



SWEDISH SPORT FOR DEVELOPMENT ACCELERATOR PROGRAMME

**Scoping study: Sport for Development in the
Swedish context and what role do Swedish Sport
for Development organisations play in society**

by Sarah Ludecke for Laureus Sport for Good Foundation &
The Svenska Postkod Stiftelsen

Avec Des Recommendations



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ACRONYMS AND ABBREVIATIONS

BHW	Board of Health and Welfare
CIF	Swedish Research Council for Sport Science
CSOs	Civil Society Organisations
EU	European Union
GIH	Swedish School of Health and Sport Sciences
IOPs	Idéburet Offentligt Partnerskap
LSU	National Council of Youth Organisations
MEL	Monitoring, Evaluation and Learning
MUCF	The Swedish Agency for Youth and Civil Society
NOD	National Organ for Dialogue
RF-SISU	Swedish Sports Confederation
S4C	Sport for Change
SDF	District Sport Federations
SDGs	Sustainable Development Goals
SF	Special Sport Federations
SKR	Sveriges Kommuner och Regioner
SOK	Swedish Olympic Committee
UN	United Nations
UNGA	United Nations General Assembly
W4C	Waves for Change



image: Korpen

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EXECUTIVE SUMMARY

Introduction and Approach

Laureus and the Swedish Postcode Foundation joint-commissioned this research project to characterize Sport for Change in the Swedish context and to explore the role that Swedish Sport for Change organisations could play in Swedish society.

The research project was structured as a qualitative scoping study that followed a three-stage approach, collecting primary and secondary data: (i) an initial phase focusing on reviewing documents and designing tools, (ii) a field research phase and (iii) an analysis and report writing phase.

The research team carried out 50 semi-structured in-depth interviews, either in-person or remotely, together with extensive desk-based research to triangulate, test and complement findings from qualitative interviews.

The research team employed multiple methods to evaluate the data: (i) thematic analysis and (ii) narrative analysis.

Regarding terminology, physical activity was favoured above the use of sport, and many respondents agreed there is a need to find an expression in Swedish to define the sector.

Examples of Sport for Change in the World

The use of S4C is growing across the world, which is illustrated through international initiatives. For example, UNESCO have created a department dedicated to sport for change with a number of youths focused initiatives.

There are networks, such as the Sport for Development coalition in the UK, which is a coalition consisting of more than 200 organisations, government bodies, sports clubs and leagues. It was recently created to increase the reach of the sport for change sector in the UK. It includes a collective impact measurement endeavour and tools distributed to partners to demonstrate the impact of the sector.

Sport for Change – What do we Mean?

Sport for Change (S4C) is understood as the intentional use of sport, physical activity or physical education, to achieve social impact objectives above any sporting performance objective. It can be used to achieve a myriad of social impact objectives, including social and community inclusion, disability and gender equality. S4C is a powerful and low-cost tool that has the ability to assist children and youths in achieving their full potential.

However, the research results show that the concept is still at a very early stage in Sweden, and a common definition and practice has not yet been agreed upon.

Why Strengthen Sport for Change in Sweden?

The use of S4C has not yet reached its full potential in Sweden, but there are great prospects of collective impact of stakeholders. It is important to strengthen knowledge and understanding around the effective social impact tools that S4C deliver. Also, the extent to which S4C is able to positively impact children and youths in the low-income and so-called vulnerable areas of Sweden should be displayed.

The Swedish Landscape

Four things characterize the Swedish sport movement. Firstly, a high participation rate. Secondly, clubs mainly focus on activities for children and youth sport. Thirdly, the non-profit sport sector is rooted in democratic values and enjoys much support from the state. Lastly, the sector is decentralised.

The Swedish sport movement (Idrottsrörelsen) is organised by the Riksidrottsförbundet (RF-SISU), which is an NGO that has taken on functions of a governmental agency. They are an umbrella organisation responsible for supporting, representing, leading and coordinating the sport movement at all levels. They receive a yearly stately allowance of SEK 2 billion that they distribute among 71 sports federations and over 20,000 sports clubs across the country.

However, Sport for Change initiatives are not yet adequately funded: this is due to the widespread misunderstanding that they fall under the remit of the RF-SISU network and are therefore limited in, or debarred from, funding opportunities.

The analysis points toward a paradox—there seems to be a strong political interest in Sport for Change activities, but the knowledge of Sport for Change actors outside of the RF-SISU network is obscure. There is a widespread notion that social change can be achieved simply by being an active member in a sport club.

Key Swedish Sports Stakeholders

In Sweden, given the decentralised systems, the key stakeholders in the sport sector have separate remits at all three administrative levels: national, regional and local.

Sport for Change organisations very rarely interact with stakeholders at the national level, which consists mainly of the HQ of RF-SISU as well as the Ministry of Justice, which, at the time of writing, was in charge of the sports portfolio as well as the national research centre (Centrum för Idrottsforskning).

At the regional level, the Swedish Association of Local Authorities and Regions, which represents Sweden's municipalities and regions, liaises with government on behalf of them on numerous topics, including sport and could be an interesting stakeholder to engage for Sport for Change Organisations. Sports federations, which are represented at the national and regional level, are also key stakeholders in the sport sector.

At the local level, the municipalities are in charge of sport and leisure. All municipalities have their own budget and collectively fund an estimated 16 billion SEK in sport. Our interviews suggest that municipalities, which make available local level and project-based grants, offer the best opportunities for the Sport for Change sector.

Barriers to the Sport for Change Sector in Sweden

The concept is still at an early stage.

There is an assumption that practicing sport automatically creates social change – therefore, one must further the understanding around what S4C entails and can achieve.

Funding barriers. Are major barriers to both strengthening the sector and the S4C organisations' sustainability. Out of SEK 525 million of the RF-SISU's earmarked budget for "Elevated Sport", a review of the budget revealed that only 2.7% (SEK 14million) is specifically earmarked to S4C activities. Numerous respondents suggested that the S4C organisations who are not part of the RF-SISU should join either as a federation or as a sport club to benefit from the Elevated Sport funding. However, S4C organisations explained difficulties in joining the network: the very nature of what they do (using a number of different sports to achieve their social impact and not having members but rather a drop in system where anyone can join when it suits them by way of example) means that they cannot meet the 70% threshold in practising the federation's sport which many federations require as well as having a set number of paying members, which unlocks funding. Most federations require a club to be competing, whereas S4C is not about doing sport for sport but rather achieving social impact through sport. Furthermore, the beneficiaries of S4C may not be in a position to be a fee-paying member of a club, which is another federation requirement.

Institutional barriers to the S4C sector.

The RF is an instrumental and influential stakeholder. Swedish society seemingly assume that S4C pertains and is carried out by the RF. Accordingly, onlookers categorize S4C organisations to fall within the remit of the RF, but they do not necessarily qualify to

become RF members. This mismatch prevents them from engaging with many other social impact actors. Additionally, sports clubs get preferential access to sporting facilities. Lastly, local administrations are key stakeholders in empowering the S4C sector, however, they claim to have numerous barriers hindering engagement with the third sector. For instance, there are limited legal ways in engaging with new actors, and civil society and cross-silo work is allegedly difficult to fund. Sweden's 290 municipalities are decentralized and have a high degree of autonomy in policymaking, as well as ways of engaging with civil society. This means that there is not yet a formalised pathway to engage with the 290 administrations. Finally, municipalities would rather engage with an umbrella organisation or figurehead for the sector to ease engagement, decision making and a way forward.

Collaboration is still in early stages. The sector, which is yet to be formalised, consists of a number of organisations working to achieve a complex set of social impact goals. Given the precarious funding situation for S4C actors, they are not yet collaborating and coordinating. Some actors feel as if competing for access and resources. This hinders the emergence of a strong and self-standing sector with a broad thematic and beneficiary outreach and a collective impact. The sector would greatly benefit from strengthening their network and collaborative work. Firstly, by agreeing on a definition and name for the sector, common goals, a figurehead and basic rules. This would facilitate advocacy work needed for the sector. In order to attract funders, the administration and other key stakeholders need to demonstrate the collective impact they can have. This would enable key potential stakeholders a clear understanding of what they offer, what they will achieve and how they will achieve it. In turn, this should result in structural support.

Opportunities to the Sport for Change Sector in Sweden

Sport tradition. Positive association with sport in Sweden and a general understanding that sport impacts positively physical and mental health

The timing seems right. There is a general willingness to use sport to foster social outcomes (although through the RF) and there are discussions in public debate around the potential impact of sport, meaningful spare time and how to reach the so-called vulnerable populations.

Capacity to engage with children and young people. The S4C sector appears to be well equipped to support the RF and key stakeholders in increasing participation of children and youths. The RF is facing a steady decrease in child participation in sports clubs. Simultaneously, various stakeholders, including local administrations and the RF, fail in accessing children in so-called vulnerable areas. The S4C sector, which has existing successful engagement with children, youths and parents alike, could be a useful ally in activating children to partake in sporting activities, demonstrating new ways of building a community, engaging more people as well accessing new beneficiaries.

Legal landscape is changing favourably to ease cooperation between CSOs and municipalities with the 5-steps strategy and the IOPs – idéburet offentligt partnerskap. An IOP consists of a close co-operation between a non-profit organisation and a local municipality. At the centre of the co-operation are the societal issues that need solving, which are defined together with both actors. The five areas of the stately developed strategy consist of 1) supply and demand, 2) strengthening competencies amongst social entrepreneurs, 3) financial means, 4) evaluating effects to interest investors, 5) creating networks. IOPs are a good opportunity for the sector to create powerful pathways at a local level and to use meta-organisations as springboards to work.

The UN Sustainable Development Goals (SDGs) framework also represents an opportunity as the SDGs closely match the objectives of S4C actors in Sweden and the SDG concept is well understood by key stakeholders. By using this framework, stakeholders could become more inclined to

understand the sector's desired impact and potentially support it. (vi) The sector could also become a forerunner in demonstrating impact: using existing impact to demonstrate value to risk-averse funders and increase focus from local stakeholders and the RF-SISU by demonstrating impact. (vii) Elections: with the change in government, it is a strategically clever time to engage with national stakeholders and introduce the S4C sector.

Where Does the Sector Go from There?

Way Forward: Success Factors

One of the key questions within the report is where the sector goes from there? Furthering the S4C sector in Sweden will be underpinned by 5 key success factors: (i) agree on a goal and a well-defined scope for the network, (ii) be inclusive, connected and cohesive, (iii) appoint a trusted figurehead to support building strong and lasting relationships for the sector, (iv) offer solutions aligned with key stakeholders' priorities and demonstrate impact and (v) align with a prominent framework such as the SDGs.



Way Forward: Entry Points to the Sector

In order to support the strengthening of the sector, a number of stakeholders, classified as Green in a RAG rating, have expressed their interest in engaging with a S4C coalition/network representative/s to move the dice. Those stakeholders include The Swedish Agency for Youth and Civil Society (MUCF), National Council of Youth Organisations (LSU), Save the Children, the Stenbeck Foundation, the Swedish association of local authorities and regions (SKR) and non-competitive federations such as Korpen. Key themes where the S4C sector would be well fitted with these stakeholders include: engaging with so-called harder to reach communities in vulnerable areas, public health, integration against segregation, demonstrating impact, gender equality, innovative preventative social interventions and democratic values.

Way Forward: Learning from Existing Coalitions and Networks

There are a number of successful coalitions and networks in Sweden in the sport, Sport for Change and social sector, which have gathered meaningful lessons about working collectively and uniting to achieve social impact. Examples of those include the Soccer Against Racism in Malmö (which joins up to 30 organisations and reaches 3000 children), Malmöandan, which promotes cooperation between the city of Malmö and different non-profit organisations and private people, as well as the Sport Child Right Network, which is spearheaded by the RF and focuses on the safeguarding of sports clubs.



image: Korpen

Way Forward: What Should the Network Focus On?

Short Term (0 to 12 months)	Medium Term (1-3 years)
Support the strategisation process for S4C actors: The S4C sector needs to terminologically define itself (avoiding the word “sport” to not antagonize RF-SISU). Secondly, agree on both collective and individual goals for a 3–5-year period. Power in numbers: List all current and potential S4C actors (e.g., churches who work similarly) to demonstrate impact. This can be used to engage potential funders with concrete numbers of beneficiaries the sector can reach that the RF-SISU does not currently reach. Collective funding opportunities: Identify, collate, and share funding opportunities for S4C actors, engage with donors and funders to demonstrate the value of S4C. Prepare a list of funders/call for proposals readily available. Get to know each other: Create platforms for S4C actors to inform actors what others are working on. Start networking opportunities: A lot of opportunities and co-creation happen in the informal space. Foster meeting spaces across the country and online. Identify ambassadors: Identify ambassadors within the network to engage with key stakeholders for S4C. Produce Case Studies to Demonstrate Achievements: Produce case studies to demonstrate to key stakeholders what you are able to achieve until you can demonstrate individual and collective impact. Involve Beneficiaries: Involve beneficiaries defining their needs and what Sport for Change can achieve in the network.	Demonstrating impact: Circulate strong evidence—tested methodologies and evaluation toolkits (i.e. app, draft surveys, etc) to support the provision of S4G programmes and demonstrating impact at the organisational level. Connections and stakeholder engagement: Identify ways to formalise relationships with municipalities and administration. Continue strategic advocacy for the sector. Despite difficulties, RF would be an important actor to engage with. Create a formalised network: Networking opportunities, cross-sectoral events and projects. The network needs to go beyond Stockholm. Break down silos by integrating actors from other sectors. Unlock further funding opportunities: Engage with potential funders on behalf of the network. Map out funders’ needs and present collective solutions based on objectives and thematic. Dissemination of information: Disseminate beyond the own network—push the mandate further to non S4C actors who are interested in using innovative approaches. This spreads the reach of S4C. Resource optimisation: Identify resource needs and smart ways to optimise them. For example, shared staff, licences to useful software, but also grouping to get lower rates on space rental for events, joint workshops or capacity building exercises.
Advocate for the sector – Short Term and Medium Term ▶ Create an advocacy plan for the sector, identifying an entry point, champions and supporters to the network and the sector ▶ Support the circulation of powerful case studies ▶ Start using impact to further the reach and understanding of the network ▶ Create an advocacy plan and carry out advocacy activities	

Way Forward: Funding Opportunities and Existing Mechanisms Promoting Physical Activity

To make S4C sustainable in Sweden, a way should be found to provide organisational funding and not just project funding. A non-profit organisation in Sweden can apply for grants that go toward clearly defined projects (e.g., new activities) or for investment into facilities (e.g, clubhouse, football field). Normally,

a project will be financed through a multitude of channels such as membership fees, loans, grants from foundations, own capital of the organisation. Funding comes in three different forms: Operative grants (organisationsbidrag), Activity fees (uppdragsersättning) and Project grants (projektuppdrag).

Recommendations

This report outlines 28 recommendations to the S4C sector and network to be implemented. The recommendations are centred around 6 key thematic areas:

Formalise the Sector	1 Define what the S4C sector is and agree on a name for the sector as a whole 2 Define how you work together (federation, umbrella organisation, self-standing sector), the ground rules of how you work and what the benefits of joining are 3 Agree on a common agenda and strategic directions for the sector 4 Identify a trusted representative for the sector to ease collaboration with stakeholders, perhaps to be supplemented by thematic or regional ambassadors 5 Be patient
Communicate and Advocate	6 Unite and organise the sectors’ voices and communicate on S4C and its impact to key stakeholders 7 Have a communication plan in place where you identify priority stakeholders to engage and align with their social impact objectives when engaging. Collect and disseminate powerful case studies 8 Use an understandable framework, such as the SDGs, to explain what S4C can achieve 9 Maintain momentum and enthusiasm generated by the October 22 event and create further roundtables, bilateral updates and thematic discussions offering sport as a tool for change 10 Appoint regional or thematic ambassadors to hold relationships with key stakeholders on behalf of the network 11 Develop communication tools

Connect and Convene	12 Offer networking opportunities and engage with existing national and international networks to exchange knowledge, experiences and lessons learned
	13 Be positive and solutions-oriented to attract new stakeholders
	14 Offer multi-stakeholder and multi-sector opportunities for networking from inside and outside of the sport sector
	15 Break administration silo-based work by offering multi-sectoral or – actor opportunities and relaying challenges from the ground to the municipalities
Connect Funding Opportunities	16 Include beneficiaries in needs analysis and delivery
	17 Convene conversations with funders
	18 Push for joint-funding platforms among funders
	19 Signpost funding streams
Guide and Advise	20 Support with funding applications
	21 Create an exchange forum for members of the network to share challenges and jointly search for solutions
	22 Cater for different actors (different sports, sizes, levels of maturity, geographical implementation)
	23 Enable the optimisation of resources and capacity building across network members (sharing licences, personnel, tools, capacity building and training sessions)
Evidence and Demonstrate	24 Make tools available to all
	25 Partner with a organisation with expertise in MEL and get funders to support MEL capacity building endeavours across actors to articulate clearly value-add (this feeds back into communication)
	26 Build collective tools and software for S4C actors to demonstrate impact
	27 Provide tailored support to organisations
	28 In the medium term, create a collective impact platform to demonstrate collective impact (see the UK Sport for Development Coalition)

INTRODUCTION AND APPROACH

Introduction

Established in 2000, Laureus Sport for Good Foundation (Laureus) is a not-for-profit organisation that aims to use the power of sport to end violence, discrimination and disadvantage for children and young people, using sport to bring about change. Laureus operates in over 50 countries delivering 200 programmes to over 257,000 children in 2021.

The Swedish Postcode Foundation is a beneficiary to the Swedish Postcode Lottery and provides support to projects that foster positive social impact or search for long-term solutions to global challenges. It has the task of delegating financial support to various types of projects related to people's living conditions, nature and environment, culture, and sport for social change. Since 2007, the Postcode Foundation has distributed SEK 1.7 billion to over 700 projects in Sweden and internationally.

In Sweden, Laureus has been working with the Swedish Postcode Foundation since 2017, delivering programmes to build the capacity of civil society organisations (CSOs), foster their ability to demonstrate their social impact, promote the sport for change (S4C) sector, create networks, encourage collaborative work and support advocacy work on the importance of sport as a levy for social change.

In the course of its work in Sweden, Laureus and the Swedish Postcode Foundation have been committed to strengthening the understanding around the role of S4C in bringing about social change, aligned with the Sustainable Development Goals (SDGs), and to continue to build the capacity of local S4C actors. By the end of 2022, Laureus and the Swedish Postcode Foundation are on track to achieve the following:

- ▶ Create opportunities for the Swedish Sport for Change sector to network
- ▶ Increase awareness and understanding of how to align delivery and impact with the SDGs
- ▶ Enhance organisations' capacities in identified areas
- ▶ Raise awareness and knowledge of sport as a tool for social change
- ▶ Improve organisations' abilities to deliver impactful programmes and source new funding

Objectives

In order to assist them with their work in Sweden, Laureus and the Swedish Postcode Foundation have commissioned a research to help define S4C in the Swedish context and the role that Swedish Sport for Change organisations could play in society. The findings of the research are aimed to be used by the recently established Swedish Sport for Development Network to discuss, strategise and support their decisions moving forward.

The research's objective is to provide in-depth analysis and evidenced-based recommendations around the S4C sector in Sweden, barriers and opportunities for growth, stakeholder mapping with priorities and entry points, funding model structures and a mapping of public and private infrastructures and the role they are currently playing and could play in the future with a strategised engagement approach.

More specifically, the research sought to address the following:

- ▶ An overview of the S4C sector and the wider non-profit sector in Sweden and how they interconnect, looking into potential pathways;
- ▶ A needs and opportunity analysis with recommendations on how best to engage and create synergies with the sport sector (sport clubs and federations);
- ▶ How public and private institutions currently engage with the Sport for Development sector/organisations, their current role and recommendations for future successful engagement;
- ▶ Map out barriers and opportunities for the Sport for Development sector and organisations in Sweden, looking into funding mechanisms/ governance/ measuring and demonstrating impact;
- ▶ Funding models and government structures: local vs national (devolution of power/ decision making);
- ▶ Stakeholders' perceptions of the role sport can play, and how it complements other types of interventions in the charitable sector in Sweden

Approach

For this scoping study, and in order to capture key information necessary to achieve these objectives, the research team designed a three-stage approach qualitative study, collecting primary and secondary data: (i) an inception phase focusing on documents review and tools design, (ii) a field research phase and (iii) an analysis and report writing phase.

Phase 1 – Inception: defining objectives and desk-based research

The inception phase consisted of a kick-off meeting with the client to validate and further refine the scoping study's objectives and the subsequent research questions.

During the inception phase, the researcher developed the research framework, mapped existing sports for development resources along with key resources on the non-profit sector in Sweden and the related public administrations. The team identified key strategic stakeholders to interview with the help of Laureus and the Swedish Postcode Foundation and drew on their existing network.

Phase 2 – Data Collection

Three field work visits, punctuated by remote interviews, took place between June and September 2022. The first field visit took place between 7 and 22 June 2022 around Stockholm and Malmö. The second field visit took place during the Almedalsveckan, in Visby, between 4 to 7 July 2022, and the last field visit took place between 23 and 26 August 2022 in Stockholm.

During the data collection phase, the research team carried out over 50 semi-structured in-depth interviews (IDIs) lasting approximately 1.5 to 2 hours each, either in person or remotely. The full list of interviewees is available in annex 2 of this report. The interviews were supplemented by extensive desk-based research to triangulate, test and complement findings from the qualitative interviews.

Interviews scheduled with key stakeholders in the sports for development sector, the sport sector, the administration and the wider non-profit sector included, but was not limited to:

- ▶ Sport for Change organisations, non-profit organisations and social entrepreneurs;
- ▶ Local, regional and national administrations;
- ▶ Government agencies and publicly funded agencies;
- ▶ Sporting actors, such as Federations, the Swedish Sport Confederation and the Swedish Research Council for Sport Science;
- ▶ Academic Researchers and Education centres; Swedish National Sport Universities; the Swedish School of Sport and Health Science and the Swedish National Centre for Research in Sport;
- ▶ Institutional and private funders of social development programmes including foundations with a sport focus; and
- ▶ Other agencies and collaborative forums.

The research team contacted approximately 100 stakeholders for interviews as part of this piece of work.

Phase 3 – Data analysis and writing of the final report

Following the field research, the researchers transcribed interviews and analysed them. This report outlines key findings and recommendations in Sweden. This is supplemented by an annex on capacity strengthening tools available to sport for change actors in Sweden to support them in their programme delivery and capacity strengthening (Annex 4).

The research team used a mixed approach to data analysis: (i) thematic analysis and (ii) narrative analysis. Thematic analysis looks across all the data to identify recurring topics and thematic issues and to identify the main themes consistent across all of the views that have been collected. The analysis and report writing also focused on drawing out potential future use cases and resources as the network of sport for change actors in Sweden strengthens.

The report is divided into 6 main sections: (i) a chapter contextualizing sport for change, what sport for change can achieve as a result of intentionally designed programmes and why Sweden should strengthen its sport for change sector; (ii) a chapter presenting the sport landscape in Sweden, outlining key stakeholders and existing funding mechanisms; (iii) a chapter focusing on the barriers and opportunities to the sport for change sector in Sweden; (iv) a chapter with recommendations on the way forward for the sport for change sector; and (v) a chapter outlining key recommendations for the sport for change network.

Limitations

In implementing the research, the research team faced several challenges and limitations which had direct or indirect consequences on the delivery of this report. We outline those below.

- ▶ **Timing of field work:** due to the summer holiday in Sweden, with little availability of stakeholders between July and early August, the researcher had to carry out a first set of interviews after the inception phase and prior to having done any desk-based research. As such, the first phase of the field work was carried out with an **exploratory approach to better understand the sector** and was later supplemented with open source research.
- ▶ **Access and availability of relevant stakeholders:** for various reasons, the researcher was not able to meet a number of stakeholders during the course of the field work. The field research also took place just before the national elections in Sweden, which were held on 11 September 2022. A number of stakeholders were engaged ahead of the Swedish General Elections which took place in early September 2022, and henceforth, were not available for interviews (notably politicians, public officials, and certain civil servants). Additionally, the summer holiday in Sweden meant that a number of civil society actors were unavailable for interviews.
- ▶ **Language research:** it took time to recruit Swedish researcher to support with Swedish language research and contextualisation. The Swedish researcher only started working on the project in September 2022, leaving limited time for in-depth Swedish-language research.
- ▶ **Misconceptions around sport:** a number of non-sporting potential respondents contacted for this piece of work, who either work in health, integration, or other social matters, referred us to the RF when we requested an interview as they understood anything associated with them to fall within their remit.

Ethics

The research team was guided by standards and guidelines based on the principles of do no harm, gender equality and social inclusion.

This activity presented a low risk and therefore standard protection mechanisms were applied (anonymity, right to cancel participation, confidentiality and data protection, consent for recording). Only adults (over 18s) were consulted during this study. Participation was purely voluntary. The research team intended to create a climate of trust and maintain professional relationships in the data collection process. The team conducted investigations in respect of local cultures, following and respecting norms, values and traditions.





CHAPTER 1

SPORT FOR CHANGE

Sport is a powerful tool by which to engage children and youths and to help them achieve their full potential. By leveraging the positive attributes of sport, one can develop their physical and mental health, improve their confidence, develop learning and socialising skills as well as have fun. Engaging in play and recreational activities is a child's right, protected by the United Nations Convention of the Right of the Child (art. 31.1) which establishes "the right of the child to rest and leisure, to engage in play and recreational activities appropriate to the age of the child". Yet, Sport for Change (S4C) initiatives and programme remain largely untapped in Sweden and the S4C concept is not yet widely known, as the assumption is that sport achieves social outcomes by virtue of practice. To remedy this situation, there is a critical need for a better understanding of what S4C can entail and achieve through programmes empowering children and youths to achieve their full potential. In this section, we will therefore present S4C as an approach: we will demonstrate what it can achieve, using examples from around the globe and the current situation in Sweden, and will explain why Sport for Change should be strengthened in Sweden.

1.1 SPORT FOR CHANGE AS AN APPROACH

Sport for Change (S4C) refers to the use of sport, or any form of physical activity and/or physical education, to attain specific social development objectives. As such, sport or physical activity are intentionally used to achieve social development objectives rather than sporting performance objectives.

S4C is widely recognised as a low-cost and high impact tool in numerous contexts and geographies and is increasingly used in humanitarian and development contexts alike and provides children, youths, adults and communities with the opportunity to attain specific sustainable development goals through different types of initiatives.

“A S4C intervention gives priority to the achievement of social objectives, above any sporting performance objectives.”

S4C initiatives come in varied forms: some initiatives are built around sport to bring about personal and social development outcomes, others include sport amongst other approaches to achieve their goals. UNICEF, in its Getting into the Game report, uses the following classification for sport for change programmes: sport-sport initiatives, sport-plus initiatives and plus-sport initiatives.¹

- ▶ The 'sport-sport' model focuses simply on sports training or participation which may not have any other principal objectives than sport but are likely to assume additional social development outcomes without specific design. Those sport-sport programmes are more likely to be carried out by a sport club, a federation or school sports team;
- ▶ A sport-plus programme or initiative has sport as a main focus, but they can build personal or social development programmes around sport;
- ▶ A plus-sport programme or initiative includes sport as one of many approaches to achieve their social goals, such as educational outcomes or behaviour change, and use sport mainly to attract participants.

Although UNICEF's typology provides a helpful categorisation of S4C programming, the diversity of programmes, approaches and initiatives in Sweden and across the world means that nuanced denominations may be necessary: some initiatives may fall outside of this typology and instead are better captured along a spectrum of S4C initiatives.

Interviews with stakeholders in Sweden suggests that the positive benefits of sport on health, and to a certain extent mental health, are well understood across all interviewees. However, the research has shown that there is a lack of awareness about what S4C is and can achieve beyond physical and mental health benefits. This section will therefore provide knowledge as to how S4C can be used and be beneficial beyond mental and physical benefits, and will link this to the UN SDGs framework, which is well known and understood across Sweden.

The Sport for Change terminology across the world

Although the sector does not have a singular denomination, terms such as Sport for Change, Sport for Development or Sport for Good are often used to describe the sector and activities using sport as a tool for social change. In Sweden, however, those terms are seldom used, with a preference for other, often Swedish language and terminology.

The organisation En Frisk Generation uses the term "sport for good" whilst other organisations use Swedish terminology: Bara Vanlig often refers to their activities and their philosophy as "rörelseglädje" (joy of movement), Pontus Berger, an S4C organisation in Göteborg using floorball, uses the term "Idrott för integration" and BK Norrköping Tillsammans refers to their initiatives as a "social inclusion program" with no mention of sport.

Swedish media sometimes use the term "integrationsprogram" when sport is used as an activity for social integration. In Swedish academic research the term "organiserad spontanidrott" is used by researchers at Mittuniversitet. Other terms found in the course of the research have included sport for life, football for life or coach for life.

The majority of interviewees in Sweden explained that they did not fully grasp the meaning of the terms Sport for Change, Sport for Development or Sport for Good. The Sport for Development term in particular evoked the development of sport rather than a sport for social change. Respondents felt more comfortable with using 'physical activity' rather than sport and felt that the former would be more widely understood by all stakeholders.

“To me, I understand physical activity differently to using sport when talking about social impact. Sport for Change sounds better but the association with the sport is limiting when we are focusing on social impact. Sport has a huge place in our collective psyche, and we mainly associate it with competitive sport.”

¹ <https://www.unicef-irc.org/getting-into-the-game>

Sport and Physical Activity Bring About Change

There is a growing recognition across multilateral donors of the extent to which sport and physical activity can be a catalyst for human and social development. The United Nations General Assembly (UNGA) passed a resolution (resolution 69/6) recognising sport as a catalyst for social impact and encouraged member states to “give sport due consideration in the context of the post-2015 agenda.”² In addition, the 2030 Agenda for Sustainable Development, adopted by the UNGA, recognises:³

“ ... the growing contribution of sport to the realisation of development and peace in its promotion of tolerance and respect, and the contributions it makes to the empowerment of women and of young people, individuals and communities, as well as to health, education and social inclusion objectives.

The Revised International Charter on Physical Activity, Physical Education and Sport and Declaration of Berlin are two international policy documents that underscore governmental recognition that sport-based approaches can yield a wide range of benefits to individuals, communities and society at large.⁴

The Revised Charter highlights that sport-based approaches play an important role in the realisation of development, peace and development objectives as well as gender equality, non-discrimination and social inclusion in and through sport. It also highlights the benefits of physical activity, the sustainability of sport, the inclusion of persons with disabilities and the protection of children. Equally, the Declaration of Berlin, recognises the socio-economic benefits of sport and promotes this as a basis for enhanced investment in physical education and sport programmes.

2 <https://press.un.org/en/2014/ga11577.doc.htm>
3 https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_RES_70_1_E.pdf
4 <https://www.unesco.org/en/sport-and-anti-doping/international-charter-sport>
5 <https://impactinfocus.com/>

Social Impact Framework

Beyond these international policies and declarations, the universal benefits of sport and physical activity are well documented and the impact of S4C initiative is varied in nature across the sector. In Focus, a social impact consultancy firm working with the S4C sector, produced an S4C impact framework in which it categorises the impact of S4C in 7 social impact areas and four enabling impact areas.⁵

Figure 1 | In Focus – S4C Impact Framework



Source: In Focus, S4C Impact Framework

This framework outlines the traditional areas in which S4C has a demonstrated impact and thematic on which S4C activities have historically focused. Annex 3 of this report outlines key outcomes for each of the 7 impact areas.

For example, programmes and initiatives that are focusing on using sport for educational purposes can have a positive impact outcome on the following:

- Improved cognitive functioning
- Improved access to education
- Improved attendance at school
- Increased motivation and engagement in school
- Fewer discipline problems
- Improved educational attainment and qualifications achieved
- Reduced school drop-out rates

Additionally, programmes and initiatives that are focusing on using sport for social integration can have a positive impact outcome on the following:

- Increased social capital and trust
- Increased volunteering
- Increased community cohesion and spirit
- Strengthened community through leadership and democratic participation
- Reduced anti-social behaviour
- Improved cultural awareness of participants
- Reduced gang participation

Additionally, programmes and initiatives that are focusing on using sport for gender equality and equity can influence the following outcomes:

- Improvement in awareness about gender inequality and gender roles
- More female participants taking up pathways to become leaders
- Increase in female role models
- Increase in female participation in sports activities
- Improved body confidence of female participants
- Improved advocacy by participants for women’s and girls’ rights
- Increased feeling of safety by female participants
- Safe spaces for females are provided



S4C and the Sustainable Development Goals

Additionally, in 2015 the United Nations General Assembly (UNGA) adopted the 2030 Agenda for Sustainable Development. The agenda outlines a new global development ambition with 17 Sustainable Development Goals (SDGs), which provide a key reference point for global development efforts. In 2015, the Commonwealth Secretariat undertook a wide-ranging study looking into how sport-based approaches could contribute to SDGs, identifying 6 SDGs S4C could contribute to (see table 1).⁶

Table 1 | Sport-Based Approaches Contribution to SDGs

SDG	Why use S4C	How to use S4C
SDG 3 – Good Health and Wellbeing	▶ Maximise the health and wellbeing benefits of sport and physical activity participation ▶ Address the economic impact of physical inactivity ▶ Harness the potential to deliver health education through sport	▶ Embed in preventative health and education policy and implementation mechanisms ▶ Prioritise inclusive sport and physical activity provision ▶ Undertake population-level planning, monitoring and evaluation
SDG 4 – Quality Education	▶ Contribute to improved education outcomes ▶ Create quality learning environments ▶ Engage disenfranchised learners ▶ Deliver holistic education	▶ Position sport as a pillar of education policy ▶ Prioritise resourcing of implementation and capacity building mechanisms ▶ Align planning, monitoring and evaluation with education policy objectives
SDG 5 – Gender Equality	▶ Harness the role of sport in society ▶ Promote female leadership ▶ Create safe spaces to address gender issues ▶ Engage men and boys	▶ Mainstream gender issues ▶ Promote female leadership and access to resources ▶ Address the intersection of gender, ethnicity and socioeconomic status ▶ Foster partnerships between sport, gender and media agencies ▶ Account for differentiated attitudes, values and stereotypes across sporting codes ▶ Conduct gender-disaggregated monitoring and evaluation
SDG 8 – Decent Work and Economic Growth	▶ Respond to the growing scale of the sport industry ▶ Harness the link between sport and other sectors ▶ Capitalise on the economic impact of sport events ▶ Realise the potential of sport-based employment and entrepreneurship	▶ Respond to the growing scale of the sport industry ▶ Harness the link between sport and other sectors ▶ Capitalise on the economic impact of sport events ▶ Realise the potential of sport-based employment and entrepreneurship
SDG 11 – Sustainable Cities and Communities	▶ Create healthier, safer, greener and more cohesive settlements ▶ Sustain space for sport and active recreation ▶ Promote inclusive settlements	▶ Embed in urban planning processes ▶ Integrate with health, education and community development facilities ▶ Prioritise inclusive, accessible and safe space for sport and recreation ▶ Leverage the impact of sporting events
SDG 16 – Peace and Justice, Strong Institutions	▶ Respond to the changing nature and scope of global violence ▶ Establish platforms for dialogue ▶ Engender respect and understanding ▶ Limit abuse, violence and exploitation in sport ▶ Promote effective, accountable sporting institutions	▶ Build on the platform provided by sporting events and activity ▶ Link to conflict prevention, community building and youth development interventions ▶ Intensify efforts to safeguard all sport participants ▶ Enhance good governance of sport ▶ Recognise the limitations of sport and prioritise partnership approaches

Source: The Commonwealth

The above sources can serve a useful framework when engaging with Sweden’s national, regional and local authorities as they can be used as part of policy development and implementation strategies.

6 Sport for Development and Peace and the 2030 Agenda for Sustainable Development, The Commonwealth

1.2 EXAMPLES OF SPORT FOR CHANGE IN THE WORLD

The positive relationship between sport and positive social outcomes has long been proven and used by a variety of stakeholders across the world. In this section, we outline an example of an international initiative, an example of S4C network as well as an example of an NGO using S4C.

Example of International Initiative – UNESCO Youth and Sport Task Force and Fit for Life

UNESCO has been supporting and enhancing sport for development through programmes and initiatives aimed at promoting sport, physical education and physical activity to contribute to the attainment of the SDGs. UNESCO’s work focuses on using the advantages of sport to alleviate challenges of social development and on the contribution of sport to the attainment of the SDGs, especially those that relate to healthcare (SDG 3), education (SDG 4), gender equality (SDG 5), social inclusion/inequalities (SDG 10), and peace and security (SDG 16).

To do so, in 2017, UNESCO created the Youth and Sport Task Force to establish a platform that could facilitate youth involvement in the decision-making process. The Task Force, now hailed as a best practice example in the field, provides young leaders with a safe place to discuss issues such as sport and the SDGs, prevention of violent extremism, non-communicable diseases, gender equality and climate action.

In 2021, UNESCO launched its sports-based flagship initiative: Fit for Life. The initiative aims to promote the wellbeing,

empowerment and development of young people in schools, universities and communities. It is designed to address the “intersecting crises of physical inactivity, mental health issues and inequality that have been accelerated by COVID-19.”⁷

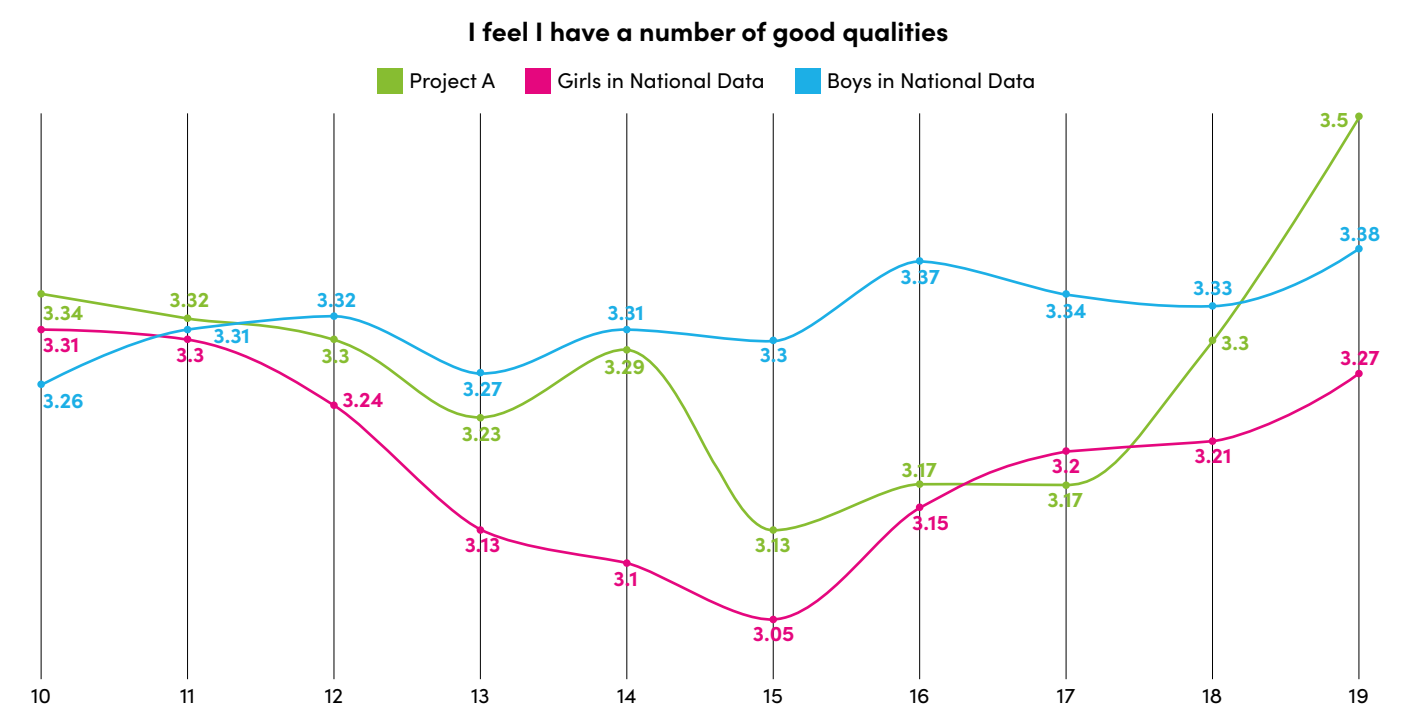
Example of an S4C Network – United Kingdom – The Sport for Development Coalition

The UK Sport for Development Coalition is a UK-wide movement of +200 organisations working to maximise the positive social impact of sport and physical activity. Its vision is that every person in the UK recognises and values the power of sport to change lives and has the freedom to access it without barriers.

The Coalition is funded and supported by Laureus, Comic Relief UK and Sport England (the UK government grassroots sport public agency). It created, and keeps growing, a network of organisations with the shared aim of creating alignment and a collective voice so that the sector can advocate for itself, influence policy and leverage funding.

Recently, the Coalition created the impact portal, which is an online platform signposting impact measurement tools, datasets and sector-wide learnings.⁸ The impact portal is starting to test a collective survey tool and reporting dashboard which will support in evidencing the collective social impact of sport (see example below).

Figure 2 | Example of Collective Impact Result from The UK Coalition Global Impact Dashboard



7 <https://en.unesco.org/themes/sport-and-anti-doping/fitforlife>
8 <https://www.sportfordevelopmentcoalition.org/collective-survey-tool>

Example of an NGO – South Africa – Waves for Change

Waves for Change (W4C) started in 2009 as a Saturday surf club to help township kids learn to surf on the South African coastline after its founder realised that not everyone was able to access the beach and enjoy it equally.⁹ The success of the surf club grew rapidly, with an increasing number of children showing up on the pavement every Saturday to be taken to surf.

By 2011, the surf club became what is now known as Waves for Change, a non-profit organisation using surfing to provide psychological and emotional support to children and young adults considered at-risk due to continued exposure to violence and poverty.

W4C explains that children in South African townships experience up to 8 traumatic events every year, from abuse, to the passing of a family member, violence or the incarceration of a parent, which have a profound impact on their mental health. During the surf lessons, the founder of W4C not only realised that children wanted to surf, but that they also needed to talk and be listened to.

W4C started training young adults from local communities to take kids to the beach and help them get on a surfboard but also, most importantly, to listen to them and help them find ways to cope with stress and trauma. The W4C website states that surf therapy can help kids “find belonging, learn new skills, build confidence, and create positive behaviours toward mental wellness.”

In 2017, W4C was providing surf therapy for 1,000 people every week and by 2022 community coaches trained in surf therapy and child protection now operate in 5 main locations around Cape Town. 96% of W4C young surfers report feeling happier and more confident and 94% say they can more easily calm down when they feel sad, angry or scared.



image: Bara Vanlig

1.3 SPORT FOR CHANGE IN SWEDEN

Although Sport is a cornerstone of Swedish society – 41% of the Swedish population are members of a sport club; there are over 20,000 sports clubs around the country; and the sport sector received over SEK 2 billion (approx. GBP 162 million) in public funding in 2022 – , the S4C movement is still at its infancy. Several factors can explain why S4C, which has a lot of potential to positively impact segregation, unemployment, and the attainment of sustainable goals through physical activity, does not yet have a structured and sustainable space in Sweden.

There is general conviction amongst practitioners and the general population that sport clubs are already doing S4C. After all, parents are volunteering, and trainers are coaching for free in most Swedish sport clubs. Keeping children and youths in sport clubs, by default, keeps them away from destructive lifestyle choices. Therefore, some seem to consider S4C as an obsolete movement.

There are other clear barriers to organisations who wish to function as S4C organisations. For example, the funding for sport clubs in Sweden are without exception channelled through the Swedish Sports Confederation (Riksidrottsförbundet (RF-SISU)). RF-SISU operates as an umbrella organisation that distributes allocated financial resources among the 69 official Swedish sport federations. Accordingly, to benefit from funding, organisations need to meet the requirements decided by RF-SISU and the

federations. One of the requirements is that an organisation needs to actively engage in a certain sport for at least 70% of their time and be competitive. Yet, since S4C organisations typically use several sporting activities to achieve social change rather than through competition or the building of sport-skills, this requirement is often difficult to reach.

However, the complexity goes deeper. At an RF-SISU general assembly meeting in 2021, 170 out of 185 organisations voted against an initiative by the RF-SISU to promote social inclusion through sport.¹⁰ In addition, during the last 10 years, Sweden has seen an influential decrease in sport club memberships, particularly from youths, accompanied by a steady increase of memberships in alternative fitness facilities (e.g., gyms).¹¹ This causes anxiety among sport clubs to lose even more members, which, in turn, complicates S4C’s entry into the sector.

In sum, there is a clear divide between sport clubs that wish to focus mainly on competition, those who want to align with public health goals and offer physical activity to as many people as possible, and a minority group who wish to incorporate S4C.

9 <https://www.waves-for-change.org/>

10 Idrottensaffärer, 2021. <https://idrottensaffarer.se/kronikor/2021/07/positiv-kraft-inbyggd-i-idrottens-dna>
11 Special Eurobarometer 142, 2017 p. 49.

1.4 WHY STRENGTHEN THE SPORT FOR CHANGE SECTOR IN SWEDEN

The findings below outline a broad analysis of, and summarise the findings from, over 50 interviews with a variety of stakeholders in Sweden, from administration to civil society actors and foundations.

Improving the knowledge around Sport for Change in Sweden

There is a wide recognition and understanding of the benefits of sport to both physical and, to a certain extent, mental health across stakeholders in Sweden. However, there is a partial and incomplete, when any at all, understanding of the S4C sector across multiple stakeholders and limited sport for change expertise.

The majority of stakeholders interviewed (outside of S4C grassroot organisations) understood the sporting performance objective of sport or physical activity rather than the intentional use of sport to achieve social development objectives. There is a general view that S4C and how it is called needs to be clarified before it can be effectively publicised and used to create awareness around using sport as a tool for change. Therefore, there is a need to strengthen the S4C sector to ensure a host of organisations and actors in Sweden are aware of, and use, this powerful tool.

A core of committed individuals and organisations in a sector dominated by a quasi-monopoly

There is a core of committed individuals and organisations delivering S4C in Sweden, but the sector is dominated by the quasi-monopoly of the RF-SISU over sport and sport-based social impact. For the past 10 years, organisations have dedicated their efforts to acknowledging the role that sport can play in improving social and development outcomes but the general understanding in Sweden is this is the sole remit of the RF-SISU.

Public funding for the equivalent of S4C is mainly channelled through the RF-SISU, but not accessible to organisations unless they are a federation member. Organisations working in the S4C sector are therefore automatically referred to the RF-SISU for their S4C endeavours, but are not able to access funding in the same way that sports clubs are. In other social fields, the provision of sport activities by a non-profit is quite clear, but when it comes to S4C, they are mainly channelled through the clubs and federations under the RF umbrella.

A sector which sits in an unclear position

A sector which sits in an unclear position – the state and municipalities are not yet institutionally able or prepared to cooperate with other providers other than sport associations and federations: funders are often risk-averse and need more impact data when reporting to gain confidence in new programmes to fund, the legal system does not allow them to contract third-parties for example. Additionally, the social sector understands any activity that is sport-related as falling almost exclusively within the RF's remit and municipalities are yet to consider their network of collaborators beyond associations and federations.

A well-populated but disjointed space working in silos

There is a well-populated but disjointed space working in silos in Sweden. There is a complex ecosystem of S4C players in Sweden with multiple expertise, target groups, sports, funders and aims. The sector, which has been drawing in more and more actors in the past 10 years, needs to be more holistic and joined up in order to improve its reach and recognition. Collaboration and cross-silos work are limited, with opportunities for wider impact both in S4C and within the administration across sectors and themes. The multiplying effect would enable initiatives to reach a wider population and increase the positive impact on communities.

A need for demonstrating impact

There is a need for independent and credible monitoring, evaluation and learning (MEL) to demonstrate the impact of S4C initiatives and share powerful case studies, which in turn, would unlock funding and increase the use of sport in social impact initiatives.

Unique access to hard-to-reach beneficiaries

S4C activities in Sweden are often taking place and working within harder to reach communities, where creating a trusted bond and long-term participation takes high levels of involvement. S4C initiatives thereby provide unique and very useful access to these harder to reach communities which the sport clubs, the RF-SISU and the municipalities are intent on working with but sometimes lack access and resources to do so. Strengthening the S4C sector would therefore provide a unique tool to create pathways between these vibrant communities and sports clubs, municipalities and other key stakeholders and, in turn, provide targeted support and activities to a greater number of people.

A lack of sustainable funding

There is a disjointed landscape with no clear funding pathways and complexities for grassroot organisations to unlock funding. Strengthening the S4C sector should emphasise allocation of sustainable funding for multi-sector collaboration and address cross-cutting issues (such as gender, integration and anti-segregation, disability and health).

Box 1 | Why Support the Sport for Change Sector in Sweden

WHAT IS SPORT FOR CHANGE

S4C is a low-cost high-impact tool which consists of specifically designed activities using sport intentionally to achieve social impact objectives, rather than just sporting performance objectives. S4C can be used to support numerous social impact areas, from health, to gender, integration, education and employment. S4C programmes can contribute to reaching the Sustainable Development Goals.

HOW TO REFER TO SPORT FOR CHANGE IN SWEDEN

The terms Sport for Change and Sport for Development are not particularly well understood or known across Sweden, with Sport for Development evoking the development of the sport sector rather than social outcomes. S4C actors and commentators use more Swedish based terms such as, but not limited to: Rörelseglädje / Integrationsprogram / Organiserad spontanidrott / Social inclusion program / Idrott för integration / Sport for Good.

WHY STRENGTHEN THE SPORT FOR CHANGE SECTOR IN SWEDEN?

There is a need to increase knowledge and understanding around a very effective social impact tool, which is able to impact positively children and youths in marginalised and low-income areas of Sweden.



image: Bara Vanlig



CHAPTER 2

THE SWEDISH LANDSCAPE

Sweden is known to have active citizens and a strong non-profit sport sector that developed alongside its welfare system in the 20th century. Sport and sport clubs play a central role in Swedish culture: 41% of the Swedish population are members of a sport club and 90% of Swedes under 20 years old have been members of at least one sport club for example.¹²

The Swedish sport tradition is seemingly characterised by four things. Firstly, the high participation in Swedish sport clubs is extraordinary: 3.2 million people (1 in 5) are members of a sport club.¹³ Secondly, activities for children and youth sport within these sport clubs are the focus. Thirdly, the non-profit sport sector is rooted in democratic values and enjoys much financial and ideological support from the state. Lastly, the sector is in many ways decentralised, but rests on an implicit contract with the state.¹⁴

Within this section, we will map out the organisation of the Swedish sport sector, important stakeholders, and existing mechanisms which could benefit S4C actors.

12 SOU, 2008:59
13 Norberg 2018, p. 2.
14 Norberg 2018, p. 2.

2.1 SWEDEN AT A GLANCE

The organisation of Swedish Sport – the Swedish Model

In Sweden, sport is organised by voluntary, member-based, non-profit and democratically structured sports organisations and there is a high degree of public funding in the sector.

The Swedish Sports Confederation (Riksidrottsförbundet, henceforth referred to as RF-SISU) was established in 1903 as the primary institution for voluntary organised sport in Sweden, and is commonly referred to as the Swedish sports movement (Idrottsrörelsen) or the RF-SISU. It is the umbrella organisation of the Swedish sports movement and, according to its statutes, is responsible for supporting, representing, leading and

coordinating the sports movement in common issues at local, regional, national and international levels.¹⁵ The RF-SISU has a monopoly on all federation sport in Sweden and holds a strong position in the Swedish sport sector; it is trusted by the government to oversee Swedish sport and direct it towards attaining the government's established objectives regarding civic education, public health, growth and entertainment. The government's role has traditionally been limited to decisions as to the extent of funding and overarching goals for the RF-SISU, while the RF-SISU itself has the mandate to decide on how to reach these goals through a democratic process. There is a low degree of conflict and the relationship between the sport movement and the authorities is ascribed to the 'Swedish model' and is 'a typical feature of Swedish welfare politics' (see section below – a big handshake).¹⁶



image: Fight for Zero

15 <https://www.rf.se/omriksidrottsforbundet>

16 Opportunity structures in sports for people with disabilities in Sweden, CEDAR Working Papers 2021:15, Centre for Democratic Aging Research, 2021

Structure of the Swedish sport sector

There are around 20,000 non-profit sport clubs which represent over 3 million individual members and athletes who hold memberships to clubs and 650,000 voluntary leaders; making it the largest popular movement in Sweden. Traditionally, Swedish sports clubs are formed and managed by voluntary leaders. Each club is a member of one of the 71 national Special Sport Federations (SF) based on the sport activities they offer – the special sport federations organise over 250 different sports in Sweden.

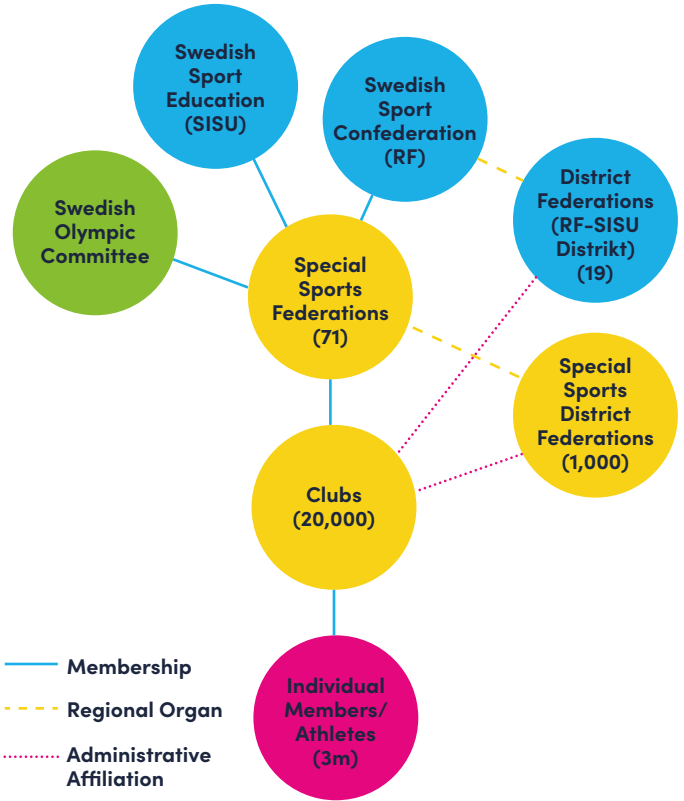
- The Swedish sport movement’s organisation has a fixed structure spanning from national to local level.
- ▶ RF-SISU is the highest decision maker and a non-profit organisation consisting of Special Sport Federations (SF) that operate local sport activities to which sport clubs are connected. When a sport club joins SF, they also automatically affiliate themselves with RF-SISU.
 - ▶ For their regional operations, RF has RF-SISU Distrikt (sport educators). SF organise their regional activities through the Special District Sport Federations (SDF)¹⁷.



image: Korpen

- At the national level, there are three entities: the sport confederation, the Swedish Sport Education (SISU), the Swedish Olympic Committee and the special sport federations.
- ▶ The Swedish Olympic Committee consists of 41 member-federations and 16 federations.¹⁸
 - ▶ The RF and SISU are often combined in one entity, RF-SISU, despite having separate sources of funding.¹⁹ The RF umbrella organisation has the monopoly over sport federation and is organised following the “Nordic Model”: it is run as an “independent people’s movement” and is mainly funded by the state (Ministry of Justice at the time of report writing) and the municipalities, along with membership fees.^{20 21}
 - ▶ The special sport federation have their own board of directors making the decisions for the federation. All 71 special sport federations meet bi-annually at a general assembly meeting where they choose a board of directors and national sport council. The largest federations, based on membership numbers, are for gymnastics, golf, football and athletics.

Figure 3 | Organisation of the Sport Sector in Sweden



Source: RF, Head of Operations Office

Funding of the RF

RF allocates funds both to federations and directly to sport clubs; funding is largely based on the number of memberships and the activities logged by the clubs. Municipalities and SDF also directly fund the local clubs. In 2022 the Swedish Sport Movement received SEK 2 366 811 000 from the Swedish state.²² The sum is decided upon by the government and made public through appropriation directions (regleringsbrev). Subsequently, the money is paid out by the Financial and Administrative Services Agency (Kammarkollegiet) to RF-SISU who then allocate the funds to their organisations. When they distribute funds, they must adhere to the appropriation directions that are reformulated each year. In 2022 there were six types of activities that were included in their remit: establishment funding, contribution toward international co-operation, precaution against doping, contribution to sport science, contribution for special activities within schools, allowance for increased promotion of physical activity, and contribution toward local sport (ibid).

Strategy 2025 and Elevated Sport

In 2015, the RF general meeting decided the joint goals for the sports movement that were to be achieved by 2025. They called this the Strategy 2025, the aim of which is for Swedish sport to be “the best in the world”.²³ The goals for 2025 should help the sports movement to jointly prioritise activities that ladder up to the vision of “best in the world”. This includes a provision for social work in the objective “Sport makes Sweden Stronger” which promotes that sport becomes “an even stronger social actor” in Sweden through its social impact programme Elevated Sport.²⁴ As a result of this, the RF also holds the responsibility to support projects that focus on inclusion mainly by reaching the so-called vulnerable groups in Swedish society. Those social impact activities are being delivered on a voluntary basis by the local clubs across Sweden.

The funding that should be used for the promotion of physical activity allocates SEK 525 000 000 to the initiative “elevated sports” in 2022. This is the equivalent to Sport for Change within RF-SISU. From that amount, SEK 45 000 000 is allocated for work within schools, an initiative to make the schooldays less sedentary. This programme began in 2018 and is called “aiming for movement in schools.” The co-operation takes place between employees of RF-SISU and local schools.²⁵

Moreover, SEK 14 000 000 is allocated for sport in socially and economically vulnerable areas. This means that from the original SEK 525 000 000, only SEK 14 000 000 is actually put toward Sport for Change, and even within this remit, the sport sector has a lot of autonomy in how to use the funding, which begs the question if Sport for Change has the possibility to flourish within the RF-SISU system.

The Swedish Model: an implicit contract, the big handshake

Swedish academics have posited that the Swedish sport movement rests upon an implicit contract with the state. This idea could be summarised as follows: the sport movement receives generous governmental funding, which is to be used to achieve the government’s broad priorities whilst ensuring that the sport movement remains idealistic, inclusive, and voluntary-based.²⁶

The RF describes the Swedish sports movement as “the engine of Swedish society”.²⁷ They see their movement as a democratic organisation with lots of autonomy. It is important to point out that this approach aligns well with Sweden’s welfare politics and general tendency toward trust-based governance. Citizens typically have a very high trust in authorities and interpret decisions to be made in their best interest where this trust-based governance is used. For example, during the beginning of the COVID-19 pandemic, Sweden circulated in global media for having recommendations rather than restrictions. In a similar way, sport clubs are expected to follow RF’s guidelines, and they need to report how they use their funds, but they are autonomous and able to structure their own operations. One respondent described it as “a sensitive issue” to ask for more accountability from RF since it would imply that the implicit contract could be in jeopardy.

To summarise, one can say that the sport movement is a decentralised one with a set hierarchical structure. This is based on the principle that politics in Sweden do not seek to meticulously govern public affairs but rather define results and benchmarks that recipients need to meet.²⁸

The implicit contract has both advantages and disadvantages. One could argue that it is important within a voluntary-based sector to allow for autonomy to keep people’s motivation up. On the other hand, the sport sector is specialised in traditional sport activities and with the current monitoring mechanisms it is difficult to estimate the extent to which social impact goals are being achieved.

17 <https://www.rf.se/globalassets/riksidrottsforbundet/nya-dokument/nya-dokumentbanken/stadgar-och-regelverk/rfs-stadgar.pdf>
18 <https://sok.se/sok-och-den-olympiska-rorelsen/sveriges-olympiska-kommitte/soks-medlemsforbund.html>
19 (Bjärsholm & Norberg 2021).
20 <https://www.rf.se>
21 RF 2007 & SOU 2008:59

22 <https://www.esv.se/statsliggaren/regleringsbrev/?rbid=22371>
23 <https://www.rf.se/RFarbetarmed/Strategi2025/>
24 <https://www.rf.se/omriksidrottsforbundet/idrottsrorelsensstyrandedokument/>
25 <https://www.rf.se/RFarbetarmed/Aktuellaprojekt/rorelsesatsningiskolan>
26 Norberg, 2011. International Journal of Sport Policy 3(3):311-325
27 RF, 2019. <https://www.rf.se/idrottisamhallet>
28 (Bjärsholm & Norberg 2021).

2.2 WHERE DOES THE SPORT FOR CHANGE SECTOR SIT IN SWEDEN?

The general opinion in Sweden is that using sport as a tool for social inclusion is done by the sports clubs and that RF-SISU is successfully supporting social inclusion projects focused on reaching so-called vulnerable groups. From a yearly funding of 2 billion for the sport sector, SEK 14 000 000 is allocated for sport in socially and economically vulnerable areas, which is the closest that RF-SISU gets to Sport for Change.

There are some examples of initiatives that are similar to Sport for Change. The RF-SISU programme called Idrottslyftet (elevated sport) supports sport clubs in developing sustainable activities for children and youth aged seven to twenty-five.²⁹ Additionally, in 2015, following the large number of refugees who arrived in Sweden, RF initiated “sport for new arrivals”, a project that set out to integrate refugees.³⁰ To support social inclusion, RF has produced “Idrotten vill” (what sport wants), which is a guide on how to organise activities in alignment with RF’s strategy.

Importantly, there are also some sport clubs within RF-SISU that are carrying S4C initiatives and activities. Most notably Somalia Bandy, a bandy team based in the small town of Borlänge that has made headlines internationally because of their performance in 2018 in the Bandy World Championships in Irkutsk. The team began as an integration initiative in 2012 together with the integration manager at Borlänge municipality, a local trainer, and the dream of joining a world cup. The story of the Somali Bandy team has become a Swedish narrative of how sport can be a successful tool for integration. The journey of the team has also been made into a documentary “trevligt folk” (2015), meaning “nice people”.³¹

Since there are clear social initiatives within RF-SISU, a possible reason that S4C is not yet established is that there is a confusion as to why it is needed. RF-SISU describe the Swedish sports movement’s purpose as “democratic fostering of the youth, ensuring public health, and enhancing social inclusion.”³² Therefore, there is a general conviction amongst practitioners that the sport clubs are already doing Sport for Change. Parents are volunteering, and trainers are coaching for free in most of the clubs. As mentioned earlier in this report, keeping children and youth in the sport clubs, by default, keeps them away from destructive lifestyle choices. Viewed from this perspective, some seem to consider S4C as an obsolete movement.

Moreover, at an RF-SISU meeting in 2021, 170 out of 185 organisations voted in favour of sport in Sweden focusing more on the activity itself and less on social inclusion,³³ which comes as a backlash against Idrotten vill. This shows that there is a divide within RF-SISU between clubs who wish to focus purely on sport skills and elite sport, and other clubs that would rather focus on hobby exercising and inclusion. There are also clubs who want to focus on both endeavours, and a minority that would want to carry out S4C activities, which would move beyond physical activity.

As such, there is a divide both in terms of understanding and knowledge around what Sport for Change entails and the remit and activities carried out by sport clubs. Whilst the RF and the sports clubs are carrying out certain social impact related activities, a lot of Sport for Change initiatives in Sweden fall outside of the RF and the sport clubs.

Indeed, a further barrier for Sport for Change organisations is that their activities might be too versatile to be eligible for funding through the RF-SISU system. Some organisations are not doing enough sport to become members of RF. On the other hand, they may also not be doing enough specialised social work (e.g., prevent crime, improve educational levels) to qualify for other grants.

To illustrate their challenges, many of the S4C interviewees have explained that they are not in a position to receive funding from the RF for the following reasons: (i) they do not meet the requirements to be part of a federation or create a sport club, through which they could get funding, as they are not carrying out competitive sport activities, (ii) they are not able to be part of a federation or sport club because they do not meet other criteria such as having regular members signing in on a weekly basis for a set amount of time (their activities are designed to be joined on a voluntary basis by beneficiaries who are not in a position to join regularly), (iii) most of these organisations are using varied sporting activities to achieve their social impact goals, thereby not meeting the requirement to join a federation where requirements include doing 70% of the same sporting activity.³⁴

To conclude, the small Sport for Change sector appears to exist in a grey area where they fall between the lines of different sectors.

2.3 KEY STAKEHOLDERS IN THE SPORT SECTOR

Ministry of Justice

The Swedish Ministry of Justice is not only in charge of the judicial system, it is also responsible for migration and integration, sports issues and anti-segregation. The sport department is comprised of two officials who are closely working with the RF-SISU and the Sveriges Kommuner och Regioner (SKR) most frequently.

The sport department at the Ministry of Justice fulfils two main tasks at the government level:

- Coordinating state funding to the sport sector: the department distributes around SEK 2 billion of funding to the RF-SISU, which in turn allocates it to federations and clubs around Sweden. The governmental steering of the allocation of funding is general, and, as stated earlier in this report, its role is limited to deciding on the extent of funding and the overarching goals for the RF, while the RF itself has the mandate to decide on how to reach these goals through a democratic process.
- Legislation: the department ensures that the federations and clubs have an effective and efficient legislative framework to support them.

The sport portfolio is a political decision, which changes with each cabinet change or reshuffle. Whilst the Ministry of Justice was given this portfolio in November 2021, it was previously held by the Ministry of Culture between 2019 and 2021 and the Ministry of Health and Social Affairs between 2014 and 2019. Following the September 2022 general elections in Sweden, it is unclear at the time of writing, which ministry will be allotted the sport portfolio.

The Ministry of Justice’s sport department does not engage directly with S4C actors and organisations and would not be a stakeholder for any S4C network to engage with at this stage.



image: Bara Vanlig

The Swedish Association of Local Authorities and Regions – Sveriges Kommuner och Regioner (SKR)

SKR is an employer organisation³⁵ representing Sweden’s municipalities and regions and is funded by its members. The SKR has a sport department within the wider department of school, culture and leisure³⁶.

The SKR sport department does not make sport related decisions on behalf of its members but advocates the municipalities and regions’ interest in the field of sport, leisure and health on their behalf to the government.

In addition, the SKR provides statistics on leisure, sport, and culture in Sweden. They provide specific sport type information (e.g., the measurements of an Olympic pool, soccer field, etc.) for sport clubs and enthusiasts. In a report, they state to promote non-organised sport activities, since they interpret them to be increasing in demand.³⁷

Although they do not provide funding, they could be an important partner to S4C organisations since they liaise with the government, RF, and all Swedish municipalities. When interviewed, an employee conveyed that they support the sporting community by promoting their interests to important stakeholders. This could range from recommending organisations to collaborate or suggesting locations where a new sport facility is needed.

29 RF, 2019. <https://www.rf.se/bidragochstod/Idrottslyftet>

30 Norberg, 2019.

31 Somalia Bandy, 2021. <https://www.borlangebandy.se/borlangebandy-somaliabandy/sida/67533/in-english>

32 RF, 2019. <https://www.rf.se/idrottisamhallet>

33 Idrottensaffärer, 2021. <https://idrottensaffarer.se/kronikor/2021/07/positiv-kraft-inbyggd-i-idrottens-dna>

34 We have highlighted here the most commonly used reasons mentioned by interviewees

35 An employer organisation is an organisations which represents employers’ rights vis-à-vis employees

36 <https://skr.se/skr/skolakulturfritid/kulturfritid/idrottochanlaggningar.1914.html>

37 SKR, 2022. <https://skr.se/skr/skolakulturfritid/kulturfritid/idrottochanlaggningar.1914.html>



Riksidrottsförbundet (RF-SISU)

The RF-SISU was founded in 1903 and its purpose is to support its 71 federations, to set the strategy for sport in Sweden, and to represent Swedish sport in media and in politics.³⁸ Since Sweden does not have a political department or specific authority that deals with sport, RF-SISU operates as an umbrella organisation that distributes financial resources throughout the sport sector. In turn, there are approximately 20,000 non-profit sport clubs that are connected both to RF-SISU and a specific federation. Together, the sector shares a yearly state allowance of approximately SEK 2 billion.³⁹ These funds are a mixture of state funding, donations from the Swedish gambling industry, and revenues from sport federations.

RF has a broad mandate, and their influence is noticeable. Governmental appropriation directions (regleringsbrev) inform RF-SISU of their strategy and how much money should be set aside for which type of activities.⁴⁰ According to law, they need to provide member sport clubs with operational support, which is a yearly allowance. They also need to support member sport clubs that carry out project-based activities for children and youth. Furthermore, RF-SISU helps finance member sport clubs that do project-based work on inclusion and sport for new citizens.

As discussed earlier in this report, the RF-SISU also has both a remit and funding for social integration activities and is supporting clubs in delivering S4C related initiatives. The RF-SISU is also being challenged with a decreasing number of participants in sport activities, difficulties around demonstrating its social impact, issues with reaching economically vulnerable groups and conflicting views among its members as to whether it should have a social impact remit or not. As such, the RF-SISU would be a key stakeholder for any S4C network to collaborate with and find collaborative pathways.

Municipalities

There are 290 municipalities in Sweden, and they support the local sport sector via their sport and leisure departments and funds. Organisations that are not tied to RF-SISU can also apply at the municipal committees for sport and leisure.⁴¹ All municipalities have their own budget, which usually spans over three years, and which activities they support differ from one municipality to another. But activities with a social purpose such as integration work is highly valued. Municipalities might be a good funding opportunity since they are often legally responsible and have access to the groups that Sport for Change target.⁴² A respondent estimated that they collectively fund SEK 16 billion in sport infrastructure and SEK 2 billion in sport clubs.

Based on our conducted interviews and research, at this moment in time, local level and project-based grants seem to offer the best opportunities for S4C organisations. For example, on the local level, organisations can apply for funding through a leisure administration, cultural administration, or sport administration. The types of grants allocated consist of activity grants (aktivitetsbidrag), which is often put aside for activities with certain purposes (e.g., supporting single parents), facility grants (lokalkostnadsbidrag) that help an organisation to pay the fee for renting a facility to congregate, educational grants (utbildningsbidrag), which are allocated to voluntary workers to attend workshops that enable them to lead activities within the organisation, and a basic subsidy (grundbidrag), which gives organisations a basic economic safety net.⁴³ The amount that local municipalities distribute yearly for these grants reaches SEK 10 billion.⁴⁴

Stakeholders in charge of the sport and leisure departments have recognised, however, that given their existing relationship with the RF-SISU, they tend to fund sporting activities this way, that they do not yet understand the value for Sport for Change or have a clear perspective on what it can achieve in their cities and how it can support achieving their social impact objectives all whilst offering good value-for-money and lastly, that they would favour engaging with a representative of the sector rather than individual organisations.

Sport Federations

There are 71 special sport federations in Sweden that are independent organisations within SF. For 2022-2023, their allocation from RF-SISU is SEK 643 million.⁴⁵ This needs to be divided into four different domains: elite sports, adult sport, children's and youth sport, and parasport. They are responsible for the organisation of one or more sport types within a designated geographic district. Beyond this, the special federations should support the sport clubs within their jurisdiction in organisational, legal, and policy matters. They are important stakeholders since they can influence the activities of sport clubs. They also maintain a close relationship with the local municipalities and other governmental agencies.⁴⁶ They have the possibility to fund S4C activities but are autonomous as to which extent they do so.

Centrum för Idrottsforskning (CIF)

Tied to the Swedish School of Health and Sport Sciences (GIH), the Swedish Research Council for Sport Science (CIF) funds sport-related research and monitors the work of RF-SISU. They are impactful since they write a yearly report (statens stöd till idrotten) on how the sport sector uses their financial support, and how they have worked toward the aims given to them by the government.⁴⁷ They attempt to analyse how the sport sector develops and can therefore also contribute toward creating a better understanding of what Sport for Change is if the sector would engage with them.



Swedish Olympic Committee (SOK)

The SOK was established in 1903. It focuses on Swedish participation in the Olympic Games. They have two programmes, since 1998 "topp och talang" gives young promising athletes the possibility of going pro. They also have "olympisk offensiv" which is a more long-term commitment toward forging possibilities for more children and youth to become top athletes qualifying for the Olympic Games. They do not appear to have an S4C remit.

Svenskt Friluftsliv (Swedish Outdoor Association)

Svenskt Friluftsliv is an umbrella organisation with 27 federations and 1.6 million members. Their function is similar to RF: they have a state mandate to distribute funds to all Swedish outdoors and recreational organisations. They provide grants for organisations that organise sustainable outdoor activities, are registered at a national level, and are active in at least ten counties. Applying organisations need to define themselves as an outdoor organisation. Their budget for 2022 is SEK 98 million.⁴⁸

38 RF, 2021. "Sveriges Riksidrottsförbunds stadgar i lydelse efter RF-stämman 2021"

39 RF, 2019. <https://www.rf.se/bidragochstod/Bidrag>

40 Regeringskansliet, 2021. <https://www.regeringen.se/lattlast-information-om-regeringen-och-regeringskansliet/myndigheter/>

41 Statskontoret. <https://www.statskontoret.se/publicerat/publikationer/publikationer-2021/statsbidrag-till-kultur-idrott-och-friluftsliv/>

42 <https://www.sportopen.se/att-soeka-bidrag>

43 Förening.se, <https://forening.se/pengar/bidrag/>

44 (Bjärsholm & Norberg 2021).

45 <https://www.rf.se/bidragochstod/Bidrag>

46 <https://www.parasport.se/globalassets/blekinge/dokument/arbetsordning-bhifs-styrelse.pdf>

47 <https://centrumforidrottsforskning.se/en/monitoring-state-support-sport>

48 Svenskt Friluftsliv, 2022. <https://svensktfriluftsliv.se/om-svenskt-friluftsliv/>

2.4 FUNDING MECHANISMS OVERVIEW

A non-profit organisation in Sweden can apply for grants that go toward clearly defined projects (e.g., new activities) or for investment into facilities (e.g. clubhouse, football field). Normally, a project will be financed through a multitude of channels such as membership fees, loans, grants from foundations, own capital of the organisation, and fiscal subsidies.⁴⁹ Some grants can be mutually exclusive. The grants are handed out at national, regional, or local level and are often provided in three types:

- Operative grants (organisationsbidrag),
- Activity fees (uppdragersättning)
- Project grants (projektuppdrag).

In terms of funding for sport clubs, Sweden deviates from other countries since the sector continuously receives more money. Shaky economies, financial crises, and political short-term support has in other countries influenced funding for sport. For example, in Greece and the UK, funding has steadily decreased during the last 20 years. However, at the millennial shift, Swedish policies for gambling businesses were tightened, which resulted in a surplus in the gambling industry unexpectedly extending the budget of the Swedish sport sector. Between the years 2000–2005 the financial means allocated for sport increased by SEK 9 million.⁵⁰

Despite the increase in funding, for the last 10 years, Sweden has seen an influential decrease in sport club memberships, accompanied by a steady increase of memberships in alternative fitness facilities (e.g., gyms).⁵¹ This reality is unsettling to many sport clubs who express feeling as though they are in competition with other clubs, all contending for the same funds handed down by RF. There is also a divide within RF, between clubs who wish to focus purely on sport skills and elite sport, and other clubs that would rather focus on hobby exercising and inclusion. There are also clubs who wants to focus on both endeavours, and a minority that would want to carry out S4C activities, which would move beyond physical activity.

Although the road to funding may be rocky, this study also shows that there is a strong interest in S4C in Sweden. Apart from many participating stakeholders who expressed enthusiasm, the political landscape in Sweden could come to play an important role. For example, it is evident that Swedish society takes seriously the positive social impacts of sport. In 2015, following the refugee crisis in Europe, the Swedish government amended the budget for sport in an extra bill that allocated SEK 64 million to immediately begin funding the project “sport for new arrivals.”⁵² Seven out of eight political parties have communicated that they wish to increase funding for sport activities in socially and economically vulnerable areas. Moderaterna, a liberal-conservative party has indicated that they wish to invest SEK 250 million towards sport projects that promote social inclusion. The Social Democrats have also commented that they want sport in Sweden to function as a preventative network for children and youth. Clearly, there is interest—the way forward is to get organised and display what S4C is.

To make S4C sustainable in Sweden, a way has to be found to provide organisational funding and not just project funding. As the table below shows, almost all funding available for the sector is currently project-based. This leads to short-term activities and uncertainty.

An aspect in favour of S4C is that social entrepreneurs are perceived as being more impactful in enabling social change than the welfare state in Sweden.⁵³ It has even been argued that the Swedish sport policy wants to achieve a real change in society. This is illustrated by the sport initiatives “elevated sport” and “sport for new arrivals” that all have specified social aims, but the sector ends up supporting traditional organisations that rather do sport for sport.⁵⁴ This seems to be the direct result of the implicit contract between RF-SISU and the government.

Table 2 | Funding Level and Type of Funding Available

Funding Level	Organisation	Funding Type	What is Funded?
National, Regional	RF-SISU	Organisational & Project Funding	Funding available at the organisational and project funding for sports clubs.
National	The Board of Health and Welfare	Project Funding	Non-profit social work organisations within six categories. One category is to “promote health and wellbeing without being a sport organisation”.
National	MUCF	Organisational & Project Funding	Allocates fiscal grants for youth and other civil society organisations based in Sweden. They support diverse organisations ranging from political youth clubs to associations of interest.
National	Swedish Outdoor Association	Organisational & Project Funding	They provide grants for organisations that organise sustainable outdoor activities, are registered on a national level, and are active in at least 10 counties. The applying organisation needs to identify as an outdoor organisation.
National	Skandia — Idéer för Livet	Project Funding	Projects that aim to improve the health of children and youth. Both organisations and private persons may apply. The grants may be used for material costs, marketing, education, and information.
National, Regional, Local	PHA	Project / Organisational / Operative Funding	The Public Health Agency allocates grants for specific purposes. Projects may focus on mental health, suicide prevention, substance control, HBTQI topics and substance prevention.
Multilateral	Erasmus + (EU, Small-scale Funding	Project Funding	Small-scale funding for national and transnational activities.
Regional	European Social Fund (ESF) Sweden	Project Funding	Specific projects for socially and economically vulnerable groups are supported. The grants are supposed to foster social inclusivity and competence.
Regional, Local	RF-SISU	Organisation / Project & Leadership Funding	Funding available at the organisational and project funding for sports clubs.
Local	Idrottsförvaltning	Organisational Funding	Organisations can get funding for activities that target children and youth aged between 7–20. They also support activities for children, youth and adults with disabilities.
	Stockholm	Leadership Funding	
		Facility Funding	
National	Allmänna Arvsfonden	Project Funding	The projects that receive funding are diverse, ranging from building a soccer field to establishing a suicide-help-hotline. Their commonality is that they all target activities for children, youth, and elderly with disabilities.
National	Postcode Foundation	Project Funding	Postcode Foundation delegates financial support to various types of projects related to, people’s living conditions, nature and environment, culture, and sports. They support both Swedish and international organisations that meet their requirements.
National	Kronprinsessan Margaretas Minnesfond	Project Funding	This trust hands out grants to Swedish-based non-profit organisations and institutions that are active in the social sector or for other charitable purposes.

49 SBF, <https://svenskbidragsformedling.se/soka-bidrag-till-forening/>
50 (Bjärsholm & Norberg 2021).
51 Special Eurobarometer 142, 2017 p. 49.
52 “[d]ue to the current refugee situation, the government believes that additional support needs to be added to the sports movement to facilitate efforts for asylum seekers and to the work on establish and include the newly arrived into society” (p. 17). Prop. (2015/16:47).
53 Nicholls, 2006.
54 Ratten, 2017.

Table 2 | Funding Level and Type of Funding Available (continued)

Funding Level	Organisation	Funding Type	What is Funded?
National	Konung Gustaf V:s 90-årsfond	Project Funding	The foundation supports non-profit youth activities mainly through sponsoring the education of new coaches or teachers. The grant can only be allocated for youth-based activities.
National	Karin och Ernst August Bångs Minne	Project Funding	Gives yearly grants to non-profit organisations focusing on social issues. They give highest priority to activities focused on preventing drug addiction, preventing bullying, and increasing the understanding between different ethnic groups, and/or increasing social belonging.
National	Prins Gustaf Adolfs och prinsessan Sibyllas minnesfond	Project Funding	Provides grants to organisations and non-profit organisations that focus on activities for children and youth.
National	Ungdomsstyrelsen	Project Funding	This trust mainly hands out grants to activities for youth, but also for work around equality and integration. The grants are allocated in alignment with governmental guidelines.



image: Fight for Zero

Box 2 | The Swedish Landscape – Summary

THE SWEDISH LANDSCAPE

- The Swedish sport movement (Idrottsrörelsen) is organised by the RF-SISU, which has taken on functions of a governmental agency. They are an umbrella organisation responsible for supporting, representing, leading and coordinating the sport movement at all levels and oversee 71 sports federations and over 20,000 sports clubs across the country. The sport movement is decentralised, which rests on the principle that politics in Sweden do not seek to meticulously govern public affairs but rather define results and benchmarks that recipients need to meet. Accordingly, RF-SISU receives approximately SEK 2 billion a year that is allocated with remits.
- In Sweden, non-profit organisations that are not part of the RF-SISU network can apply for grants that are often categorised into three types: operative grants (organisationsbidrag), activity fees (uppdragsersättning), and project grants (projektuppdrag). The grants are handed out at a national, regional, or local level. Sport for Change actors tend to rely on project grants, but to enable long-term impact, a way has to be found to provide organisational funding that will make S4C sustainable in Sweden.
- Sport for Good is not yet formalised in Sweden since RF-SISU has a similar purpose and a monopoly on sport funding. However, their remit for Sport for Change is small; 22% is allocated for “elevated sports” but within this programme only 2.7% of the funding is allocated toward sport in socially and economically vulnerable areas (see appropriation document). Therefore, one can conclude that Sport for Change is underfunded.
- The analysis points toward a paradox—there seems to be a strong political interest in Sport for Change activities, but the knowledge of Sport for Change actors outside of the RF-SISU network is obscure. Therefore, advocacy is an important step forward.
- In conclusion, Sport for Change has the potential to emerge as an alternative to traditional sport clubs by putting target groups at the core of activities rather than sport skills per se. There are opportunities to work with local municipalities that are often legally responsible for the target groups with which Sport for Change actors work.



image: En Frisk Generation



CHAPTER 3

OPPORTUNITIES AND BARRIERS TO THE SPORT FOR CHANGE SECTOR IN SWEDEN

The S4C sector in Sweden is at a turning point: there is a growing remit for using sport as a tool beyond physical and mental health and key stakeholders are increasingly understanding of and interested in using sport for change methods to improve various social outcomes across Sweden. Consequently, a number of opportunities are converging to create what is the beginning of a flourishing future for the sector.

However, the sector remains at its infancy and faces a number of barriers to its growth. Sport in Sweden is organised by the RF-SISU, which currently has an official remit for sport and social change, but maybe a different definition for it. Hence, the S4C concept, as we promote it, is not yet well understood among key funders. Also, the S4C sector is not yet as structured and as collaborative as it could be among others.

In the chapter to follow, we outline barriers and opportunities to the strengthening of the S4C in Sweden.

This chapter consists of a broad analysis that summarises the findings from more than 50 interviews with a variety of stakeholders in Sweden, ranging from administration to civil society actors and foundations.

3.1 BARRIERS FOR THE SECTOR

The Sport for Change concept is yet to be formalised in Sweden

One of the key challenges for the Sport for Change sector is the S4C concept is still at its early stages and there is not yet a formalised definition and agreement on what it entails. Key stakeholders' understanding of what it entails and can achieve also appears limited. S4C programmes lie across a spectrum which varies greatly between actors: their use of sport, how their design brings in varying practices to achieve their social goals, their use of sport, the percentage of time they spend on sport and non-sport activities. Understanding the key mechanisms that form part of S4C programmes is important for intentional design and delivery of powerful social impact programmes, but also for stakeholders and funders to understand the value of S4C vis-à-vis the general provision of organised sport.

During the course of the research, it became apparent that the majority of respondents understand sport and sporting activities to equate S4C. The general perception in Sweden is that sport participation alone leads to a positive social impact. The understanding of the social impact of sport rarely goes beyond physical and sometimes mental health benefits.

However, as detailed in chapter 1 of this report, S4C is the intentional use of sport or physical activity to achieve social development objectives rather than sporting performance objectives. Additionally, in chapter 1, we explain that using the term "sport" is a deterrent to furthering the network and S4C sector as S4C discourse is already integrated in the conception of sport provision by means of the federations and associations.

► Respondents have overwhelmingly stated they associate terms such as "physical activity, leisure, recreational activity" better with the Sport for Change concept.

As such, for the S4C sector to grow, the definition and potential impact of the sector needs to be clarified and publicised with key stakeholders, but it also need to be unified among S4C actors. This would benefit from being done with collective advocacy work and should be coupled with demonstrating impact activities.

Funding challenges and an in-between position of S4C actors

The S4C sector is at its infancy. The potential for S4C in Sweden is great and the potential impact would be widespread, but this would only be fulfilled with long-term, sustainable and collaboratively sought funding. Various S4C respondents have explained that the lack of sustainable funding is a major barrier to both strengthening the sector and their organisations' sustainability. Small organisations perceive of themselves as if competing for the same funding as other S4C actors, resulting in competition in the sector and difficulties in retaining staff for their existing programmes. Consequently, this affects social impact and the dynamic among the S4C community who would benefit from uniting in their efforts. In the course of interviews, a number of funding challenges have been highlighted.

“There is a lack of structured sustainable funding, which supports structured, sustainable and impactful work. When the funding is not sustainable, then the delivery isn't either.”

RF-SISU's earmarked budget for S4C activities is small

Elevated sport (idrottslyftet) is the name of the RF-SISU initiative to promote and support social impact activities carried out by sport clubs.⁵⁵ In the course of the research, we analysed the budget for the RF-SISU for 2022 and established that the funding allotted to elevated sport accounts for SEK 525 million for the whole programme.

When looking further into the elevated sport budget, we established that SEK 45 millions of this goes to sport in schools and only SEK 14 million is earmarked to go directly to what we would define as Sport for Change. The remainder of this budget (SEK 471 million) is not earmarked.

To conclude, of the SEK 525 million allocated to the elevated sport programme, only 2.7% is earmarked for what we have defined in this report as Sport for Change activities.

55 <https://www.regeringen.se/informationmaterial/2018/02/regeringens-strategi-for-sociala-foretag--ett-hallbart-samhalle-genom-socialt-foretagande-och-social-innovation/>

S4C struggle to join the RF-SISU

It could be argued that S4C actors are in a difficult position: for civil society focused donors, any activity which involves sport falls within the remit of the RF-SISU and receives funding from the RF-SISU; for the sport movement, any social impact activity that is funded needs to be carried out by a sports club and funds are channelled through the federation they belong to. But S4C actors often fall in between those two schemes.

A general recommendation given by sporting stakeholders has been for S4C actors to either organise themselves as a sport club or to join a federation to be able to access funding earmarked for social activities. Numerous S4C actors would happily do so, but have explained that they are unable to for several reasons – here are some of the reasons S4C actors are not able to do so:

- In order to be part of a federation, an organisation needs to spend at least 70% of its activities delivering one sport, but as we have established, S4C is not about the organised delivery of one sport. It is about using sport (often many varying sports) to achieve social change.
- Additionally, federations have a requirement that sports clubs should compete in their discipline, but as we established in chapter 1, S4C is not about competing, it is about taking part in an activity as a means of inclusion.
- In order to get funding, clubs need to have fee-paying members and receive payment based on member participation. S4C activities are by nature often targeting populations who do not have the means to join pay-for clubs, who do not come regularly to activities but on a “when they can basis”, and whose trust needs to be earned over time in order to take part in the activity.
- Sport clubs are non-profit organisations which rely heavily on volunteering for the roll-out of their sessions, social activities etc. S4C actors are often operating in lower socio-economic areas of Sweden. In these areas, parents and adults’ circumstances are such that they are not in a position to volunteer to support activities to the same extent. But the very delivery of S4C activities rely on the existence of trusted relationships with people who are embedded in those communities. As such, S4C actors rely on their trained and paid staff to deliver those programmes.

For these reasons, it is difficult for S4C actors to establish themselves or operate as sports clubs to receive funding.

Additionally, through interviews, we explored whether the S4C sector could emerge as a self-standing federation to be able to benefit from the RF-SISU social impact funding. Although numerous S4C actors expressed their enthusiasm at the opportunity, they were prompt to caveat that joining as a federation may be particularly difficult. They explained that those decisions take place by vote at the bi-annual general assembly and the last one happened in June 2021, which would leave the sector in limbo for another year. Additionally, respondents were prompt to give the example of Friskis and Svettis, who have been a part of the Athletics Federation (friidrottsförbundet) were denied admittance in 2019 as an independent federation, although they have been a part of the Swedish sport tradition for more than 40 years.⁵⁶ Further unsuccessful contenders in 2021 include the Swedish E-Sport Association, the Swedish Bridge Association, the Swedish Chess Association and the Swedish JiuJitsu Association. Bridge and Chess were rejected as they are not considered to perform sport in the sense that RF-SISU define it while JiuJitsu did not have enough members.⁵⁷ They also gave the example of the paddling federation, which was recently admitted but had already applied unsuccessfully two times before. As such, as much as they would see the benefit and would be keen to start a S4C federation, they are doubtful that such a pursuit would be successful.

Cross-thematic work or new concepts are harder to fund

In addition to exploring RF-SISU funding, we spoke to a number of additional funders to try to understand the barriers to funding the S4C sector. Many funders explained, given the use of sport, these activities would fall within the RF-SISU remit and not theirs, not realising that S4C actors do not benefit from RF-SISU funding. Additionally, S4C actors are often working across several thematic programmes which are not traditionally used by these funders, and thereby, are not entitled to their funding. Finally, some of the funding that could be available to S4C actors (and which numerous S4C actors apply for) can be mutually exclusive, or smaller S4C organisations do not have the knowledge, time or resources to apply for them.

“If I am completely honest, I understand that Sport for Change is cross-thematic, but if you are mixing the targets, you will make it very hard to find grants. And if you are new or offering methods, it is very important to be able to demonstrate the impact of what you are doing.”

A respondent explained that the funding for sport related activities entailed a particular way of funding at the municipality level: they get funding based on the number of participants joining the activity for at least an hour, which is difficult for S4C actors to achieve and thereby unlock such financial support.

Finally, funders have explained that is easier for them to understand the value of their investment when there is a clear social impact (i.e. helping refugees) which clearly falls within their organisational goals.

Institutional barriers

During the course of the interviews, respondents cited a number of institutional barriers to the development of the sport for change sector.

The power of the RF-SISU

The RF-SISU has a monopoly in Sweden in the provision of sporting activities. During discussions with stakeholders, it also became apparent that anything to do with sport in Sweden was automatically associated with and understood to be within the remit of the RF-SISU. The RF-SISU is one of the key sporting solutions in Sweden, particularly when it comes to competitive sport, but it is not all solutions as we have established in this report. One of the main challenges of the S4C sector is to empower people to understand that the S4C sector is much bigger than the RF all whilst acknowledging the existing sporting traditions and power structures.

Many conversations around alternative funding for organisations was often cut short and referred back to the RF. Given that S4C actors are struggling to access RF social impact funding to carry out their activities, yet non-sporting actors usually refer them back to the RF, this often leaves them in a conundrum.

“The RF[-SISU] has a lot of money to do these [S4C] activities, so it has become a gated community.”

Preferential treatment of sport clubs for sport facilities

Respondents have explained that another barrier to successfully rolling out their S4C activities is access to sport facilities. Like in many countries, there is a competition for resources, in particular access to sport facilities: sport clubs have a preferential access to sport facilities if they are part of RF.

Structural challenges to local administrations’ work with the third sector

Local administrations are undoubtedly a key stakeholder in furthering the structural reach of the S4C sector, however, there are numerous difficulties in doing so.

Firstly, the Swedish administration system, as explained earlier in this report, is decentralised and characterised by a high level of autonomy in each of the 290 municipalities. There are no formalised S4C engagement pathways with local administration in the key Swedish cities of Malmö and Stockholm. On an individual basis, municipalities are well aware of the relevance of sport as a tool to foster various social impact outcomes and the municipalities have engaged with certain S4C actors anecdotally. From a civil society perspective, this involved engaging a different administration with different priorities, goals, ways of engaging with civil society and different positioning on S4C. This makes it very timely and costly, especially for smaller organisations looking at scaling. Respondents have pointed to the fact that smaller organisations may be easier to engage and collaborate with than bigger organisations.

Additionally, Swedish local administrations have an existing relationship with key sporting actors and some of them have explained they are reluctant to engage with a host of new actors and organisations on an individual basis. To engage, they would favour having a representative of the sector who would be a spokesperson for the S4C more broadly. However, the S4C sector is not yet established in a way to support formalised or collective engagement.

Finally, the laws on collaboration between the third sector and municipalities have, to date, been described as very restrictive and are making collaboration administratively cumbersome and difficult. However, the recent 5-step strategy may become a successful way to increase engagement, particularly with the IOPs and meta-organisation platforms described earlier in this report.

“As an administration, we have not been that eager to partner with the Sport for Change sector because we do not see them as a systematically functioning organisation or sector. We already have our working relationships; it would take a lot of time to engage with organisations individually.”

Work in silos in the Swedish Administration

S4C is by nature cross-thematic: it achieves social impact by using sport as a tool. However, all respondents agreed that the Swedish administration is structured in a way that does not facilitate cross-sector work. Indeed, local administrations often have a sport and leisure department, which works closely with and funds the RF-SISU and sports clubs, and supports with sport facilities and leisure time, and a social department, which often works on integration and education, which works on educational outcomes. But we were told that there is not an administrative culture of collaboration in Sweden, so these departments seldom do.

A respondent explained that the Swedish system is not really built for collaboration and listed a number of barriers to creating proper engagement: funding is limited and there are no incentives for collaboration. Sport departments cannot easily accept funds from other departments. They also cannot accept private capital and co-funding with foundations is administratively a burden which often prevents municipalities from doing so.

S4C activities straddle all three sectors, yet there are no pathways to engage constructively to impact across sectors.

“It is difficult for the [Sport for Change] sector, it is almost like Sweden is standing on two legs: sport and social. This is a tough position for physical activity and social impact because there is a strong sport component and then the social component talks about the other aspects. Talking about both is difficult and does not really happen.”

⁵⁶ Friskis and Svettis were suggested to be allowed as members in 2021 by the RF committee together with padel and Icelandic horseriding society, but were rejected in the end.

⁵⁷ <https://www.rf.se/Nyheter/Allanyheter/riksidrottsstyrelsenforeslartrenyamedlemsforbund>
<https://via.ft.se/pressmeddelande/nya-forbund-foreslas-bli-medlemmar-i-riksidrottsforbundet?publisherId=3235685&releaseId=3297618>

A sector not yet coordinating and collaborating to a fuller extent

Reasons outlined throughout the report – namely, the lack of sustainable funding of the S4C sector, the difficulties in obtaining project funding, let alone, organisational funding, difficulties and the personal trusted relationship of successful engagement with municipalities or the need to increase knowledge around S4C as a sector – have led to a fragmented sector where the actors have to compete for resources and access. This, in turn, hinders the emergence of a strong and self-standing sector, with a broad thematic and beneficiary outreach, and a collective impact.

Additionally, it is worth noting that the sector is characterised by numerous frontline organisations who do not yet have the capacity to engage at a more strategic and national level, thereby contributing to the limited alignment and collective action.

Given the nature of civil society actors and S4C, collective actions do happen of course, but those are driven by exceptional individual commitment rather than a structural supporting system which facilitates collaboration.

The sector will greatly benefit from the strengthening of a network and collaborative work, in the first instance, by agreeing on a definition and name for the sector, common goals and ground rules. This would facilitate all the advocacy work needed for the sector.



image: Bara Vanlig

Individual and collective impact is not yet understood

Generally, Swedish society, agencies and administration want things to change positively, and people and organisations want to help and improve the situation. But with a new sector, whose innovative approach is not well known by stakeholders, there can be a level of reluctance to engage due to a lack of understanding of what is offered, what it will achieve or how it will achieve it. As such, there is a great need for the Sport for Change sector to strengthen the capacity of actors and to demonstrate their impact. This should not only be at the individual level but also collectively—to unlock further support of the sector.

3.2 OPPORTUNITIES

A positive attitude towards sport in Sweden

One of the great opportunities for the S4C sector in Sweden is the overwhelmingly positive mindset towards sport and physical activity. From a Swedish point of view, sport has a positive connotation and is collectively seen as a means of helping society. To many, sports clubs are a part of everyday life and create a sense of belonging. Doing sport and being a member of a sports club is a hallmark and integral part of growing up in Sweden. A large number of Swedish households are active in the sport sector, with children partaking in sports activities from a young age and parents volunteering at sports clubs.

The popularity of, and positive attitude towards, sport and physical activity provides an opportunity to strengthen the S4C sector in Sweden, as the network of S4C actors will be engaging with a host of actors who are positively inclined towards the use of sport as a tool. The S4C network can leverage this positive attitude and reinforce the existing perception by demonstrating that purposefully designed activities can achieve powerful social outcomes.

One thing to be mindful of with the S4C sector is that the excellent reputation that precedes the sport sector is also a risk to any newcomers, who would look to criticise the sector or highlight that not all sport activities achieve social impact outcomes, since many decision makers perceive of sport as already fulfilling that gap.



The timing is right

Respondents agree that, although S4C is not yet known broadly as a concept, the timing to strengthen S4C is right. S4C has been included in the public debate during the election campaign this year, where the Social Democrats have been debating how to strengthen the industry of sport, how to use sport as a preventative forum for people and a means of creating social change. Additionally, there is substantial interest in meaningful spare time activities in Sweden.

Moreover, the administrations (local and national) are becoming increasingly more interested in using sport as a tool to foster other social outcomes and to achieve broader objectives. Given the dynamic between the state and the RF-SISU, it is, however, difficult for them to impose specific social outcome results as this would be perceived as an infringement on their autonomy.

As stated earlier, people are optimistic about sport: there is a general belief that sport can contribute to social objectives and social good. However, as much as sport is part of the Swedish DNA, social outcomes will not simply occur because of sport participation – there is a lot more to be done for sport to achieve social impact objectives – more than practicing traditionally organised sports activities.

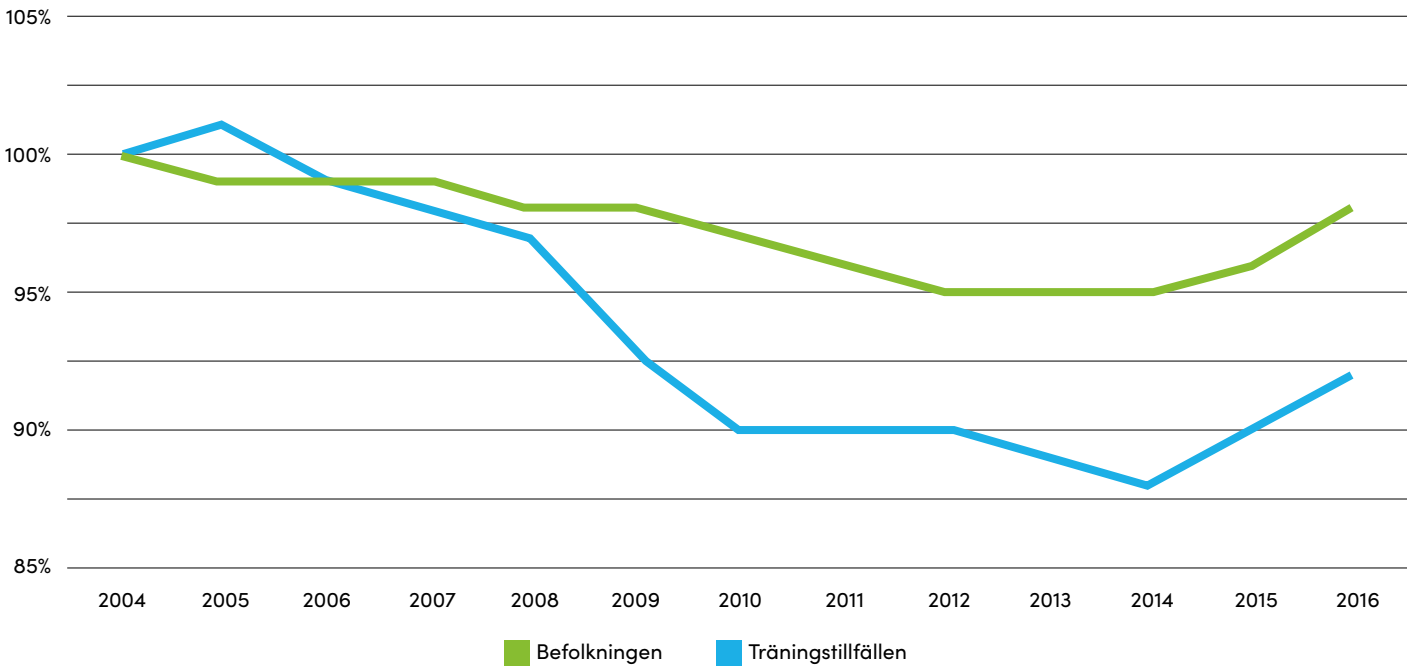
As such, the timing appears to be right for the S4C sector to demonstrate to key funders and stakeholders the results that they are already achieving with their initiatives and to encourage collaboration to achieve their objectives. Other donors are also increasingly interested in innovative collective approaches and are open to learning more about innovative and collaborative approaches that the S4C sector can contribute (see next chapter).

“The real magic is to bring people together not for excellence, but to promote the collectiveness of life.”

Attrition in children’s participation in sporting activities

As mentioned earlier in this report, sport and physical activity are an integral part of the Swedish lifestyle, and 60% of the Swedish population exercise regularly, a number that reportedly has increased since 1980.⁵⁸ There is also a very high participation of children and youths in sporting activities.

Figure 4 | Level of Activity for Children and Young People Between 2009-2013



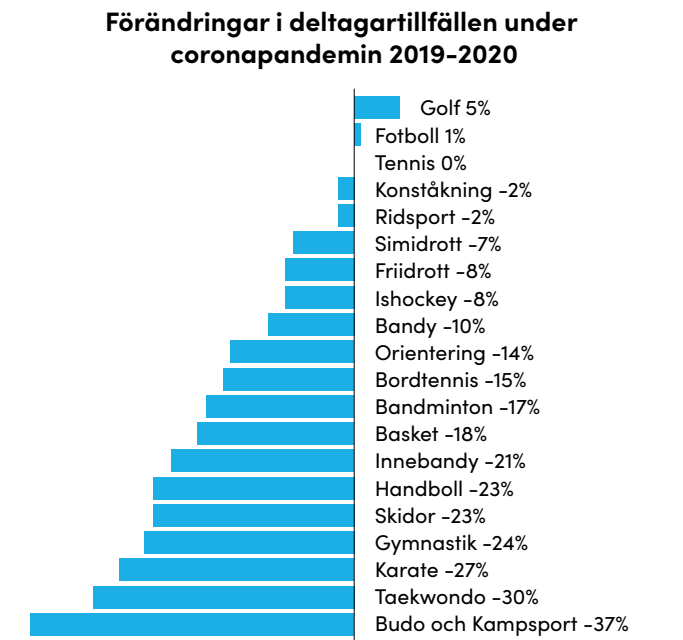
Source: Idrottstatistik

However, interviewees pointed toward the fact that in recent years there has been a decreasing number of children and youths participating in organised sport, as well as more children discontinuing their participation in sport activities as they become teenagers, particularly teenage girls. According to the Idrottstatistics, Sweden’s sports statistics, there is a steady decline in the level of sport participation (Träningsstillfällen) amongst children and young people between 2009 and 2013, an apparent increase after 2013 only reflects a level of activity in parity with the increasing population, ergo not an increase in real terms.

Figure 5 illustrates how the age groups are divided in terms of club memberships between 2019-2020. Young children are very active in sport clubs. As people grow older, they leave the clubs. RF-SISU is aware of this problem, and they are increasingly trying to find useful solutions for it.

Additionally, COVID-19 has had a strong impact on participation in sport clubs. Some clubs were doing better, but experienced a sharp decline in 2020, and the numbers of members are still not back to where they were pre-pandemic. Contact sports such as judo decreased the most, followed by other indoor sports such as gymnastics. The only sports where participation increased were football and golf.

Figure 5 | Change in Participation Opportunities during The Corona Pandemic 2019-2020



Procentuella förändringen i deltagartillfällen per år mellan 2019 och 2020 för de 20 största specialidrottsförbunden, flickor och pojkar 7-20 år.

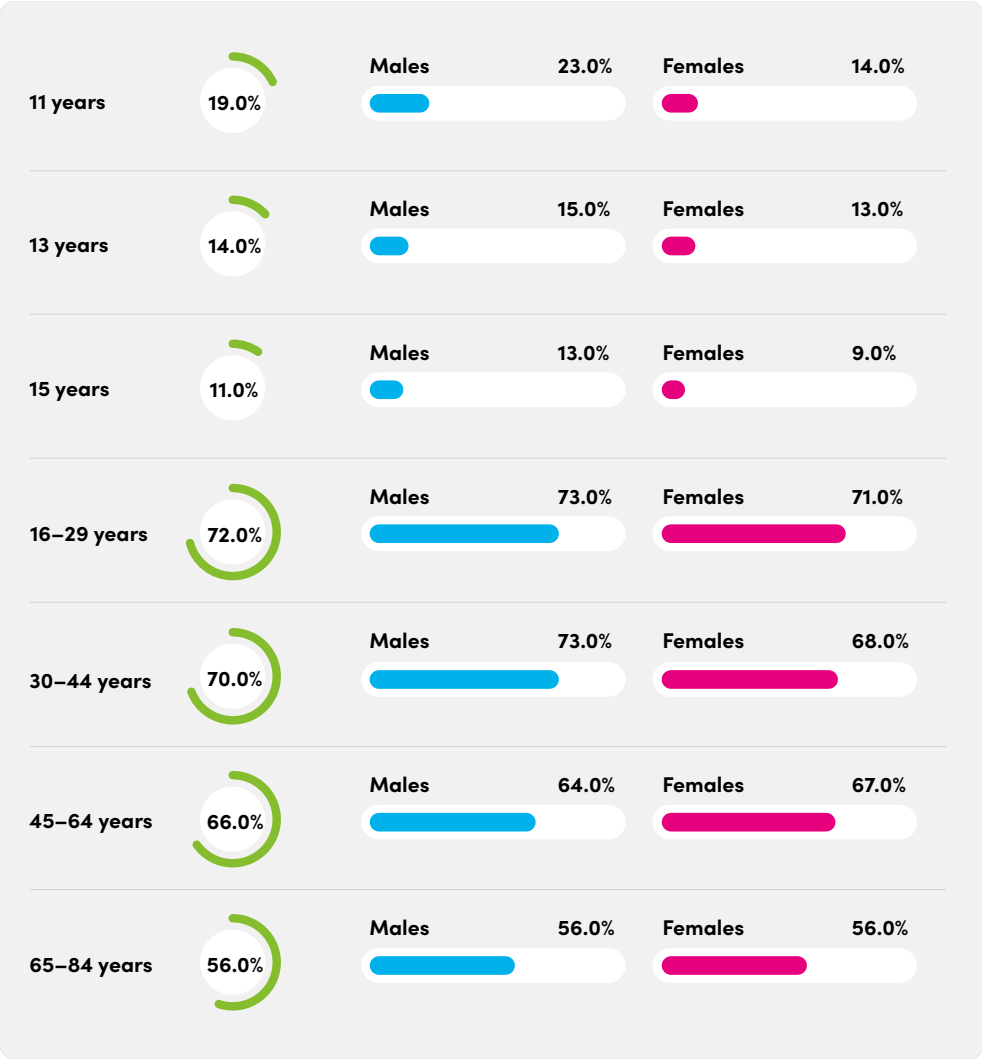
Source: Idrottstatistik

The EU produced the following sporting participation statistics in 2021, which highlights lower prevalence levels of sufficient physical activity levels among teenagers, with a significantly lower participation in younger girls: 23% for 11-year old boys against 14% in 11-year old girls.



58 <https://www.folkhalsomyndigheten.se/the-public-health-agency-of-sweden/living-conditions-and-lifestyle/physical-activity/>

Figure 6 | Estimated Prevalence of Sufficient Physical Activity Levels, EU Factsheet



Source: EU/WHO – Sweden Physical Activity Factsheet, 2021

S4C activities are providing alternative sporting and physical activities for the youth and are able to reach harder to reach populations (see below), with reportedly increasing numbers of participants over the past few years. Additionally, female participation in sport and in S4C activities has demonstrated benefits to their wellbeing, integration, confidence, self-esteem, and psychological wellbeing among others. It is also well documented that representation matters in coaching, particularly for girls, as female coaches lead to better participation outcomes amongst girls. A number of S4C initiatives are female-focused with an emphasis on working with female coaches for women and girls. As such, their ability to attract new types of young participants and an increasing number of youths, including females, could represent an interesting learning for both the sport sector and the social inclusion sector as they work to reach new participants and strengthen their gender dynamic.

The invisible divide – supporting key stakeholders in reaching marginalised populations

Although the practice of organised sport is well spread across Sweden, respondents have been pointing to a growing “invisible divide” in Sweden.

Indeed, they pointed to this “invisible divide” in terms of the access to, and practice of, sport in Sweden: to grossly schematise it, sport is part of the fabric of being Swedish and of a Swedish upbringing for the middle class. However, in suburban areas, where more multicultural and underprivileged populations have different financial possibilities and time constraints, there is a noticeably lower participation of children, youths and adults in organised sport and volunteering at sports clubs. This, respondents highlighted, is due to a number of reasons, of which we the most often cited are time, financial resources, availability, culture and knowledge.

- Organised sport requires transport to be able to attend both practice sessions and games. Families are not always in a position to accompany their children, nor have the means of transport, time or resources to do so;
- Numerous sporting activities take place over the weekend, preventing families, whose parents are working over the weekend, to participate or accompany children;
- The Swedish sport sector is characterised by non-profit sports clubs run and supported by volunteers, who are often parents to participating children. Parents and families who are first generation immigrants are reportedly less aware of the prevalence and importance of partaking in organised sport in Sweden;
- Joining sports clubs require payment of a membership fee (unless lifted) and additional costs to acquire material, equipment etc, which many families are not in a position to afford. In addition, more and more sports clubs have to pay for their coaches, resulting in increasing yearly fees for participants;
- Some children arrive in Sweden in their teenage years, and are reportedly not always able to join clubs because their sporting performance does not match the performance requirements to join the club for that age group (most children in Sweden start sporting activities at a very young age).

At present the RF-SISU, municipalities and sports clubs are working together to reach the so-called vulnerable populations in lower socio-economic groups to give them access to sport and physical activity and thereby all the benefits that entails. However, by their own account, they are not necessarily managing to reach all of them to the extent that they would like to. Revisions of the initiative “elevated sports”, which was supposed to attract more young people to join local clubs since its launch in 2006, generally fall flat. However, the initiative continues to receive the same funding.⁵⁹

S4C actors in Sweden have been successfully delivering activities to a very broad range of target groups (from vulnerable women and children, to refugees, to disenfranchised young men and former victims of sexual abuse, amongst others). They also, on an organisational basis, have a successful track record of building long-standing trusted relationships with so-called vulnerable groups and traditionally hard-to-reach populations. They are therefore, by nature, catering to more so-called vulnerable and harder to reach families when providing activities happening nearby which are free, led by coaches that have built trust within the community, or are part of the community, and are easily accessible and designed to meet local needs.

This is where the S4C sector is extremely strong and could collaborate with the sport sector, to be an entry point, a collaborator or a bridge, and work towards supporting a more inclusive access to sport in Sweden.

“ In Sweden, we have put ourselves in a problematic position because we are so proud of the democratic and healthy sport movement that we can hardly make it change or improve. The sport movement has such strong legitimacy and money that it is very difficult to challenge the fact that they are not achieving everything.”



59 <https://timbro.se/allmant/svensk-idrottspolitik-en-bollbyrakerati/>

Using a well-understood framework, such as SDGs, as an entry-point

The SDG framework is well publicised and understood in Sweden and closely matches the objectives of S4C actors in Sweden. Respondents agreed that by leveraging this framework, non-traditional funders of S4C activities and risk-averse funders would be more likely to understand the desired impact of the activity and potentially support both activities and the sector as a whole.

As such, the S4Cs represent a good opportunity for the S4C to reach new stakeholders and potential funders by using a narrative and framework already understood by them.

A need for impact data and increasing public scrutiny of social impact and accountability

There is reportedly a growing trend across public agencies to require data on the impact of public funding, which also concerns the RF-SISU. Although at present there is nothing in open sources to publicly suggest this, some respondents have stressed that it is not always clear the extent to which the RF-SISU's social impact objectives are achieved. This issue begins with the fact that RF-SISU operates with vague guidelines as to what they need to achieve in the first place. Also, once they receive their statly allowance it is not possible to exactly determine on which activities the money is spent.⁶⁰ At a national level, the CIF is responsible for monitoring the work of RF-SISU. They create a yearly report of how they spent their statly allowance. This report is a critical document but it is also a channel that is unlikely to reach the public. Since RF-SISU is not an official authority but an NGO, it is difficult to monitor their work closely and to exactly map out how the statly allowance is used.⁶¹

Within RF-SISU there has also been criticism from the federations. In 2019, at the RIM, there were three critical motions that addressed RF-SISU's organisation and inefficiency. The motions came from eight bigger federations such as golf, floorball, ice hockey and soccer.⁶² With between 700-800 administrative staff, RF-SISU put a lot of their financial allocation toward its own organisation. It has been suggested that approximately half of their allowance stays within their administration.⁶³

Similarly, some risk-averse funders or other potential funders who are not aware of the social impact potential of S4C would welcome evidence-based research and impact data on the work carried out by S4C actors. Numerous respondents who are not familiar with S4C agreed that it may facilitate engagement and piloting new work, activities or innovative approaches if organisations could clearly outline the social benefits of their existing interventions or intended pilots. Additionally, collectively demonstrating the impact of S4C activities and programmes would support any advocacy initiative to publicise S4C in Sweden.

Demonstrating impact, particularly for smaller organisations, is a challenging task and requires human resources, which might not be at their disposal. However, it would represent a great opportunity as the S4C sector could become forerunners and examples of best practice within the field, bringing actors together to highlight the great results that all organisations in the sector are achieving respectively. Perhaps, this is something that public funding could start supporting the sector with.

“I would love to see more Sport for Change programmes across Sweden. It would be good to have more cross-sectoral work but also to widen the scope of social initiatives. I would love to see more steps and opportunities to use Sport for Change, maybe with non-formal education associations, integration of the most vulnerable, and offering opportunities. I think the Sport for Change organisations would gain traction by being better at showing what they are doing and the impact they are having, and perhaps also by showing what they are doing together.”



Five-step strategy to support social entrepreneurship

In 2018, the Swedish government published a five-step strategy on supporting social entrepreneurship. Its aim was to strengthen the development and improve the structural conditions of social entrepreneurship (both profit and non-profit), since they both have potential to tackle challenges in society.⁶⁴ The government sees their strategy as a long-term endeavour working toward sustainability and the 2030 agenda. The five areas of the strategy consist of:

- 1 supply and demand,
- 2 strengthening competencies amongst social entrepreneurs,
- 3 financial means,
- 4 evaluating effects to interest investors,
- 5 creating networks.⁶⁵

Within the first category, municipalities have the chance to emerge as valuable partners for S4C actors. Municipalities might be overlooked since their grants are not always easily accessible online, and it might be difficult to be taken seriously as a smaller organisation by the right people in the municipality. As said by one interviewee, “the municipalities usually work with youth organisations that they already know.” Therefore, an organisation should try to build relationships of trust and confidence with the municipalities.

As part of the supply and demand process, the idéburet offentligt partnerskap (IOP) partnering, which offers a way for an organisation to co-operate with a local municipality, has developed. IOP consists of a close co-operation between a non-profit organisation and a local municipality. At the centre

of the co-operation are the societal issues that need solving, which are defined together with both actors. It is important to remember that municipalities can allocate both project money and IOP deals if they like. But they are relatively autonomous and can choose to say no. Therefore, organisations should network within their communities and inform themselves how they can best sell in their ideas to show how their activities benefit the community, by referring to efficiency.⁶⁶

In alignment with the categories two, four and five of the governmental report, meta-organisations have emerged that enable networking, competence-building and advocacy. An important part of their work is to enable small non-profit actors to organise activities together with other actors and municipalities. Examples of such organisations are Malmö Idéella, Malmöandan, and Reach for Change. They are also great springboards to find funding channels. Municipalities are working to create additional platforms allowing cross-silo work and networking. We provide a list of existing networks and collaborations with the public sector in chapter 5, but list below a number of “meta-collaborations” between municipalities and civil society, which could represent a useful opportunity to the S4C sector:

- HISO in Helsingborg
- There is an IOP in Gothenberg, initiated by the social service committee
- Hella ideella in Landskrona
- Malmöandan in Malmö
- Malmö Idéella in Malmö

In conclusion, the IOPs are a very good opportunity for the sector to engage further and create powerful pathways at a local level and use the meta-organisations as a spring-board to reach the community.



image: Fight for Zero

60 <https://timbro.se/allmant/svensk-idrottspolitik-en-bollbykrati/>

61 <https://timbro.se/allmant/svensk-idrottspolitik-en-bollbykrati/>

62 <https://idrottensaffarer.se/kronikor/2019/01/hur-stark-ar-kritiken-mot-rf?page=4>

63 <https://timbro.se/allmant/svensk-idrottspolitik-en-bollbykrati/>

64 https://www.regeringen.se/491b2f/contentassets/0f9a51b89db64c7490d310a9b05dee19/2018_sociala-foretag.pdf

65 <https://www.regeringen.se/informationmaterial/2018/02/regeringens-strategi-for-sociala-foretag-ett-hallbart-samhalle-genom-socialt-foretagande-och-social-innovation/>

66 A guide to IOP partnerships in Sweden: <https://skr.se/download/18.5627773817e39e979ef5bf70/1642488946996/7585-630-8.pdf>

Elections, an opportunity for S4C?

During the course of this research, we interrogated whether the September 2022 general elections represented an opportunity for the S4C sector. Although sport as a tool for social impact has been on the political agenda more prevalently since 2015 and the refugee influx, all sport related social impact work is understood to fall within the remit of the RF-SISU. This election did not change this dynamic with, for example Miljö Partiet stating that they wanted increased financial support for the RF-SISU (an additional SEK 300 million in funding) for “elevated sport”, the RF-SISU S4C equivalent, and Moderat Party suggesting putting in an additional SEK 250 million. However, aside from the Social Democratic Party, which specifically stated that they wished to see more collaboration between municipality and NGOs on S4C matters, no other party considered S4C separate to the RF-SISU.⁶⁷

At a local level, it appears that in Norrtälje, Miljöpartiet stated that they do not think that RF-SISU and other NGOs should have to compete for the same spaces. They also want to support more diverse sporting activities than RF-SISU.⁶⁸

To conclude, and as the current political landscape is leaning towards a neo-liberal government, it appears that all political parties, aside from the Socio-Democrats, are in favour of continuing to channel funding to the RF-SISU (and some even for increasing it) to achieve the elevated sport agenda. However, at the local level, there remains an interesting and open space to engage with decision makers on the use of S4C as a tool to support local objectives.

Asking too much of the sport sector?

Finally, a number of respondents have posited that, perhaps, the sport sector is asked to achieve too much. Respondents pondered whether the sport sector should really be in charge of doing social work, whether this is their role, whether this is a role the sport sector wants to take, and whether, perhaps, this funding could be channelled elsewhere. When looking at the criticism that emerges from within RF-SISU itself (clubs or federations) this is the most common topic. Most clubs want to focus on what they do best – traditional sport skills and competition. This criticism reflects the status quo that the government’s wishes of using sport for inclusion does not correspond to what the clubs themselves want to achieve. To illustrate this, one of the respondents concluded:

“ Maybe, people are putting unrealistic expectations on the sport movement in Sweden – there are too many expectations around sports clubs, sports federations and the sports confederation to solve Swedish societal problems without the proper tools and all whilst performing highly on the competitive front.”



Box 3 | Barriers and Opportunities – Summary

BARRIERS

- **Limited understanding of the sector:** understanding of sport does not go beyond physical and sometimes mental health related issues. Pride around volunteering and sport in Sweden and the general perception is that sports clubs are doing S4C.
- **Funding challenges:** the S4C funding earmarked by the RF only represents 2.7% of their budget and is very difficult to access by S4C organisations as they cannot join a federation. Additionally, it is difficult to get funding for cross-thematic projects.
- **Institutional barriers:** dominance of the RF in the sport provision sector, number of municipal actors (290) with different priorities and ways of engaging, administrative burden to cooperate with CSOs from public actors, sport clubs have a preferential access to sport facilities.
- **Work done in silos in Sweden:** sport and social affairs tend not to mix.
- **S4C actors are not yet collaborating & coordinating:** lack of coordination among actors in the sector, competition for resources and access.
- **Need to demonstrate the impact** to gain stakeholder buy-in in a structural and meaningful way.

OPPORTUNITIES

- **Sport is seen positively in Sweden:** this will ease the path of an S4C coalition to engage with stakeholders who are already positively inclined.
- **Time seems right:** there is a general willingness to use sport to foster certain social outcomes (but through the RF), discussions and endeavours towards meaningful spare time.
- **Children’s participation in sport clubs:** as the RF-SISU is trying to get children more involved in sport, the S4C sector could be a useful ally in getting children active and partaking in sporting activities, demonstrating new ways of building a community, getting more people engaged as well accessing new beneficiaries.
- **Legal landscape:** the government is changing the regulations to ease cooperation between CSOs and municipalities with the 5-steps strategy and the IOPs.
- **SDG framework:** the SDGs closely match the objectives of S4C actors in Sweden and the SDG concept is well understood by key stakeholders. By using this narrative, stakeholders would be more likely to understand the sector’s desired impact and support it.
- **Become a forerunner in demonstrating impact: using existing impact** to demonstrate value to risk-averse funders and increase focus from certain local stakeholders and the RF-SISU on demonstrating impact, this is something where S4G could become a thought leader.
- **Elections:** with the change in government, it is a strategic time to engage with national stakeholders and shape a more detailed understanding of S4C. By foregrounding social impact, new priorities could be set.

67 <https://www.sydsvenskan.se/2022-09-09/sa-tycker-de-politiska-partierna-i-idrottsfragor>
68 Efter idrottskritik - nu svarar politikerna, Norrtälje Tidning, 9 September 2022



CHAPTER 4

WAY FORWARD

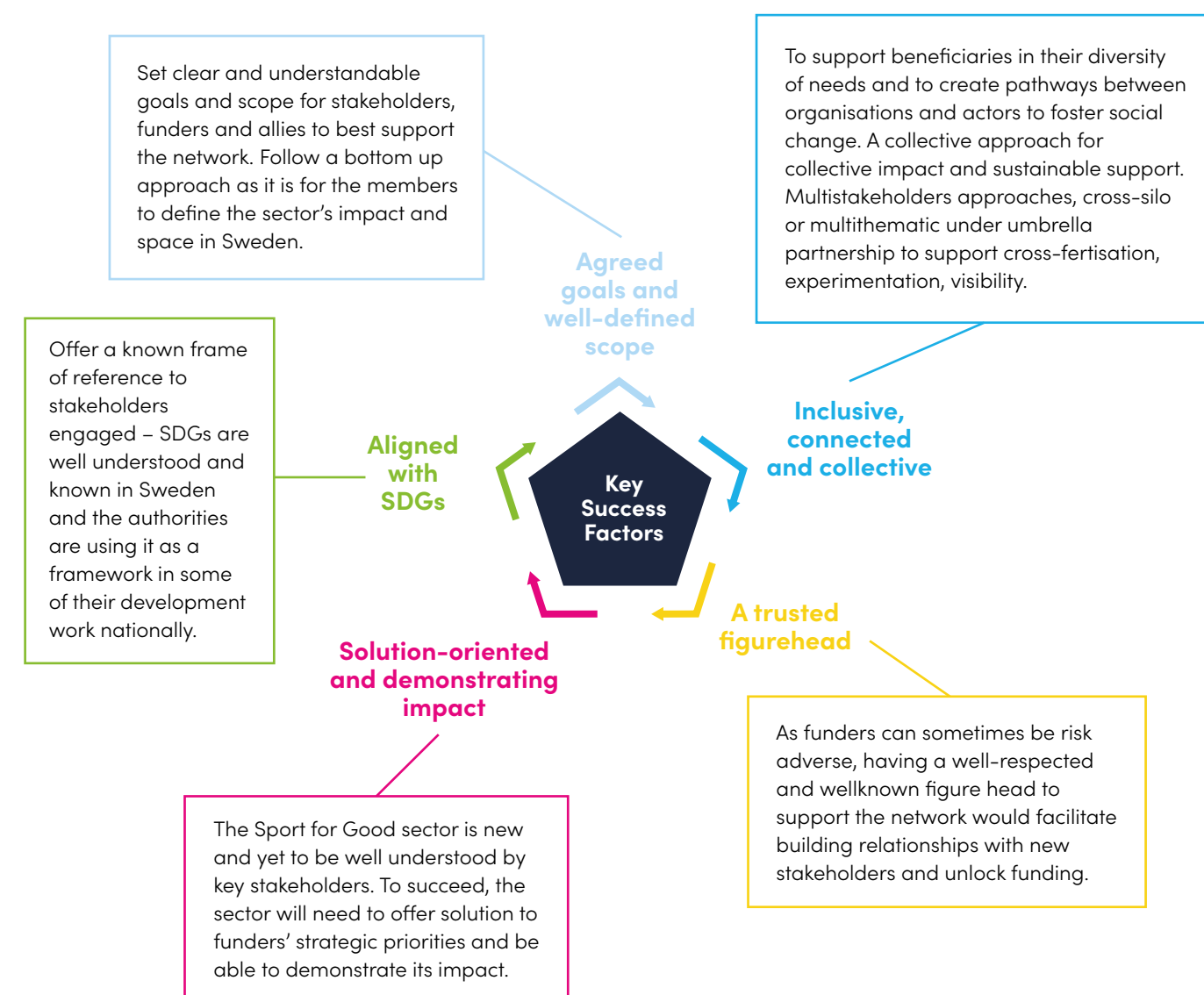
This section provides a collation and analysis of the suggestions and potential for the future of S4C in Sweden. This section is set out to provide actionable tools and ideas for S4C actors and the network to move forward. These include success factors for the sustainability of the network, entry points for the sector along with concrete suggestions for engagement. The chapter also sets out what the S4C network could focus on in the next 3 years, as well as a number of funding opportunities.

This chapter is mainly based on an analysis of information shared by over 50 interviewees.

4.1 SUCCESS FACTORS

During the course of the research, a number of international platforms as well as S4C coalitions and networks were identified to serve as a benchmark or model for Sweden. These included information sharing campaigns and international and national networking platforms and coalitions in the fields of sport, S4C and other unrelated fields. The research was coupled with in-depth interviews to identify the following success factors for the S4C network in Sweden.

Figure 7 | Success Factors for The S4C Network



4.2 KEY THEMES

In the course of our conversation, a number of themes have emerged as priorities themes for key stakeholders (such as local administration). Those would be particularly interesting for an S4C network to focus on, demonstrate impact, engage with donors on and design S4C programmes.

We note that those themes are not exhaustive and merely represent some pointers which arose during the course of the interviews. We note that, as per earlier recommendation, the S4C sector could use the SDGs framework to levy further these thematic and use them as an entry point when initiating new discussions. In section 4.3 of this report, we provide further information on thematic interests from key stakeholders.

- **Reaching marginalised communities / providing access to the youth in so-called vulnerable areas:** Reaching marginalised and so-called vulnerable communities, particularly youth in lower socio-economic parts of Sweden, is a key priority to municipalities, both within the sport, culture and leisure, education and social departments. The RF-SISU is also looking into reaching those populations and is currently looking at new ways of attracting these youths.
- **Public health:** There is a clear understanding in Sweden of the beneficial impact of sport and physical activity on physical health, and to a certain extent, on mental health. As such, there are a host of well signposted initiatives and funding paths on physical activity and public health. Agencies include the Public Health Agency or the Board of Health and Welfare. There is an interest among stakeholders on creating habits and conditions for healthy eating habits / promoting outdoor recreation for good public health / children and adolescent mental health and suicide prevention.
- **Integration and fighting segregation through physical activity:** There is a clear interest in leveraging leisure time to heal resist marginalisation and further integration and opportunities for positive social mixing. There is also a great interest in how the informality of sport and leisure time in everyday life that policies thrive to achieve, including providing sustainable and constructive solutions to disenfranchised youths. We note that, although numerous S4C organisations are working with refugees, those were not listed as a direct priority area or key thematic, perhaps by virtue of stakeholders interviewed.

- **Demonstrating impact:** Stakeholders are interested, at their level, in being able to demonstrate what sport brings to children and youths, so as to be able to demonstrate their contribution to policies or objectives. This could almost serve as an entry point before working on demonstrating the wider impact of S4C.
- **Gender equality:** Stakeholders have reported that all of their objectives are set up with a gender equality and equity in mind, aligning as well with the SDGs.
- **Innovation:** There appears to be a growing interest in innovation and innovative ideas to support the achievement of social objectives. This trend is noticeable both from the administration and from private and public funders, with schemes opening up pushing for innovative ideas.
- **Democratic values:** Interviewees mentioned on a number of occasions the importance of promoting democratic values. Some funding seems to be focusing on fostering democratic values and a respondent explained that there is a new legislation which give governmental organisations providing grants the mandate to check whether an organisation is democratic.
- **SDGs:** As mentioned in several sections of this report, for stakeholders new to the S4C sector, interviewees explained that using the SDGs framework to ease understanding and buy-in.

“It is probably right to use the SDGs in engaging with stakeholders on S4C, and the reason for that is that if one wants money for anything, it is much easier if you are part of an organisation or within a framework that is understood.”

4.3 ENTRY POINTS / OPPORTUNITIES FOR ENGAGEMENT

In the course of this study, we asked key stakeholders the extent to which they would be interested in starting a dialogue or engaging with the S4C sector. We outline in the table below stakeholders' interest along with key areas and thematic that would be helpful entry points with them. These actor's contact details are listed in Annex 2 of this report, and consent was given verbally to be included in this report.

Stakeholder mapping and entry points for the S4C network

In order to classify the level of interest in being engaged, we used the following RAG rating:

Red stakeholders – stakeholders are not yet in a place to start a dialogue or are not available to do so at the time of the research;

Orange stakeholders – are interested in starting a dialogue but have limited scope for further engagement with the S4C sector;

Green stakeholders – are happy to be engaged, start conversations or support the S4C sector.



Table 3 | Stakeholder Mapping for Engagement by S4C Sector

RAG	Organisation / Administration	Point of Contact	Interest for Engagement
	Sport Department – City of Stockholm	Peter Ahlstrom	The city of Stockholm is working closely with sports clubs and the RF and has a limited interest and capacity to engage with the S4C sector. However, there are a number of priority areas which, should the S4C network have solutions to, the sport department could be interested in engaging on. They are interested in leveraging sport to achieve social integration and they try to reach and stimulate groups which are not currently active. There is an interest as well in demonstrating and measuring the impact of sport and physical activity and reaching marginalised and so-called vulnerable populations. We recommend engaging with the City of Stockholm through an individual or an organisation which would represent the S4C sector as a whole. We note that the cities of Malmö, Stockholm and Goteborg have recently started tri-partite discussions around the sport sector opportunities and challenges in their three cities (June 2022). In the future, once this collaboration is better established, it may be a good entry point to discuss aligned S4C activities across the three cities for example.
	The Swedish Agency for Youth and Civil Society (MUCF)	Lena Nyberg	MUCF is open to starting a conversation with the S4C sector around its current funding difficulties. They now feel aware of the difficult position in which the S4C sector is and will give it consideration in their annual MUCF is focusing its funding on the following activities, for which, should S4C organisations work towards, there could be funding opportunities: organising young people, working with people with foreign backgrounds, working with LGBTQ+ communities. They also currently have special project grants for programmes supporting Ukrainian refugees and people who need help after the pandemic. However, we note that this funding remains only available to organisations that operate in at least 5 counties and have 1,000 members. Mme Nyberg is happy to be approached directly by a representative of the S4C network and work as a door opener to redirect to the appropriate person within the organisation.
	National Council of Youth Organisations (LSU)	Hannah Kroksson	LSU is very interested in engaging with the S4C network although unsure at this stage what specific outcomes could come out of it. The LSU could even be part of a network like that – importance of for youth and with youth – this is a perspective that they could bring She does not know all of the actors within the network. When she met with Generation Pep, they want to be the motor to make people move and change – maybe they could just be an actor that inspires and support more activities within other organisations that are not using it LSU also offered to facilitate a workshop with several of the youth organisations under LSU's umbrella.
	Ministry of Justice, Department of Sport	Mikael Lindman	The department for sport at the ministry of justice does not interact with civil society organisations directly.

RAG	Organisation / Administration	Point of Contact	Interest for Engagement
	Sport, Leisure and Recreation Department – City of Malmö	Malin Eggertz Forsmack	The local administration is not in a position at this stage to engage with a host of new organisations. However, they would be open to engaging with one individual or an organisation that represents the S4C sector and could start conversations around potential future collaborations on behalf of other actors. For newcomers, being able to demonstrate their impact would go a long way in generating trust. Good entry points would be initiatives on sport and physical activity: ▶ Affordable to all; ▶ Working with varied target groups, and with a particular focus on so-called vulnerable and marginalised children, people with disability and economically vulnerable populations; ▶ Innovative solutions to access the so-called vulnerable youths and inclusion. There is also a focus around innovative ideas to reach new people, particularly those who are not yet able to access activities as part of their recreational and leisure time. The city of Malmö is in discussions to possibly bring back development funding they had previously, which used to be 1 million SEK. This is something to monitor for organisations looking for funding near Malmö. Organisations need to be based in Malmö.
	Save the Children	Ola Mattsson – Growth and Innovation Hub	The growth and innovation hub is experimenting on the collective impact approach. They are also working on funding early preventative social interventions and methods as well as programmes and initiatives which deliver increased accountability towards target populations. Other entry points with the hub include: early preventive social intervention and innovative approaches/ new business models for social change for society and civil society (experimental and innovative) / better partnerships / demonstrating impact.
		Rebecca Ahlenius ⁶⁹	Save the Children working with municipalities on providing children with meaningful spare time. Save the Children has a Meaningful Spare Time programme⁷⁰ which ensures children are able to participate in meaningful activities in their spare time, including sport. In order to do so, Save the Children are working together with municipalities to provide meaningful spare time activities to children. The team is trying to roll-out the programme nationally, working with all municipalities. This could be a useful entry point to collaborate in delivering meaningful S4C activities.
	Stenbeck Foundation	Sara Damber	The foundation has a strong focus on reaching the most vulnerable children and putting some light on invisible issues (trans-children, sexually abused children, children who are falling through the social welfare safety nets). The foundation is a strong supporter of co-creation and collaborative initiatives, they are always keen to be part of movements or system changes when and where necessary and are solutions oriented. The board is intent on collaborating with other funders to support system change or support areas where gaps in funding support have been identified. There could be an opportunity for match funding or supporting coalition/ network creation and sustainability. Should the S4C network choose to structure themselves under an umbrella organisation, there would be scope for discussion with the foundation to be a part of it; thereby helping the network in getting a stronger voice.

69 We note that the research team did not interview the meaningful spare time team directly but they gave their verbal consent to be included in this report following an informal exchange

70 <https://www.raddabarnen.se/vad-vi-gor/barn-i-sverige/bekampar-utanforskap/en-inkluderande-fritid/>

RAG	Organisation / Administration	Point of Contact	Interest for Engagement
	SKR	Zethrin Nils-Olof	The SKR is open to having conversations with civil society organisations and S4C organisations. SKR supports large organisations in engaging with municipalities. It is worth noting that there is a network of municipalities discussing sport and leisure activities issues in Sweden; although not mentioned, SKR may be a good entry point to present the S4C network and potential solutions beneficial to municipalities.
	National Organ for Dialogue (NOD)	Hannah Kroksson	National organ for dialogue (NOD)⁷¹ was created in 2018 as national body for dialogue and consultation. Their aim is to facilitate collaboration between public actors and civil society as well as promoting dialogue. They state that they span all policy areas. They could represent an interesting stakeholder to initiate conversations and discuss convergence of activities and alignment with policy priorities.
	Malmö Ideela	Mikael Johansson	Malmö Ideela focuses on bringing actors together to collaborate to achieve social inclusion. They work a lot with S4C actors are open to discussion and collaborations in and around the city of Malmö and could facilitate introductions to the city hall.
	Non-competitive federations (Korpen, Academia, etc)	Paula Samuelsson and Kajsa Sellidj – for Korpen	Korpen is already carrying out a combination of sport and social activities, and as a federation, they have access to RF funding. They would be open to discuss with S4C organisations how they could collaborate and work with Korpen as a federation to strengthen the S4C sector, and potentially, access funding. They anticipate it may be a complicated process, but they are open to conversations about collaborating and working together to strengthen the sector.

Other potential actors to engage which were not interviewed as part of this research:

- **Schoolverket – The Swedish National Agency for Education**, working with physical education and perhaps after school hours. We note that the RF-SISU also has a remit for school activities, but we have not included it in this piece of research.
- **Folkbuilding** who is an umbrella term that groups voluntary educational organisations together (e.g., studieförbund, folkhögskola). Their purpose is to spread knowledge and education outside of schools and stately supervision. Their activities aim to mirror democratic standards and they strive toward societal equality by flattening class gaps with education. They are mainly directed at youths who have not been able to go through the traditional schooling system and do include culture and sport components.
- **The Swedish Outdoor Organisation** (see section 4.5)
- **Socialstyrelsen – the National Board of Health and Welfare** (see section 4.5)



image: Korpen

4.4 STRENGTHENING THE S4C NETWORK

One of the objectives of the Swedish Sport for Change Accelerator programme is to provide networking and collective work opportunities to S4C actors. It is also the research team’s assessment that this would be a key success factor for the S4C network.

Given the nature of the S4C sector, networks, exchanges and collaborations are not only beneficial to organisations to join forces and reach a larger number of beneficiaries but they are also useful in designing effective and multidimensional programmes and initiatives which achieve greater social development impacts.

What should it focus on it?

In the table below, we provide an overview of short-term and long-term focus priorities for the network of S4C actors, in order to strengthen the S4C sector in Sweden.



71 <https://www.nodsverige.se/om-nod/>

Table 4: Short-Term and Medium-Term Action Plan for The Network

Short Term (0 to 12 months)	Medium Term (1-3 years)
Support the strategisation process for S4C actors: The S4C sector needs to define itself and agree how the sector should be called (bearing in mind that, as stated earlier in this report, using the term “sport” is a deterrent to furthering the sector as sport for social impact discourse is already integrated in the conception of sport provision by means of the RF-SISU and sport clubs). The sector should then agree on goals it sets itself and the sector to achieve in the next 5-years and agree on a collective 3-5 years’ strategy. Power in numbers: draw a repository of all S4C actors (including those using sport to foster impact but not yet self-defining as S4C actor, like churches) to demonstrate potential impact of the sector. By doing so, the network will also have an early opportunity to engage potential funders with concrete numbers of beneficiaries the sector can reach. If possible, it would be beneficial to have areas of interventions of the actors to be able to engage on hard-to-reach populations that need leisure time activities and are seldom reached by the RF-SISU and municipalities. Collective funding opportunities: Identify, collate, and share funding opportunities for S4C actors, engage with donors and funders to demonstrate the value of S4C in achieving their strategies and showcase the value of cooperation. Having a list of funders/call for proposals readily available would also help organisations in their funding opportunities. Get to know each other: create a repository of S4C actors, to allow actors to know one another and understand what everyone is working on. Start networking opportunities: a lot of opportunities and co-creation happen in the informal space. Foster meeting spaces and occasions, across the country and not just in Stockholm, for organisations to meet one another and start useful conversations Identify ambassadors: Identify ambassadors within the network to hold relationship with key stakeholders for S4C to support pursuing awareness and knowledge of S4C.	Demonstrating impact: Supporting the dissemination of strong evidence. Providing strong and tested methodologies and evaluation toolkits (i.e. app, draft surveys, etc) to support the provision of S4G programmes and demonstrating impact at the organisational level. In the longer term, maybe look into the UK coalition and their collective impact platform to replicate it in Sweden. Connections and stakeholder engagement: Identify ways for formalising relationship with municipalities and administration. Continue to advocate for the sector, strengthen the understanding and structure the sector. It will be difficult to change the RF, but they would be an important actor to engage with and try to find solutions for the sector with. Create a formalised network: To include networking opportunities, cross-sectoral events and projects, etc. The network should not just operate in Stockholm but be mindful of the whole territory, with opportunities in many cities. Networking opportunities would benefit from having actors from other sectors intervene and partake as there is a crucial need for breaking silos in Sweden. Unlock further funding opportunities: Engage with potential funders on behalf of the network and the sector to build a case for further funding. Map out funders needs and present collective solutions to target the various funders, based on objectives and thematic. Dissemination of information: the network could work to disseminate best practice and lessons learned across the network. But it could also push its mandate further and disseminate methodologies to non S4C actors who are interested in using innovative approaches, thereby furthering the reach and use of S4C. Resource optimisation: The network should focus on identifying resource needs and identifying smart ways to optimise them. This could include shared staff (for smaller organisations that are struggling with staff retention), licences to useful software (accounting software, evaluation software, etc) but also grouping to get lower rates on space rental for events, joint workshops or capacity building exercises (for example on monitoring and evaluation).
Advocate for the sector – Short Term and Medium Term ▶ Create an advocacy plan for the sector, identifying entry point, champions and supporters to the network and the sector ▶ Support the dissemination of powerful case studies ▶ Start using impact to further the reach and understanding of the network ▶ Create an advocacy plan and carry out advocacy activities	

“Of course funding and a funding structure would be very important. But with a network, it would also be interesting to meet other S4G organisations and get a bit of an abstract on what they are achieving and how.

Existing S4C Networks or Collaborations with Public Stakeholders to Learn From

In the course of our conversations, stakeholders mentioned a number of already existing S4C networks, coalitions or partnerships which are listed below. Those collective initiatives would have numerous lessons learned and best practices which could benefit the future formation of any network or coalition of S4C actors. Additionally, some may represent useful entry points to the network or to S4C actors.

- ▶ **Sport Child Right Network:** network on safeguarding and child rights hosted by the RF. This network was started about 8 years ago and was spearheaded by the RF to create a platform around creating a safe environment for children in sport. The network comprises of the RF and large national NGOs: Friends, Bris, Save the Children and UNICEF. As at June 2022, the network was focusing on producing guidance to clubs on how to deliver sport activities for children in a safe way. They also do some advocacy work. Malin Träff is the RF point of contact for this network.
- ▶ **Generation PEP:** public health and physical activity for children. Generation PEP is a widely known non-profit organisation in Sweden created in 2016 and funded by the Swedish Crown Princess Couple Foundation. Their vision is that all children shall have the possibility to lead an active and healthy life. They see sedentarity as a threat and incorporate physical activity and healthy eating activities. They have 6 areas of engagement. Healthy start in life, healthy school, healthy spare time, healthy daily routines, health educated decision makers, health-aware public.
- ▶ **Malmö Idéella:** Malmö Ideella started as an umbrella for youth organisations in the 1950s and have since then been a voice for the idea-driven non-profit sector. It has been a founder of many of platforms that have been a benefited Malmö’s non-profit sector and citizens, for example the bingo-alliance and Malmö against Discrimination (Malmö mot Diskriminering). In more recent years, it has served as a dialogue-partner to the municipality of Malmö in many thematic, most importantly leisure time.

This organisation is a good example of a stakeholder that is working actively to create co-operations between different social entrepreneurs, organisations, and municipalities. They are active in Skåne län, in the south of Sweden, and serve as a good example for other organisations who might want to provide a platform for networking and co-operation. The asset of having a meta-organisation like this is that they can introduce suitable actors to municipalities that are in need of their projects. They have an excellent overview of actors and what type of activities they organise.

An example of their work is Malmö Tillsammans⁷² – which is a social incubator collaboration between several NGOs, local actors and the municipality, to support citizen-led ideas and initiative to work around sustainable development working to reduce segregation, increase employment and create sustainable living.

- ▶ **Swedish Postcode Foundation:** In 2021, Postkodstiftelsen started a Sport for Change coalition, which has met several times during 2021 and 2022 to discuss the role of Sport in Swedish Society and the future of the growing sport for change movement in Sweden. It currently consists of over 60 Sport for Change and civil society organisations from across the country with a Steering Board due to convene in early 2023 to continue formalising and growing the sector.
- ▶ **Give the red card to racism / now Soccer Against Racism:** a tripartite programme in Malmö around the SDGs, increasing knowledge of human rights and preventing racism (department of leisure and sport, education and social affairs)
 - ▶ Give the red card to racism started in the UK in 1996 and was active in 2006 in Sweden with the cooperation between Svenska Fotbollförbundet (SvFF), Föreningen Svensk Elitfotboll (SEF), Elitfotbollföreningen Damer (EFD), Spelarföreningen Svensk Fotboll (SFS), and stiftelsen “Ålska fotboll”.
 - ▶ In 2010, it changed its name to “youth against racism”. This is a national campaign but it is anchored in Malmö. This has been financed by “Allmänna Arvsfonden”. The campaign is supposed to give institutions the possibility to display their zero tolerance against racism, prejudices, and discrimination. The organisation is now working with over 30 organisations, some of which use S4C methods, schools and the culture department. They reach over 3000 children with this initiative.
- ▶ **Malmöandan:** Malmöandan is an organisation that promotes cooperation between the city of Malmö and different non-profit organisations and private persons. Their aim is to improve the health and wellbeing of the inhabitants of Malmö. They organize structured and systematic networking in the form of workshops, meetings, and seminars where people from different sectors come together and exchange ideas. They do not offer funding opportunities, but attending their meetings let people get in contact with people who may be able to offer funding. They are also actively trying to make organisations do projects together.
- ▶ **Safe Sport Sweden:** A human rights organisation which specialises in safeguarding children and athletes in sport. Although not exactly a network, Safe Sport Sweden was created recently and aims to develop and strengthen the Swedish sport landscape by professionalizing the work with safe sport facilities and work against all types of improprieties within Swedish sport. They produce reports and guidelines for best practice. They also try to get their guidelines endorsed into frameworks and regulations. They are collaborating with government agencies, safe sport organisations and sport researchers to increase knowledge and improve practices around athletes right to safe sport.
- ▶ **Rättighetsbyrån:** They are a sponsorship company which supports organisations in getting sponsors and strategic partnership. They created a network of 6 to 7 organisations around strategic partnerships and sponsoring.

72 <https://www.malmotillsammans.se/>

4.5 FUNDING OPPORTUNITIES AND EXISTING MECHANISMS PROMOTING PHYSICAL ACTIVITY

In this section, we have chosen to highlight a number of mechanisms and initiatives in Sweden which promote sport and physical activity as identified in the course of interviews and open-source research. The aim of this section is to provide a coalition of actors with an overview of existing initiatives which they could engage with around funding S4C activities as well as outline donors who are already funding S4C activities.

As mentioned in Chapter 3, as a part of the supply and demand process, the IOP partnering (idéburet offentligt partnerskap), offers a way for an organisation to co-operate with a local municipality. IOPs are recent and not yet fully established but should also be considered as part of funding opportunities. Organisations such as Malmö Idéella, Malmöandan, and Reach for Change (see above) are also great springboards to finding funding channels.



image: Bara Vanlig

Potential funding partners to the S4C sector

Below we outline a non-exhaustive list of organisations and entities which could be good partners to the S4C sector or/and offer funding channels. Those are listed as a result of open-source research but were not necessarily interviewed as part of this research.

Table 5 | Potential Funding Partners to the S4C Sector

Public Health Agency	The Public Health Agency (PHA) promotes physical activity in Sweden and provides guidelines for organisations that encourages them to create environments where physical activity is sustainable. ⁷³ Their recommendations serve as a blueprint for the Swedish society including for the sport movement. Furthermore, stately agencies make use of Public Service, events, and famous people to spread their campaign “forward for more people moving” (“framåt för fler i rörelse”). The type of physical activity that is promoted focuses on physical and to some extent mental health benefits, which falls within the S4C remit as well.
Reach for Change	Reach for Change is the first Swedish NGO that helps finding social entrepreneurs focusing on youth and children to help develop their ideas. They offer advice on both how to develop concepts and where to apply for funding. Their goal is to make charitable organisations competitive and eligible for funding. Since 2010 they have supported 1000 social entrepreneurs in Sweden and globally. They also provide a large network of social entrepreneurs. ⁷⁴ On a practical note, they also produce tools for organisations, such as guides on how to interact with municipalities and how to communicate your idea to others (pitching).
Stenbeck Foundation	The Stenbeck Foundation supports projects that work toward children and youth that are socially and economically vulnerable or projects that take place in socially and economically vulnerable areas. They have in turn founded many other organisations that carry out similar work such as Reach for Change.
Swedish Olympic Committee (SOK)	The SOK was established in 1903. It focuses on Swedish participation in the Olympic Games. They have two programs, since 1998 “topp och talang” gives young promising athletes the possibility of going pro. They also have “olympisk offensiv” which is a more long-term commitment toward forging possibilities for more children and youth to become top athletes qualifying for the Olympic Games.
The Swedish Outdoor Association	The Swedish Outdoor Association is an NGO that has promoted physical activity outdoors since 1892. In contrast to RF, they are not focusing on competing or the building of specific sport skills, but rather on exercising for fun while spending time outdoors. In 2021, they had 112.116 members and 7000 coaches across Sweden. ⁷⁵ They receive substantial funding from Svenskt Friluftsliv.
Myndigheten för Delaktighet	Myndigheten för Delaktighet is the national agency for people with disability. They are responsible for providing guidelines on how to promote social inclusion for people with disabilities. They produce reports and pamphlets to update current standards in Sweden. Because of their great overview of the Swedish landscape, they are a good organisation to turn to if information is needed on requirements, best practice standards, or the work of other organisations.
The Swedish Paraspport Federation	The Swedish Paraspport Federation is one out of 71 special federations within RF since 1969. They organize parasport in twelve different sport types, as well as coordinating Special Olympics. They support parasport activities for organisations that are part of the RF network.
Board of Health and Welfare (BHW)	The BHW is an administrative authority under the ministry of health and social affairs that was established in 1903. They are primarily supporting health care organisations but also have some funding for health and wellbeing for non-sport organisation. The national Board of Health and Welfare (BHW) offers grants for non-profit social work organisations within six categories. One category is to “promote health and wellbeing without being a sport organisation” ⁷⁶ The Delegation against Segregation has provided government grants to non-profit organisations that have existed at least two years and use their activities to affect one of the following: living conditions, education, decreasing crime, democracy and civil society, labour market. ⁷⁷ The mandate of this agency will as of 2023 be transferred to the BHW who continue allocating funding for work against segregation. They have a special interest in activities that focus on criminality deterrence. ⁷⁸
Erasmus + Small-sacle cooperation partnerships	This multilateral grant is a part of Erasmus+ and is particularly suitable for S4C organisations since it is created for smaller organisations. The grants consist of smaller sums for project-based activities. It is aimed at actors that otherwise have problems receiving funding such as adult education, vocational education and training, youths and sport. The administrative duties are small, and activities can contain a mixture of national and transnational ones. The grants are not continuously open for application. ⁷⁹
European Social Fund, ESF Sweden	This is a multilateral and regional funding opportunity for non-profit organisations that target socially and economically vulnerable groups and aim for social competence or inclusion. The calls for applications are tied to Swedish regions and specific in their purpose. For example, “language training at work”, or “women work toward independence and inclusion”. ⁸⁰

73 PHA, 2021. <https://www.folkhalsomyndigheten.se/livsvillkor-levnadsvanor/fysisk-aktivitet-och-matvanor/fysisk-aktivitet/>
74 <https://sweden.reachforchange.org/sv/>
75 Friluftslivfrämjandet, 2021. <https://www.friluftslivframjandet.se/om-oss/>
76 BHW, 2021. <https://statsbidrag.socialstyrelsen.se/globalassets/dokument/anvisningar/statsbidrag-sociala-organisationer-anvisningar-2021.pdf>
77 Regeringen, 2018. https://www.riksdagen.se/sv/dokument-lagar/dokument/svensk-forfattningssamling/forordning-2018119-om-statsbidrag-till-ideella_sfs-2018-119
78 <https://statsbidrag.socialstyrelsen.se/kommuner/sociala-insatser-i-utsatta-omraden/>
79 Erasmus+, 2022. <https://erasmus-plus.ec.europa.eu/opportunities/opportunities-for-organisations/sport-actions/small-scale-partnerships>
80 ESF, 2022. <https://ec.europa.eu/esf/main.jsp?catId=396&langId=en>

Foundations already funding S4C activities

There are numerous smaller foundations in Sweden that support a wide range of projects with social aims. Grants are often made public once or twice each year. If your organisation has a project idea but not yet funding, it is worth browsing through the list below. The authors carefully searched through different trusts and selected those that allocate funds for an aim that aligns with S4C. These foundations are targeting their funds toward children, youth, disability or integration.

Table 6 | Existing Funders to the S4C Sector

Allmänna Arvsfonden	Was established in 1928 and is a foundation that receives funding from people who do not provide testaments or who specifically donate their wealth toward the foundation. The foundation allocates 400 grants each year across Sweden. The projects that receive funding are diverse, ranging from building a soccer field to establishing a suicide-help-hotline. Their commonality is that they all target activities for children, youth, and elderly with disabilities. They projects are evaluated on the basis of how inclusive and purposeful they seem to be for the named target group. ⁸¹
Postcode Foundation	Established in 2003, the Postcode Foundation delegates financial support to various types of projects related to, people's living conditions, nature and environment, culture, and sports. They support both Swedish and international organisations that meet their requirements. postkodstiftelsen.se/en
Kronprinsessan Margaretas Minnesfond	This trust hands out grants to Swedish-based non-profit organisations and institutions that are active in the social sector or for other charitable purposes. margaretas-minnesfond.org
Konung Gustaf V:s 90-årsfond	The foundation supports non-profit youth activities mainly through sponsoring the education of new coaches or teachers. The grant can only be allocated for youth-based activities. Läs mer om Konung Gustaf V:s 90-årsfond här: gv90.a.se
Karin och Ernst August Bångs Minne	The trust Karin och Ernst August Bångs minne gives yearly grants to non-profit organisations focusing on social issues. They give highest priority for activities focused on preventing drug addiction, preventing bullying, and increasing the understanding between different ethnical groups, or increasing social belonging. bangs-stiftelse.se
Prins Gustaf Adolfs och prinsessan Sibyllas minnesfond	This trust provides grants toward organisations and non-profit organisations that focus on activities for children and youth. gafonden.com
Ungdomsstyrelsen	This trust mainly hands out grants to activities for youth, but also for work toward equality and integration. The grants are allocated in alignment with governmental guidelines. ungdomsstyrelsen.se
Skandia – Idéer för Livet	This trust supports a range of diverse projects that aim to improve the health of children and youth. Both organisations and private persons may apply. The grants may be used for material costs, marketing, education, and information. ideerforlivet.se/projekt/sa-ansoker-du



81 Allmänna Arvsfonden, 2022. <https://www.arvsfonden.se/om-allmanna-arvsfonden/arv-som-utvecklar-sverige>



image: BK Norrköping

CHAPTER 5

RECOMMENDATIONS

Although the road to having a sustainable S4C sector in Sweden is not straight forward, this study also shows that there are very strong steppingstones already in place. Not only did many interviewees express their strong interest in what S4C can achieve, but some also reflected on the challenging position S4C actors are currently in, sitting between the sport and traditional socially focused non-profit sector, willing to open a conversation to find solutions.

There is not only a growing interest, but a growing space that can be shaped for the S4C sector: S4C is targeted both in the beneficiaries they target and reach, but also in the social impact their activities are able to achieve. This is a clear advantage that is rooted in their project-based structure. Therefore, since S4C is not yet formalized in Sweden, they can emerge as an alternative where the target groups and social impact objectives are put at the core of activities.

In this section, we outline key recommendations for the S4C sector going forward. These are structured around 7 key thematic: formalise the sector, communication and advocacy, connect and convene, connect funding opportunities, guide and advise and evidence and improve.

5.1 RECOMMENDATIONS FOR THE S4C NETWORK

Formalise the Sector

Sport for Change in Sweden, as it stands, consists of a numerous actors and organisations operating individually. But organisations who are all working toward common social outcomes can achieve more significant, positive, sustainable impact if they work together rather than in their separate silos.

- **RECO 1 – Define who you are:** Agree on a Swedish name for the Sport for Change in Sweden – bearing in mind that Sport for Development evokes the development of sport more than sport for social outcomes and physical activity has better reach. Make sure that the network and activities reach the whole of Sweden and are not confined to neuralgic centres and cities.
- **RECO 2 – Define how to work together:** Define the best structure for the network, whether it joins a federation (such as Korpen), creates an umbrella organisation or becomes a self-standing sector with the support of the government. Define the ground rules for the network, outlining what an organisation should bring network, but also what they would get in return to ensure a greater buy-in.
- **RECO 3 – Agree on a common agenda and a strategic direction:** Agree on collective intended outcomes for the S4C sector, with clear linkages to thematic areas, to present and set out to key stakeholders. Develop a 3 to 5 years strategy, with clear milestones to achieve those outcomes.
- **RECO 4 – Identify a trusted voice for the sector:** Have one clearly identified and trusted representative for the sector, with a single interaction pathway for to ease collaboration with stakeholders. This leadership should be supplemented by thematic or regional ambassadors for the network to solidify relationships on behalf of the network (see below).
- **RECO 5 – Be patient:** Establishing the network and furthering the S4C sector, even though the timing is right, will take some time. Be patient and persistent as there is a bright future for S4C in Sweden.



Communication and Advocacy

Communication and advocacy have been identified as a key priority for action to drive forward the S4C sector in Sweden. Not only do stakeholders need to know about the S4C as a valuable social impact tool, but they also need to understand what it has the potential to achieve in Sweden in general and for their organisations in particular. To do so, communication and advocacy is required to raise awareness of the current and potential contribution of sport and physical activity to change; encourage and support organisations to use a sport for change approach; and link sport for change with national and local policy priorities, frameworks and systems. In order to do so, there may be a need for the network to establish a more strategic group to carry out awareness raising and advocacy activities.

- **RECO 6 – Communicate on S4C and its impact:** Outside of S4C actors, there is a small number of organisations who fully understand the S4C approach and what it can achieve. There is a larger group of organisations who are delivering sport and physical activity or are relying on those delivering sport and physical activity to achieve similar outcomes to S4C. Fragmented voices needs to be united and organised. There is a need to communicate on the nature of the S4C approach and what, when intentionally designed, it can achieve from a social impact perspective. In doing so, it is important to steer clear of organised sport and clearly communicate that those are two different approaches achieving different purposes and are not in competition.
- **RECO 7 – Prioritise stakeholder outreach and produce material:** Map out and prioritise key stakeholders – with their priority areas/SDG contributions – who would or do support the sector and/or benefit from S4C activities to achieve their objectives. Identify existing champions and keen supporters of S4C and get their support in furthering collective understanding of S4C. Collect and disseminate powerful case studies to priority stakeholders and champions/supporters.
- **RECO 8 – Use understandable frameworks:** mainstream the lingua franca of SDGs into the network's communication, use SDGs particularly when engaging with stakeholders who do not understand what S4C is or understand sport to naturally achieve such exercise solely by virtue of practicing sport.
- **RECO 9 – Maintain momentum:** build on the momentum and enthusiasm generated by the October Sport for Change event to further engage stakeholders through roundtables, bilateral updates and thematic discussions. Roundtables should be organised with the Sport Federations but also with other non-profit agencies not intervening in the sector.
- **RECO 10 – Appoint ambassadors:** Appoint ambassadors within the network to be the point of contact of key champions and interested stakeholders and solidify the relationship with them on behalf of the network.
- **RECO 11 – Communication tools:** Develop a simple website to share achievements, market events, tools, funding opportunities and present S4C actors in Sweden.

Connect and Convene

There is a key priority for the network to connect and convene Swedish organisations, within and outside of the S4C sector. The network should amplify, connect and champion the diversity of voices, the complementarity of activities and hold space for coordinated efforts between stakeholders.

- **RECO 12 – Offer networking opportunities and engage with existing networks:** there is a high level of interest in networking opportunities to bring together delivery organisations aiming to bring about change through sport and physical activity – including very small grassroots organisations. Engage with existing networks in Sweden, as well as other national and international networks to learn from and share experiences.
- **RECO 13 – Positive, inclusive and solutions-oriented:** some perceived networks and gatherings as being better at highlighting problems than proposing solutions. There was also a perception that the lack of inclusivity of non S4C allies might reduce efficacy. Whether this is a fair and accurate perception or not, for the network to be as effective as possible it needs to be positive and solutions-oriented, so it can reach and onboard as many people as possible.
- **RECO 14 – Multi stakeholder approach:** to effect change in a modern environment key parties need to be engaged from a wide range of sectors, both inside and outside the sporting world, in those networking and convening opportunities. Different partners bring different benefits: youth and civil society agencies are considered particularly useful to engage on the sector's funding issues. In terms of opening doors, existing networks, social innovation organisations and national foundations were particularly useful as they already have trusted relationships. It takes a lot of time to build trust and networks. Ensure that the RF-SISU remains engaged and becomes a supporter of the network.
- **RECO 15 – Break the silos:** Sweden's administration works in silos, and the network can be at the forefront of creating pathways between sectors by convening a multitude of sectors and stakeholders in its networking opportunities. Act as a relay of local challenges to the municipalities and offer sports-based solutions where relevant.
- **RECO 16 – Include beneficiaries in the process:** Ensure that the beneficiaries of S4C activities are consulted in the process and included in conversations around their needs and pathways to support.

Connect Funding Opportunities

The research shows that, at present, S4C organisations do not have access to sustainable funding and therefore, can be competing for resources.

Those companies that are better able to minimize the internal competition and organize themselves in ways that facilitate mutual support and focus on the greater good for the business tend to outperform the competition. The network could be a powerful ally in connecting funding opportunities for the sector.

- **RECO 17 – Convene conversations with funders on funding of S4C:** Inform funders of the current positioning of the S4C sector and subsequent funding challenges. During the course of this study, it became apparent that numerous funders were not aware of the difficulty that S4C actors were facing: they are not able to receive funding from RF-SISU but are not funded by other agencies, as their activities are understood to pertain to the RF-SISU. The network should continue to raise awareness on funding challenges and convene conversations between funders. The network should continue to promote S4C as an approach to ensure funders understand its benefit (see communication and advocacy).
- **RECO 18 – Foster joint-funding platforms:** There is an interest in developing a joint-funding platform for the sector, this agenda should be pushed by the network.
- **RECO 19 – Signpost funding streams:** There should be a clear signposting and communication around funding streams.
- **RECO 20 – Support with funding applications:** The network should coordinate with government agencies and funders to provide support for organisations to complete their funding applications.



Guide and Advise

The research identified that there is a need to support major actors and grassroots organisations in improving and increasing their use of S4C activities and programmes in order to achieve social outcomes in and through sport.

- **RECO 21 – Create an exchange forum** to enable members of the network to share issues and problems, best practices and lessons learned. Create a solutions-oriented forum to guide grass-root and larger organisations in their rolling-out and scaling of S4C activities.
- **RECO 22 – Cater for a variety of actors:** there is a variety of organisations in the network, with varying degrees of maturity and development and not all members of the network will need similar support. Ensure that different opportunities and support offered reflect this variety and are adapted to the audience.
- **RECO 23 – Optimising resources and capacity building:** The network should focus on identifying resource needs and identifying smart ways to optimise them. This could include shared staff (for smaller organisations that are struggling with staff retention), licences to useful software (accounting software, evaluation software, etc) but also grouping to get lower rates on space rental for events, joint workshops or capacity building exercises (for example on monitoring and evaluation). The network should also identify capacity building needs and coordinate with local authorities, funders and pro-bono organisations to deliver these training.
- **RECO 24 –** In the Medium Term, make available sport for change tools and solutions to non S4C actors in the social sector so they can start using sport as a tool to support them in achieving their outcomes.



Evidence and Demonstrate

The research identified a clear need for evidencing and demonstrating the impact of the S4C sector, not only at the organisational level but also collectively.

- **RECO 25 – Partner with a MEL organisation and seek learnings from existing initiatives:** work with funders to provide S4C actors with on-going monitoring, evaluation and learning training and support available to members of the network. Notably, S4C organisations would benefit from clearly articulating their value-add to funders and how their activity will contribute to the funder's objective. Ensure that you look for existing frameworks to support the MEL strengthening work.
- **RECO 26 – Build collective tools:** Work with funders or a partner organisation to provide collective tools or software which can be used by actors and are adaptable to their activities (i.e. survey platform). For example, Reach for Change has developed useful tools and methodologies – see next section). Facilitate training to use these tools.
- **RECO 27 – Individual impact:** With the support of funder or partners in delivering training and data collection tools, the network will strengthen the capacity of S4C organisations to demonstrate their impact.
- **Reco 28 – Collective Impact Platform:** In the medium term, the network should seek support from partners to start building a platform which collects data, provides tools and enables to demonstrate collective impact.

image: BK Norrköping



CHAPTER 6

ANNEXES

Annex 1 Bibliography

Annex 2 List of Stakeholders Interviewed

Annex 3 List of Common Outcomes across 7 Social Impact Areas from In Focus S4C Impact Framework

Annex 4 Going Forward, a list of S4C capacity building tools

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ANNEX 2

LIST OF STAKEHOLDERS INTERVIEWED

Date	Organisation	Contact Name	Position	Contact Detail
07 June 2022	En Frisk Generation	Janna Hellerup	General Secretary	janna@enfriskgeneration.se
07 June 2022	University of Stockholm	Christophe Premat	Professor cultural studies	
13 June 2022	Malmö city hall	Gustavo Nazar	In charge of education and children's rights	Gustavo.nazar@malmo.se
08 June 2022	National Council of Swedish Youth Organisations	Hannah Kroksson	General Secretary	kroksson@lsu.se
08 June 2022	Erling-Perssons Stiftelse	Ylva Linderson	Research Secretary	Ylva.Linderson@erlingperssonsstiftelse.se
09 June 2022	Postkodstiftelsen	David Given-Sjölander	Project Manager & Strategic Lead	David.Given-Sjolander@postkodstiftelsen.se
09 June 2022	Stockholm Sport Administration	Peter Ahlstrom	Chief of strategy for programme sport in Stockhohlm	peter.ahlstrom@stockholm.se
10 June 2022	Generation PEP	Oskar Sewerin	Project Manager	oskar@generationpep.se
10 June 2022	Linköping University	David Ekholm	Academic researcher on inclusion and civil society	david.ekholm@liu.se
10 June 2022	The Crown Couple Foundation Kronprinsessparets stiftelse	Nahal Illerstig and Elin Annwall	Director of operations & Director of Generation Pep	elin.annwall@kronprinsessparetsstiftelse.se nahal.illerstig@kronprinsessparetsstiftelse.se
10 June 2022	Rättighetsbyrån	Åsa Karlsson	Funding the non-profit in Sweden	asa@rattighetsbyran.se
13 June 2022	Malmö city hall	Gustavo Nazar	In charge of education and children's rights	Gustavo.nazar@malmo.se
13 June 2022	Malmö city hall	Julia Böhrer	City Hall Malmö	julia.bohrer@malmo.se
14 June 2022	Malmö city hall	Malin Eggertz Forsmark	Chief of the leisure and sport department, board member of the Swedish IOC	malin.eggertzforsmark@malmo.se
16 June 2022	Bara Vanlig	Malin Hägg	Chief Operating Officer	malin@baravanlig.se
16 June 2022	Bara Vanlig	Niclas Wennerlund	Secretary General	niclas@baravanlig.se
17 June 2022	Local Researcher	Laura Larsson	Local Researcher	
17 June 2022	Fryshuset	Magnus Gyllenberg	Project Manager, Operations Manager	Magnus.Gyllenberg@fryshuset.se
20 June 2022	RF	David Gustafsson	Head of Operations	David.Gustafsson@rfsisu.se
20 June 2022	Sparks Generation	Alexandra Krook	General Secretary	alexandra.krook@sparksgeneration.com
21 June 2022	AFP	Marc Preel	Bureau Chief, Nordic Countries	
23 June 2022	Korpen	Kajsa Sellidj	Project manager	Kajsa.Sellidj@korpen.se
23 June 2022	Korpen	Paula Samuelsson	Operations Controller	Paula.Samuelsson@korpen.se

Date	Organisation	Contact Name	Position	Contact Detail
23 June 2022	Unicef	Cecilia Ahl	Senior Officer Volunteers and Sports	cecilia.ahl@unicef.se
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01 July 2022	Malmö FF	Karine Heri	(Former) Head of Sustainability	Karin.heri@mff.se
08 August 2022	Stockholm School of Economics	Filip Wijkström	Stockholm Center for Civil Society Studies	filip.wijkstrom@hhs.se
10 August 2022	City of Malmö	Malin Eggertz Forsmark	Chief of the leisure and sport department, board member of the Swedish IOC	malin.eggertzforsmark@malmo.se
15 August 2022	Swedish Research Council for Sport Science (Centrum för idrottsforskning)	Johan Norberg	Professor in Sport Sciences	johan.norberg@mau.se
23 August 2022	GIK/Swedish Parliament	Per Nilsson	Parliamentary Committee on Physical Activity	Per.Nilsson@gih.se
25 August 2022	Right to Play	Anna Lindh	Dorector of Operations	ALindh@righttoplay.com
25 August 2022	Forum for Health Policy	Catharina Barckman	Project Director	catharina.barkman@healthpolicy.se
22 August 2022	Stenbeck Foundation	Sara Damber	General Secretary & Social Entrepreneur	sara.damber@hsstiftelse.se
24 August 2022	MUCF	Lena Nyberg	General Secretary	lena.nyberg@mucf.se
24 August 2022	SKR	Zethrin Nils Olof	Senior advisor sport, leisure, youth politics	Nils-Olof.Zethrin@skr.se
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ANNEX 3 LIST OF COMMON OUTCOMES ACROSS 7 SOCIAL IMPACT AREAS FROM IN FOCUS S4C IMPACT FRAMEWORK

Individual Development**	
Outcome	Outcome Definition
Improved Self-efficacy	An improvement in the participants' perceived self-confidence in their current abilities and future tasks. It is task specific; a person can view themselves as good at one task but not another. A participants' sense of self-efficacy can play a major role in how they approach goals, tasks and challenges. It involves recognition that they can make a difference to their own life.
Improved Self-esteem	An improvement in the participants' overall sense of self-worth (personal value), self-respect, self-perception and self-awareness. It involves beliefs about the self, such as appearance (body image), emotions and behaviours.
Improved Motivation	An improvement in how goal oriented the participants' behaviour is. Motivation is what causes a person to act and achieve something: a person's ambitions and aspirations. Sometimes, individuals are motivated by personal gratification and, other times, for external rewards (such as money, recognition or praise). Motivation involves initiating action (active initiative) and continued effort even though obstacles may exist (determination).
Improved Managing emotions	An improvement in the participants' ability to recognise their emotions and their effects (self-awareness) by examining and regulating emotions, thoughts and resulting actions (self-reflection, self-management) and keeping disruptive emotions and impulses in check (self-control, self-regulation, self-discipline).
Improved Resilience	An improvement in the participants' perseverance and persistence when faced with obstacles (grit) and their flexibility in handling change (adapting, coping).
Improved Social skills	An improvement in how the participants interact and relate to others. It can apply to simple social contexts and work environments. It relates to confidence in social interactions (social competence), forming relationships, working effectively in teams and interpreting others. It includes the ability to lead peers and be a role model, and to empathise and motivate others. It also includes communication skills such as expressing, presenting and listening.
Improved life skills	An improvement in the life skills of the participants. "Life skills" are defined as psychosocial abilities for adaptive and positive behaviour that enable individuals to deal effectively with the demands and challenges of everyday life. They are grouped into three broad categories of skills: cognitive skills for analysing and using information, personal skills for developing personal agency and managing oneself, and inter-personal skills for communicating and interacting effectively with others.
Improved self-discipline	An improvement in the participants' ability to control their conduct and overcome their weaknesses, for personal development.
Improved teamwork	An improvement in the participants' willingness to participate in a team.
Increased knowledge about rights	An improvement in the participants' knowledge about their rights. Rights are the legal, social or ethical principles of freedom or entitlement – the normative rules about what participants are allowed to do. These may include, but are not limited to, the rights of life, liberty, education, equality and freedom of thought and expression.

Health and well being	
Outcome	Outcome Definition
Improved physical wellbeing**	An improvement in the participants' fitness and physical wellbeing. This may include Improved functional fitness, cardio respiratory fitness, muscular strength, adiposity/ body composition; cholesterol levels, bone health, joint health and immune system function.
Improved mental wellbeing**	Improved mood, feelings of happiness and life satisfaction, and reduced levels of stress and anxiety of the participants.
Positive health behaviour	Improved diet (healthy eating), safe sex, reduced substance misuse, and smoking cessation of the participants.
Less need for health services	An improvement in the participants' physical health by increasing fitness and reducing obesity; preventing a number of chronic diseases (cardiovascular disease, coronary heart disease, diabetes, some cancers, strokes, osteoporosis, hypertension); and providing therapeutic benefits for the management of existing diseases and illnesses. Improvement in mental health by lowering the risk of depression; managing anxiety and stress; increasing an overall sense of wellbeing; and helping with some systems of clinically diagnosed personality disorders (such as schizophrenia).
Increased knowledge and understanding of health and health risks	An increase in the participants' knowledge of potential health risks, their potential consequences and how to prevent them.
Improved diet and nutrition	An increase in the participants' ability to apply their knowledge of diet and nutrition to their everyday lives to make ongoing positive and healthy food choices.
Reduced obesity	A reduction in the number of overweight or obese participants (or rate of obesity).
Smoking cessation or reduced substance misuse	A reduction in the rate of regular tobacco use by participants.
Reduced incidence of HIV/ AIDS	A reduction in the incidence of HIV infection/ AIDS amongst the participants.

Employability	
Outcome	Outcome Definition
Enhanced career prospects	Enhanced career prospects for the participants in a secure job or access to training opportunities.
Enhanced employability skills	An increase in the participants' skills and experience for job/ career prospects.
Young people gain work experience	An increase in the number of young people participants with work experience.
Increase in self-employment	An increase in the numbers of participants who are self-employed.

Education	
Outcome	Outcome Definition
Improved cognitive functioning	The mental processes (such as perception, attention, memory and decision – making) involved in an individual's problem-solving, time management, critical thinking, creativity and intellectual flexibility.
Improved access to education	A reduction in the barriers that participants face to access education, resulting in an improvement in their access.
Improved attendance at school	Reduced absenteeism.
Increased motivation and engagement in school	Improved engagement with school and improved behaviour in school of the participants.
Fewer discipline problems	A reduction in the incidence of behavior issues and disciplinary incidents amongst students.
Reduced school drop-out rates	Reduced school drop-out rates of the participants.
Improved educational attainment and achieving qualifications	Improved learning, academic performance, attainment at school and achievement of qualifications of the participants.

Social & Community Cohesion

Outcome	Outcome Definition
Increased social capital and trust	Increased social capital of the participants. Social capital describes the pattern and intensity of formal and informal networks among people and the shared values which arise from those networks. Aspects of social capital include increased levels of trust, increased membership of various groups and improved access to networks and amount of social contact individuals have in their lives. Different types of social capital can be described in terms of different types of networks: ▶ Bonding social capital describes closer connections between people and is characterised by strong bond ▶ Bridging social capital describes more distant connections between people and is characterised by weaker, but more cross-cutting ties ▶ Linking social capital describes connections with people in positions of power and is characterised by relations between those within a hierarchy where there are differing levels of power.
Increased volunteering	Frequent activity of the participants that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives. Volunteering must be a choice freely made by each individual.
Increased community cohesion and spirit	Increased community cohesion and spirit of the participants. A cohesive community is one where there is a common vision and a sense of belonging for all communities; the diversity of people's different backgrounds and circumstances is appreciated and positively valued; and those from different backgrounds have similar life opportunities.
Strengthened community through leadership and democratic participation	Increased civic engagement of the participants (citizens participate in the life of a community in order to improve conditions for others or to help shape the community's future); and greater social cohesion.
Reduced anti-social behaviour	Participants demonstrate Improved pro-social values and reduction of behaviour likely to cause harassment, alarm or distress to others. Increased positive social interactions.
Improved cultural awareness of participants	Improved interaction and interconnection of the participants between cultural groups (this may include subcultures), specifically those who have a history of being excluded or hard to reach.
Reduced gang participation	A reduction of the participants' engagement with or participation in gangs which are involved in serious, violent or territorial behaviour.

Disability

Outcome	Outcome Definition
Increased fairness and equality	Improved equality of opportunity and reduced stigma and discrimination for all participants, at work, in public, social and political life, and in people's life chances.
Positive change in the perception of disabled people in communities	Increased acceptance, understanding and a shift from negative to positive beliefs, values and dispositions of the participants towards and amongst disabled people. This is key to combatting prejudice and harmful practices.
Increased awareness of the issues affecting disabled people	An increased awareness of participants of the issues affecting disabled people. Key issues affecting disabled people may include: stigma and discrimination, disability equality issues, access to services, independent living.
Disabled people feel more integrated in society	Disabled people feel more integrated in society. Integration means people's ability to play an active part within their community in terms of holding valued roles, participating in meaningful activities and developing lasting friendships. Being integrated into the community gives people a sense of purpose and identity. It also improves people's self-esteem and quality of life.

Gender Equity and Equality

Outcome	Outcome Definition
Improvement in awareness about gender inequality and gender roles	An improvement of the participants' awareness about the unequal treatment of individuals wholly or partly due to their gender. This may be demonstrated by positive language and behaviours used by participants when talking about the roles of women, girls, men and boys.
More female participants taking up pathways to become leaders	An increase in the number of female participants taking up pathways to become leaders, such as becoming a sports coach or seen as a role model.
Increase in female role models	An increase in the number of female persons looked to by others as an example to be imitated. Role models could be community leaders, coaches or youth workers, for example.
Increase in female participation in sports activities	An increase in female participation (enrolment and sustained engagement) in sports activities.
Improved body confidence of female participants	An improvement how female participants perceive their physical self and the thoughts and feelings that result from that perception. The feelings can be positive, negative or both, and are influenced by individual and environmental factors.
Improved advocacy by participants for womens' and girls' rights	An increase in the numbers of participants who stand-up and advocate for womens' and girls' right. Womens' and girls' rights are the rights and entitlements claimed for women and girls worldwide. They differ from broader notions of human rights through claims of an inherent historical and traditional bias against the exercise of rights by women and girls in favour of men and boys.
Increased feeling of safety by female participants	Increased feelings of the female participants that they do not anticipate either harm or hurt, emotionally or physically.
Safe spaces for females are provided	A safe space is a place or environment in which female participants feel confident that they will not be exposed to discrimination, unfair/ harmful criticism, harassment, or any other emotional or physical harm.

ANNEX 4 GOING FORWARD, SPORT FOR CHANGE CAPACITY BUILDING TOOLS

All stakeholders interviewed agreed that one of the keys to furthering the reach and impact of the S4C sector and increasing the use of sport to promote positive outcomes in children and youths lies in the capacity strengthening of the sector.

In this section, and to conclude the report, are outlined a number of free and accessible tools and resources for non-profit and S4C practitioners alike. Some of the tools and

resources are specifically tailored to the S4C sector, others have a general outreach.

These resources also include some online tools to strengthen the collection and sharing of robust data demonstrating the impact of S4C initiatives.



EXISTING RESOURCES

The Good Push Alliance

The Good Push Alliance is an initiative lead by Skateistan, an NGOs focusing on skateboarding projects, in order to support, promote and share knowledge about social skateboarding projects across the world.

The Good Push Alliance is an open-source platform which offers training, advice and best practice on grassroots skateboarding activities. Although specifically designed for skateboarding activities, any S4C organisation could take learnings from the sport and adapt them to their activities.

The Good Push Alliance has put together a number of toolkits, a library and an e-learning platform. E-learning programmes include a Monitoring and Evaluation Basics course, available for free online. We list below a number of e-learning programmes which may be useful to the Swedish S4C network.

- Monitoring, Evaluation and Learning – MEL Basics 1 & 2: these trainings provide tools for S4C organisations to set goals and measure their progress. The training module aims to provide an understanding of the quantitative and qualitative tools and provide guidance on how to implement and use them
<https://www.goodpush.org/node/1318>
<https://www.goodpush.org/node/1400>
- Introduction to Child Protection: the training module outlines how to make a programme a safe space for all participants, and more specifically for vulnerable ones.
<https://www.goodpush.org/node/1317>
- Mental Health Programming: provides an introduction and background to the topics of mental health and youth program design. It was designed specifically with sport for development programs in mind, but can be useful for anyone working with children and young people.
<https://www.goodpush.org/node/1274>



Nike – Made to Play

As part of its social impact work, Nike has been supporting children and youth development and inclusion through its Made to Play programme which promotes access to physical activity and play to all. More specifically, Made to Play stated focusing its work on combating obstacles against women and girls' participation in sport.

Together with some of its partners, Made to Play designed and shared digital toolkits to coaches across the globe to support its commitment to encouraging women and girl's participation in sport. These coach toolkits offer the following:

- A coaching girls toolkit, to ensure coaches are adequately trained to deal with coaching young females.
- A hijab toolkit for Muslim communities and hijab-wearing athletes and girl and for coaches to empower girls.
- A sports bra toolkit to ensure every child feels comfortable and confident when they play.
- A coaching for belonging toolkit, which enables to create an environment and experience which helps kids feel and know that they belong.

<https://www.nike.com/gb/made-to-play/coach>

Reach for Change – Online Tools

Reach for change, Sofia Breitholz CEO, has made available a number of toolkits for social entrepreneurs in Sweden. There are four categories:

- Effective solutions
- Financial Sustainability
- Leadership and Team
- System Change

These toolkits (some of which are still being produced and pending publication) offer very didactic and user friendly monitoring and evaluation tools online. This includes online survey templates and qualitative interviews templates which can be downloaded on Excel.

<https://toolkits.reachforchange.org/en/>

Sport and Dev – Manuals and Tools

Sport and Dev is an international platform for sport and development which serves as an information portal and an online community. The platform aims to share knowledge, build good practise and create partnerships between S4C organisations.

As part of the platform, Sport for Dev makes toolkits available freely to organisations. Those include training and development framework for safeguarding in sport, toolkits for grassroots sport leaders, mental wellbeing coaching toolkit, a guide for trans and non-binary inclusion in S4C. An larger list of toolkits can be found in the link listed below.

<https://www.sportanddev.org/en/toolkit/latest-publications/manuals-and-tools>

UNICEF – The Children’s Convention and Association Sports – a handbook for sports managers

UNICEF Sweden produced a handbook in order to increase knowledge and compliance with the Children Convention and Sport. The handbook aims to inspire leaders to create safe activities for children in their practice of post.

The handbook in Swedish can be downloaded by following this link: <https://unicef-porthos-production.s3.eu-west-1.amazonaws.com/idrottshandboken-4e-upplagan.pdf>



UNICEF – Playing the Game

UNICEF, along with the Barça Foundation, produced a framework document to support the design and delivery of successful child focused sport for development programmes. The aim of this study was to produce an S4C framework which can be used by S4C actors, be built on and be adaptable to various programmes and programme objectives.

The playing the game report provides an S4C framework which follows the stages of the programming cycle: design, implementation and sustainable scaling. In its framework, the programme outlines the following eight key elements which are core to create or scale S4C programmes for children outlined in the image below.

Figure 8 | Playing the Game Framework for S4C Programming



As part of the report, UNICEF Playing the Game produced a toolkit to support practitioners in designing and implementing their programmes effectively.

The toolkit is available here: https://www.unicef-irc.org/publications/pdf/Playing-the-Game-Toolkit_A-Guide-for-sport-for-development-practitioners.pdf

UN Women – Guidelines for Gender Responsive Sports Organisations

In 2020, UN Women launched its Sport for Generation Equality campaign to celebrate the 25th anniversary of the 1995 Beijing Platform for Action, a guideline to removing barriers holding women and girls back and signed by 189 countries.

The Sport for Generation Equality provides an opportunity to sporting actors to be leaders in advancing gender equality and to empower women and girls within and through sport. As part of this programme, the UN produced guidelines for gender responsive sports organisation. These guidelines offer a step-by-step guide to translate the UN sport generation equality principals in organisations. The guidelines also provide a useful self-assessment form in its annexes which enables sport organisations to assess their gender equality approach. The self-assessment is available in Annex 2 of the report: <https://eca.unwomen.org/en/digital-library/publications/2021/6/guidelines-for-gender-responsive-sports-organisation>

Laureus Environmental Action Toolkit

In April 2021, Laureus launched port for Good Environmental Action Toolkit to coincide with Earth Day 2021. The toolkit provides extensive advice and recommendations to sport for change actors to help them become a more environmentally sustainable organisation. The toolkit provides actionable recommendations on having a “green team”, implementing sustainable practices, fostering collective and individual action and provides resources for futher learnings.

The toolkit is available here: <https://laureusuk.blob.core.windows.net/laureus/laureus/media/laureus/news/2021/environmental-action-toolkit.pdf>

Laureus – Beyond the Gender Binary: A first steps guide toward Transgender and non-binary inclusion in Sport for Development

The guide is available here: [lsfg-transinclusionguide-aw-digital-singles.pdf](https://www.laureus.org.uk/media/laureus/news/2021/beyond-the-gender-binary-a-first-steps-guide-toward-transgender-and-non-binary-inclusion-in-sport-for-development.pdf) (windows.net)



image: BK Norrköping

Free online courses to support demonstrating impact

- Coursera is making available an Impact Measurement and Management for the SDGs for free from 12 September 2022 – <https://www.coursera.org/learn/impact-for-sdgs?courseSlug=impact-for-sdgs&showOnboardingModal=check#syllabus>
- The Monitoring and Evaluation Technical Assistance (META) Project has developed short online courses to teach the basics of monitoring and evaluation – <https://www.disasterready.org/monitoring-and-evaluation>

Swedish Language – Measuring Efficiency

- This handbook, designed by Mötesplats Social Innovation, provides tools and tips on strategisation and measuring effectiveness. The handbook is in Swedish language.
- https://socialinnovation.se/wp-content/uploads/2018/11/MSI_Handbok_Effektmätning_Digital_181106.pdf

