



# UPSTREAMING

MAINSTREAMING MAPPING DOCUMENT



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# INTRODUCTION

The importance of sport as a cultural driver towards enhancing the social inclusion and equal opportunities of people with a disability is undeniable and the positive effects on overall wellbeing of sport and health enhancing physical activity is also widely accepted. However, the opportunities for people with a disability to participate in a Mainstream environment are still limited. Discrepancies exist between the ideological support for Mainstreaming at the Sport Policy level and sport provision level. Mainstreaming involves providing both disability sport specific opportunities and access to sport in a mainstream environment. However, structural inefficiencies in the EU sports system have led to ineffective or unbalanced sports provision to people with a disability. The gaps in the system can be characterised by a lack of; a) knowledge transfers around Mainstreaming, b) information and modelling on effective Mainstream structures, c) resources & materials on effective Mainstreaming programmes, d) involvement of the grassroots & end user development of Mainstreaming, e) exchange networks. This can be attributed to an imbalance between the financial resources, knowledge bases and experience levels which exist in national sports organisations on the topic of Mainstreaming and an overall lack of opportunity for international, cross border collaborations. In order to improve access to truly Mainstream environments at the European and local level, the Upstreaming project works with organisations from both disability and mainstream sport to circumvent barriers through a) Strategic development of Mainstreaming b) Knowledge Transfers around the topic of Mainstreaming c) Engagement in and Promotion of Mainstreaming. In order to achieve this, the Upstreaming project will establish an understanding of the Mainstreaming landscape, engage with local stakeholders, develop and implement a sequence of development workshops and create sustainable Mainstreaming exchange mechanisms

In order to deliver this project SPIN Sport Innovation has brought together a knowledge rich and committed partnership including; German Tennis Federation, European Paralympic Committee, Para Tennis Löhner TC, and the Cerebral Palsy International Sports and Recreation Association

## WHAT WE WANT TO ACHIEVE IN A NUTSHELL

The Upstreaming project seeks to (1) add value at the practical level to give interesting examples of how mainstreaming can be implemented successfully, (2) to assist mainstreaming managers (those responsible for mainstreaming at the national or regional level) in navigating the implementation of mainstreaming and to (3) bring together a group of those people to exchange and train each other and to contribute to the growth of the mainstreaming network. The topic of mainstreaming is complex and varied especially when considered at the European level, the Upstreaming project seeks to take a practical approach, drawing parallels where possible and highlighting existing resources with the express purpose of helping mainstreaming managers the task of mainstreaming implementation.



## MAPPING THE MAINSTREAMING LANDSCAPE

In order to gain an understanding of the status quo of Disability Sports Mainstreaming in Europe a Mapping exercise has been conducted to gain context and establish a baseline to support the development of provide the context from Athletes, Coaches, Volunteers, Mainstreaming Managers, Academic Researchers and other key stakeholders. These inputs helped us to form a snapshot of the overall status quo with relation to Disability Sports Mainstreaming. By consulting with national and European sports federations to understand their current level of engagement with Mainstreaming, the governance policies which are in place, the programmes which are implemented and also a reflection of their strengths and weaknesses in the area, helped to form an overview of how the 'top down' bodies view their engagement with Mainstreaming. By consulting Athletes, Coaches and Volunteers, the grassroots perspective could be voiced, stating what their opinion of the aforementioned governance structures are as an 'End User'.

## AN OVERVIEW OF THE STATUS QUO

On a national basis and indeed a sport-by-sport basis there is differing interpretations on what Mainstreaming means and how best to achieve it. The definition of a successful Mainstreaming system would allow for people with a disability to participate fully; "how the participation of people with disabilities in sport can be guaranteed is simple: in accordance with their individual preferences, wishes and choices." (Inclusion in sport: disability and participation, F.Kiuppis, 2018). However, when viewed on European level the applicability of this statement can be approximated to apply only to a small minority.

In order to close the gap between the sociological and political ideologies which shape sports policy and the effective implementation of Mainstreaming activities there is a need to focus on strengthening the effectiveness of organisational and governance levels of 'peak agencies' and their Mainstreaming sports implementation. In order to do so there are a number of issues which exist with the sports system which need to be addressed:

The progression of Disability Sport Mainstreaming policies, programmes and initiatives throughout Europe varies widely. In some Member States, a comprehensive, centrally managed, funded and controlled Mainstreaming process has been carried out to fully integrate the provision of sport from 'top to bottom'. For example, In Norway, the Olympic Committee and Confederation of Sports (Norges 5 Idrettsforbund og Olympiske Komite, NIF) made a commitment to integrate disability sport into sport federations for the able-bodied in 1996.

This all-encompassing approach included merging not only the sports federations but also the Olympic Committee with the appropriate Disability Sports Organisations and has been repeated in the Netherlands, with countries such as Latvia and Finland currently embarking on the same process. The approach allows for a 'closed-circuit' system for Mainstreaming, bringing all the relevant bodies and funding streams under the umbrella of the national sports system. However, it also requires the relevant bodies to take responsibility and action for Mainstreaming. The process of merging governance models can be costly and complicated which cannot always be replicated across member states if the resources and political will do not exist.



In other countries, a less centralised approach has been taken where policy and funding have guided sports federations towards Mainstreaming, such as in the UK where “mainstreaming is about national governing bodies of sport taking on responsibility for the co-ordination and provision of opportunities for disabled people. Disability sport organisations should provide an excellent source of expertise and assistance to support policies and programmes but believe that it is the responsibility of 'mainstream governing bodies to provide opportunities for disabled people.” (An examination of the disability sport policy network in England: a case study of the English Federation of Disability Sport and mainstreaming in seven sports, Thomas, 2004).

This approach relies on the mainstream sports engaging with disability sports stakeholders to provide an inclusive programme. However, it is only as good as the systems and people involved within the sport. There are examples where this level of autonomy empowers the sports federations and allows them to address the issue systematically in an appropriate manner for their governance and operational structures. However, it can also lead to ‘governance gaps’ appearing which lead to inefficiencies in the system and hinder the offer to people with a disability.

For example, in Tennis at the national level in Germany, the mainstream federation the Deutscher Tennis Bund receives no funding for grassroots integration activities. All funding for the Wheelchair Tennis Paralympic Programme is administered through the National Paralympic Committee and in order to deliver Mainstreaming initiatives they must form partnerships with disability sport stakeholders such as the Gold-Krämer Foundation and Aktion Mensch, foundations and charities who fund sport-based interventions for people with a disability.

Whilst recognising that each sport and each nation should be treated on a case-by-case basis which appropriate systems, structures and programmes tailored to the cultural and technical variables, operational and organisational knowledge, experiences and skills can and should be shared to enhance the capacity of organisations to deliver effective Mainstreaming initiatives.

The imbalances which exist on a nation by nation and sport by sport basis are in part a construct of the artificial frameworks under which the sports organisations operate. Ultimately the structures have a huge impact on people with a disability and their opportunity to participate. Such structural barriers to Mainstreaming on a sport by sport and nation by nation basis can be affective by effective cross border collaboration and by elevating the issue to the EU level it is intended to circumvent these national, local or sport specific restrictions.

The diversity of challenges which exist within Mainstreaming can make it complex and difficult for organisations to manage, especially without input from previous experiences or case study guidance. For systems builders there several variables to consider when seeking to best implement the operations of mainstreaming, and few practical resources or exchange mechanisms in order to assist the process.

As research showed, there were at least 5 different approaches to Mainstreaming existing in the UK alone. “There are a variety of structures and relationships between the mainstream and the disability sport organisations.



While some national governing bodies of sport have embraced disabled people's needs within their existing national and regional structures others have allied themselves to new disability sport-specific governing bodies and others still have encouraged the traditional generic disability sport organisations to retain responsibility. The pattern of relationships reflects the varying levels of existing provision, expertise, commitment, resources and the diverse range of ideologies in disability sport policy.” (An examination of the disability sport policy network in England: a case study of the English Federation of Disability Sport and mainstreaming in seven sports, Thomas, 2004).

Often sports organisations ‘begin from zero’ when approaching Mainstreaming activities due to a lack of resource and material sharing at the international level. The limited studies which have been conducted exist either only in academia or as evaluations of a national approach in a national context. There are few practical modelling resources, examples of good practice or learning interventions developed for professionals in the area.

Within sports systems in Europe there are varying organisational structures, resources and delivery mechanisms. Furthermore, Mainstreaming is at different stages within member states and within sports. Therefore, in the context of Mainstreaming, great variances are reflected in the profile of staff who are responsible for delivering sports provision.

However, in the interpretation of the Convention on the Rights of Persons with Disabilities (CRPD) into sporting practice, mainstream sports organisations - where financially viable - have sought to employ specific personnel to address the topic of Mainstreaming. Under differing names i.e. Disability Sports Officers, Inclusion Officers, Integration Managers etc. the role of these personnel is to act as a fulcrum between the governance and operational governance structures of a sports system providing the interface between Mainstreaming policy and practice.

Their importance to the implementation of a successful Mainstreaming process cannot be understated “Examination of the decision processes in relation to integration revealed the importance of establishing committees or individuals with a dedicated responsibility for integration in the sport federations” (Integration of Disability Sport in The Norwegian Sport Organizations: Lessons Learned, Sørensen, 2006). These individuals have a position of great influential power in organisations, able to lobby, influence and guide top-down governance structures but embedded and engaged with the sports delivery and grassroots of the sport.

However, the training and human resource support available to these personnel is severely lacking. There are several systematic reasons which contribute to this lack of support (financial, political etc). Predominantly however, the lack of support can be attributed to the fact that the role is either new or relatively new to most sport organisations.

“The role ranges from grassroots player liaison through to sport politician. One day you can be arranging a training camp for a Wheelchair Tennis team, the next day you can be advising the national federation on their governance policies and lobbying large foundations for financial support for mainstreaming programmes, the skillset you need is vast and there’s nobody to ask for advice, you’re often the first person doing it and the only one who understands the system fully.” (Interview 2020, Niklas Höfken, Consultant for Inclusion und Paraspport, Deutscher Tennis Bund).



The CRPD covers the spectrum of opportunities for people with disabilities: inclusion within mainstream settings, as well as inclusion within disability-specific opportunities, depending on the independent individual choice of persons with disabilities themselves. It can be argued that development of actions for inclusion within disability-specific opportunities has accelerated in the past two decades, given the growth of the Paralympic Games and the Paralympic Movement as a whole.

However, poorly established organisational and governance mechanisms within mainstream sports can lead to disability sport provision being conducted by the mainstream sports organisation in a segregated environment. “Inclusive services and values are a base for broader development process, when organisational support, consultation and networks are provided, but it opens new challenges and unforeseen exclusion of people with a disability. It is complex, ambiguous, unending process, where Mainstream organisations need information, consultation and support.” (Inclusion – a societal challenge or chance? Saari, 2019).

If the mainstream sports setting provision for people with a disability is left unattended whilst the disability sport specific provision is promoted it results in the only pathway for person with a disability being exclusively within a disability sport setting, unless they individually pursue sport in a mainstream setting and “athletes with a disability are included in able-bodied sport only if they can adjust to existing values and practices.” (Integration of Disability Sport in The Norwegian Sport Organizations: Lessons Learned, Sørensen, 2006).

Furthermore, there is a need to address the imbalance in the provision of mainstream sports to those with severe disabilities. Even in the progressive member states such as Norway where Mainstreaming is well developed it was reflected that “Several of the sport federations had, as a beginning, integrated only the top-level competitive sports, which in practice meant that they targeted the groups of disabilities who did not require much assistance or extra resources.” (Integration of Disability Sport in The Norwegian Sport Organizations: Lessons Learned, Sørensen, 2006).

People who have severe disabilities can often be marginalised due to operational factors (lack of accessible infrastructure, lack of trained staff etc). Moreover, severe disability groups can fall through the gaps of organised sport because Mainstreaming is often a top-down model which seeks to find a governance answer to a social question.

This can be best expressed when considering the most common approach to implementing Mainstreaming, where a mainstream governing body or federation is charged with liaising with existing disability sports organisations. If within a national sports system certain disability sports have a stronger pre-existing structure or lobby then their Mainstreaming process will be fast-tracked because they have a governance structure which can be assimilated or related to.

Mainstreaming as a governance process predominately biases the mainstream organisation to assimilate pre-existing structures and programmes into the sport and the easiest way to do this is to choose the disability sport which is closest to its current governance structure, infrastructure, operations and sporting codes. Conversely - and as is often the case with severe disability groups – if the structure is informal, and would require significant changes to the infrastructure, operations and codes in order to assimilate then the process is either not embarked upon or can take a long time to complete.



Mainstreaming policies and programmes tend to be ‘top-down’ with policy initiatives established within institutions such as the United Nations and then filtered down through to the sporting establishment through the international and subsequently the national federations. The complexity of adjusting governance, operational and organisational structures to respond to these initiatives means that the agencies involved exhaust resources on attempting to resolve the issue at a structural level and lack the capacity to involve the grassroots and end-users into the process.

“More work initially on the foundations for such a process to succeed, for example more activities for individuals with a disability and better planned development of competence about disability and disability sport of people in the organization. In other words it would be better to combine a “top-down” intention with a “bottom-up” building of the prerequisites for fulfilling the criteria for a successful integration” (Integration of Disability Sport in The Norwegian Sport Organizations: Lessons Learned, Sørensen, 2006).

This can either lead to mainstreaming only taking place where the mainstream organisation is already competent and has the structures to assimilate “much of the mainstreaming of disability sport by National Federations, and the associated funding has been focused on the elite element of the sport with little or no provision given to grassroots development or competition pathways.” (All for Sport for All: Perspectives of Sport for People with a Disability in Europe, Guett et al, 2011)

In order to rationalise and increase the effectiveness of the Mainstreaming movement within Europe there is a need to have a more open dialogue between active stakeholders in the system. The sharing of knowledge and expertise can only occur when there is an open conversation on the implementation and progression of Mainstreaming. Without it there will continue to be a stagnation in the effectiveness in sports systems when Mainstreaming disability sport.

“Research suggests that while mainstreaming has been central to sport policy for disabled people, it has not necessarily – thus far at least – been successful and may need further dialogue between all agencies to establish which models are most likely to work and what roles these organisations may need to adopt.” Sport and Disability: From Integration Continuum to Inclusion Spectrum, F.Kiuppus, 2018).

Furthermore, research shows that there is a reluctance from disability sports organisations to enter into the Mainstreaming process “The slow progress they suggest is due, in part, to the reluctance of mainstream sports governing bodies to acknowledge disability sport as a significant issue and also because of the unwillingness of the nondisabled administrators in existing disability organisations to relinquish control” (An examination of the disability sport policy network in England: a case study of the English Federation of Disability Sport and mainstreaming in seven sports, Thomas, 2004).

It is clear that in order to better support the change management aspects which exist within Mainstreaming that a forum and knowledge network around the topic needs to be established where concerns can be voiced, good practices proving mainstreaming success showcased and the lines of communication opened up to both alleviate the issues currently existing and progress the movement further.





## RESULTS & CONSIDERATIONS FROM THE ATHLETES SURVEY

A survey was conducted and answered by 64 athletes from Czech Republic, Denmark, Spain, France, Germany, Greece, Iceland, India, Nepal, Netherlands, Norway, Portugal, Serbia, Slovakia, Sweden and the UK. They covered a wide range of disabilities, Parasports, age ranges and level of competition/participation. 93% of respondents were a member of a club.

Athletes were asked to reflect on their opportunities to participate in sport. Furthermore they were asked to rate how they felt those who are responsible for the delivery of sport performed when it came to ensuring that sport was accessible and open for the athlete to participate as they wish.

Generally speaking, the results point to a very un-distinct landscape. Based on the feedback provided by athletes there is no one narrative or prevailing opinion amongst athletes which is strongly represented. This is perhaps due to the fact the situation is still extremely uneven when considered across different parasports and different countries. The results are spread quite uniformly.



# Upstreaming Survey - Athletes & Coaches

64 responses

Do you have a disability?

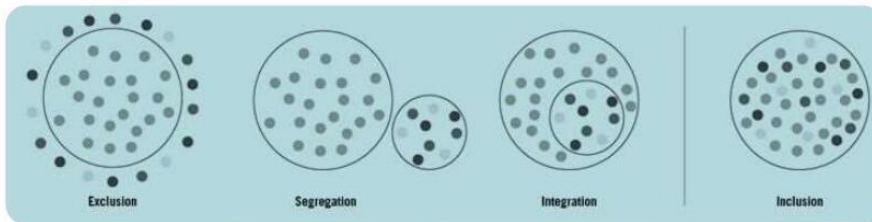
64 out of 64 answered



Do you belong to a sports club?

64 out of 64 answered

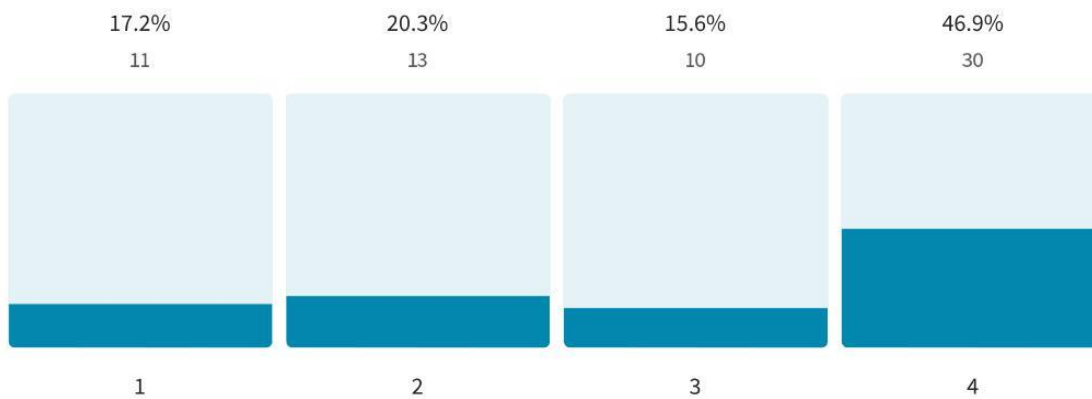




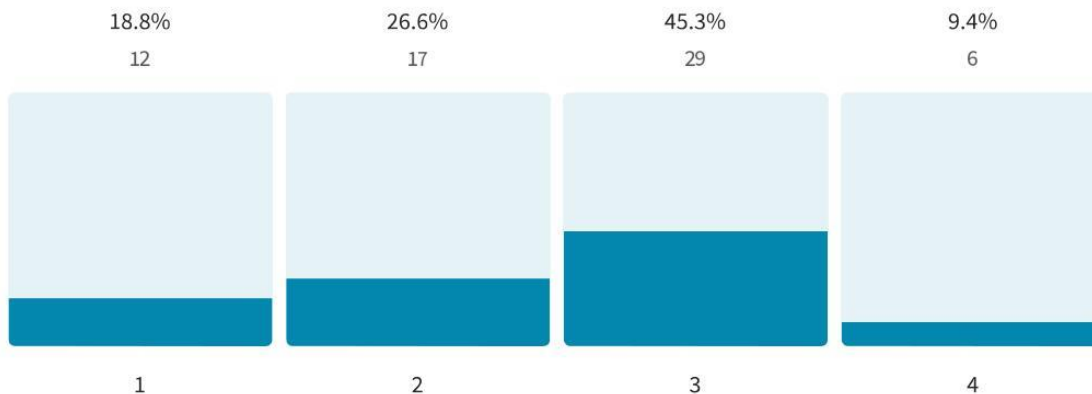
How does your experience of sport fit with the descriptions below?

64 out of 64 answered

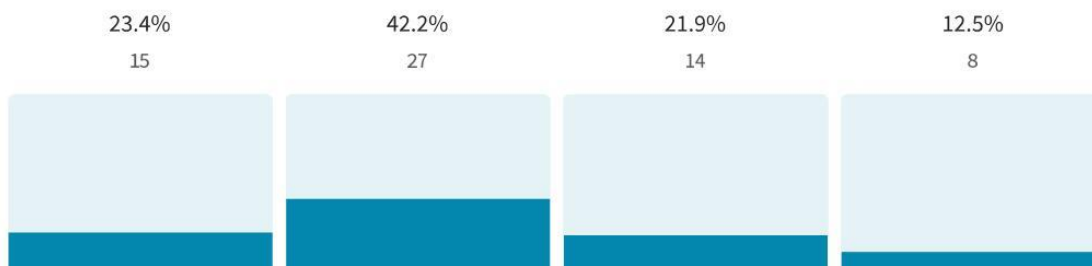
**(1) Exclusion; you are prevented from participating because your access needs are not met**



**(2) Segregation; you can access organised sport but your club is separate from 'mainstream' activities**

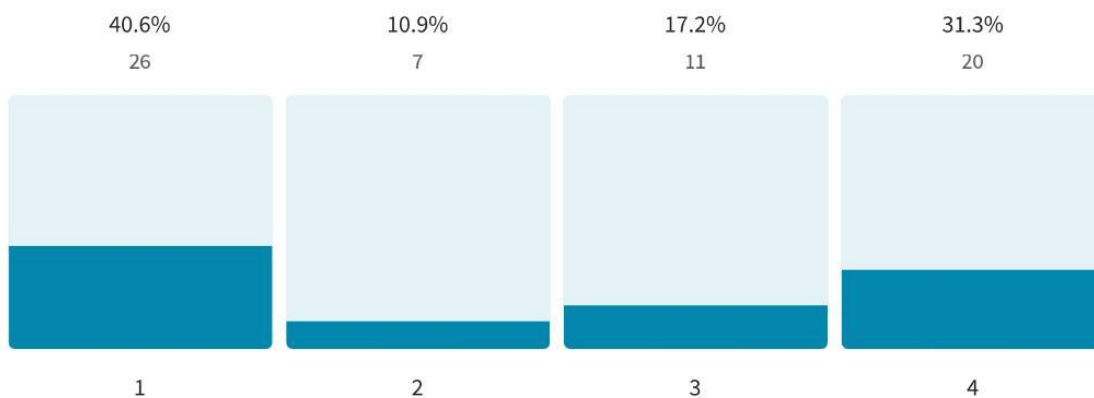


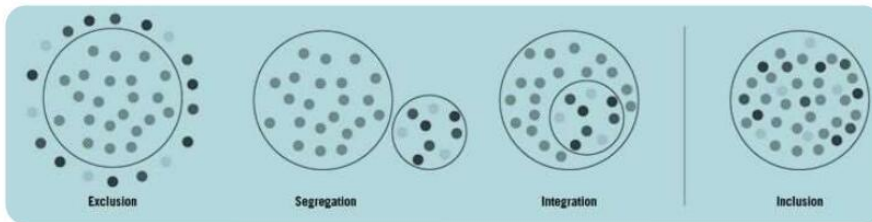
**(3) Integration; your sports club delivers separate activities for disabled and non disabled participants**





**(4) Inclusion; full inclusion of people with a disability, with the possibility to play the same sport as people without a disability on the same team.**

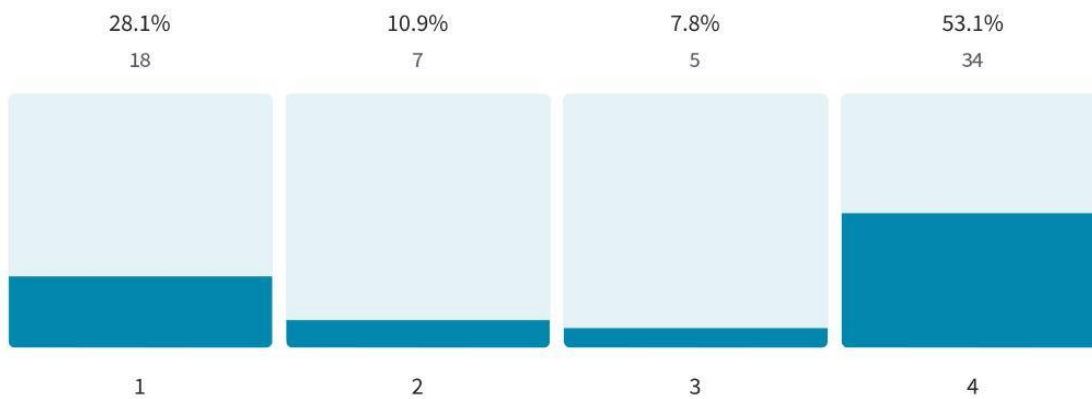




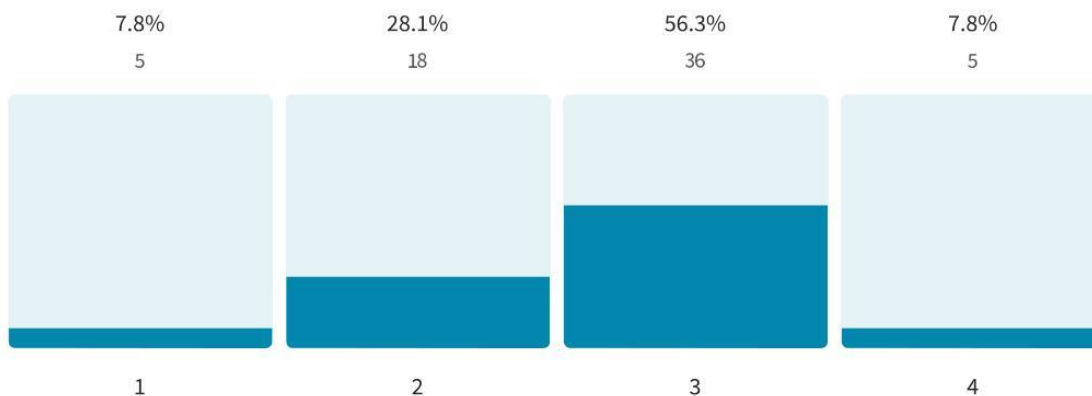
Same question again but this time, how would you want your sport to be organised?

64 out of 64 answered

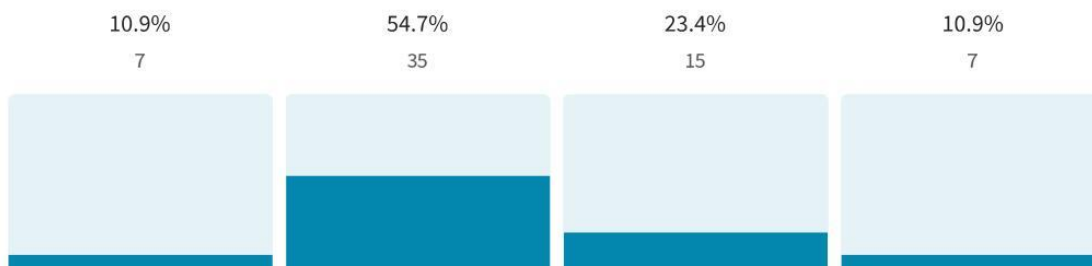
**(1) Exclusion; you are prevented from participating because your access needs are not met**



**(2) Segregation; you can access organised sport but your club is separate from 'mainstream' activities**

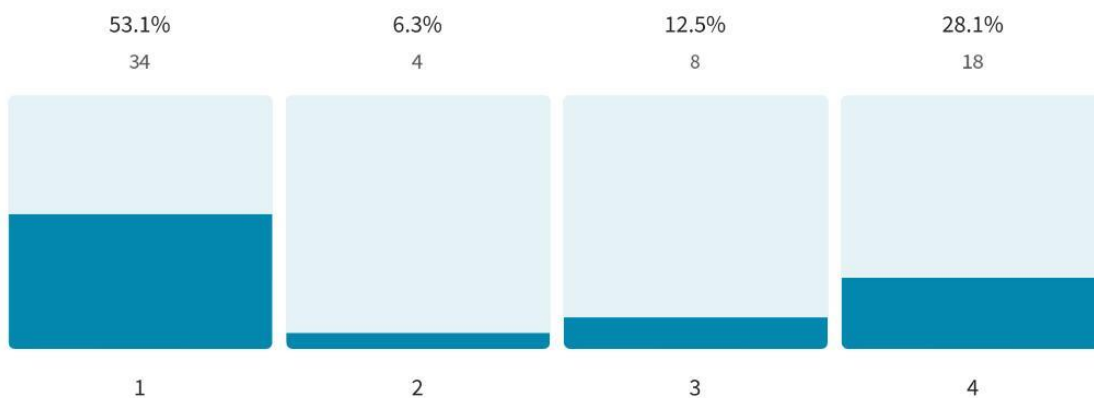


**(3) Integration; your sports club delivers separate activities for disabled and non disabled participants**





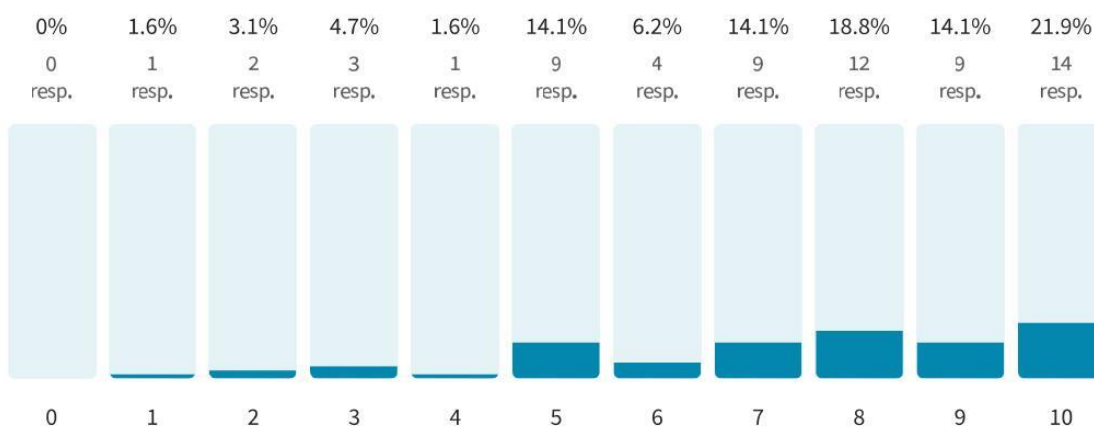
**(4) Inclusion; full inclusion of people with a disability, with the possibility to play the same sport as people without a disability on the same team.**



I can participate in sport in the way that I want to

64 out of 64 answered

### 7.3 Average rating



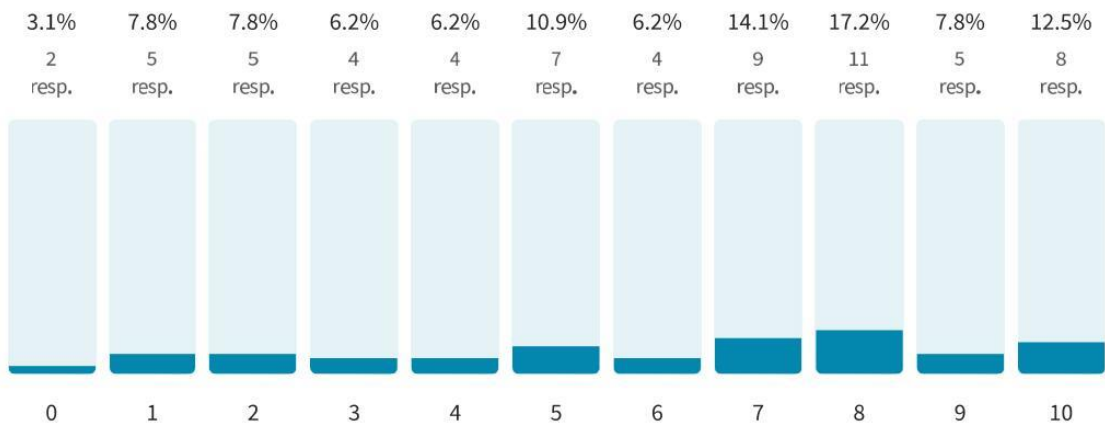


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I receive all of the support I need to participate in sport in the way that I want to

64 out of 64 answered

### 5.9 Average rating

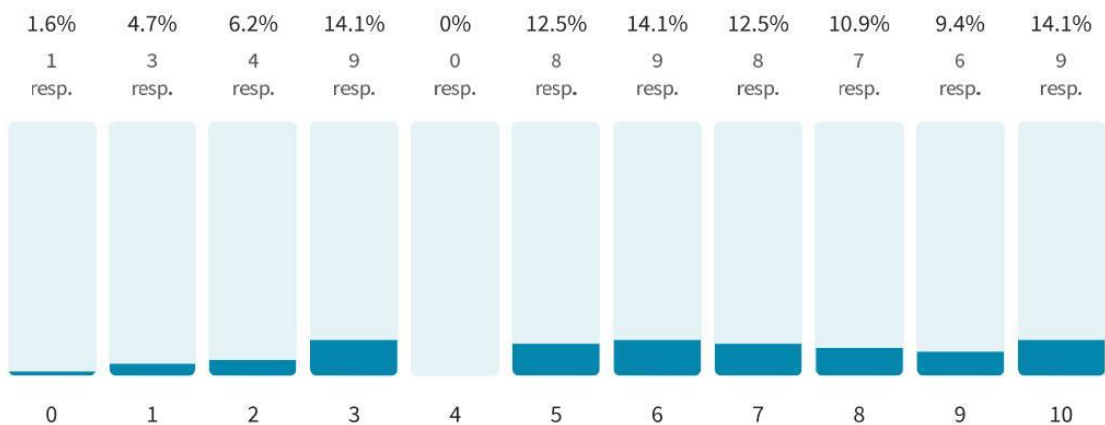


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I am fully consulted about measures taken to ensure I can participate in sport in the way I would like

64 out of 64 answered

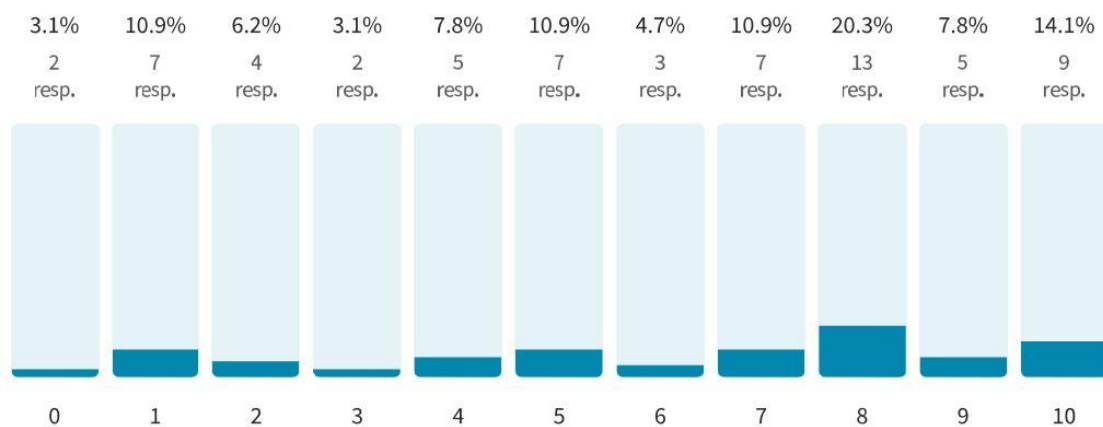
### 6.1 Average rating



My national sports federation does everything they can to ensure that I can participate in sport in the way that I want to

64 out of 64 answered

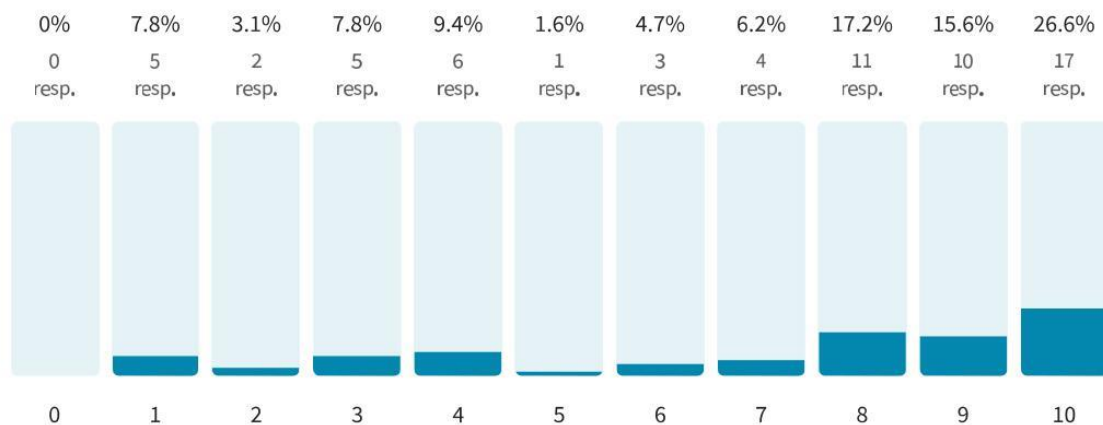
### 6.0 Average rating



My local sports club does everything they can to ensure that I can participate in sport in the way that I want to

64 out of 64 answered

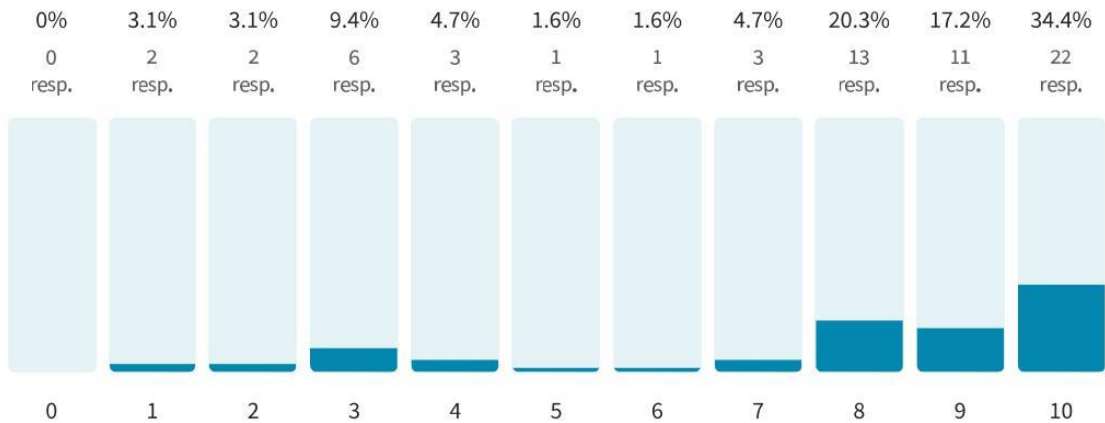
### 7.0 Average rating



Coaches and volunteers do everything they can to ensure that I can participate in sport in the way that I want to

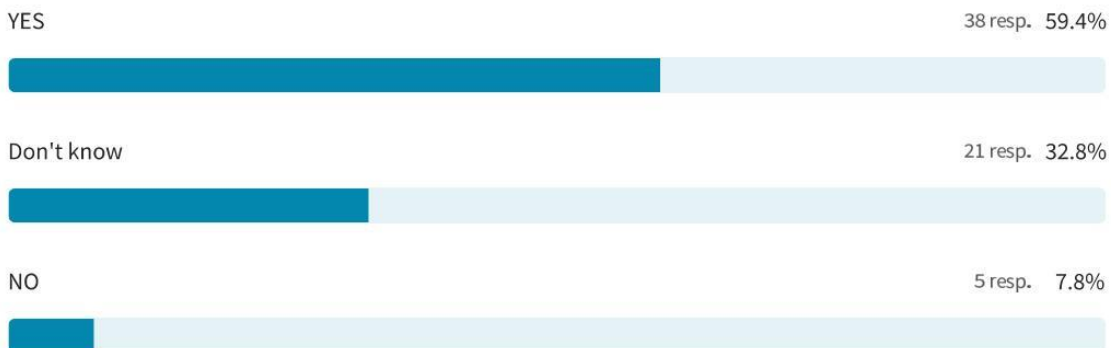
64 out of 64 answered

## 7.7 Average rating



Do you think it would benefit you if the national disability sports organisation became a part of the national mainstream sports organisation?

64 out of 64 answered



Perhaps the most telling of responses is to the question “I can participate in Sport in the way I want to”. Only 20.9% agreed that this statement fully matched their circumstances. When responses to this question are combined with the results of “I am fully consulted about measures taken to ensure I can participate in Sport in the way I would like” where only 14.1% of respondents stated that this fully matched their circumstances, it is clear that there is a communication breakdown between those delivering the sport and those participating in it.

When breaking down the actors within sports provision Sports Federations score least favourably with just 14.1% of respondents fully agreeing that the Federation “does everything they can to ensure that I can participate in Sport in the way that I want to”, when compared to clubs (26.6%) and coaches and volunteers (34.4%). It can be interpreted that the athletes surveyed felt less strongly about the commitment of the governing body to ensure their participation.

However, there was a clear indication given that the athletes surveyed felt that they would benefit from the disability sport organisation becoming a part of the mainstream sports organisation with 59.4% of respondents answering that this would be beneficial to them. The qualitative responses give an indication as to why this may be. Athletes felt that the biggest barrier to participation was financial support, access to facilities and the provision of coaches. It was felt that the mainstream organisations held more of these resources and that by being a part of that organisation, they would be better supported to participate.

When asked to expand upon their ability to participate via the question “What are the main things that need to change in order for you to participate in sport in the way that you want to?” much of the feedback grouped around three categories: Mindset, Finances and Logistics. Firstly, mindset was referred to with regards to the way that the people around the respondent’s sport viewed the athlete or athletes. The respondents made comments such as “people must start to reflect about segregation and start to accept all kinds of diversity” and “Positive attitudes need to improve towards disabled athletes”. This indicates that a shift in mindset is still required and that there is work to do to educate and inform throughout sports organisations of the possibilities, rather than limitation when considering athletes with a disability.

Financial support features highly amongst athletes as a genuine barrier to participation. This applies to facility costs (e.g. court hire), facility accessibility, transport costs, equipment costs. Depending on the sport, people with a disability can face much higher costs of participation than those without a disability. The focus of athletes’ responses were around the better allocation of resources, and that the grassroots should be better supported, for basic participation purposes. Athletes want federations to translate their ‘ideological’ support of disability sport into financial terms.

It could be argued that better logistics is closely linked to improved financial support. However the frequency that this was reported required highlighting. Transport to training and competition remains a real pain point for respondents. To summarise, athletes are asking for federations to pay closer attention to their basic participation needs, rather than highly adapted training programmes or high spec facilities. Rather, they want affordable, accessible sport, delivered in an inclusive environment.



## TIPS FROM THE EXPERTS

During the Mapping Process, the partners were lucky enough to speak to the following experts from throughout disability sport in Europe, whose views and input have been condensed into the following practical tips for sports organisations seeking to improve their mainstreaming processes. With thanks to the following for their insight and passion:

Aija Saari – Research Manager, Finnish Paralympic Committee

Peter Downs – Founding Director of the Inclusion Club

Craig Carscadden – President, Cerebral Palsy International Sports and Recreation Association

Dennis Heymann – Integration Manager, Regional Sport Office Herford

Ivo Quendera – National Coach, Portuguese Canoe Federation

Pamela Robson - National Disability Pathway Officer, Scottish Athletics

Niklas Höfken – Consultant for Inclusion and Parasport, German Tennis Federation

David Hardman - National Inclusion Development Manager, Lawn Tennis Association

### 1. CONSULT YOUR TARGET GROUP

Perhaps the biggest misstep taken by organisations when building their approach to mainstreaming is not consulting with the target group for whom it will be built first. Often, federations recognize the need to build or renew structures to make them more inclusive, or are obliged by funding organisations. They begin by taking their existing resources and adapting them to how they think will best fit the target group. However, the starting point should always be to work together with people with a disability to truly understand the status quo, what their needs are and how they think they can be best achieved. This is an important step in building trust, especially if a disability sport organisation has become part of a mainstream organisation. By involving athletes, coaches and volunteers in the development process you can both empower your target group and include them in the process of building effective programmes.

### 2. BUILD INCLUSIVE GOVERNANCE

The building blocks for effective mainstreaming sit within creating inclusive governance structures. The fundamental culture of the organisation should be based around inclusion of all people, at the board, operational and delivery level. The organisation should seek to be person centered, working to adapt to the needs of the people to whom it is connected at all levels. Only by making this underlying change to the culture of the organisation can long term and sustainable success of the programmes it delivers be considered.



### 3. MINDSET IS KEY

There can be an element of fear when transitioning to include disability sport into mainstream organisations. The fear of getting it wrong, the fear of the unknown, the fear of offending. This can often lead to organisations seeking to 'cover every base'. This is particularly the case with athletes with high support needs, who might have a broad range of differing requirements in order to be able to participate in your programmes. The suggestion is to build programmes and initiatives with an inclusive mindset and to plan for flexibility, rather than attempting to cover all eventualities at the very beginning. The mindset of being inclusive, of consulting athletes with high support needs on how you can best support them to participate fully and then finding a tailored solution.

### 4. ONE SIZE FITS NOBODY

There is no perfect governance system which ensures that mainstreaming and inclusion will occur. The system you build has to be based upon your resources and the specific set of circumstances you face. Some sports have reported great success in a fully integrated governance system, whereby athletes are not referred to as disabled or abled, simply as athletes, with the same pathway. Others have reported that when they have attempted to implement this system, it has led to people with a disability becoming marginalized over time. The important element to retain is that the system should be the most effective tool of delivery based on a thorough consultation, inclusive governance drive and change in cultural mindset.

### 5. RETAIN AND SHARE KNOWLEDGE

Sometimes, in the move to merge disability sport into mainstream sport provision, knowledge can be lost. This can be a simple numbers game, whereby the number of staff that an organization can retain relevant to the funding they receive for acquiring disability sport responsibility do not add up. However, organisations implementing a fully integrated system should do whatever they can to transfer and retain the knowledge and experience which has been built up by disability sport personnel.

Conversely, it has been highlighted that organisations who have specific programmes for people with a disability and therefore specific people to administer them, need to ensure that the knowledge built up by these personnel is effectively distributed throughout the organisation. It is often the case that if a 'Disability Sport Manager' leaves his or her position, they take a large chunk of essential operational information on how the organisation delivers disability sport with them.



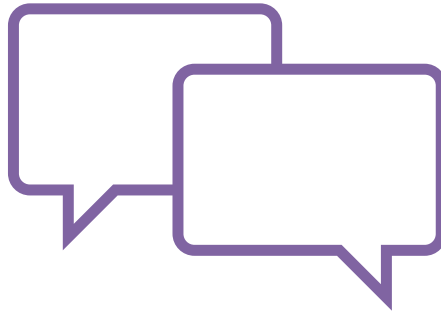
## 6. LANGUAGE IS IMPORTANT

Language is important to how your organisation communicates its values. There are also many different connotations to words and expressions in different countries or regions. The word 'Mainstreaming' is seen in some European countries to have a negative connotation of 'otherness', in other countries it is a commonly used expression to communicate the process of creating an inclusive governance structure. Looking back to point one and three is key here. Know your audience and understand how your language and the words you use make them feel. Furthermore, consult with them in a collaborative and inclusive manner to fine tune your dictionary!

## 7. PROPHETS, NOT PRIESTS

The sign of an effective organisation implementing both mainstream and disability sport can be judged in whether their managers are prophets or priests. An organisation whose mainstreaming managers are priests are the kind that whenever somebody in the organisation has an issue related to disability sport, they call up the mainstreaming manager and they take care of it. The organisation which has prophets, support all people within the system to deliver disability sport effectively. These people are already convinced of the purpose and need, they understand the basics of the operations and when they lack specific knowledge they turn to the Mainstreaming Manager for advice and support, but retain responsibility for delivery and action themselves. There is a fundamental difference between the two models and can be applied to every aspect of the organisation, communications, administration, technical implementation, transport etc.

## JOIN OUR COMMUNITY



**We want to hear from you!!**

**We are building a network around  
the topic of mainstreaming.  
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