

## Case Study: Pamella Dlulane, Sport Director, Isiqalo Foundation

Isiqalo Foundation is based in neighboring townships Masiphumelele and Ocean View, South of Cape Town on the peninsula. Pamella Dlulane started volunteering with Isiqalo Foundation as a community netball coach. During this time, the Directors invested in Pamella's education and sponsored her to enroll on, and sponsored her to do, a Sports Management diploma at a college in Cape Town. The coaching sessions she delivered in the field contributed to the practical elements of the course and earned her credits. Isiqalo foundation then put Pamella forward to be the Coach Coordinator for Coaching for Hope's *Empowerment of Women and Girls Through Football* project. Up until this point she had not been involved in football, but then underwent a series of trainings by Coaching for Hope that enabled her understand the sport and how to coach it. The Coordinator role meant that she started coordinating other female coaches, recruiting girls, writing monthly progress reports and liaising with various institutions. The project enabled her to earn a part-time wage too.

Isiqalo Foundation invested in an individual which has in turn benefitted them. In 2011, Isiqalo Foundation underwent a period of rapid growth and Pamella has become an important figure within the organization and within the communities where they work, and she was promoted to Sport Director. Isiqalo Foundation is plugged into international networks such as streetfootballworld, the Laureus Foundation, the GIZ Youth Development through Football project and the Western Cape Sport for Social Change Network and this has enabled Pamella to access diverse training opportunities. For example, in December she went on a Coerver coaching course at the adidas Exchange Programme.

The Role of the Coach in Sport for Development: Lessons Learnt

- 1) In sport for development, the coach needs to be part of a structure or organization rather than working in isolation.** Preferably the structure should be dynamic and support the coach to attain broader skills trainings. This in turn strengthens the organization- coaches can take on more responsibilities and become a worthwhile member of the team. Furthermore, that coach represents upward mobility to other volunteers joining the organization and the coach can serve as a motivator for others.
- 2) Development pathways for community coaches are crucial.** The reality is that coaching a sport alone will not sustain an individual or family economically, but there is the potential for the sporting arena and the sphere of coaching to become a space to nurture and invest in individuals so that they can better their circumstances and contribute more productively to society. There is the potential of engaging community coaches in a wide range of educational and employment-related opportunities if the coach's organization is proactive in opening doors. Joining networks could be one way, partnering with organizations and sharing resources might be another. Many community coaches have accessed high-quality trainings and resources thanks to their organizations adopting a more open approach to working.
- 3) The last lesson learnt is on engaging women in leadership roles within sport.** Certain sports are sites for the perpetuation of rigid gender norms that can be oppressive for both men and women. Although sport for development programmes tend not to be advocating sport for sport's sake, we

cannot ignore the differential ways that men and women, boys and girls experience a particular sport. Therefore mainstreaming gender throughout is crucial to achieving equitable social development. Organizations need to critique their own biases towards the sports that they are using as their development tool. Similarly, coaches are in a position whereby they can either reinforce stereotypes or challenge them. Having both men and women as experts and leaders works to reflect the inclusivity and equitability that the project is striving for.