

DISSEMINATION EVENT

Strategic planning model for local authorities:

Combating racism *in and through* sports

Tuesday, 26 March 2024
13:00 – 15:00 CET

Interpretation: English and Spanish

Hosted by Wanda Tiefenbacher, ETC Graz

Agenda

- **About SCORE**
- **Impulse speeches from practice**
- **Cross-sector collaboration**
- **Presentation: Strategic Planning Model for Local Authorities**
- **Two parallel workshop groups** (English and Spanish),
Case studies to apply the model
- **Presentation of group results**
- **Next steps and closing**

Translation is available. Click on the globe icon at the bottom of the screen to select your language.

La traducción está disponible. Pulse el icono del globo en la parte baja de la pantalla para seleccionar su idioma.

SCORE - Sporting Cities Opposing Racism in Europe

- Funded by the European Commission - Citizens, Equality, Rights and Values Program (CERV)
- Duration: June 2022 – November 2024
- **Main objective:** Coalition of European cities and local authorities committed to inclusive sports and the prevention of racism and related intolerance
 - To promote sport as a **tool for social inclusion**
 - Collect, analyse and share **methodologies** on inclusive sport practices
 - Collecting, analysing and exchanging **methodologies** on the prevention, identification, monitoring and sanctioning of racist and xenophobic practices
 - **Capacity building** for target groups
 - Awareness-raising **campaigns** on social and political implications

SCORE - Sporting Cities Opposing Racism in Europe

- **Project lead:** OBERAXE (*Spanish Observatory of Racism and Xenophobia, Ministry of Inclusion, Social Security and Migration*)
- **12 partners** in Austria, France, Greece, Ireland, Spain, Sweden
- Local **authorities** and sports departments, **academic** institutions, **social** organisations



Department of Sports and Internal Regime of the Getafe City Council



National Office to Combat Hate Crimes (ONDOD) of the Ministry of the Interior



Cidalia, diversity consulting



Bilbao City Council



Sabadell City Council



Association of Intercultural Cities (RECI)



OBITEN Immigration Observatory in Tenerife General Foundation of the University of La Laguna (FGULL)



ETC (Europäische Trainings- und Forschungszentrum für Menschenrechte und Demokratie)



Sweden: Network for building intercultural communities through training, advice, exchange and development of policies and practices.



Doras



University Rennes II



PKDI Greece

Starting point: Combatting racism *in* and *through* sports

Measures and actors combatting racism **IN** sports:

e.g.: Combatting racist incidents occurring **within** the sporting domain

Measures and actors combatting racism **THROUGH** sports:

e.g.: Using sports as a **means** to combat racism and **foster inclusion** on a broader level

Counteracting discrimination *in* and *through* sports means **strengthening equality, inclusion, equal opportunities** and **equal treatment** of affected persons. This requires a range of measures, actions and stakeholders.

Dragones de Lavapié

Dolores Galindo Fontán
President



Strategic Planning Model for local authorities

- Structured guideline how to develop sports as a tool to combat racist discrimination
- Planning model adaptable to local contexts, needs and resources
- Promotes an inclusive environment, the protection of rights and social cohesion
- Underpinned by the Collective Impact Framework
- Focus on bringing stakeholders together, addressing community needs, demonstrating accountability and influencing policy



COMBATING RACISM IN AND THROUGH SPORTS

A Strategic Planning Model for
Local Authorities

*Created in the framework of SCORE –
Sporting Cities Opposing Racism in Europe*

Background

Racist discrimination at the local level

- Racism and discrimination undermine the core functions of a city
- Detrimental effects in several spheres
- Racism and racist discrimination = Human rights issue and human rights violation!
- Requires strategic intervention by local authorities

Why sports?

- Sports is a powerful tool for social cohesion and change
- Bridging divides, promoting mutual understanding and empowering communities
- Sharing experiences and promoting values such as teamwork, resilience and leadership
- Sports is a cost-effective strategy for improving social inclusion, public health and urban prosperity

Stakeholder cooperation

- Combating racism in and through sports requires comprehensive sector-wide collaboration
- Unique strengths, perspectives and resources of a wide range of stakeholders
- Key leadership opportunity for local authorities
 - Commitment to international human rights standards
 - Local knowledge
 - Ability to mobilise community resources and networks



Local authorities as leading organisations

Resource
allocation and
funding

Policy
development and
enforcement

Training and
education
programmes

Community
engagement and
awareness
campaigns

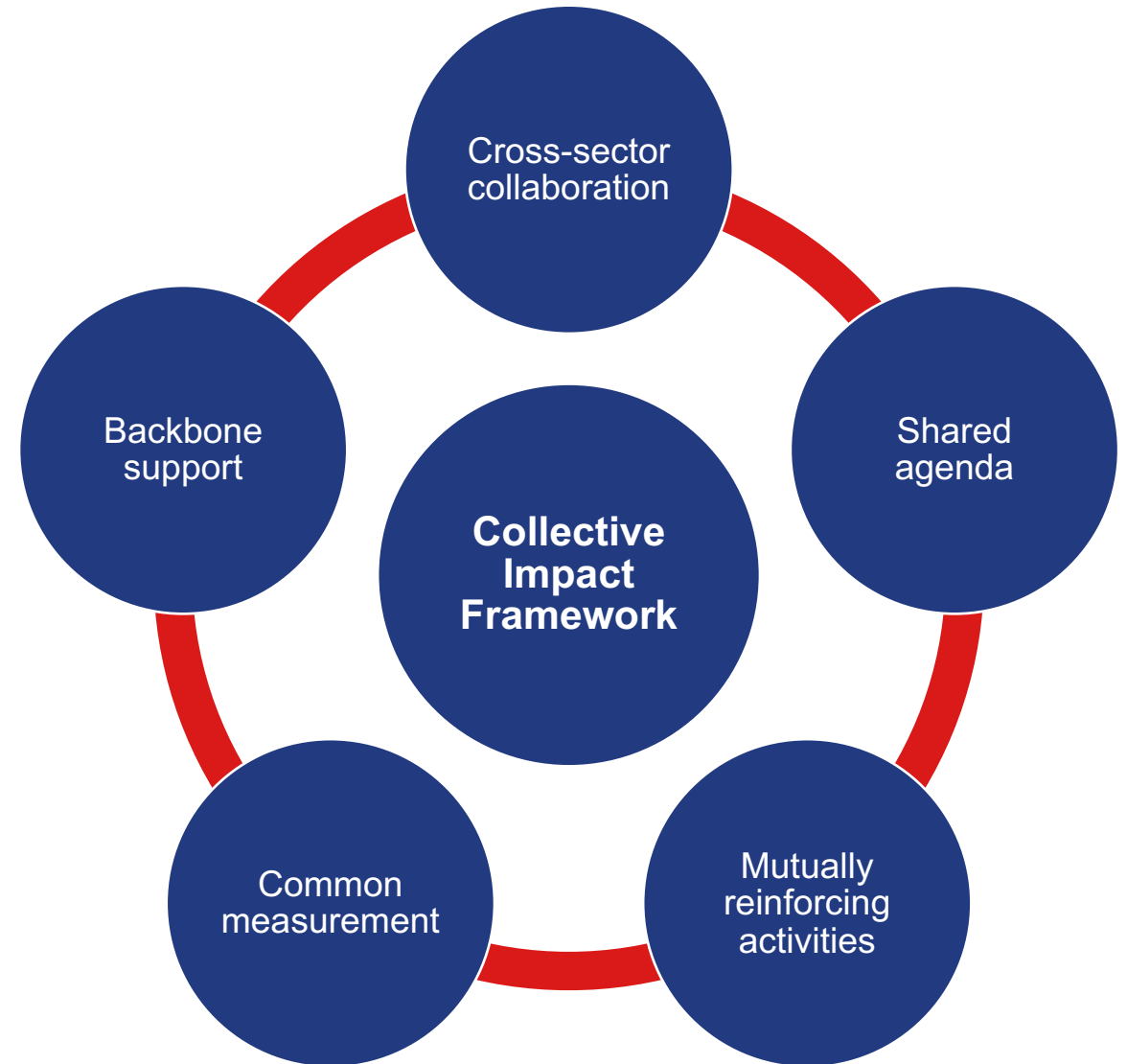
Supporting
grassroots and
community
initiatives

Collaboration and
partnership
building

Monitoring and
reporting
mechanisms

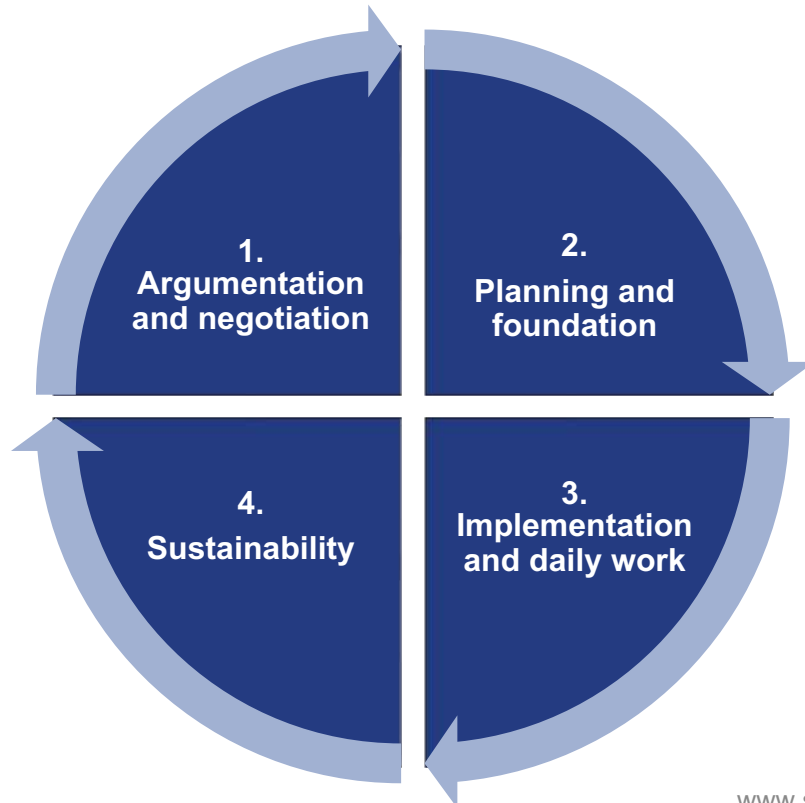
Collective Impact Framework

- A lens through which to consider complex societal problems
- Requires well-placed organisation to take the lead in coordination = local authorities
- 5 key dimensions
- Framework to guide collaboration towards clear objectives → not a blueprint, requires adaptation!
- Integrates seamlessly with existing processes to increase impact



Implementation

Policy cycle as basis to create strategies, policies, activities



Applying CIF lens enables local authorities to:

- bring together diverse stakeholders for a **unified anti-racism mission**
- build **cross-sector partnerships** to combine strengths and resources
- **measure progress** using common metrics for clear accountability
- promote inclusive **communication** to maintain stakeholder trust and flexibility
- strengthen **leadership** that prioritises inclusivity and adaptability

Phase 1: Argumentation and negotiation

Policy cycle: Identifying issues and potential solutions

- The CIF promotes collaboration between different stakeholders to identify and resolve key issues
- Engage key stakeholders in meaningful dialogue to develop a **shared understanding** of goals, **build consensus** and align stakeholder objectives
- Establish **formal agreements** to define roles, responsibilities and expectations
- Gather **information, expertise and resources** to formulate data-driven arguments and **identify actionable goals** that are consistent with a human rights-based approach

Cross-sector collaboration

Shared agenda

Mutually
reinforcing
activities

Common
measurement

Backbone support

Phase 2: Planning and foundation

Policy cycle: Developing a strategic blueprint for action

- Leverage **collective knowledge and resources** and develop a **strategic action plan** that outlines the scope of the initiative, the resources required, timelines and key performance indicators
- Establish **common measurement systems** to ensure stakeholder alignment on clear, measurable goals and strategies for inclusive, accessible initiatives
- Include **training and capacity building activities** on human rights, non-discrimination and other relevant issues to increase stakeholder knowledge and engagement.
- **Allocate resources effectively** to ensure that initiatives are inclusive and equitable, especially for marginalised groups, and emphasise equity in planning

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Phase 3: Implementation and daily work

Policy cycle: Implementing planned activities with focus on impact

- Coordinate stakeholder efforts strategically, emphasising **mutually reinforcing activities** for maximum collective impact
- Apply **clear communication, effective project management and flexibility** to adapt solutions in real time, sharing progress and lessons learned among stakeholders
- **Engage the community** directly to increase participation and gather feedback through education programmes and awareness campaigns
- Position local authorities as **facilitators** of collaborative delivery, addressing issues and empowering marginalised communities through sports

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Phase 4: Sustainability and Impact

Policy cycle: Ensuring long-term success

- **Evaluate** the long-term results and sustainability of initiatives and **adjust strategies** to ensure continued effectiveness
- Monitor initiatives using **established indicators**, identifying successful practices and lessons learned
- Requires **ongoing commitment** from all stakeholders for sustained positive impact, **strengthen partnerships** and community networks to maintain the momentum of anti-racism efforts and embed these practices in community life for lasting change
- Lead **continuous improvement and adaptation** to new evidence and challenges to ensure that initiatives remain effective

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measurement

Backbone support

Internal operationalisation processes

Monitoring and evaluation frameworks:

- measuring progress
- ensuring accountability
- maximising the impact of anti-racism initiatives
- justifying continued investment

Internal operationalisation processes:

- clear financial and governance frameworks
- transparent communication
- capacity building
- participatory monitoring and evaluation

Strategic Planning Model for local authorities

- Model as a guideline and call to action, not a one-size-fits-all solution
- Enables local authorities to use sport as a tool to combat racism and promote social inclusion
- Guided by the Collective Impact Framework (CIF), applied to the policy cycle
- Outlines actionable strategies for local authorities to
 - Develop a **unified anti-racism mission**
 - build **cross-sector partnerships**
 - **measure progress** using common metrics
 - promote inclusive **communication**
 - strengthen **leadership**

This makes it a comprehensive guide for local authorities to lead their communities towards inclusivity and unity.

Breakout session: Hypothetical case studies

There is a hypothetical case study of racism occurring at the local level. How can we apply the Collective Impact Framework effectively?

Se presenta un caso hipotético de racismo en el ámbito local. ¿Cómo podemos aplicar eficazmente el Marco de Impacto Colectivo?

Two parallel discussion rooms, duration: 55 minutes

English room: moderated by Wanda Tiefenbacher and Ana Karolina Medeiros (ETC Graz, Austria)

Spanish room: moderated by Noemi Garcia-Arjona (University of Rennes, France) and Ekain Larrinaga Muguruza (City of Bilbao, Spain)

Presentation of findings: case studies

English room

*Valoria Volley Virtuosos – Racism in
Volleyball*

presented by Wanda Tiefenbacher and Ana
Karolina Medeiros (ETC Graz, Austria)

Spanish room

Riverton – Lack of Inclusion in Youth Soccer

presented by Noemi Garcia-Arjona (University of
Rennes, France) and Ekain Larrinaga Muguruza
(City of Bilbao, Spain)

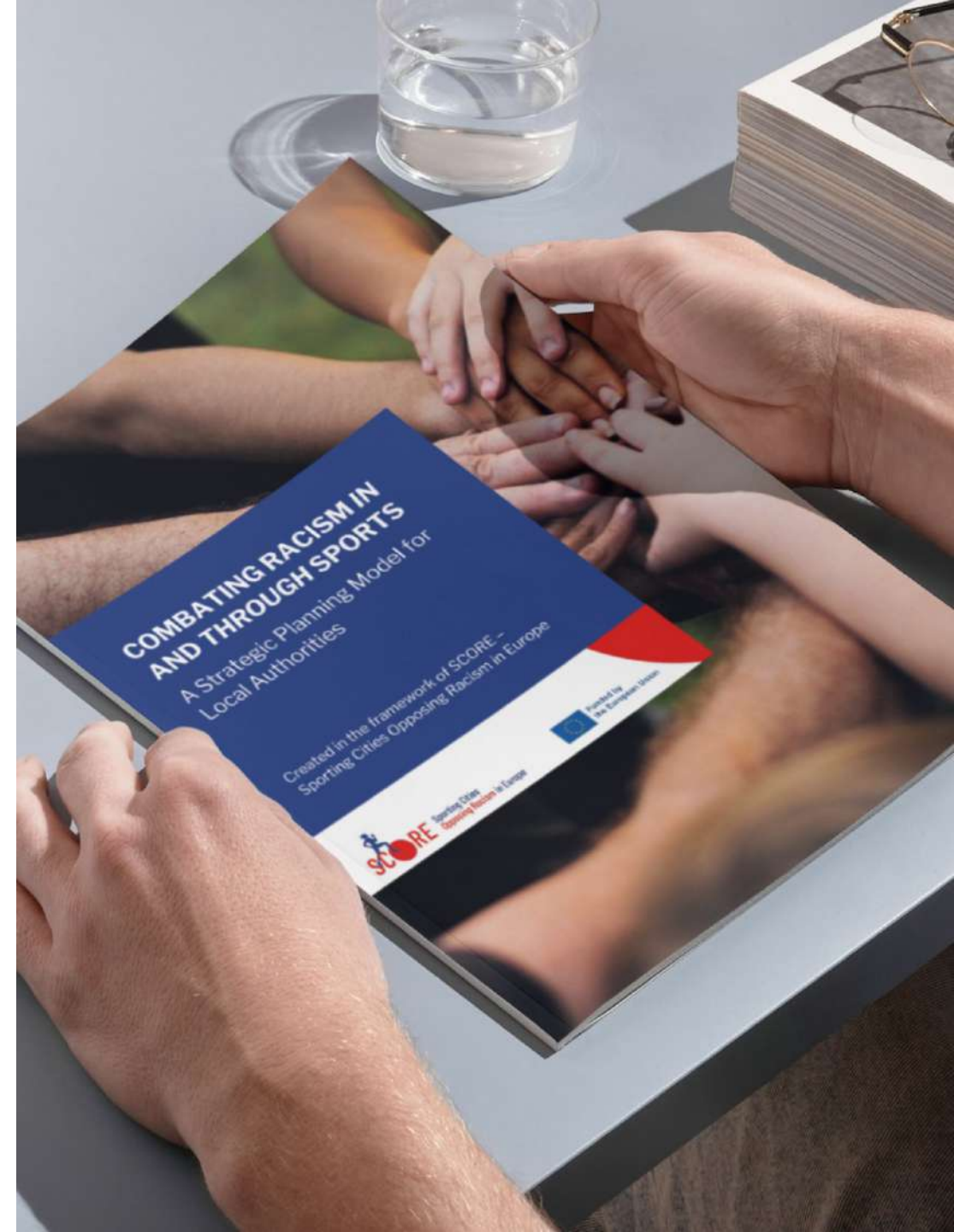
Strategic Planning Model for local authorities

Available for
download:



Elaborations on:

- Background
- Local level stakeholders
- Strategic framework and collective impact model
- **Concrete strategies** per policy cycle phase
- Monitoring and evaluation guide
- Internal operationalisation processes
- Resources and support



SCORE Project: next steps

PRACTICAL GUIDE FOR THE PREVENTION OF RACISM THROUGH SPORT

23/04/2024 HORARIO 12:00-13:30 (CET)

WORKSHOP ONLINE

GUÍA PRÁCTICA PARA LA PREVENCIÓN DEL RACISMO A TRAVÉS DEL DEPORTE

LENGUA DE TRABAJO ESPAÑOL/INGLÉS

INSCRIPCIÓN

04/23/24

FROM 12 TO 1:30 PM (CET)

SPANISH ENGLISH

INSCRIPTION

THE ROLE OF SPORTS INSTITUTIONS AND ORGANIZATIONS, PROFESSIONAL AND AMATEUR, IN THE FIGHT AGAINST RACISM IN THE SPORTS FIELD

23/05/2024 HORARIO 10:00-12:00 (CET)

WORKSHOP ONLINE

EL PAPEL DE LAS INSTITUCIONES Y ORGANIZACIONES DEPORTIVAS, PROFESIONALES Y AFICIONADAS, EN LA LUCHA CONTRA EL RACISMO EN EL ÁMBITO DEPORTIVO

LENGUA DE TRABAJO ESPAÑOL/INGLÉS

INSCRIPCIÓN

05/23/24

FROM 10 AM TO 12:00 PM (CET)

SPANISH ENGLISH

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SCORE Newsletter:
<https://scoreproject.net/>



**Thank you for your attention and cooperation!
If you have any questions, please contact us at
wanda.tiefenbacher@uni-graz.at**



**Gracias por su atención y colaboración.
Si tiene alguna pregunta, póngase en contacto con nosotros en
wanda.tiefenbacher@uni-graz.at**