Learning example Royal Dutch Football Bond

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Introduction KNVB

Football for Development

Since 1996, the KNVB has been conducting football development projects in developing countries as part of its corporate social responsibility activities. Over the years the KNVB acquired extensive experience. In the period 2000–2005 the KNVB conducted 90 training projects in over 20 countries in Africa, Asia and the Caribbean.

The KNVB activities at the time were launched with a 'coach-the-coach' programme in South Africa. That programme entailed educating local football coaches. Over the years this approach has remained the driver of the KNVB football development projects. In the new millennium the KNVB has elaborated and expanded this programme. In addition to developing football, the KNVB started to contemplate how its projects were relevant to development and to consider the possibility to use football not only as an objective but also as an instrument to further development.

This idea inspired the Football for Development programme, in which football is both an objective and a vehicle toward development, and Dutch football expertise is combined with the knowledge and experience of several southern sports and development organisations, such as the Mathare Youth Sports Association (MYSA) in Kenya and the Kalusha Foundation in Zambia.

A member of the KNVB staff has been dedicated entirely to implementing this programme, which is funded through a KNVB contribution. Any annual revenues from other programmes are spent on this programme. Outside funding (grants and donations) is available as well.

Through its activities the KNVB aims to demonstrate that sports organisations can use their core capacity (sports) to further development.

Social aspects in courses
The scope of KNVB courses usually extends beyond football technique. Based on past experiences, the KNVB courses address social aspects as well to enhance the potential instrumental value of sports for development. Some examples:

- football and social development (MYSA structure)
- football and environment (football and community services)
- football and healthcare (e.g. HIV/AIDS prevention and information through football)
- football and leadership (importance of youth leaders)
- football and women’s participation / gender equality
The coach-the-coach programme underlies the 'Football for development' Sports & Development Programme. This programme serves to impart knowledge about football (the core capacity of the KNVB) and to build local football capacity. The KNVB has designed a programme to this end in which coaches are trained at various levels.

Even though each project needs to be monitored to accommodate local differences, the KNVB applies specific guidelines. 'Coach the Coach' is a training pyramid comprising four stages.

### Coach the Coach Programs

- **Coach Instructors**
- **Selection**
- **Advanced Level:**
- **Selection**
- **Basic Level**
- **Grass Roots Level: Schools and communities**

*Educate new groups of coaches with and/or without KNVB*  
*Learning on the Job*

### Capacity building

In addition to training coaches, the KNVB is active in other fields.

#### Training referees

The KNVB academy offers courses for referees as well and has conducted them at MYSA in Kenya and other places. Between 2001 and 2005 about 200 youth referees were trained there. At present, 19 of them are teaching courses for young referees as well, both in Kenya and outside. Over 20 trained referees are active in national competitions, and one female referee has gone as far as becoming a FIFA referee.
Management support
The KNVB assists football associations and local organisations in developing a football vision and in managing and organising football. In the process, the KNVB has used its experience in the Netherlands to support football leagues in Kenya, Zambia, Burkina Faso, South Africa and Kyrgyzstan.

Partnerships [MYSA, KBFT]
Ideally, the KNVB carries out its development activities in conjunction with partners from the South. Providing training in football technique through the coach-the-coach programme is the responsibility of the KNVB. The partner organisations enhance this programme by contributing local knowledge or their knowledge about using sports as an instrument toward development. MYSA, for example, is a frequent partner.

Mathare Youth Sports Association (MYSA)
'Do something for MYSA, and MYSA will do something for you.' In 1987 MYSA was established in the Mathare slums in Nairobi, Kenya, under this motto. MYSA runs football programmes for children who, in exchange for sports and games, agree to clean up and maintain their heavily littered surroundings. In 2005 MYSA signed up 14,000 boys and girls, who organise football matches under the supervision of their own youth leaders. Over 1,000 football teams compete on the fields in the slums every weekend. The condition for playing is that these children agree to help others: collecting rubbish, providing information about HIV/AIDS, reintegrating street children, training and the like.

Outreach Programmes
MYSA has now acquired extensive expertise in promoting community development through sports. This formula may obviously be applied in other contexts, provided it is adapted to accommodate local needs. The KNVB is in a position to assist with football technique. Youth leaders trained by MYSA now conduct similar projects in other parts of Kenya, in refugee camps, in Uganda and in Tanzania. In addition, MYSA football coaches trained by the KNVB Academy teach courses for youth leaders in Kenya, Zambia, South Sudan, South Africa and Mozambique.

Kalusha Bwalya Foundation Trust
In 2003, the Kalusha Bwalya Foundation Trust (KBFT) became a partner of the KNVB in developing football for young people in Zambia and in combining
HIV/AIDS awareness programmes with courses about coaching. Zambia has one of the highest rates of HIV infection in the world.

The Foundation is dedicated to fighting the spread of HIV/AIDS and to improving the quality of life and life expectancies among young people in Zambia. To this end, the Foundation focuses primarily on male and female athletes with and without HIV/AIDS. The Foundation hopes that these athletes will become vehicles toward informing and raising awareness among children and young people about the dangers of HIV/AIDS and explaining how to cope with them. The campaign comprises organised sports activities for young people, courses and clinics. Athletes use the slogan 'A Healthy Body, A Healthy Future' to inform keen young football players.

The KNVB endeavours to serve the Foundation in many ways. In 2004, for example, the KNVB Academy conducted a basic course for coaches and trainers in Namaacha, Mozambique, at the request of the Mozambique National Football Association. Two African instructors – Francis Kimanzi (MYSA) and Ben Bamfuchile (Kalusha Foundation) – taught this course. Both have completed the KNVB training pyramid.

Lessons learned

- Partner choice is enormously important: team up with a strong local organisation
- The local partner organisation needs to select the right participants. Make this clear to the local partner organisation, and explain the criteria that participants need to meet.
- Stipulate the training objective based on the local organisation; do not impose European standards. Tailor and adapt targets to meet local requirements.
- Extended partnership with a single educational vision.
- Adding subjects that relate to social development will enable local coaches to supplement football techniques for their personal benefit with expertise about local social issues; this will make them extremely valuable assets in programmes that address 'football for development'.
- Transparent organisation with good reporting (both substantive and financial).