives, and identify improvements for the future

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## **Standard B4. Manage, adapt and develop facilities, equipment and consumables for sport for development initiatives**

### **What this standard is about**

This standard is about supporting communities to identify the facilities, equipment and consumables they need to sustain sport for development initiatives and adapt, obtain, maintain and develop these resources.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCB4.1 Work with community stakeholders and participants to identify facilities, equipment and consumables needed for the sport for development initiative
- PCB4.2 Research existing community assets and evaluate their capacity to meet sport for development objectives, identifying opportunities for adaptation
- PCB4.3 Where feasible and cost-effective, carry out adaptations to existing facilities and equipment to ensure they are inclusive and responsive to community needs
- PCB4.4 Obtain new resources following organisational and legal requirements, available budget and ethical procurement guidelines
- PCB4.5 Maintain complete and accurate records of facilities, equipment consumables and manufacturers' guidelines for their use and maintenance
- PCB4.6 Ensure facilities, equipment and consumables are secure from theft and unauthorised use
- PCB4.7 Work with community stakeholders to monitor and evaluate the quantity, quality, efficiency and effectiveness of facilities, equipment and consumables and follow organisational procedures for maintenance, repair and replacement
- PCB4.8 Ensure there is adequate finance for the maintenance of facilities, equipment and the level of consumables
- PCB4.9 Work in consultation with community stakeholders and users to identify maintenance needs and opportunities for improvement, seeking advice and support of competent professionals when necessary
- PCB4.10 Arrange for maintenance and improvement to be carried out in line with organisational procedures and the recommendations of manufacturers and suppliers
- PCB4.11 Ensure others are informed of maintenance and improvements, and put in place arrangements to keep disruption to a minimum

PCB4.12 Ensure all maintenance and improvement activities are monitored and evaluated on a regular basis and that accurate records are maintained

PCB4.13 Follow the relevant health, safety and environmental requirements for the management of facilities, equipment and consumables

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## **Standard B5. Supervise the use of facilities, equipment and consumables for sport for development activities**

### **What this standard is about**

This standard is about taking first line management responsibility for supervising the use and maintenance of facilities, equipment and consumables used in sport for development activities, including working with the community to identify how they could be improved.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCB5.1 Publicise the availability of facilities, equipment and resources to community stakeholders and target groups
- PCB5.2 Ensure access to and use of facilities, equipment and consumables is consistent with the aims and objectives of the sport for development initiative and the needs of participants
- PCB5.3 Provide community stakeholders and participants with clear information on the use of facilities, equipment and consumables
- PCB5.4 Work with community stakeholders and participants to maintain the health, safety and security of facilities, equipment and consumables and requirements for environmental protection
- PCB5.5 Maintain accurate records of the use of facilities, equipment and consumables
- PCB5.6 Follow organisational procedures for the inspection and maintenance of facilities and equipment and ensure that consumables are readily available for sport for development activities
- PCB5.7 Involve and empower participants in the management of resources
- PCB5.8 Support community stakeholders and participants to provide feedback on how facilities, equipment and resources could be improved to meet community needs
- PCB5.9 Analyse feedback and make recommendations to decision makers on how facilities, equipment and consumables, their access and use could be improved

## Key Role C: Plan and Implement Sport for Development Programmes and Activities

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## **Standard C1. Work with communities to develop sustainable sport for development programmes which address social and individual needs**

### **What this standard is about**

This standard is about developing sport for development programmes which match community needs and priorities, and provide an appropriate mix of sport, physical activity whilst emphasising social and individual development work.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCC1.1 Review and analyse available information about community culture, needs, priorities and proposals concerning sport for development initiatives and intended target groups
- PCC1.2 Identify the strategies and priorities of other organisations which may create synergy and sustainability
- PCC1.3 Work with community stakeholders to agree social and individual development aims and objectives appropriate to the intended target groups and the types of sport and physical activities which will attract and sustain participation
- PCC1.4 Review, evaluate and benchmark other sport for development initiatives which could provide learning points for the community and the sport for development programme
- PCC1.5 Work with community stakeholders to agree programme content which provides a mix of sport, physical activity whilst prioritising social and individual development appropriate to the needs of the target groups
- PCC1.6 Plan a realistic and feasible schedule of activities which facilitates individual and social development and the potential for sustained behaviour change
- PCC1.7 Identify potential risks during the implementation of the programme and agree contingency plans to deal with these risks
- PCC1.8 Identify the financial, physical and human resources needed to provide the programme, taking account of available community resources and potential volunteers
- PCC1.9 Identify how the programme and its impact will be monitored and evaluated
- PCC1.10 Explore and document potential progression routes for participants and volunteers

- PCC1.11 Establish relationships with competent agencies to whom participants can be referred if they need additional support
- PCC1.12 Agree all relevant aspects of the sport for development programme with community stakeholders
- PCC1.13 Maintain clear and comprehensive records of the programme, stages of development and community consultation

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## **Standard C2. Develop and implement policies and procedures for a sport for development initiative**

### **What this standard is about**

This standard is about developing, monitoring and modifying policies and procedures to guide the behaviour of volunteers, paid staff, participants, spectators and family members in a sport for development initiative.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCC2.1 Review and analyse legal, organisational and partner requirements, including:
- participation in sport and physical activity
  - health and safety
  - security
  - protection and welfare of participants
  - ground rules for staff, volunteers, participants, spectators and family members
  - confidentiality of information and data
  - inclusive practice
  - participant rights and responsibilities
  - environmental protection
  - participant referral
- PCC2.2 Work with community stakeholders and colleagues to develop policies and procedures which meet organisational, partner and legal requirements
- PCC2.3 Consult on the policies and procedures with relevant decision makers in own organisation and with partners and adapt policies and procedures in line with their feedback
- PCC2.4 Ensure that all community stakeholders, participants, volunteers and paid staff are aware of policies and procedures
- PCC2.5 Monitor the implementation of policies and procedures during the sport for development initiative and provide reinforcement when there is evidence that policies and procedures are not being followed
- PCC2.6 Stimulate and support community stakeholders, participants, volunteers and paid staff to provide feedback on the policies and procedures
- PCC2.7 Evaluate feedback and modify policies and procedures with the agreement of own organisation and partners
- PCC2.8 Ensure policies and procedures are accurately recorded

## **Standard C3. Coordinate, monitor and, if necessary, adapt the delivery of sport for development programmes**

### **What this standard is about**

This standard is about ensuring all resources are in place for a sport for development initiative and coordinating activities according to the programme plans, making adjustments and improvements where necessary.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCC3.1 Ensure all physical and human resources, policies and procedures and monitoring processes are in place for the implementation of the programme
- PCC3.2 Enable effective communication between paid staff, volunteers, participants and community stakeholders
- PCC3.3 Integrate sport and physical activities with social and individual development in a way which meets participant needs and interests
- PCC3.4 Monitor all aspects of the programme both directly and indirectly
- PCC3.5 Identify variations from plans and agreements and take prompt corrective action, where necessary with inputs from community stakeholders, volunteers and paid staff
- PCC3.6 Identify, respond to and record incidents, accidents and emergencies following the emergency action plan
- PCC3.7 Manage conflict and unwanted behaviour as consistent with organisational policies and with the involvement of community stakeholders
- PCC3.8 Ensure participants who need additional support are referred to competent agencies
- PCC3.9 Make sure that equipment and facilities are checked following operations, and dealt with according to organisational and legal requirements
- PCC3.10 Review programme implementation for effectiveness, efficiency, participant development and feedback and inputs from community stakeholders
- PCC3.11 Make sure that records relevant to the programme are accurately completed

## **Standard C4. Transition sport for development programmes into sustainable initiatives**

### **What this standard is about**

This standard is about supporting a sport for development programme to move into sustainable activity, finalising all arrangements, celebrating success with participants, volunteers and paid staff, enabling the progress of participants and volunteers and planning how the programme can embed into the community.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCC4.1 Collect relevant information regarding the programme and make an initial evaluation of participant achievements both in terms of sport and personal and social development goals
- PCC4.2 Ensure that potential progression routes for participants and volunteers are in place and that they are supported to make progress from the programme
- PCC4.3 Create opportunities for participants, paid staff, volunteers and community stakeholders to celebrate success
- PCC4.3 Support community stakeholders in exploring how the programme could be embedded in community activity in the future, identifying potential sources of support
- PCC4.4 Ensure all participants, paid staff, volunteers, community stakeholders and partners are prepared for the scheduled completion of the programme and transition into sustainability
- PCC4.5 Complete all the necessary arrangements regarding financial, physical and human resources
- PCC4.6 Ensure that participants and volunteers are followed up after completing the programme
- PCC4.7 Make sure all records relevant to the completion of the programme and its potential sustainability are accurately recorded and provided to the relevant decision makers and partners.

## **Standard C5. Work with participants to plan and prepare sport for development activities**

### **What this standard is about**

This standard is about planning and preparing a sport for development activity, using participant input and feedback.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCC5.1 Review the aims and objectives of the sport for development programme and confirm your own contributions with the relevant colleagues
- PCC5.2 Develop an activity plan that meets the aims of the programme, the needs, interests and potential of individual participants and the resources available
- PCC5.3 Make sure the plan has objectives, sequences and timings appropriate to the participants and meets relevant organisational policies and procedures
- PCC5.4 Identify any circumstances that may change and plan how to deal with these
- PCC5.5 Ensure the activity plan is approved by relevant colleagues
- PCC5.6 Share the plan outline with participants and take account of their feedback
- PCC5.7 Identify any concerns, or potential barriers to be overcome in achieving the aims, discussing and agreeing with the participants involved how these should be addressed
- PCC5.8 Choose a style of leadership that is appropriate to the aims of the activity and the needs, interests and potential of the participants
- PCC5.9 Identify the resources needed for the activity and check that everything needed is available and in safe working order
- PCC5.10 Involve participants in the organisation of resources

## **Standard C6. Work with participants to deliver, adapt and review sport for development activities**

### **What this standard is about**

This standard is about addressing barriers to participation and leading a sport for development session whilst identifying opportunities to adapt and vary planned activities in line with participant progress and feedback.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCC6.1 Ensure that barriers to participation are minimised and participants are mentally and physically prepared for the planned activities
- PCC6.2 Explain the aims, objectives and content of the session to participants and identify any relevant experience
- PCC6.3 Explain and demonstrate ground rules for the activity and key learning points, using communication methods appropriate to the participants and encouraging questions and discussion
- PCC6.4 Monitor participants' performance and provide clear and supportive feedback using positive motivational techniques
- PCC6.5 Develop the session at a pace suited to the participants and in a way that meets its aims and objectives,
- PCC6.6 Adapt activities to address new needs and opportunities as they arise
- PCC6.7 Identify and use opportunities to emphasise personal and social development points for the participants
- PCC6.8 Apply agreed ground rules and manage participant behaviour positively and constructively
- PCC6.9 Encourage the participants to express their feelings about the session and respond to their feelings appropriately
- PCC6.10 Manage time effectively to bring the session to an end and prepare the participants emotionally and physically to finish the activities safely
- PCC6.11 Give the participants any further information they may need, including further opportunities for participation and potential progression routes
- PCC6.12 Refer any participants you feel may need additional support to relevant colleagues following agreed procedures
- PCC5.13 Follow the organisation's procedures for reporting and recording the activity session

## **Standard C7. Facilitate the social and individual development of sport for development participants**

### **What this standard is about**

This standard is about enabling and empowering sport for development participants to develop personally and socially through participatory group learning and undertake behaviour change.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCC7.1 Identify intended behaviour change and use sport for development activities to promote those behaviour changes
- PCC7.2 Build sustainable trusting relationships with individuals from different backgrounds and experiences and use these experiences as a starting point for participatory learning
- PCC7.3 Provide a positive role model in own behaviour, language, values and attitudes
- PCC7.4 Monitor participant progress and adapt sport for development activities to meet emerging needs and take advantage of new opportunities for individual and social development
- PCC7.5 Use the sport for development activities to develop participants'
- respect, fair play and tolerance
  - self-confidence and trust in others
  - motivation
  - personal responsibility and self-control
  - critical thinking
  - ability to manage conflict
  - personal resilience
  - goal orientation
  - adaptability
  - creative thinking
  - empathy
  - cooperation with others
  - communication skills
  - problem solving and decision making
  - safeguarding own welfare
- PCC7.6 Empower participants to review their learning, taking full account of their experiences and feelings

- PCC7.7 Help the participants to identify and celebrate what they have achieved during sport for development activities
- PCC7.8 Explore with the participants how their learning can be applied in the future to achieve sustainable behaviour change
- PCC7.9 Support the participants to express how well the learning achieved its planned aims and met their needs and expectations
- PCC7.10 Discuss the outcomes of the review with the colleague responsible for the programme and agree future actions to continuously improve activities

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## **Standard C8. Maintain the health, safety and welfare of sport for development participants**

### **What this standard is about**

This standard is about working with participants and colleagues to identify health, safety and welfare hazards, assess the risks posed by these hazards and put in place procedures to minimise these risks.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCC8.1 Engage participants, colleagues and community stakeholders in addressing health, safety and welfare
- PCC8.2 Work with colleagues and participants to continuously identify hazards to health, safety and welfare
- PCC8.3 Record all significant hazards, who is exposed, and any existing safety procedures
- PCC8.4 Assess the risks presented by identified hazards and whether these risks are acceptable according to organisational policies and procedures
- PCC8.5 Consult an appropriate person when assessing certain risks is beyond your level of competence
- PCC8.6 Report any unacceptable risks following legal and organisational requirements
- PCC8.7 Manage risks in a way which is consistent with organisational procedures
- PCC8.8 Give participants and colleagues the information they need about procedures and motivate them to follow these procedures
- PCC8.9 Intervene effectively when procedures are not being followed
- PCC8.10 Carry out your responsibilities for the protection of vulnerable participants according to organisational and legal requirements
- PCC8.11 Continue to review health, safety and welfare procedures, seeking feedback from participants and colleagues on how well procedures are working
- PCC8.12 Make recommendations to relevant colleagues when you identify the need to improve health, safety and welfare procedures



## Key Role D: Manage Sport for Development Paid Staff and Volunteers

DRAFT

## Standard D1. Plan, support and progress a sport for development team

### What this standard is about

This standard is about planning the composition of a sport for development team – paid staff and volunteers – filling positions in the team appropriately, managing talent and supporting team members to achieve their career objectives.

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### Performance Criteria

#### As a competent Sport for Development Practitioner, you should:

- PCD1.1 Analyse available information about the proposed sport for development programmes and activities and identify team requirements in terms of:
- roles and responsibilities
  - skills, knowledge and competence
  - qualifications
  - background and experience
  - personal attributes and attitudes
- PCD1.2 Develop a structure for the team and line management arrangements
- PCD1.3 Follow organisational policies and procedures to recruit and select paid staff and volunteers to fill positions
- PCD1.4 Ensure that team members are fully briefed and inducted into their roles, receiving appropriate support when necessary
- PCD1.5 Confirm the short- and long-term career goals and objectives of team members
- PCD1.6 Identify day to day and long-term opportunities for the development of people within your team and use formal and informal methods to support the development of individual team members
- PCD1.7 Invest in the management and development of talent in the team
- PCD1.8 Plan for the succession of team members to fill higher positions when they become available and team members are ready
- PCD1.9 Identify areas of low retention and high turnover and address the reasons for this
- PCD1.10 Provide feedback to team members on their abilities and potential and recognise and celebrate their achievements, reinforcing motivation
- PCD1.11 Support team members during conflict, grievance, challenges and issues affecting attendance and performance at work
- PCD1.12 Be open and supportive to changes in work patterns to aid the retention and performance of colleagues

PCD1.13 Follow the correct procedures for the release of team members

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## **Standard D2. Recruit and select paid staff and volunteers for sport for development initiatives**

### **What this standard is about**

This standard is about recruiting and selecting paid staff and volunteers for sport for development team roles.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCD2.1 Ensure that accurate job descriptions and person specifications are developed according to the needs of the initiative and whether job roles are paid or volunteer
- PCD2.2 Identify the types of people who may wish to seek paid and volunteer positions and their likely motivations
- PCD2.3 Select recruitment processes that attract sufficient and diverse numbers of suitable applicants
- PCD2.4 Ensure applicants receive sufficient and clear information about the paid and volunteer roles on offer, their requirements and the selection process
- PCD2.5 Choose and correctly follow fair and ethical selection procedures which are appropriate to the job role
- PDD2.6 Ensure that appropriate background checks of applicants are carried out
- PCD2.7 Identify any additional training and development needs that successful applicants may have
- PCD2.8 Make the best use of the expertise of others during recruitment and selection
- PCD2.9 Provide the successful candidate with an employment contract and other required documentation
- PCD2.10 Identify challenges which are beyond your own level of responsibility and seek the support of relevant colleagues when necessary
- PCD2.11 Ensure the recruitment and selection process follows organisational and legal requirements and meets the expectations of community stakeholders

## **Standard D3. Lead the work of paid staff and volunteers in a sport for development initiative**

### **What this standard is about**

This standard is about leading a team of paid staff and volunteers in sport for development activities.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCD3.1 Work with paid staff and volunteers to set and agree clear aims and objectives for your team and its individual members
- PCD3.2 Inspire a commitment to shared aims, objectives and values within the team of paid staff and volunteers and encourage members to support each other
- PCD3.3 Acknowledge the differences between paid staff and volunteers and adjust expectations appropriately
- PCD3.4 Promote and support diversity and inclusion in the team and in the team's work
- PCD3.5 Apply leadership styles that are appropriate to paid and volunteer team members and the challenges they face
- PCD3.6 Use of a range of appropriate methods to communicate with team members and stakeholders
- PCD3.7 Monitor the work of paid staff and volunteers, ensuring they are meeting their objectives whilst providing them with constructive feedback
- PCD3.8 Support paid staff and volunteers especially during periods of setback and change
- PCD3.9 Promote and support a culture of continuous reflection and improvement
- PCD3.10 Empower team members to develop their own ways of working and take their own decisions within agreed boundaries in an environment of trust and respect
- PCD3.11 Encourage and provide opportunities for team members to take the lead in their own areas of expertise and show willingness to follow this lead
- PCD3.12 Celebrate success in a way that encourages and recognises creativity and innovation

## Standard D4. Support and mentor volunteers in a sport for development initiative

### What this standard is about

This standard is about engaging and supporting people to work as volunteers in sport for development activities.

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### Performance Criteria

#### As a competent Sport for Development Practitioner, you should:

- PCD4.1 Help potential volunteers to understand
- the importance of volunteering in meeting the initiative's goals
  - how people with diverse abilities, styles and motivations can make valuable contributions as volunteers
  - the volunteering opportunities available and what is involved
  - the commitment they need to make as volunteers
  - the potential benefits of volunteering and how volunteering can meet their needs and expectations
- PCD4.2 Help potential volunteers articulate their motivations and understand how volunteering can meet their needs and expectations
- PCD4.3 Provide opportunities for potential volunteers to investigate available opportunities and make a commitment to becoming a volunteer
- PCD4.4 Help volunteers find positions that
- meet their evolving needs and expectations
  - allow them to contribute their experience, knowledge, skills and competence to the initiative's goals
  - challenge them to develop their skills
- PCD4.5 Provide sufficient support and supervision to allow volunteers to carry out their tasks effectively, safely and securely
- PCD4.6 Provide opportunities for volunteers to reflect on and articulate their experience of volunteering and what they have gained from it
- PCD4.7 Provide regular, accurate and balanced feedback to volunteers on their individual and collective contributions and their value to the organisation
- PCD4.8 Recognise and reward volunteers' contributions as appropriate
- PCD4.9 Encourage volunteers to expand their volunteer roles within the limits of their knowledge, skills and competence
- PCD4.10 Find appropriate alternative placements for volunteers whose current role is no longer appropriate, wherever possible

- PCD4.11 Enable volunteers who are concluding their volunteering experience to provide feedback on their experience of volunteering
- PCD4.12 Explore the reasons why volunteers conclude their involvement and identify, when appropriate, how the experience of volunteering with the organisation could be improved
- PCD4.13 Thank volunteers who are leaving for their involvement and agree the nature of the relationship they wish to have with the organisation after their involvement is concluded.

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## Key Role E: Build the Capacity of Organisations and People Involved in Sport for Development

DRAFT



## **Standard E1.      Contribute to the development of the organisation's strategy**

### **What this standard is about**

This standard is about helping to develop your organisation's strategy by feeding in information from communities involved in sport for development initiatives and suggesting ways that the organisation's strategic direction can adapt to emerging community interests and needs.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCE1.1 Identify trends and developments in the interests, needs and involvement of people in the community, and their impact on sport for development activities
- PCE1.2 Identify trends and developments in the strategies and priorities of partner and funding organisations
- PCE1.3 Monitor the effectiveness of your organisation's sport for development strategy in achieving its goals
- PCE1.4 Analyse strengths, weaknesses, opportunities and threats in relation to sport for development work
- PCE1.5 Determine relevant changes needed in policies, plans and activities, and prioritise these according to their benefits in addressing the organisation's sport for development work
- PCE1.6 Bring issues about the implementation of the strategy and procedures for sport for development work to the attention of relevant decision makers in an appropriate way
- PCE1.7 Develop clear recommendations for improving strategy and procedures that strike the best balance between the achievements and any shortfalls
- PCE1.8 Present justified recommendations for improvements to sport for development strategies, setting out clearly and accurately the benefits that these could bring
- PCE1.9 Justify the need for changes to policies, plans and activities, using appropriate evidence
- PCE1.10 Disseminate information to relevant people towards influencing sport for development strategies and provision
- PCE1.11 Present information and offer arguments that are justifiable in terms of the policy makers' interests, situation and resources, and which recognise the complexity of the decisions which policy makers face

## **Standard E2. Plan and coordinate training and development for sport for development staff and volunteers**

### **What this standard is about**

This standard is about planning the training and development of teams and individuals involved in sport for development initiatives.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCE2.1 Promote the benefits of learning to team members
- PCE2.2 Give team members fair, regular and useful feedback on their work performance
- PCE2.3 Work with team members to identify and prioritise learning needs based on any gaps between the requirements of their work roles and their current knowledge, understanding and skills
- PCE2.4 Help team members to identify the learning style or combination of styles which works best for them and ensure that these are taken into account in identifying and undertaking learning activities
- PCE2.5 Work with team members to identify and obtain information on a range of possible learning activities to address identified learning needs
- PCE2.6 Discuss and agree, with each team member, a development plan which includes learning activities to be undertaken, the learning objectives to be achieved, the required resources and timescales
- PCE2.7 Work with team members to recognise and make use of unplanned learning opportunities
- PCE2.8 Seek and make use of specialist expertise in relation to identifying and providing learning for team members when appropriate
- PCE2.9 Support team members in undertaking learning activities, making sure any required resources are made available
- PCE2.10 Evaluate with team members whether the learning activities they have undertaken have achieved the desired outcomes and expected impact on their performance
- PCE2.11 Work with team members to update their development plan in the light of performance, any learning activities undertaken and any wider changes
- PCE2.12 Encourage team members to take responsibility for their own learning, including practising and reflecting on what they have learned

## **Standard E3. Plan and coordinate the development and empowerment of community members**

### **What this standard is about**

This standard is about helping members of the community to have self-belief in their ability to learn and develop through community activities and related training. It also covers promoting and supporting community leadership.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCE3.1 Promote the benefits of learning to community members
- PCE3.2 Promote the value of learning from communities to organisations and policymakers
- PCE3.3 Empower community members to have the self-belief to access learning opportunities
- PCE3.4 Take opportunities to celebrate community members' achievements
- PCE3.5 Use learning opportunities that arise from community activity to share ideas, skills, knowledge and experience amongst community members
- PCE3.6 Identify and promote examples of good practice to aid own and others' understanding of sport for development practice
- PCE3.7 Support communities and other organisations to develop learning plans for their organisation's staff and volunteers
- PCE3.8 Identify resources to meet the learning needs of community members
- PCE3.9 Use a range of methods to promote learning opportunities to different community organisations and members
- PCE3.10 Engage in the co-production of learning with learning providers and communities
- PCE3.11 Promote styles of leadership appropriate to community organisations
- PCE3.12 Use different leadership styles in developing, supporting and nurturing community leadership

## **Standard E4. Support the sustainable development of community organisations**

### **What this standard is about**

This standard is about helping organisations in the community to review their policies, practices and systems and devise solutions which improve their operations in the longer term.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCE4.1 Support community organisations to take a strategic approach to planning for their future sustainability
- PCE4.2 Support community organisations to evaluate their potential commitments against their capability to deliver
- PCE4.3 Facilitate organisations to review their current practice and organisational policies, ensuring alignment with established good practice and compliance with relevant legislation and policies
- PCE4.4 Support organisations to gather and interpret information on strengths and weaknesses, and internal and external opportunities and threats to their organisation
- PCE4.5 Support organisations to understand how to use relevant indicators and evaluation frameworks in their review
- PCE4.6 Support organisations to review their organisational structures
- PCE4.7 Facilitate organisations to review their procedures for decision-making processes to ensure all voices are heard
- PCE4.8 Support organisations to review the effectiveness of their internal and external communication systems
- PCE4.9 Assist organisations to agree on the changes they need to make and how to manage the implementation of these changes
- PCE4.10 Support organisations during the change process
- PCE4.11 Help organisations to access information about funding and signpost them to specialist sources of funding advice

## **Standard E5. Ensure own continuing professional development**

### **What this standard is about**

This standard is about developing yourself as a practitioner according to personal and career goals.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCE5.1 Evaluate the current and future requirements of your work role while taking into account the organisation's vision and objectives
- PCE5.2 Discuss and agree personal and work objectives with those you report to and agree how to measure progress
- PCE5.3 Identify any gaps between the current and future requirements of your work role and your current knowledge, understanding and skills
- PCE5.4 Discuss and agree, with those you report to, a development plan to address any identified gaps in your current knowledge, understanding and skills
- PCE5.5 Consider your own values and career and personal goals and identify information which is relevant to your professional development
- PCE5.6 Identify the learning styles which work best for your development and take these into account when identifying and undertaking development activities
- PCE5.7 Undertake the activities identified in your development plan and evaluate their contribution to your performance
- PCE5.8 Review and update your personal work objectives and development plan in the light of performance, development activities undertaken and any wider changes
- PCE5.9 Get regular and useful feedback on your performance from those who are in a good position to judge it and provide objective and valid feedback
- PCE5.10 Ensure that your performance consistently meets or goes beyond agreed requirements

## Key Role F: Use Partnerships and Networks to Enhance Sport for Development

DRAFT

## **Standard F1. Establish and maintain collaborative working relationships with partner and potential partner organisations**

### **What this standard is about**

This standard is about identifying the potential benefits of working with other organisations by creating win-win partnerships and then building joint projects which have a deeper and more sustainable impact on the development of communities, groups and individuals.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCF1.1 Evaluate the ways in which sport for development initiatives could be improved through collaboration with other organisations
- PCF1.2 Identify relevant gaps in networks and collaborative practice and evaluate the required actions to fill these gaps
- PCF1.3 Gather information about relevant organisations, services and key people with whom collaborative partnerships could be formed
- PCF1.4 Analyse the strategies and services provided by other organisations and analyse the potential for synergy
- PCF1.5 Proactively initiate relationships with other organisations and key people who have the potential to improve the work of your organisation
- PCF1.6 Share information with potential partners to find ways to achieve better and more sustainable impact on communities, groups and individuals to mutual benefit
- PCF1.7 Define and document the type and level of collaboration, and negotiate agreements with the relevant people inside and outside your organisation
- PCF1.8 Identify opportunities that meet the needs and goals of the community, groups and individuals, your organisation and partners
- PCF1.9 Plan and implement collaborative projects
- PCF1.10 Build effective working relationships with colleagues from partner organisations on a formal and informal basis
- PCF1.11 Improve and maintain networks and collaborative partnerships
- PCF1.12 Monitor benefits to the community, groups and individuals and your organisation in ongoing participation
- PCF1.13 Evaluate strengths and weaknesses of collaborations and make recommendations for further action

## **Standard F2. Support communities to build working relationships with other organisations and agencies**

### **What this standard is about**

This standard is about assisting community stakeholders to build relationships with public bodies and other relevant organisations and supporting community stakeholders to represent their views and interests, where necessary, advocating on their behalf.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCF2.1 Gather information about the roles and responsibilities of other organisations and agencies whose work is relevant to current community needs and goals
- PCF2.2 Assist communities to understand the responsibilities and resources held by other organisations and agencies and their impact on decision-making
- PCF2.3 Promote the value of partnership working to community stakeholders and help them to engage and work with other organisations and agencies to achieve agreed aims
- PCF2.4 Assist communities to examine initiatives from other relevant organisations and agencies and the opportunities they present for communities to influence decision-makers
- PCF2.5 Support communities to identify the skills needed to engage with other organisations and agencies
- PCF2.6 Support communities to identify and establish relevant contacts within other organisations and agencies to achieve agreed aims
- PCF2.7 Clarify and agree with community stakeholders the issues that they wish to communicate and their aims in representing these
- PCF2.8 Assist community stakeholders to collect sufficient and valid information to enable them to support and present their views and interests
- PCF2.9 Explore and agree with individuals the strategy and approach to presenting their views and interests, based on an evaluation of the anticipated viewpoints of those with whom they will be communicating
- PCF2.10 Assist community stakeholders in planning and delivering their presentation, and work with them to address any barriers or constraints to them representing themselves
- PCF2.11 Where community stakeholders feel they lack the skills or confidence to communicate directly with public bodies and other organisations, advocate



their views, interests and goals on their behalf, taking account of their wishes

PCF2.12 Review the outcomes of presentations with individuals, and agree appropriate actions

DRAFT

## **Standard F3. Participate in community events relevant to sport for development initiatives**

### **What this standard is about**

This standard is about assisting community stakeholders to organise community events to promote sport for development, taking part in those events and taking opportunities to extend the organisation's networks.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCF3.1 Agree with community stakeholders the purpose of the event or activity
- PCF3.2 Work with community stakeholders to develop a plan for the event or activity, ensuring it is accessible, inclusive, legal and safe for all participants
- PCF3.3 Assist community stakeholders to make best use of community resources for the event or activity and to obtain additional resources to fill any gaps
- PCF3.4 Support community stakeholders in allocating appropriate roles and responsibilities for different aspects of the event and make sure these people have the information they need to carry out allocated tasks
- PCF3.5 Use the event to showcase relevant sport for development initiatives
- PCF3.6 Select publicity methods and materials appropriate to the needs and interests of target participants
- PCF3.7 Carry out your role and responsibilities as agreed, presenting a positive image of yourself, your organisation and sport for development
- PCF3.8 Monitor the running of the event and provide community stakeholders with advice and support to address any deviations from plans and unexpected events
- PCF3.9 Use participation in the event as an opportunity to extend your network of contacts and to build working relationships with other organisations and individuals
- PCF3.10 Collaborate with community stakeholders to evaluate the event or activity to inform future actions

## Key Role G: Market and Communicate Sport for Development

DRAFT

## **Standard G1. Promote sport for development programmes to target groups in the community**

### **What this standard is about**

This standard is about working with community stakeholders to communicate and promote sport for development programmes to their intended target groups.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCG1.1 Identify target groups for the sport for development programme and evaluate their needs and interests as relevant to the programme
- PCG1.2 Enlist the support of relevant community stakeholders and target group members who could make a contribution to promoting the sport for development initiative
- PCG1.3 Work with community stakeholders and target group members to select:
  - key messages which address target group needs and interests and specific barriers to participation in the programme
  - communication and promotional materials and methods relevant to the target group
  - specified timeframes
  - roles and responsibilities of those involved
- PCG1.4 Obtain consent from individuals about the use of information and images for different purposes
- PCG1.5 Ensure that all provided information is ethical, factual and honest and is consistent with legal and organisational requirements
- PCG1.6 Develop a budget proposal for the promotional activity, highlighting existing community resources which can be used
- PCG1.7 Gain the support of decision makers in your organisation and the community for the promotional plan, taking account of their feedback
- PCG1.8 Implement the promotional activity according to the plan, making best use of community stakeholders and resources and members of the target group
- PCG1.9 Proactively identify and address the specific priorities of target groups and individuals who are currently disengaged and potential barriers to participating in the programme
- PCG1.10 Encourage all those in the target group to raise questions and give feedback, using strategies to enhance effective interactions and communication

PCG1.11 Respond to questions and objections constructively and in a way that is consistent with organisational standards

PCG1.12 Work with community stakeholders to evaluate the effectiveness of the promotional activity, documenting feedback and impact and identifying ways in which reaching target groups could be improved

DRAFT

## **Standard G2.      Compile and disseminate information about sport for development initiatives**

### **What this standard is about**

This standard is about supporting community research relevant to sport for development initiatives and disseminating information and recommendations to decision makers in relevant organisations across a variety of sectors.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCG2.1 Work with community researchers to review the quality and quantity of the information relevant to sport for development locally and identify any gaps
- PCG2.2 Ensure the voice and views of marginalised communities are represented in the gathering of information
- PCG2.3 Support community researchers to analyse and interpret information relevant to sport for development
- PCG2.4 Support the communication of the initial findings to the wider community and other relevant organisations for comment
- PCG2.5 Review and revise the findings in the light of feedback
- PCG2.6 Gather proposals for presenting the findings to different audiences and prioritise key audiences for dissemination, including those in other sectors
- PCG2.7 Facilitate the development of recommendations from the community and others appropriate to the identified audiences
- PCG2.8 Organise and disseminate the information in a way that is appropriate to the needs of the intended audiences
- PCG2.9 Use the most effective communication channels to disseminate information to key decision makers in relevant organisations
- PCG2.10 Ensure that conclusions and recommendations are supported by qualitative and quantitative evidence
- PCG2.11 Respond accurately and constructively to questions concerning the research and dissemination
- PCG2.12 Evaluate the impact of the research and dissemination of results on decision making and the reasons for positive or negative responses

## **Standard G3. Represent sport for development initiatives at community level**

### **What this standard is about**

This standard is about representing the sport for development organisation and its work in the community. It focuses on demonstrating respect for the community and using communication methods and behaviours which foster a relationship based on mutual confidence and trust.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCG3.1 Develop and maintain a network of contacts within the local community, ensuring that they have an accurate idea of your organisation's knowledge, skills and experience
- PCG3.2 Meet your organisation's standards of appearance, communication and behaviour
- PCG3.3 Promote the benefits of sport for development opportunities within the community, and of working in partnership with your organisation to mutual advantage
- PCG3.4 Use communication methods which are appropriate to the community members you are interacting with
- PCG3.5 Interact with community members in a way that helps them to feel valued and respected
- PCG3.6 Adapt communication methods and behaviours as appropriate to community members' responses
- PCG3.7 Ensure all information provided is ethical, truthful and honest and reinforces a relationship based on mutual confidence and trust with community members
- PCG3.8 Seek to clarify and understand community members' motivations and expectations, responding promptly and positively to their questions and comments
- PCG3.9 Make constructive comments on the contributions and views of community members
- PCG3.10 Identify and respect the aims and objectives of others in the community, recognising when their priorities may not always coincide with your own priorities
- PCG3.11 Create opportunities to be involved positively with the community

## Key Role H: Monitor, Review and Evaluate Sport for Development Initiatives

DRAFT



# Standard H1. Coordinate the monitoring, review and evaluation of sport for development initiatives

## What this standard is about

This standard is about working with community stakeholders and partner organisations to develop and implement a monitoring and evaluation framework for sport for development initiatives and providing reports on processes and outcomes to your organisation and funding bodies.

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## Performance Criteria

### As a competent Sport for Development Practitioner, you should:

- PCH1.1 Identify from your organisation and funding bodies:
- the purpose and scope of the monitoring, review and evaluation exercise
  - key performance indicators and outcomes
  - the timescales and deadlines for monitoring, reviewing and evaluating activities
  - the criteria for monitoring, reviewing and evaluating activities including procedures for dealing with sensitive and confidential information
  - the time and resource implications of undertaking evaluations
- PCH1.2 Make all information regarding monitoring, reviewing and evaluation available to community stakeholders and partner organisations and clarify any areas of uncertainty
- PCH1.3 Support the use of open, inclusive and empowering methods for gathering and recording qualitative and quantitative information which illustrate outcomes
- PCH1.4 Develop contingency plans if the chosen methods of information gathering are not effective
- PCH1.5 Provide training and support to community stakeholders and partners so they can create and implement a framework for evaluation of services and organisational activities
- PCH1.6 Advise community stakeholders and partners on methods of data collection that can be verified for accuracy and relevance, and recorded to inform future projects
- PCH1.7 Maintain regular contact between all those involved in the monitoring, review or evaluation processes
- PCH1.8 Support community stakeholders and partners to review the processes and methods used in the monitoring, review or evaluation to improve them for use in the future

- PCH1.9 Help groups to use their monitoring and evaluation data to review their activities and plan their future direction
- PCH1.10 Assist community stakeholders and partners to report their findings and recommendations to beneficiaries, funders and other relevant stakeholders
- PCH1.11 Give support and information to enable community stakeholders and partners to implement recommendations resulting from monitoring and evaluation
- PCH1.12 Provide reports with explanatory information to own organisation and funding bodies in the required format and meeting the agreed timescales

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## **Standard H2. Collect data relevant to sport for development initiatives**

### **What this standard is about**

This standard is about collecting, verifying and compiling the data needed to monitor, review and evaluate a sport for development initiative. This requires collaboration with community stakeholders, participants and partner organisations where appropriate.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCH2.1 Identify the data and sample sizes needed for monitoring and evaluation and the quality criteria required for the data, using standard categories required by sponsoring organisations
- PCH2.2 Liaise with community stakeholders, sport for development participants and partner organisations to agree the most effective and efficient methods of collecting the required data
- PCH2.3 Ensure that all those involved understand the need to collect data and its value to the sport for development initiative, its funding and sustainability
- PCH2.4 Ensure there are appropriate arrangements in place to protect the confidentiality of data and that everyone understands and respects confidentiality arrangements
- PCH2.5 Contribute to developing and validating instruments to collect the required data and agree or modify these instruments with community stakeholders and partner organisations
- PCH2.6 Agree roles and responsibilities for data collection
- PCH2.7 Carry out own role in data collection as agreed, and monitor and support others involved in data collection
- PCH2.8 Ensure that sufficient data is collected within agreed timescales, seeking alternative methods and instruments when necessary
- PCH2.9 Monitor the data being collected and verify it meets agreed quality criteria, including authenticity and accuracy
- PCH2.10 Compile the data into the required format and return it securely to those carrying out the review and evaluation activities
- PCH2.11 Respond fully and accurately to any questions regarding the collected data
- PCH2.12 Ensure that the gathering, processing and storage of information meets organisational and legal requirements for privacy and data protection

## **Standard H3. Analyse data and produce monitoring and evaluation reports on the impact of sport for development initiatives**

### **What this standard is about**

This standard is about analysing the data which has been collected to evaluate a sport for development initiative and presenting an evaluation report to community stakeholders, partner organisations and decision makers in your organisation and funding bodies with evidence-based findings.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCH3.1 Ensure that all the required data has been collected, note any shortfalls and the reasons for these
- PCH3.2 Check available data to make sure it meets the requirements of the evaluation framework and excludes invalid data
- PCH3.3 Confirm the key performance indicators and outcomes against which the sport for development initiative will be evaluated and the expected format and content of evaluation reports
- PCH3.4 Select efficient, cost-effective tools and instruments relevant to analysing the data and presenting findings
- PCH3.5 Organise the data in a way which will facilitate analysis against performance indicators and outcomes
- PCH3.6 Use planned analysis tools and instruments to identify patterns and trends relevant to performance indicators and outcomes, adapting analysis techniques when appropriate
- PCH3.7 Research, when necessary, historical data or data from other similar communities to identify benchmarks and make comparisons
- PCH3.8 Ensure that all data handling and analysis is objective, legal, ethical, honest and fair
- PCH3.9 Check all aspects of the analysis and evaluation with relevant colleagues and community stakeholders to test credibility and validity
- PCH3.10 Support findings with stimulating examples and a clear account of the methods, instruments and tools which were used and the evidence which was found
- PCH3.11 Present findings in a way which is accessible to community stakeholders and partner organisations and meets the requirements of decision makers in your organisation and funding bodies

## **Standard H4. Communicate the impact of, and learning from, sport for development initiatives**

### **What this standard is about**

This standard is about reviewing sport for development initiatives and identifying and communicating key learning points for the benefit of own and other organisations.

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### **Performance Criteria**

#### **As a competent Sport for Development Practitioner, you should:**

- PCH4.1 Identify and prioritise the potential audiences for information about sport for development initiatives and the issues that are likely to interest them
- PCH4.2 Review reports and other information relevant to sport for development initiatives, their processes and outcomes and identify the factors which will be of interest to the intended audiences
- PCH4.3 Evaluate the strengths and weaknesses of the sport for development processes which were used
- PCH4.4 Identify the positive and negative outcomes in terms of impact on individuals, groups and communities, including unplanned outcomes
- PCH4.5 Identify the key learning points for own organisation and the wider implications for similar community approaches, including how sport for development processes and activities could be improved
- PCH4.6 Organise the information into a format which meets the expectations, needs and interests of the intended audiences and express findings in a way which will capture their attention
- PCH4.7 Provide validated evidence for all findings and a strong argumentation which highlights the particular features of the sport for development values and methods
- PCH4.8 Identify, evaluate and prioritise communication channels to reach intended audiences
- PCH4.9 Make best use of communication channels to disseminate findings and celebrate success
- PCH4.10 Respond positively and constructively to comments and questions