



# HANDBOOK FOR COACHES

THIS HANDBOOK CONSISTS OF BEST PRACTICES FROM COACHES WHO ALREADY HAVE BEEN WORKING IN A REFUGEE CAMP.

WE DEVELOPED THIS HANDBOOK BASED ON THE QUESTIONS WE HAD BEFORE WE HAD STARTED.

BY ANSWERING THESE QUESTIONS WE HOPE TO GIVE YOU A BIT OF UNDERSTANDING BEFORE ENTERING THE CAMP.

TIPS ARE VERY PRACTICAL. TAKE IN WHAT YOU FIND HELPFUL FOR YOU AND ADAPT IT TO YOUR OWN STYLE OF COACHING, AND INTERACTION WITH PEOPLE.

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# THE MOST ASKED QUESTIONS

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WHAT IS SALEEM?

WHAT IS THE MISSION, VISION, AND VALUES OF SALEEM?

WHAT IS IMPORTANT AS A COACH IN A REFUGEE CAMP?

WHAT TO EXPECT FROM THE CAMP?

ARE THERE SOME CULTURAL ASPECTS I SHOULD BE AWARE OF?

HOW DO I BUILD TRUST AND HOW TO GET ACCEPTED BY THE COMMUNITY?

WHAT IS IMPORTANT AT THE BEGINNING OF THE PROGRAM?

WHAT CAN THE SESSIONS LOOK LIKE?

HOW CAN I COACH WHEN I DON'T SHARE THE SAME LANGUAGE?

ARE THERE SOME SPECIAL GUIDELINES FOR WOMEN?

ARE THERE SOME SPECIAL GUIDELINES FOR MEN?

CAN I GIVE THEM WHAT THEY NEED - WHAT IS MY ROLE IN THERE?

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# TOPICS

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SALEEM PROJECT

SALEEM MISSION, VISION, AND VALUES

SALEEM COACH

FIRST TIME IN A REFUGEE CAMP

BUILDING TRUST

CULTURAL NORMS

BEFORE THE PROGRAM

TIPS FOR THE SPORTS SESSIONS

NON-VERBAL COMMUNICATION

SPORT WITH WOMEN

SPORT WITH MEN

ROLE OF THE COACH IN THE CAMP

WELCOME TO SALEEM

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# SALEEM PROJECT

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IN THE "SALEEM" PROJECT WE DO SPORTS IN A REFUGEE CAMP. SALEEM STARTED AS RESEARCH WHERE WE INVESTIGATED THE EFFECTS OF PHYSICAL ACTIVITY ON PHYSICAL AND MENTAL HEALTH OF PEOPLE LIVING IN THE CAMP. DURING THE RESEARCH PHASE, WE ALSO FOUND OUT WHAT SPORT AND ACTIONS WORK THE BEST IN THE CAMP.

WE DO MANY DIFFERENT SPORTS WITH MEN AND WOMEN. THE PROGRAM IS CREATED BASED ON THE NEEDS AND INTERESTS OF THE PARTICIPANTS. IN COACHING, WE FOLLOW THE PRINCIPLES OF SELF-DETERMINATION THEORY. THAT MEANS THAT AS COACHES WE PROMOTE THE RELATEDNESS, AUTONOMY, AND COMPETENCE OF PARTICIPANTS.

WHEN YOU GO TO THE CAMP BE AWARE OF HOW WE ORGANIZE OURSELVES IN SALEEM:  
HOW DO WE INFORM PEOPLE, WHO CAN PARTICIPATE, WHEN AND WHERE ACTIVITIES TAKE PLACE?  
IT IS IMPORTANT TO BE INFORMATIVE SO THAT IT IS CLEAR FOR THE COMMUNITY WHAT THE SALEEM PROJECT IS ABOUT.

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# SALEEM

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## MISSION

- TO PROVIDE SPORT AND EXERCISE THAT IS BASED ON THE NEEDS AND INTERESTS OF PEOPLE LIVING IN A REFUGEE CAMP AND EVENTUALLY STRENGTHENS THE CAPACITY OF THE COMMUNITY.

## VISION

- TO CREATE AN EVIDENCE-BASED AND COMMUNITY-LED SPORT AND EXERCISE PROGRAM THAT IS REPLICABLE FOR OTHER REFUGEE CAMPS.

## VALUES

- RESPECTING EACH OTHER'S
  - GOING BEYOND INVOLVEMENT TO CO-DESIGNING, CO-IMPLEMENTING THE PROGRAM WITH THE COMMUNITY.
  - PROVIDING ACTIVITIES THAT EVERYONE CAN JOIN
  - CREATING A SAFE PHYSICAL AND EMOTIONAL SPACE TO DO SPORT
  - COMBINING THE PRACTICAL AND EVIDENCE-BASED KNOWLEDGE
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# SALEEM COACH

THIS IS WHAT WE FIND AS IMPORTANT CHARACTERISTICS OF A SALEEM COACH:



## EQUAL

WE ARE WITH YOU, NOT ABOVE YOU.

Created by Majicon  
from the Noun Project



## ASKS AND LISTENS

TAKE TIME, ASK AND LISTEN TO PARTICIPANTS' OPINIONS NOT ONLY REGARDING THE SPORT.

Created by emma mitchell  
from the Noun Project



## INFORMATIVE

BE PRESENT WITH PEOPLE. INFORM PEOPLE ABOUT THE PROGRAM.

Created by Adrien Coquet  
from the Noun Project



## PARTICIPATIVE

NOT FOR YOU, *WITH* YOU. INVOLVE PEOPLE ALWAYS WHEN YOU HAVE AN OPPORTUNITY.

Created by Silvio Ojso  
from the Noun Project



## FLEXIBLE AND SIMPLE

CHANGE THE PLAN IF NEEDED DUE TO CIRCUMSTANCES. KEEP GAMES, INSTRUCTIONS SIMPLE.

Created by Vesteran  
from the Noun Project



## ENCOURAGING

BRING YOUR GOOD ENERGY TO THE ACTIVITIES!

Created by Adrien Coquet  
from the Noun Project



## SAFE

CREATE A SAFE SPACE PHYSICALLY AND EMOTIONALLY.

Created by denimo  
from the Noun Project



## AUTHENTIC

BE YOURSELF.

Created by Gregor Cresnar  
from the Noun Project

# FIRST TIME IN A REFUGEE CAMP

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MOST OF US HAD NOT BEEN IN A REFUGEE CAMP BEFORE SALEEM.  
SO, DON'T WORRY YOU ARE NOT THE ONLY ONE!  
ASK A LOT AND REMEMBER THERE ARE NO STUPID QUESTIONS.  
SO, WHAT TO EXPECT?

## PEOPLE

YOU WILL MEET PEOPLE FROM MANY PARTS OF THE WORLD  
WHO HAVE HAD OFTEN TRAUMATIC EXPERIENCES. YOU SHOULD BE  
CONSIDERATE OF THAT BUT EVEN MORE IMPORTANTLY VIEW THEM AS  
PEOPLE LIKE YOU. PARTICIPANTS IN YOUR GROUP HAVE VARIOUS  
STRENGTHS, SKILL LEVELS, AGES, LANGUAGES, AND CULTURAL  
BACKGROUNDS. GET IN TOUCH WITH PEOPLE, CONNECT AND LISTEN TO  
THEIR STORIES!



# FIRST TIME IN A REFUGEE CAMP

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## OBSERVE

IDEALLY, YOU HAVE A CHANCE TO OBSERVE THE FIRST TIME SOMEONE WHO HAS DONE THIS BEFORE.

LOOK WHAT THEY DO WELL, HOW THEY INSTRUCT, HOW THEY INTERACT, AND IF THEY HAVE GOOD GAMES THAT YOU CAN USE TOO.

TAKE NOTES AND ADAPT THE LEARNINGS TO YOUR STYLE.

## GET INVOLVED

PARTICIPATE AT A LEVEL THAT YOU FEEL COMFORTABLE WITH. BY PARTICIPATING YOU GET TO KNOW PEOPLE, YOU GET THE FEELING OF WHAT IS THE LEVEL OF SKILLS AND COMMUNICATION.

## GET FAMILIAR WITH THE SURROUNDINGS

ASK SOMEONE TO SHOW YOU THE INDOOR AND OUTDOOR FACILITIES.

SEE THE EQUIPMENT THAT YOU CAN USE TO PLAN THE SESSION. GET FAMILIAR WITH THE PROCESS: WHAT NEEDS TO BE DONE BEFORE, DURING, AND AFTER THE SESSION.

## TIME

IT CAN BE A LOT OF INFORMATION IN A SHORT TIME DON'T RUSH. ENJOY IT! MOST IMPORTANTLY, BE YOURSELF.

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# BUILDING TRUST

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HERE ARE WHAT WE FOUND USEFUL FOR THE BUILDING TRUST AND CONNECTIONS IN THE CAMP.

THIS IS IMPORTANT - VIEW PEOPLE AS INDIVIDUALS, NOT AS REFUGEES.

BE AUTHENTIC.

SENSE IF PEOPLE ARE OPEN TO CONNECTING, THEN LOOK PEOPLE IN THE EYES, SMILE, AND BE WARM. IF A PERSON LOOKS AWAY AND DOESN'T SEEM LIKE WANTING TO CONNECT, NEVER PUSH IT. RATHER GIVE SPACE AND TIME.

ASK PEOPLES' NAMES AND TELL YOURS.

ASK WHAT LANGUAGE THEY SPEAK. ASK THEM TO TEACH YOU HOW TO SAY IN THEIR LANGUAGE: "HI" "THANK YOU" "HOW ARE YOU" AND TEACH THEM YOUR LANGUAGE.

GIVE HIGH FIVES OR PLACE YOUR HAND TO YOUR HEART.

IF THEY INVITE YOU FOR A TEA AND YOU FEEL COMFORTABLE, GO TO VISIT THEIR CONTAINER.

AGAIN, DON'T BE IN A RUSH.

SPEND TIME WITH THE PEOPLE, PAY ATTENTION TO PEOPLE'S STORIES  
FEEL FREE TO TALK ABOUT YOURSELF ON A LEVEL THAT YOU FEEL COMFORTABLE WITH.

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# CULTURAL NORMS

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MEET INDIVIDUALS WITH FRIENDLINESS, CURIOSITY, AND RESPECT.  
WHAT CAN I LEARN FROM THEM? WHAT CAN THEY LEARN FROM ME?

REMEMBER, THERE ARE VARIOUS CULTURAL NORMS IN THE CAMP  
AND EVERY INDIVIDUAL IS DIFFERENT.

WHEN YOU ARE NOT VERY FAMILIAR WITH THE PERSON  
OR IF YOU ARE NOT SURE HOW TO ACT - TRY TO STICK WITH  
THE CULTURAL NORMS.

WHEN YOU GET TO KNOW THE PERSON,  
YOU WILL KNOW HOW TO BEHAVE APPROPRIATELY.

YOU CAN PUT YOUR HAND ON YOUR HEART WHEN GREETING PEOPLE.

THERE ARE DIFFERENT CULTURAL NORMS BETWEEN OPPOSITE  
GENDERS.

DIFFERENT GENDERS DON'T TAKE PHYSICAL CONTACT.

FOLLOW THE SAME GUIDELINE AMONG THE COACHES. IT IS  
RESPECTFUL.

IN GENERAL, YOU MAY GET ENGAGED WITH DIFFERENT GENDERS  
BUT ONLY IF THEY APPROACH YOU FIRST.

YOU CAN GIVE A HIGH FIVE AND COMMUNICATE TO ANYONE  
WHO SEEMS INTERESTED TO COMMUNICATE WITH YOU.

SPEAK TO PEOPLE IN A CALM AND RESPECTFUL WAY,  
DON'T SHOUT ACROSS THE CAMP.

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# CULTURAL NORMS

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IN THE CAMP, WEAR CLOTHES THAT COVER YOUR SHOULDERS AND KNEES.

WHEN YOU VISIT PEOPLE IN THEIR CONTAINERS, TAKE YOUR SHOES OFF. TRY TO SIT YOUR LEGS CROSSED OR ON TOP OF YOUR FEET. IN SOME CULTURES, SHOWING THE SOLE OF YOUR FEET IS DISRESPECTFUL.

RESPECT THE POSSIBLE PRAYING TIMES DURING THE SPORTS SESSIONS.

IF YOU ARE NOT SURE HOW TO ACT OR IF YOUR BEHAVIOR IS APPROPRIATE, YOU CAN ALWAYS ASK RESPECTFULLY.

IT IS BETTER TO ASK THAN ASSUME. BY ASKING AND BEING CURIOUS YOU CAN LEARN A LOT FROM THE PEOPLE.



# BEFORE THE START OF THE PROGRAM

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IN SALEEM, WE GO BEYOND THE INVOLVEMENT OF THE PEOPLE. PARTICIPANTS SHOULD BE PART OF THE DESIGNING AND IMPLEMENTING THE PROGRAM SINCE THE BEGINNING.

ORGANIZE A COMMUNITY MEETING TO SEE WHAT THE INTERESTS OF THE PEOPLE ARE.

EXPLAIN WHAT THIS PROGRAM IS ABOUT.  
GIVE PARTICIPANTS AN OPPORTUNITY TO VOICE WHAT WORKS FOR THEM.

HAVE GROUP DISCUSSIONS:  
HOW DO YOU WANT US TO CREATE THIS PROGRAM?  
WHAT SPORT THEY LIKE TO DO?  
WHAT IS IMPORTANT FOR YOU WHEN YOU COME TO SALEEM SPORT?  
ASK WHAT PEOPLE WANT FROM THE PROGRAM.

CREATE RULES WITH PARTICIPANTS.

DO EASY EXERCISING OR GETTING-TO-KNOW EACH OTHER GAMES.

CREATE A MOTIVATIONAL CLIMATE TOGETHER.

HAVE CONSISTENCY.  
DEVELOP A ROUTINE TOGETHER EG. SAME HANDSHAKE/TEAM SHOUT.

EXPLAIN WHAT YOUR WAY IS TO COMMUNICATE FOR THEM EG. WHATSAPP.

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# TIPS FOR THE SPORTS SESSIONS

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WELCOME EVERYONE PERSONALLY.

ASK WHAT THEIR NAMES ARE AND WHERE DO THEY COME FROM.

THE GROUP IS A COMBINATION OF MANY SKILLS, AGES,  
LANGUAGES, CULTURAL HABITS, AND INTERESTS.  
HAVE EXERCISES FOR DIFFERENT SKILL LEVELS.

ORGANIZE AND PREPARE YOUR TRAINING WELL.  
HAVE SEVERAL EXERCISES PLANNED  
AND THEN CHOOSE WHICH WORKS WELL WITH THE GROUP.  
BE READY TO CHANGE YOUR PROGRAM  
IF YOU SEE YOUR GROUP LIKE TO DO SOMETHING ELSE.

GIVE PEOPLE OPTIONS OF EXERCISES TO CHOOSE THEIR LEVEL.

IN GENERAL, TRY TO FORM YOUR SESSION BASED ON THE  
INDIVIDUAL'S INTEREST. FOR DIFFERENT PEOPLE IT CAN BE  
THE JOY OF SPORTS, TECHNIQUE, OR GAMES.  
ASK PEOPLE TO BRING THEIR IDEAS AND CONTENTS TO THE  
SESSIONS.

ALWAYS RECOGNIZE PARTICIPANTS' EFFORT.

COMBINE THE KNOWLEDGE FROM THE SPORT WITH FUN GAMES.

WHEN PEOPLE START TO FEEL COMFORTABLE IN A GROUP  
CREATE COUPLES AND TEAMS.

USE MUSIC AND LET PARTICIPANTS CHOOSE THE SONGS.

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# TIPS FOR THE SPORTS SESSIONS

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CONTROL THE INTENSITY, TIME, AND BREAKS  
BUT GIVE PARTICIPANTS OPPORTUNITIES TO SHOW YOU  
SOMETHING THAT THEY KNOW AND EVEN TAKE OVER THE LEAD.

IF YOU INVOLVE PARTICIPANTS AS YOUR ASSISTANT COACHES  
REMAND THEM ABOUT OUR GOALS, THEIR ROLE, AND MENTOR THEM.

WHEN YOUR GROUP WANTS TO HAVE COMPETITION  
ORGANIZE IT IN A WAY THAT RULES ENFORCE  
THAT EVERYONE GETS INVOLVED (EG. EVERYONE NEEDS TO SCORE).

ADAPT ALWAYS TO THE SITUATION AND KEEP IN MIND THE GOLDEN  
RULE: CREATE ACTIVITIES WHERE EVERYONE CAN GET INVOLVED.

YOU CAN DEVELOP THE SAME WARM-UP OR COOL-DOWN WITH OTHER  
COACHES. REPEAT IT IN ALL SESSIONS. THEN PARTICIPANTS WILL  
LEARN IT AND EVENTUALLY CAN LEAD IT BY THEMSELVES.

ASK FEEDBACK (EG. EXAMPLE THUMB UP OR DOWN)  
LISTEN TO THE FEEDBACK AND TRY TO ACT ON IT.  
SHOW THEM THAT YOU LIKE THEM TO TELL YOU WHAT THEY ENJOY.

EMOTIONAL AND PHYSICAL SAFETY IS IMPORTANT.  
AMONG WOMEN, CONSIDER THAT THE SPACE IS NOT BEING VISIBLE.  
KEEP THE FIRST-AID KIT WITH YOU IN THE PRACTICE.  
KNOW WHAT TO DO IN CASE OF AN EMERGENCY.

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# NON-VERBAL COMMUNICATION

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WHILE INSTRUCTING THE SPORTS SESSIONS  
SAY ONLY THE WORDS THAT ARE ESSENTIAL.

INSTEAD OF TALKING, SHOW WHAT YOU WANT THEM TO DO.  
SHOW WITH A PARTNER, PRINT EXERCISES AS PICTURES, OR SHOW  
FROM YOUR PHONE.

SHOW THUMB UP, SMILE, CLAP YOUR HANDS.

SOMETIMES YOU MIGHT FEEL UNCOMFORTABLE  
IF YOUR INSTRUCTIONS WON'T BE UNDERSTOOD IMMEDIATELY.  
STAY CALM AND TRY ANOTHER WAY OR CHANGE AN EXERCISE.

OBSERVE EXPRESSIONS OF THE FACES.

ONLY WALKING NEXT TO PEOPLE EVEN WITHOUT TALKING  
SAYS THAT YOU CONNECT WITH THEM.

ASK IF PEOPLE WHO SPEAK ENGLISH CAN HELP YOU WITH  
EXPLANATIONS.

YOU CAN ALSO USE THE PHONE TO TRANSLATE.

ALWAYS RECOGNIZE THE EFFORT OF PARTICIPANTS.

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## SPORTS WITH WOMEN

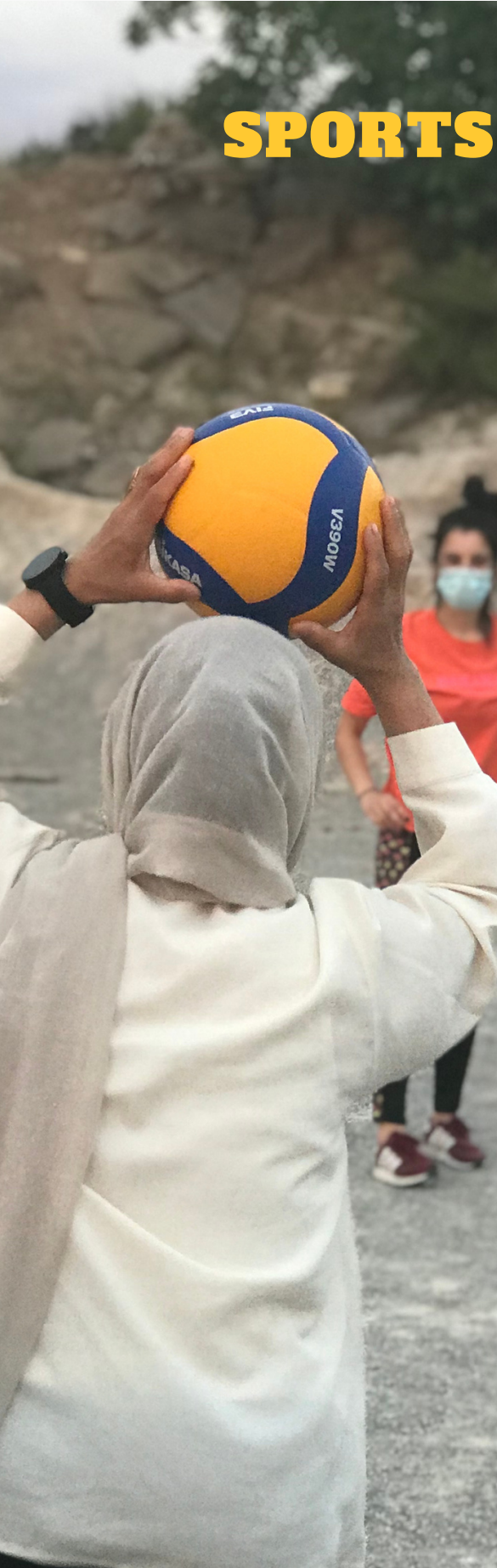
MANY WOMEN ARE NOT COMFORTABLE DOING SPORTS IN FRONT OF MEN.

IN THE INDOOR AREA, CLOSE THE WINDOWS WITH CURTAINS. OUTSIDE, MAKE SURE WOMEN ACCEPT THE SPACE AND THEY FEEL COMFORTABLE THERE.

THE PARTICIPANTS SHOULD NOT HAVE TO WORRY ABOUT POSSIBLE INSULTING COMMENTS WHILE DOING EXERCISE.

A DRESS CODE CAN BE A BARRIER FOR SOME. ENCOURAGE PEOPLE TO COME AS THEY ARE. PEOPLE CAN DO SPORT WEARING WHATEVER THEY FEEL COMFORTABLE WITH.

MANY WOMEN HAVE CHILDREN WHO THEY BRING WITH THEM. IF YOU ARE TWO COACHES, HAVE ONE TAKING CARE OF THE CHILDREN. IT IS IMPORTANT FOR WOMEN TO HAVE THIS MOMENT FOR THEMSELVES.





## SPORTS WITH MEN

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BE AWARE THAT DOING SPORTS CAN RAISE FEELINGS OF COMPETITIVENESS AND EMOTIONS.

IT IS COMPLETELY ACCEPTABLE.

AS A COACH, FIND YOUR WAYS TO RESOLVE POSSIBLE HEATED EMOTIONS.

BE PREPARED TO INTERVENE AND BE A MEDIATOR IN THE GAME.  
REMINDE YOUR GROUP ABOUT RESPECT,

EVERYONE IS WELCOME,

EVERYONE SHOULD BE ABLE TO PARTICIPATE,

EVERYONE HAS A GOOD TIME.

LEARN YOUR OWN WAYS TO DEAL WITH YOUR GROUP.



# YOUR ROLE IN THE CAMP

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YOU WILL MEET PEOPLE IN A CHALLENGING LIFE SITUATION.

PEOPLE MIGHT ASK FOR HELP FROM YOU OR FOR ASK YOUR CONTACT INFORMATION.

IT IS IMPORTANT FOR YOU TO SET YOUR OWN BOUNDARIES AND ACT IN A WAY THAT FEELS COMFORTABLE FOR YOU.

KEEP OPEN COMMUNICATION WITH OTHER COACHES AND UNIVERSITY STAFF.

ASK QUESTIONS, AND EXPRESS IF YOU HAVE CONCERNS.

ULTIMATELY, KEEP IN MIND WE ARE THERE AS COACHES FOR SPORT TO SUPPORT INDIVIDUALS AND THEIR DESIRE TO BE ACTIVE AND ENGAGED.

YOUR ROLE IS TO INVOLVE PARTICIPANTS TO FEEL THE OWNERSHIP OF THE PROGRAM.

NOT ONLY TALK ABOUT SPORT BUT ALSO CARE ABOUT THE PEOPLE AND THEIR STORIES.

SALEEM IS WITH PEOPLE, NOT FOR PEOPLE.

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# WELCOME TO SALEEM

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HERE WERE OUR LEARNINGS SO FAR!  
WE HOPE THAT YOU WILL HAVE AS A LIFE-CHANGING  
EXPERIENCE IN THE CAMP AS WE'VE HAD.

LET'S KEEP ON LEARNING AND IMPROVING TOGETHER.

WELCOME TO SALEEM!

