



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*





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SCORE Project

This document is published in the framework of Work Package 11 of the SCORE project: SCORE - Sporting Cities Opposing Racism in Europe (www.scoreproject.net). SCORE is an EU-funded project within the European Commission's Citizens, Equality, Rights and Values Programme (CERV), focusing on identifying, analysing, and sharing methods developed at local level to promote inclusive sports practices for immigrants, asylum seekers, refugees, and ethnic minorities. It aims to use sports as a tool for inclusion and prevention of racism and racial discrimination. The overall goal is to develop a coalition of European cities to promote inclusive sports and combat racism.

This strategic planning model provides local authorities with effective tools to combat racism in and through sports. It was developed using the results of a large-scale European stakeholder survey, which identified successful anti-racism initiatives, challenges, gaps, and training needs. In addition, a European stakeholder discussion with over 100 participants from 16 countries further refined the content. By focusing on solutions within the competence of local authorities, this model provides realistic and actionable guidance.

The SCORE project is led by OBERAXE (Spanish Observatory of Racism and Xenophobia - Ministry of Inclusion, Social Security and Migration). It is implemented with twelve partners (local authorities, civil society organisations, academic institutions) from Austria, France, Greece, Ireland, Spain, and Sweden:



- Department of Sports and Internal Regime of the Getafe City Council (Spain)
- National Office to Combat Hate Crimes (ONDOD) of the Ministry of the Interior (Spain)
- Cidalia, diversity consulting (Spain)
- Bilbao City Council (Spain)
- Sabadell City Council (Spain)
- Spanish Network of Intercultural Cities (RECI) (Spain)
- ObiTen - The Immigration Observatory of Tenerife (Spain)
- European Training and Research Centre for Human Rights and Democracy (ETC Graz) (Austria)
- Intercultural Cities Sweden (Sweden)
- Doras – Promoting and Protecting Human Rights (Ireland)
- University Rennes II - VIPS² Laboratory (Values, Innovations, Policies, Socialisations and Sports) (France)
- Cultural Centre of the Municipality of Ioannina (Greece)

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Strategic Planning Model for Local Authorities

Sports to combat racism and racial discrimination

1. Executive summary

The unifying power of sports can be a key tool in tackling racism and discrimination, which are pervasive barriers that undermine social cohesion and hinder a city's ability to function equitably. This strategic planning model provides local authorities with a powerful roadmap - the Collective Impact Framework (CIF) - contextualised for tackling racism and discrimination *in sports* and *through sports*, thus ultimately promoting a more inclusive and equitable society. It leverages existing resources and builds on proven strategies, enabling local authorities to maximise their impact on social inclusion without reinventing the wheel.

Specifically, the model outlines strategies to:

- **Prevent and combat discrimination *in sports*:** Proactively protect the rights and well-being of athletes, coaches, and fans, with a focus on eliminating racism in all areas of sports participation.
- **Promoting social inclusion *through sports*:** Create equitable opportunities for marginalised groups, including migrants, refugees, asylum seekers and ethnic minorities, to fully participate in and benefit from sports programmes.
- **Building social cohesion:** Using sports as a platform to challenge stereotypes, promote understanding and strengthen relationships between different groups in society at large.

Local authorities, with their deep understanding of community needs and ability to convene key stakeholders, are uniquely positioned to lead this positive change. This model enhances existing policy frameworks, maximises resource efficiency and promotes the sharing of best practices. By incorporating the Collective Impact Framework - a proven methodology for collaboration, shared goals and mutually reinforcing activities - this model facilitates collaboration between stakeholders at the local level and aligns initiatives with city goals.

This collaborative approach empowers cities to be at the forefront of building a more just and equitable future, both on and off the playing field.

2. Background and context

2.1. What is racist discrimination?

By understanding the comprehensive definition of racial discrimination as set out in the International Convention on the Elimination of All Forms of Racial Discrimination (CERD), it is possible to develop more targeted and effective strategies to promote inclusion and eliminate discrimination *in* and *through* sports. This framework provides a basis for identifying discriminatory practices, setting clear targets, and measuring progress towards a more just and equitable sporting environment.

The International Convention on the Elimination of All Forms of Racial Discrimination (ICERD) defines **racial discrimination** as "any distinction, exclusion, restriction or preference based on race, colour, descent or national or ethnic origin".

The term "**distinction**" refers to the act of categorising a person as different on the basis of characteristics such as race¹, colour, ethnicity, descent, birth, religion or language. This categorisation can involve both biological and cultural ascriptions and can be used to justify different entitlements at a structural level. The opposite of distinction is **equality**, understood as both a status and a process.

"**Exclusion**" refers to the denial of access to and enjoyment of human rights. The European Union has adopted the ILO definition of social exclusion, but has broadened the definition to emphasise that social exclusion occurs when people cannot fully participate in or contribute to society because of "the denial of civil, political, social, economic and cultural rights". The definitions suggest that exclusion results from "a combination of interrelated problems such as unemployment, low skills, low income, poor housing, poor health and family breakdown". Participation is both a precondition and a purpose of human rights. The opposite of exclusion is "**inclusion**".

"**Restriction**" means a limitation on the enjoyment of human rights in practice. Its positive counterpart is the existence of "**equal opportunities**".

"**Preference**" refers to the granting of privileges to one person over another on the basis of criteria such as race, colour, ethnicity, descent, birth, religion or language. Conversely, it places one person at a disadvantage compared to another. The positive response to this formal understanding is the principle of "**equal treatment**".

Effective strategies to combat racial discrimination both *in sports* and *through sports* must therefore promote the positive counterparts of the four dimensions of discrimination, thus increasing equality, inclusion, equal opportunities and/or equal treatment.

¹ The editors, whenever using the term race or its derivatives, refer to UNESCO's Declaration on Race and Racial Prejudice, adopted by the General Conference of UNESCO at its twentieth session, Paris, 27 November 1978.

2.2. Negative impacts of racism and discrimination at the local level

Racism and discrimination are pervasive social problems that erode human rights, create barriers to participation and undermine social cohesion. These issues have a direct impact on a city's ability to fulfil its core functions as a:

- **Democratic institution:** Racism and discrimination undermine public confidence in a city's commitment to fairness and equality, which can lead to disengagement and a sense of exclusion within marginalised communities. When people feel disengaged, the entire democratic process suffers, eroding public participation and ultimately weakening the legitimacy and responsiveness of local government.
- **Rule maker:** Cities have a fundamental responsibility to adopt and enforce policies that promote equality for all. When racism or discrimination persists, it casts doubt on the city's commitment to upholding these principles. This undermines the rule of law, creating a perception of bias in the application of the law. It can weaken confidence in the justice system and potentially hinder a city's ability to maintain public order.
- **Employer and service provider:** Discrimination sends a damaging message that the city is not a welcoming or inclusive place for everyone. This harms the city's reputation, discourages skilled people from settling in the city and makes services less accessible to those in need. It also leads to a smaller talent pool for businesses, hindering economic growth and denying marginalised communities equal access to vital resources.
- **Contractor:** A lack of focus on diversity and inclusion in partnerships limits the city's access to innovative solutions that could address the negative effects of racism itself. Excluding diverse perspectives in problem-solving leads to policies and programmes that perpetuate rather than address existing inequalities, further harming communities.

Racism and discrimination within a city undermine social cohesion, limit opportunities for residents and hinder the ability of a city to function effectively. Racism fosters divisions, undermines trust between communities and creates an environment where not all residents feel valued. Increased tension and social friction can have a negative impact on public safety and make it difficult to address critical issues collectively.

Key insight: Racism and discrimination undermine the core functions of a city, undermining public trust, legal integrity, economic growth, and social cohesion. This creates a divisive environment that challenges effective governance and collective problem-solving. Addressing these issues is critical to promoting an inclusive and equitable urban community.

2.3. Sports as a unifying force

While these challenges may seem difficult to manage, local authorities have a powerful tool at their disposal: sports. In 2003, the UN Inter-Agency Task Force on sports for Development and Peace defined sports for development as "*all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organised or competitive sports, and indigenous sports and games*". Sports provide a unique platform not only to address these issues on a societal level, but also to actively foster social cohesion, promote human rights, and build thriving, resilient communities *in and through* sports. The benefits can be summarised as follows:

Breaking down barriers and building bridges

A common language: Sports can transcend language and cultural barriers, creating opportunities for connection and understanding between different groups. Shared experiences on the field or court can foster empathy and respect, a powerful remedy to racism and prejudice.

Safe spaces for social interaction: Sports facilities and events can provide neutral ground where people from different backgrounds can interact, build relationships, and break down stereotypes. These interactions can foster a sense of shared identity and belonging, a key element of a strong and inclusive community.

Encourage teamwork and collaboration: Success in sports depends on cooperation and mutual support. By participating in team sports, individuals learn to work together towards a common goal, regardless of their background or history. These skills can lead to a more cooperative and cohesive society where residents actively support their neighbours.

Empowering individuals and strengthening communities

Building self-esteem: Sports can provide a platform for individuals, especially young people, to develop a sense of achievement and self-worth. This is particularly important for marginalised groups who may face discrimination and social exclusion. Participation in sports builds confidence and resilience, enabling individuals to overcome challenges and realise their full potential. Sports help foster the development of social competencies, self-esteem, and other crucial life skills.

Leadership development: Sports help to develop essential leadership skills such as communication, problem solving and strategic thinking. These skills not only benefit teams on the field, but also empower young people to become leaders in their communities, driving positive social change from the grassroots up.

Creating positive role models: Successful athletes, especially those who have overcome adversity, can be powerful role models for young people, providing inspiration and demonstrating the value of hard work and dedication. This is particularly important for marginalised communities who may lack positive role models within their own social circles.

A cost-effective investment in the future of a city

Local government budgets are often tight, but sports initiatives for fostering social cohesion and inclusion offer significant benefits at a relatively low cost in the long run:

Reduced social costs: Investing in inclusive sports programmes can reduce long-term social costs for cities by promoting social cohesion, fostering mutual understanding, and improving overall public health.

The power of policy: Well-developed sports policies can make strategic use of existing EU, national and regional inclusion initiatives and translate them into practical, effective solutions at the local level. This demonstrates a city's commitment to tackling racism and enhances its reputation.

Attract investment and talent: A vibrant and inclusive sports scene makes a city more attractive to professionals, businesses, and tourists. This can lead to increased revenue generation and economic growth, directly benefiting the financial health of the city.

Use existing resources: Cities can partner with established sports organisations, civil society organisations and others to extend the reach of programmes and share resources. This collaborative approach maximises impact while minimising the financial burden.

Sports is more than recreation. It is a powerful tool for social change, offering a pathway to a more inclusive, just, and prosperous community. Sports promote non-discrimination, equality, the right to health, children's rights, education, cultural rights, economic rights, freedom of expression and international peace. Through the strategic use of sports programmes, local authorities can build bridges between different groups, empower individuals, and create a society where everyone feels valued and respected. This not only strengthens the social fabric of the city, but also ensures a better future for all residents.

Key insight: Sports is a powerful tool for social cohesion and change, enabling particularly local authorities to bridge divides, promote mutual understanding and empower communities. Through shared experiences and the promotion of values such as teamwork, resilience and leadership, sports offers a cost-effective strategy for improving social inclusion, public health and urban prosperity, confirming its role beyond mere recreation in building inclusive and vibrant communities.

2.4. International frameworks

The imperative for local authorities to combat racism and promote inclusion *in and through* sports is rooted in several international legal frameworks, conventions and documents that emphasise the importance of fighting discrimination and promoting human rights in all aspects of society. These frameworks provide clear standards for cities, making anti-racism initiatives both a matter of good practice and a legal obligation. They also enable local authorities to justify their efforts, benchmark themselves against international expectations and hold themselves accountable. In addition, adherence to these frameworks can unlock access to resources, support and networks, inspiring ambitious local efforts that align with a global vision for human rights in sports.

The **International Convention on the Elimination of All Forms of Racial Discrimination (ICERD)**² calls for the criminalisation of hate speech, incitement to racial discrimination and the dissemination of ideas based on racial superiority. It also emphasises the right to seek redress for harm suffered as a result of discrimination and provides channels for justice.

The Council of Europe, a key defender of human rights in Europe, offers several frameworks to support local authorities in tackling racism in sports. **The European Convention for the Protection of Human Rights and Fundamental Freedoms**³ provides essential protection, with Article 14 specifically prohibiting discrimination on several grounds. This Convention provides a legal basis for combating racism and upholding fundamental rights in sports.

In addition, the **European Sports Charter**⁴ outlines principles for ethical sporting practices. It promotes the idea of sports for all, emphasising fair and inclusive access to sporting activities. The Charter provides guidance for local authorities wishing to develop sports programmes that promote diversity and combat discrimination.

Within the European Union, the **EU Charter of Fundamental Rights**⁵ enshrines the principles of equality and non-discrimination as central pillars. It explicitly prohibits discrimination on grounds of race, colour and ethnic or social origin, including in sports. This legally binding framework empowers local authorities to take bold action against racism.

The **EU Action Plan to combat racism 2020-2025**⁶ recognises the insidious and persistent nature of structural racism across Europe. It outlines clear measures, including the development of national anti-racism initiatives targeting different sectors, including sport. This plan emphasises the essential role of cities and calls for decisive implementation and strong political will at national, regional, and local levels.

² United Nations General Assembly (1969). International Convention on the Elimination of All Forms of Racial Discrimination. <https://www.ohchr.org/sites/default/files/cerd.pdf>

³ Council of Europe. (1950). European convention on human rights. <https://www.coe.int/en/web/human-rights-convention/the-convention-in-1950>

⁴ Council of Europe. (2021). European sports charter. https://search.coe.int/cm/pages/result_details.aspx?ObjectId=0900001680a42107

⁵ European Parliament (2001). Charter of Fundamental Rights of the European Union. https://www.europarl.europa.eu/charter/pdf/text_en.pdf

⁶ European Commission (2020). A Union of Equality: EU Anti-Racism Action Plan 2020-2025. https://commission.europa.eu/document/download/beb25da4-e6b9-459e-89f7-bcd3a8f0c8_en?filename=a_union_of_equality_eu_action_plan_against_racism_2020_-2025_en.pdf

The **Olympic Charter**⁷ underlines the role of sports in promoting peace and human dignity. Its explicit principles prohibit discrimination and ensure that the rights and freedoms it outlines are secured for all, regardless of any distinction.

Other resolutions and charters reinforce the global consensus on the value of sports for peace, development, human rights and inclusion. The **United Nations Human Rights Council Resolution on the Promotion of Human Rights and Fundamental Freedoms through sports and the Olympic Ideal**⁸ and the **UNESCO International Charter for Physical Education, Physical Activity and sports**⁹ emphasise the potential of sports to promote education, health, and well-being, while underlining access to and participation in sports as a fundamental right for all.

⁷ International Olympic Committee (2023). Olympic Charter.
<https://stillmed.olympics.com/media/Document%20Library/OlympicOrg/General/EN-Olympic-Charter.pdf>

⁸ United Nations Human Rights Council (2013). Promoting Human Rights Through Sport and the Olympic Ideal.
https://www.ohchr.org/sites/default/files/Documents/HRBodies/HRCouncil/AdvisoryCom/A_HRC_RES_24_1_ENG.pdf

⁹ UNESCO (2015). International Charter of Physical Education, Physical Activity and Sport.
<https://unesdoc.unesco.org/ark:/48223/pf0000235409>

3. Objectives of the Strategic Planning Model

Given the prevalence of racism in societies, the unique leveraging power of sports and the competencies of cities, this strategic planning model utilises the Collective Impact Framework to help local authorities build the capacities to achieve the following objectives:

- **Prevent and combat discrimination *in* sports:** Proactively protect the rights of all athletes, officials, and fans. This includes the elimination of racism, xenophobia, and related intolerance in all aspects of sports participation, from grassroots to professional level.
- **Promote social inclusion *through* sports:** Creating equitable opportunities for migrants, refugees, asylum seekers and ethnic minority communities, ensuring full access and a sense of belonging in sports programmes.
- **Using sports for social change:** Implement programmes that use sports as a tool to tackle stereotypes, promote intercultural understanding and strengthen community cohesion, leading to wider societal benefits.

Local authorities are well placed to take the lead in combating racism *in* and *through* sports. Their unique combination of resources, influence, and established structures enables them to:

- **Unite stakeholders:** Facilitate collaboration between sports organisations, civil society organisations, educational institutions, athletes, and other key stakeholders by establishing a common agenda and vision. This will ensure that the voices of those directly affected by racism are heard and prioritised in the development of solutions, both within sports and in the wider community.
- **Address community needs:** Integrate anti-racism and inclusion initiatives with wider community development goals. This strengthens the impact of sports-based programmes targeting discrimination and fosters a sense of shared purpose and investment that leads to broader societal change.
- **Demonstrate accountability:** Develop clear metrics and report transparently on progress towards a more equitable and inclusive sports environment and wider community. This will build trust with residents and ensure that efforts to tackle racism are effective across the board. Common measurement systems are essential for tracking and reporting progress.
- **Leverage the power of policy:** Create or strengthen policies that explicitly prohibit discrimination, protect the rights of city residents and promote inclusion at all levels of sports participation and society. These policies provide a clear framework for tackling racism on and off the field.

Each section of this strategic planning model contributes to building the capacity of local authorities to leverage this role and to achieve the objectives. Each section of the document addresses these roles and objectives as follows:

1. **Background:** This section sets out the problem of racism in and around sports, highlighting the power of sports for positive change and why local authorities are essential in tackling this issue.
2. **Stakeholder analysis:** Identifying key stakeholders (local authorities, sports groups, athletes, communities, etc.) is crucial to building a collaborative approach to delivering effective programmes at a local level.
3. **Strategic framework:** Introduces the Collective Impact Framework as a powerful tool for tackling complex issues such as racism. It emphasises collaboration, shared goals and data-driven tracking of progress.
4. **Strategy Implementation:** Outlines the steps for applying the Collective Impact Framework. Provides specific strategies that local authorities can use and emphasises the importance of ongoing communication between all stakeholders.
5. **Monitoring and evaluation:** Emphasises the need for clear indicators to measure progress and track success. This data allows local authorities to adjust strategies for continuous improvement.
6. **Implementation strategies and tools:** Provides a selection of practical tools for implementing anti-racism programmes, including action plans and strategies for managing resources and collaboration within the local authority.
7. **Conclusion:** Summarises the key points of the model and offers implementation tips.
8. **Resources and support:** Lists resources such as toolkits, best practice, and funding information available to support local authorities.

By adopting this strategic approach and applying the Collective Impact Framework, a system that focuses on common goals, mutually reinforcing activities and continuous communication, local authorities will be equipped to develop effective policies and programmes that use sports as a tool to reduce racism, promote inclusion and build fairer communities.

4. Stakeholder analysis

A first important step for tackling racism and discrimination *in* and *through* sports is to recognise the interconnectedness of different local actors, including local authorities, sports associations, civil society organisations and educational institutions. Each stakeholder brings valuable expertise to the table, but also has limitations, which underscores the importance of a collaborative, multi-level, and multi-stakeholder approach.

To ensure that this work also actively upholds human rights, it is crucial to understand who the primary rights-holders are and what the obligations are to respect, protect and fulfil those rights. By following a collaborative approach, the different competencies of all stakeholders can be synergised, overcoming individual limitations, and advancing a more inclusive and equitable agenda in sports that respects the rights of all participants.



4.1. Primary stakeholders

4.1.1. Local authorities as key actors

While successful anti-racism initiatives in sports require a multi-sectoral approach, **local authorities are in a unique position to lead these efforts**. As duty-bearers under the international human rights framework, they have a legal and ethical responsibility to respect the norms of equality and non-discrimination, to protect individuals from violations and to ensure the realisation of these principles in all aspects of society, including sports. This leadership role is further strengthened by their strategic position within the community. Local authorities have established structures and networks that link them to various stakeholders, enabling them to convene key actors and foster a collaborative environment. Their control over public resources enables strategic allocation to support anti-racism initiatives. By leveraging their human rights obligations and strategic role, local authorities can become powerful catalysts for building a truly inclusive environment for all.

The **administration and directorates** set the strategic framework for sport, aligning policies with social inclusion and human rights. Their importance lies in their ability to ensure that sports policies not only promote community development, but also strictly adhere to the principles of non-discrimination and equality. This strategic positioning is essential for creating an environment in which sporting activities reflect and promote anti-racist social values.

Sports departments manage and develop sports facilities and programmes, working in partnership with local clubs to promote inclusive sporting events. Their work is based on the fact that sports can be a universal language for promoting diversity and inclusion. Their role is to ensure accessibility for all members of the community, with a focus on removing barriers for groups traditionally discriminated against in sport. This direct involvement makes sports a practical tool for social change.

Education departments integrate sports into the curriculum, using it as a tool to teach values such as teamwork, respect, and tolerance. The evidence base for their involvement highlights the role of sports in shaping young people's attitudes and behaviour, making early education a frontline in the fight against racism. By extending sports education to extra-curricular activities, they ensure wider access and participation, promoting inclusivity from an early age.

Integration departments focus on the inclusion of migrants and refugees in sport, addressing the real challenges these groups face in accessing sports and leisure activities. Their efforts are crucial in using sports as a means of social integration, increasing cohesion, and building a sense of belonging among new community members. This targeted approach is key to reducing prejudice and promoting mutual understanding.

Public health departments emphasise the health benefits of sports participation and target diverse communities with culturally sensitive outreach. They address the real inequalities in health outcomes and access to sports facilities, making health equity an essential part of the inclusion conversation in sport. Their work ensures that the physical and mental health benefits of sports are accessible to all, contributing to the overall wellbeing of the community.

Social work departments identify barriers to sports participation among marginalised communities and design targeted interventions. Their relevance is grounded in evidence on the social determinants of health and participation, and highlights the need for targeted, equity-focused programmes that ensure sports inclusion reaches those most in need.

Equality and anti-discrimination offices research discrimination in sports and develop training and reporting mechanisms. Their work is based on the factual existence of racism and discrimination in sport, making them central to establishing accountability and promoting a culture of equality and respect in sports environments.

4.1.2. Additional key actors

Other public authorities at regional or national level: Through the establishment of national action plans, these authorities integrate anti-racism efforts into the wider social fabric, ensuring that sports becomes a vehicle for promoting inclusivity and diversity. Funding and policy frameworks that support diversity initiatives directly contribute to the creation of an equitable sporting environment. The guidance and resources provided by national or regional authorities enable local bodies to implement effective and sustainable anti-racism strategies. Shared knowledge and standardised monitoring mechanisms ensure that local efforts are both effective and aligned with broader national goals.

Social and civil society organisations: These organisations bring a grassroots perspective to the fight against racism, ensuring that programmes are responsive to community needs. Through legal aid and community outreach, they directly confront the effects of racism and work to create an inclusive culture within sport. The innovative approaches and community engagement strategies of these organisations can serve as models for local authorities. Their direct work with affected communities provides valuable insights and methodologies for developing responsive local policies.

Professional or amateur sports organisations: Implementing diversity quotas and developing educational initiatives use sports as a platform for wider social impact, challenging stereotypes and promoting understanding through teamwork and shared goals. These organisations' commitment to diversity and inclusion can have a significant impact on local sporting culture, making sports facilities and programmes more accessible and welcoming to all members of the community. Their initiatives can serve as a benchmark for local policy development in sports and recreation.

Professional or amateur athletes: Athletes have the power to shift narratives and influence perceptions through their personal stories and public platforms, making them key allies in anti-racism campaigns. Their advocacy for structural change contributes to a more inclusive sports industry. Athletes' involvement in local initiatives can extend the reach and impact of anti-racism efforts, encouraging wider community participation in sports and promoting social cohesion.

Universities and research centres: By generating data-driven insights into the effectiveness of diversity initiatives, these institutions help to tailor anti-racism strategies to be more effective. Their research can identify systemic barriers to participation, leading to more equitable policies and practices in sport. Access to research enables local authorities to make informed decisions about allocating resources and developing programmes that effectively address the specific needs and challenges of their communities.

Activists and individuals: By initiating awareness campaigns and advocating for policy reforms, activists and individuals play a crucial role in maintaining the momentum for change and ensuring that the fight against racism remains a central societal concern. The activism and engagement of individuals and groups provides a constant push for innovation and accountability in local government, ensuring that anti-racism policies remain a priority and are implemented effectively.

4.2. Secondary stakeholders

Beyond these primary stakeholders, a group of secondary stakeholders play a crucial role in supporting local efforts to combat racism and discrimination *in* and *through* sports. Their contributions, although indirect, are essential in amplifying the impact of local initiatives by providing resources, advocacy, and broad community engagement.

Coaches play a multifaceted role as sports leaders, mentors, and confidants, which puts them in a prime position to promote inclusivity and combat racism within their teams. By embodying diversity and leading by example, they facilitate open discussions and cultivate a team culture that values and respects diversity. Their commitment to cultural competency and anti-discrimination training equips them to sensitively address issues of racism and to support athletes in navigating and overcoming these challenges. This role is crucial for local authorities as it has a direct impact at grassroots level, shaping inclusive sporting environments from the ground up.

Fans are an integral part of the sports ecosystem, and their diversity reflects the wider community. By analysing fan demographics, local authorities can better understand and cater for this diversity, ensuring that sports venues are welcoming to all. Implementing clear codes of conduct that prohibit discriminatory behaviour and engaging fans in positive anti-racism campaigns turns supporters into allies for inclusion. Educating fans to recognise and challenge racism promotes a more inclusive and respectful sports culture, in line with local authority anti-racism objectives.

By recognising **parents** as key decision-makers in their children's participation in sport, local authorities can address barriers related to finance, logistics, language, or fear of discrimination. Clear, accessible communication in multiple languages builds trust with parents from diverse backgrounds and ensures that sports is seen as inclusive and accessible. This approach supports the aims of local authorities by ensuring that participation in sports is equitable and reflects the diversity of the community.

Media organisations have the power to shape the narrative around sport, making them central to promoting diversity and challenging discriminatory narratives. By working with the media to highlight positive role models and diverse sports coverage, local authorities can encourage a shift away from stereotypes and towards a more inclusive representation of athletes. This collaboration is essential for local authorities to use sports as a platform for wider societal change in attitudes towards racism.

Businesses have a responsibility to promote anti-racist workplaces and can extend their influence into sports through partnerships with sports organisations. Local authorities can engage businesses in sponsoring inclusive sports initiatives and providing essential resources such as equipment and facilities. This synergy between the business sector and sports organisations strengthens local efforts to combat racism, providing both financial support and a commitment to shared values of diversity and inclusion.

By working with **faith-based groups**, local authorities can tap into broad networks and community engagement efforts to reach diverse populations and promote social cohesion through sport. Considering interfaith participation and using sports as a neutral ground for dialogue and understanding are strategies that can enhance the inclusivity of sports programmes. This collaboration underscores the potential of sports to bridge cultural and religious divides and aligns with local authorities' goals to promote inclusive communities.

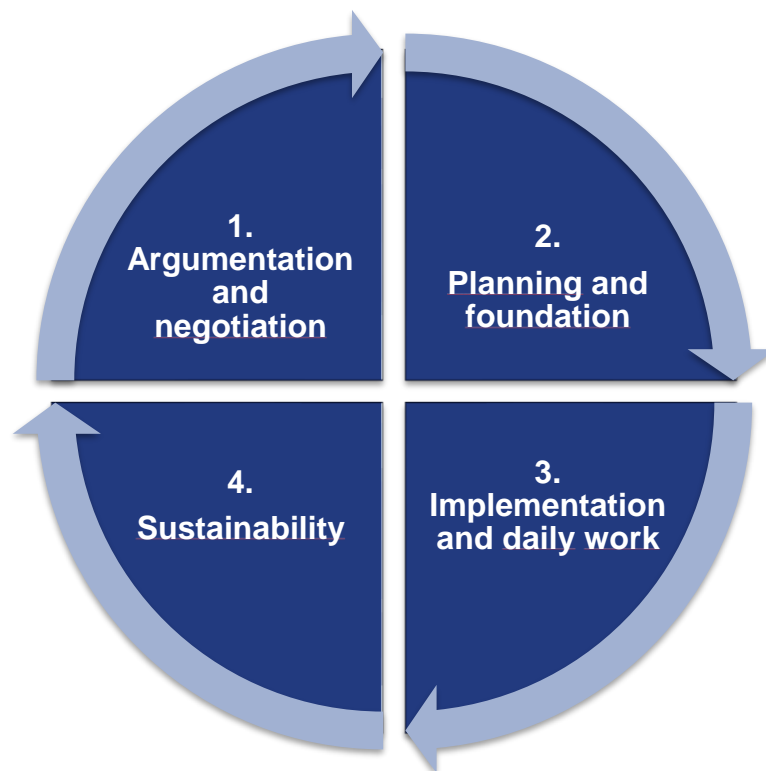
International organisations bring a global perspective, resources and expertise that can significantly strengthen local efforts to combat racism in sport. By partnering with these organisations, local authorities can advocate for anti-racism policies on a wider scale and access best practices, technical assistance, and funding opportunities to implement inclusive sports initiatives. This international collaboration enriches local strategies with a broader understanding of effective approaches to tackling racism and strengthens the capacity of local authorities to create inclusive sporting environments.

Key insight: Effectively tackling racism and discrimination *in and through* sports requires comprehensive, sector-wide collaboration that draws on the unique strengths, perspectives, and resources of a wide range of stakeholders. Local authorities have a key leadership role, guided by their obligations under international human rights standards and their ability to mobilise community resources and networks. Together with sports organisations, educational institutions, athletes, businesses, media, and community groups, they can form a powerful local alliance. This collaborative model not only enriches the sporting landscape with diversity and inclusion, but also positions sports as a dynamic force for challenging racism and promoting social change.

5.Strategic framework: A collaborative approach using the Collective Impact Framework

5.1. The basis of strategic planning: The policy cycle

The policy cycle is a comprehensive and well-known framework for strategic planning in any organisation. It serves as a guide for systematically addressing issues, developing solutions and evaluating results. It emphasises a structured approach to the development of policies, initiatives and actions that is responsive to societal needs and accountable to stakeholders, ensuring that policies effectively address the problems they are designed to solve. A typical policy cycle includes the following phases:



Argumentation/ Negotiation phase:

This phase focuses on **identifying key issues and proposing viable solutions**. Building a strong case with data, needs assessments and testimonies is essential to secure stakeholder support and build consensus. This foundational stage is critical in setting the direction for initiatives to prevent discrimination and promote inclusion.

Planning/ Foundation phase:

Once consensus has been reached, the second phase of the policy cycle involves translating the agreement(s) into a **strategic plan of action or roadmap**. It sets clear, measurable goals and outlines actions, timelines and responsibilities. It is important to ensure broad stakeholder participation and access to the necessary resources, such as funding and facilities, which are essential to build a solid foundation for the initiative.

Daily Work and Implementation phase:

This phase focuses on **implementing the planned action(s)** by carrying out activities designed to address the issues identified. Priorities include clear communication, effective project management and the flexibility to make adjustments as necessary to ensure successful achievement of objectives and a positive impact on the target area.

Sustainability and Impact phase:

The last phase of the policy cycle is dedicated to **ensuring the long-term success of initiative(s)** by monitoring progress, evaluating effectiveness and ensuring financial and organisational sustainability. It involves addressing the challenges of maintaining momentum over time, ensuring that initiatives remain impactful and that resources continue to support anti-discrimination and inclusion efforts.

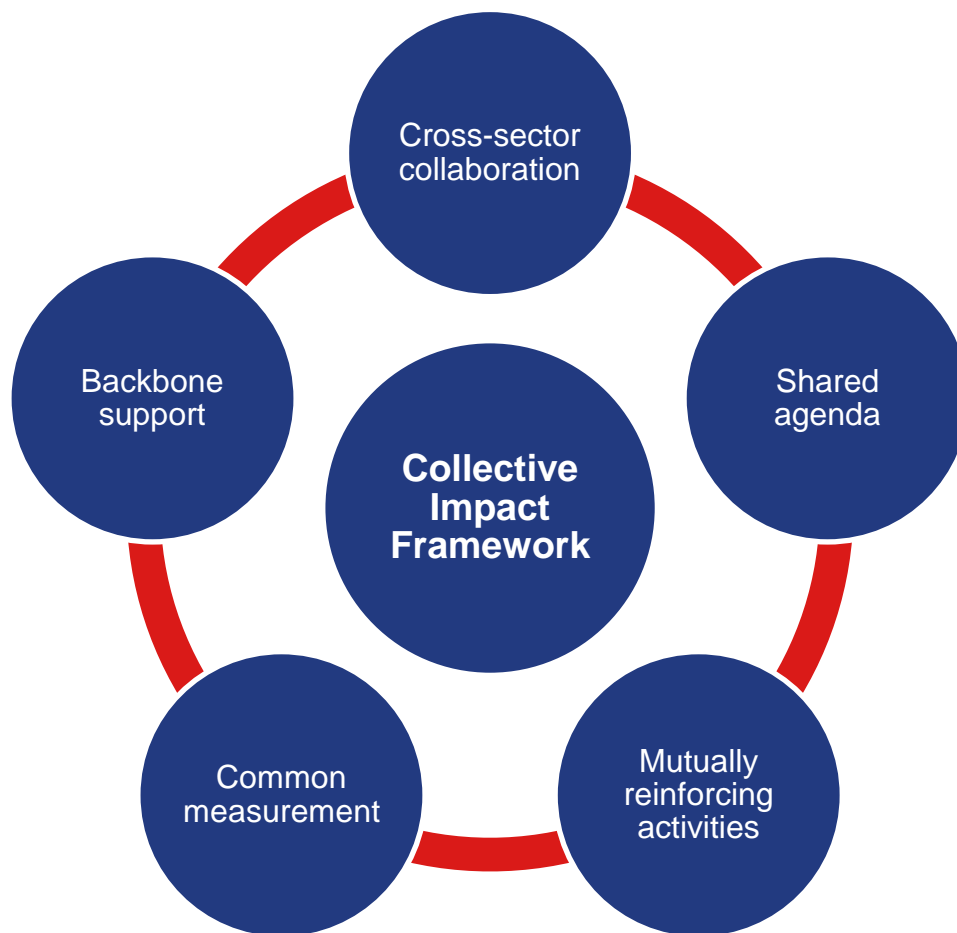
5.2. Enhancing the policy cycle: the Collective Impact Framework (CIF)

The **Collective Impact Framework (CIF)** is a model to tackle complex social problems through the coordinated efforts of different organisations and stakeholders¹⁰. In this strategic planning model, it is applied as a practical tool to enhance the effectiveness of the policy cycle, particularly in tackling major issues like racism *in sports* and addressing it *through sports*. It builds on the familiar structure of the policy cycle but introduces systematic collaboration across sectors, ensuring that different voices are included and resources are better coordinated. It consists of five interrelated components or dimensions, as outlined below, which can be taken as a lens and applied to strategic planning processes.

While applying a new framework to existing administrative processes can seem daunting, the CIF is designed to integrate smoothly with the typical policy cycle. The aim is to increase effectiveness and impact, not to overhaul what is already working. The CIF therefore does not replace the policy cycle, but adds layers of cooperation, collaborative monitoring, and community engagement to amplify its impact.

Ultimately, this conceptual framework, consisting of five interrelated dimensions, promotes a sense of collaboration, shared ownership, continuous improvement and systemic change throughout each of its stages, increasing the chances of achieving lasting, equitable cohesion in sports and society at large.

¹⁰ Sources: Kania, J., & Kramer, M. (2011). "Collective impact." Stanford Social Innovation Review. Available at: https://ssir.org/articles/entry/collective_impact



5.2.1. Cross-Sector Collaboration

Success requires bringing together different stakeholders. These include local authorities, sports organisations, educational institutions, community groups, athletes themselves and, most importantly, individuals from disadvantaged communities. Each brings unique perspectives and resources to the table. This collaboration should prioritise the amplification of historically silenced voices and ensure real decision-making power for marginalised groups.

5.2.2. Common Agenda

The focus here is on building a shared understanding of the problem. Through the open dialogue, data sharing and collaboration encouraged by the Collective Impact Framework, stakeholders can identify the root causes of racism in sports and collectively define a clear vision for a more inclusive environment. Building a compelling case with data and negotiation strategies remains critical to securing stakeholder buy-in (similar to the argumentation/negotiation stage of the policy cycle). This shared understanding must prioritise equity as a non-negotiable goal.

5.2.3. Shared Measurement Systems

The Collective Impact Framework emphasises shared measurement systems, ensuring everyone tracks progress towards the same goals (similar to the Planning/Foundation state of the policy cycle). Stakeholder participation through continuous communication and collaboration is essential for developing a plan with specific goals, objectives, action steps, timelines, and assigned responsibilities. Securing resources like funding, facilities, and personnel is also crucial at this stage. The metrics for success should include the aspect of changing power dynamics, ultimately ensuring that marginalised groups have greater agency and decision-making authority in the sports context.

5.2.4. Mutually Reinforcing Activities

Implementation involves putting the plan into action (similar to the Daily Work stage of the policy cycle). The Collective Impact Framework's emphasis on mutually reinforcing activities ensures individual efforts from each stakeholder complement each other. For example, a government-funded educational program could connect with local sports organisations to maximise its reach among athletes and coaches. Clear communication, strong project management, and the ability to make adjustments as needed are critical for successful implementation. These activities should not only benefit marginalised communities, but also build their capacity to lead and sustain anti-racism efforts.

5.2.5. Backbone Support

The Collective Impact Framework's final component is the principle of backbone support. A dedicated team, institution, or organisation provides ongoing coordination, communication, technical assistance, and data collection and analysis (similar to the Sustainability/Impact stage of the policy cycle). This ensures the focus remains clear, facilitates communication among all partners, and allows for monitoring and evaluation of progress. Identifying areas for improvement through this ongoing assessment is crucial for ensuring the initiative remains impactful and achieves lasting positive change. This support should also incorporate the development of resilient leadership within marginalised groups to eventually take on these coordinating roles themselves.

Key insight: The well-known policy cycle provides a foundation for local authorities to tackle racism in and through sports. Applying the Collective Impact Framework (CIF) further enhances its effectiveness by promoting cross-sectoral collaboration, emphasising adaptability to ensure long-term success, and prioritising the voices of those most affected by racism. The CIF integrates seamlessly with existing processes to increase impact and requires a well-positioned backbone organisation to take the lead in unifying efforts.

5.3. The case for local government leadership

Through their unique combination of resources, influence, and established structures, local authorities are best placed to act as the backbone of CIF implementation, as elaborated in the fifth CIF component of **Backbone Support**. They can bring together different stakeholders, address community needs, demonstrate accountability towards inhabitants and create policies, all of which are integral in combating racism *in* and *through* sports. This means local authorities do not have to reinvent the wheel but can rather optimise resources and ensure greater effectiveness in tackling complex issues.

To achieve significant and sustainable change, local authorities are encouraged to build on their inherent strengths and resources. These core competencies not only position them as key backbone organisations but are also critical to achieving broader goals of social inclusion and community well-being. Tackling racism, while primary, is part of a wider framework of promoting social justice and empowering marginalised communities.

The following are areas in which local authorities can use their powers to contribute to this wider objective:



Resource allocation and funding: Local authorities can allocate specific parts of their budgets to tackling racism and promoting diversity in sports. Allocate budget resources specifically for tackling racism and promoting diversity in sports. Establish grant programmes for sports clubs developing inclusive programming for diverse populations. Prioritise funding for initiatives led by marginalised communities themselves.

Policy development and enforcement: By developing and implementing policies that promote equality and non-discrimination, local authorities ensure that sporting activities are accessible to everyone, including marginalised groups such as undocumented people. Develop and implement clear policies promoting equality and non-discrimination in local sports. Advocate for legislative changes that democratise access to sports. Ensure that

policies address both overt acts of racism and subtle biases that create barriers to participation. Proactively involve those most affected in policy design and enforcement mechanisms.

Improving infrastructure and accessibility: Make sports facilities more inclusive and accessible. Focus on low-cost improvements like signage in multiple languages or accessible entrances. Consider subsidies or free access times for under-served communities. Ensure that sports venues are available and affordable for all, particularly in neighbourhoods with higher migrant populations. Consult with marginalised communities to understand their specific needs and tailor solutions accordingly.

Training and education programmes: Funding and organising training programmes on cultural sensitivity, anti-discrimination laws and inclusive coaching methods for coaches, athletes and sports administrators is essential. Partnerships with educational institutions to integrate anti-racism and sportsmanship curricula further the cause. Training needs to be designed in consultation with those who have experienced racism and emphasise not only awareness but also skills to actively disrupt discriminatory behaviour.

Community engagement and awareness campaigns: Launching campaigns to raise public awareness of racism in sports and organising community sporting events can promote intercultural dialogue and understanding, creating a more cohesive society. Campaigns should not only focus on inclusion, but also on breaking down stereotypes and highlighting the positive contributions of marginalised groups to the sporting landscape and to society as a whole.

Supporting grassroots and community initiatives: Supporting grassroots movements and local sports clubs working for racial harmony and integration is essential. Providing platforms for these initiatives increases their visibility and impact. This support should prioritise capacity building within marginalised communities, fostering their leadership and organisational sustainability.

Collaboration and partnership building: Creating a united front against racism in sports requires collaboration between sports clubs, NGOs, government bodies and the private sector. Ensuring that local efforts are aligned with national policies is essential for cohesive action. Make certain that partnerships respect the autonomy of marginalised groups and focus on shared decision-making, not just utilising their input.

Monitoring and reporting mechanisms: The establishment of systems for reporting and monitoring incidents of racism in sports is essential. Dedicated offices or helplines for athletes and spectators to report discrimination can go a long way towards addressing and mitigating these issues.

Key insight: Local governments are ideally placed to lead CIF efforts. Leveraging existing skills in data analysis, resource allocation, communication and partnership building is key to success.

5.3.1. Benefits for local governments

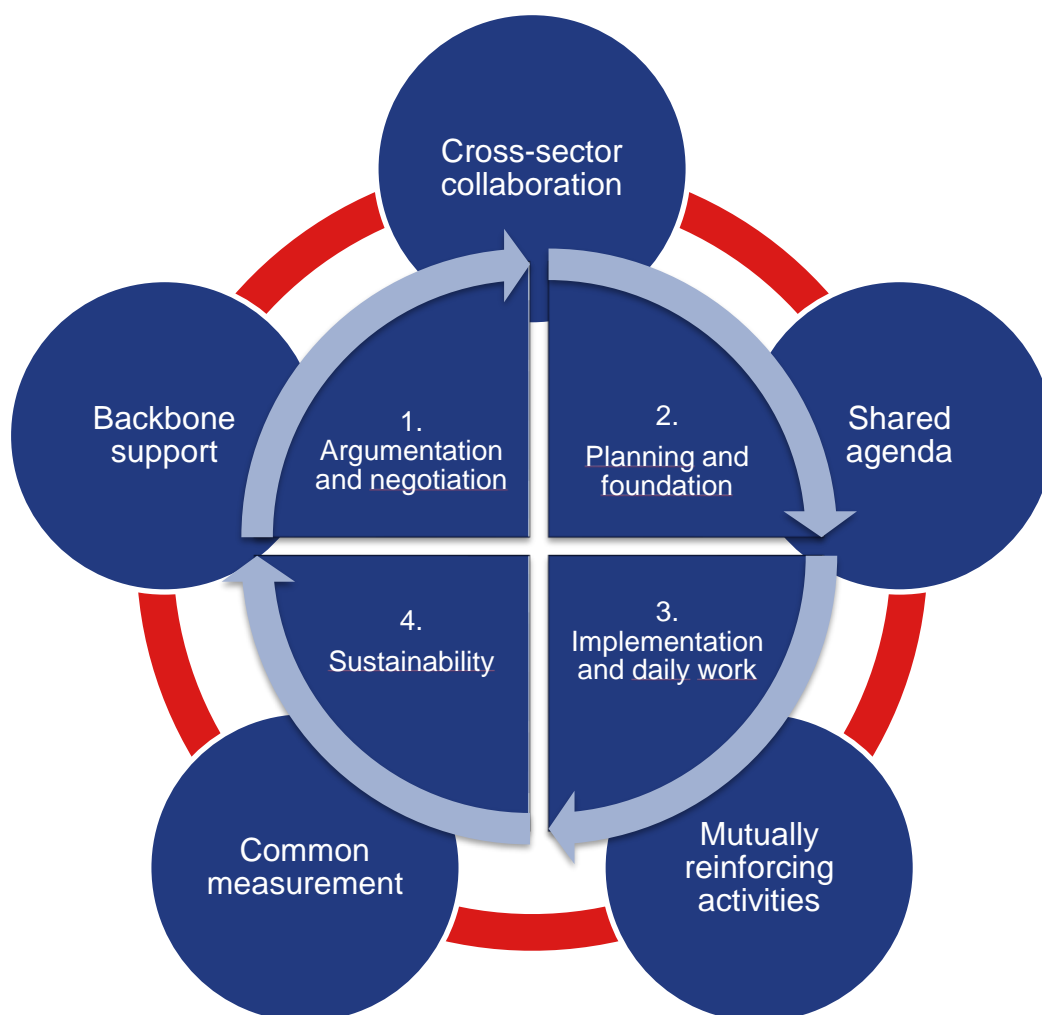
The Collective Impact Framework (CIF) provides a powerful and structured approach for local authorities to tackle achieve core objectives and tackle complex challenges in their communities, providing a range of benefits:

- **Enhanced leadership and reputation:** The CIF provides a structured way for local governments to demonstrate their commitment to equity and inclusion. This proactive leadership builds a positive reputation that enhances the region's overall image and ability to attract investment and talent.
- **Optimised resource allocation and impact:** The CIF streamlines collaborative efforts and ensures that resources are used wisely. Shared measurement systems demonstrate local government's ability to maximise impact within existing constraints, justifying existing programmes to funders and constituents.
- **Increased accountability and community trust:** The CIF's transparent processes and focus on inclusive participation demonstrate accountability, especially to marginalised communities. This builds trust and makes other local government-led initiatives more impactful through greater buy-in from residents.
- **Fostering innovation and shared learning:** The CIF provides a supportive learning environment. It enables the sharing of best practices and solutions, accelerating progress on complex social challenges.
- **Tackling systemic issues:** The multi-sectoral nature of the CIF enables a deeper understanding of how racism works, including its structural manifestations. This facilitates the development of solutions with lasting impact that address root causes rather than superficial symptoms.
- **Cohesive, resilient communities:** The CIF emphasises community engagement and ownership, especially for historically marginalised groups. This fosters a sense of inclusion and belonging, strengthens the social fabric of the community, and makes other initiatives less likely to be undermined by social discord.
- **Improved problem-solving capacity:** The CIF builds partnerships that draw on diverse expertise and resources from different sectors. This increases the overall capacity of local government to understand and address complex issues, with social, economic and political benefits that extend beyond the scope of anti-racism work.

Key insight: The CIF is not about adding to a local authority's workload, rather it is about achieving existing government objectives more effectively and sustainably. Tackling systemic racism through the collaboration facilitated by the CIF improves leadership, accountability, efficiency, community wellbeing and problem-solving - all of which are critical to any successful local government.

6. Implementing the Collective Impact Framework to combat racism and racial discrimination

Incorporating the Collective Impact Framework (CIF) throughout the policy cycle promotes a unified and collaborative approach to creating more inclusive and equitable environments in sports and society as a whole. This section provides local authorities with a compilation of strategies and initiatives, according to each phase of the policy cycle, intended to support facilitation of stakeholder conversations to identify the most effective way to coordinate tasks. The input builds on the instrumental role of local authorities in bringing diverse groups together, advocating for effective delegation and leveraging the unique strengths and resources of each stakeholder to achieve these goals.



The strategies proposed here are based on a wide range of contributions from stakeholders across Europe. They are designed to be adaptable, taking into account the specific capacities, skills, resources and local contexts. In addition, they seek to promote the positive counterparts of the four dimensions of racial discrimination, thus increasing **equality, inclusion, equal opportunities** and/or **equal treatment**. While dependent on these local factors, the strategies offered aim to provide guidance for implementing a comprehensive approach to tackling

racism and discrimination, not only within sports, but also in using sports as a vehicle for wider social improvement.

Policy cycle phase 1: Argumentation/Negotiation

Through the lens of the Collective Impact Framework (CIF), the argumentation/negotiation phase of the policy cycle is enhanced by fostering a collaborative environment where diverse stakeholders come together to identify key issues and propose viable solutions. This phase highlights the **importance of creating a shared agenda**, emphasising the need for **data-driven arguments** and **broad stakeholder engagement**. It lays the foundation for initiatives aimed at preventing discrimination and promoting inclusion and is a crucial step in building consensus and aligning the goals of local authorities, sports organisations, community groups and individuals from marginalised communities.

Local authorities must take the lead in mobilising stakeholders and allocating resources to tackle racism in sports, ensuring a consistent approach and sustained investment for long-term change. Below, concrete initiatives, tips and strategies are provided for relevant issues in the first policy cycle.

Stakeholder engagement and alignment

- Assess the **local authority's own policies** and organisational culture in relation to diversity and inclusion. Identify areas for improvement and training needs;
- Systematically **identify organisations and individuals** crucial for tackling racism *in* and *through* sports. These include sports governing bodies, schools, NGOs, social and civil society organisations, high-profile athletes and the media, among others (see *Section on Stakeholder Analysis*);
- **Invite representatives** from key stakeholder groups to guide the development of new, city-wide actions, measures and strategies;
- **Establish a steering committee**, task force or dedicated group to lead city-wide efforts. Ensure that the group includes members of marginalised communities to gain authentic insights and to allow for a transparent and needs-based process;
- **Open the group to the public**, with regular meetings to further publicise successful anti-racism cases and promote community engagement and awareness;
- Establish **memorandums of understanding** (MOUs) to define roles and collaboration, with clear communication channels for ongoing dialogue. Develop a standard template that outlines the roles and responsibilities of partner organisations;
- Organise an event to build relationships where different stakeholders **share their common concerns as well as their expertise**;
- Settle on a **common definition** for racism, racist discrimination as well as for the goals and objectives that should be achieved in combating them;
- Together with stakeholders, develop a **common vision statement, policy framework or action plan**, consisting of concrete goals, objectives and impacts. This can either

apply to a city-wide strategy, or serve as a guideline for individual efforts undertaken by stakeholders;

- **Build awareness** among stakeholders to change the view of sports from purely competitive to a tool for social change and inclusion.

Needs assessment and data collection

- Carry out a comprehensive **needs assessment** with local stakeholders involved in anti-racism initiatives in and through sports as well as marginalised communities to understand the current landscape and to develop a specific, community-centred action agenda;
- Design and administer tools to **collect baseline data** on public awareness and bystander intervention skills to assess the impact of the initiative. Include scenario-based questions to measure readiness to intervene in racist incidents;
- Conduct **focus groups, surveys or public meetings** specifically with marginalised communities to understand their experiences of racism in sports and in broader society and identify priorities;
- Create a **database of current anti-racism work** by sports organisations, schools and NGOs to identify potential partners and avoid duplication of effort;
- **Share existing data** on racist incidents, public attitudes, etc. as a basis for stakeholders to agree on the extent of the problem and where action is most urgent.

Awareness raising and communication strategies

- Emphasise the development of public awareness campaigns to draw the attention of stakeholders to the need to properly **address racism and discrimination**, not only within the sports community but also among the general public;
- **Work with the media** to increase coverage of the city's anti-racism efforts, using media platforms to amplify stakeholder voices, showcase positive examples and encourage wider community involvement in anti-racism activities;
- **Embed anti-racism messages in regular communications**, including event announcements and athlete training, to ensure consistent messaging across platforms. Work with communications experts to develop a **toolkit of key messages and stylistic/linguistic guidelines** for widespread use by stakeholders active at the local level;
- Use **targeted social media campaigns** to reinforce messages of inclusivity and engage the community in recognising the need for anti-racism efforts in sports.

Policy cycle phase 2: Planning/Foundation

Moving on to the planning/foundation phase of the policy cycle, the CIF principles guide local authorities in translating the consensus into a strategic roadmap. This phase emphasises the creation of common measurement systems to ensure that all stakeholders are aligned with clear, measurable objectives and a unified strategy. It highlights the critical role of securing the necessary resources and promoting broad stakeholder participation.

Through the lens of the CIF, this phase ensures that planning is rooted in equity and focuses on making sports and society more inclusive by leveraging collective insights and resources, as lined out in the tips and initiative suggestions below.

Shared measuring systems

- Convene stakeholders to collaboratively **define success indicators** beyond participation numbers. Consider metrics related to bystander intervention rates, changes in athlete/fan/coach attitudes, etc. (see *Section on Monitoring and Evaluation*);
- Develop a **standard agreement** that outlines how data collected by partner organisations will be shared securely and analysed centrally to ensure transparency;
- Work with stakeholders to design an **evaluation plan** that includes both quantitative and qualitative data collection methods. Ensure that community voices are prioritised in the evaluation process;
- Develop **clear mechanisms for reporting progress** to address challenges and ensure that all partners fulfil their agreed roles;
- Use the agreed metrics to **demonstrate the impact** of anti-racism initiatives when advocating for policy and funding changes. Data-based arguments are more persuasive.

Funding and resources

- Streamline the local authority's **resources for the coordinating role** through dedicated budgets or partnerships for joint grants. Ensure that funding is simple and accessible through non-bureaucratic channels, and promote these opportunities widely with simple application processes (see *Section on Internal Processes for Effective Implementation*);
- Establish a working group to attract **aligned funding** and develop high-impact joint initiatives, complemented by training in sponsorship strategy and negotiation;
- Provide **specific grants** to sports organisations for outreach work in refugee shelters, for example, and use digital platforms to share resources, including provisions for translation and cultural-sensitive materials;
- Promote tailored local programmes for diverse groups by supporting **community-led pilot programmes** and ensuring participatory planning, while encouraging crowd-funding and collaboration with philanthropic foundations focused on social inclusion;

- Engage with **educational institutions** to share resources and introduce language programmes in sports clubs to enhance inclusion efforts;
- Implement a **sponsorship strategy** that prioritises partners with a strong commitment to inclusion and non-discrimination, supported by a thorough assessment of potential sponsors' contribution to diversity;
- Introduce **awards and grants** to recognise and publicise the efforts of sports organisations that actively combat racism and promote inclusion and promote a culture of sharing knowledge and best practices.

Share resources and communications

- Develop a **central, user-friendly digital platform** where sports organisations can easily list and share available facilities, equipment, and volunteer support needs. Provide training and technical support to maximise the effectiveness of the platform, particularly for smaller organisations;
- Facilitate agreements between sports clubs and community groups to **share facilities** or equipment. This widens access to sports while building relationships across sectors;
- Create an **online resource database** where partners can share materials, case studies and successful strategies. Include discussion forums to facilitate ongoing dialogue and knowledge sharing;
- Develop a **list of experts** (anti-racism trainers, researchers, etc.) who can provide short-term advice to partners on specific challenges. The local authority could subsidise the fees.

Awareness, training, and development

- Develop and launch **public awareness campaigns** that highlight the harmful impact of racism in sports, educate the public about the need for change and encourage community-wide commitment to anti-racism. This can and should be undertaken by all stakeholders active in the field;
- **Promote success stories** of effective anti-racism initiatives *in* and *through* sports, using the influence of community figures and athletes to inspire action and demonstrate positive change;
- Develop **targeted programmes** for specific groups, such as migrant women, in close collaboration with trusted NGOs, and ensure that programmes are regularly reviewed for community relevance. Be mindful of local contexts, cultural sensitivities and specific challenges faced by marginalised communities. Consider that the long-term goal of such programmes should be the inclusion of groups into broader society, not the “ghettoization” of groups;
- Introduce **flexible payment options** and financial support mechanisms, such as bursaries or 'play first, pay later' policies, together with income-based pricing and trial periods, to reduce financial barriers to participation in sports for target groups;

- Provide **comprehensive training for all stakeholders** on the role of sports in promoting integration and social inclusion, using a "train the trainer" approach to disseminate knowledge within organisations. This could include training on human rights, anti-racism efforts, intercultural communication, socio-pedagogy, conflict management and resolution, or diversity and inclusion;
- Provide **specialised training for sports leaders** on unconscious bias and conflict resolution, with scholarships for under-represented community members, to embed a culture of inclusion at all levels;
- Work with anti-racism experts to develop and standardise **bystander intervention training** across the sporting community, incorporating evaluation measures to measure public readiness to intervene and improve impact assessment;
- Organise **workshops and forums** for athletes, sports organisations, and community groups to discuss racism, promote understanding and develop joint action plans.

Outreach and public initiatives

- Establish a diverse **community outreach task force** with representatives from sports organisations, community groups, local authorities and, importantly, members of marginalised communities. The task force should focus specifically on outreach strategies, targeted messaging and identifying the most effective communication channels to reach under-represented groups. Ensure **compensation** for community contributors;
- Develop an **inclusive branding and media strategy** in collaboration with diverse athletes and community members to drive long-term positive change on race and inclusion in sport;
- Initiate a **sports ambassador programme**, enlisting influential figures to champion anti-racism and promote inclusivity within the sports sector and the wider community.
- Launch **educational programmes** in schools and community centres, showcasing sports as a medium for equality, diversity and inclusion, and featuring interactions with local sports personalities;
- Produce and distribute a **comprehensive toolkit** to guide sports organisations and community groups in tackling racism and creating inclusive environments, supported by academic research on the effectiveness of sports in promoting social change.

Strategies and frameworks

- Actively engage with higher levels of government to **streamline the documentation process** for refugees and asylum seekers to participate in sporting events and programmes;
- Cooperate with **legal aid organisations** to provide pro bono assistance with documentation and residency requirements for members of vulnerable groups facing accessibility challenges;

- Establish a **task force** specifically dedicated to the inclusion of marginalised groups in sport, with a **mandate to develop strategic plans, monitor progress and adapt approaches** based on feedback and evolving needs;
- Work with stakeholders, including non-profit and sports law experts, to **develop and advocate for legislative changes** that support anti-racism efforts in sport. Ensure that new policies are consistent with existing laws and promote inclusion;
- Conduct an **audit** of local sports facilities, programmes, and funding opportunities to identify barriers to participation for marginalised groups. Consider factors such as affordability, accessibility and the availability of culturally relevant programmes;
- **Develop and implement policies** that require sports organisations to adopt anti-racism and inclusion standards as a condition of receiving public funding or using municipal facilities;
- Establish a **certification or recognition programme** for sports clubs and other social or civic organisations that demonstrate excellence in promoting diversity and inclusion, based on clear, measurable criteria.

Policy cycle phase 3: Daily Work and Implementation

In the day-to-day work and implementation phase, the CIF's emphasis on mutually reinforcing activities ensures that the efforts of each stakeholder are strategically coordinated for maximum collective impact. The approach enriches the 3rd phase of the policy cycle by highlighting the need for clear communication, effective project management and adaptability in implementing solutions. Local authorities, as the backbone organisation, play a key role in facilitating this collaborative delivery, ensuring that interventions not only address the issues at hand, but also empower marginalised communities through sports.

Capacity building and knowledge sharing

- Facilitate **working groups** to focus on specific aspects of implementation (e.g. outreach tactics, data analysis, inclusive coaching). These groups should be led by stakeholders directly involved in the work;
- Implement a **multi-directional 'shadowing' programme** where stakeholders from sports clubs, schools, NGOs, and local authorities can observe each other's working environments. This allows coaches, administrators, community leaders and even policy makers to learn from each other's approaches to inclusion, anti-racism strategies and outreach work. This promotes a more holistic understanding of the challenges and solutions needed to combat racism in and through sport;
- Establish a secure and accessible open-access database for **anonymous reporting** of incidents of racism and discrimination in sport. Work with partners to use this data, along with other metrics, to identify and address systemic barriers to participation.

Accessibility and inclusion

- Supporting partners in **translating key documents** (rules, entry forms), providing one-on-one assistance in navigating sports systems, and ensuring that promotional materials are culturally and linguistically accessible;
- Facilitate **sports equipment donations**, and also workshops on how to adapt equipment and programme design to different skill levels and needs;
- Develop **scholarships** for members from marginalised communities to attend programmes, trainings, and events. Work with community partners to ensure that scholarship information reaches marginalised persons through trusted channels and that application processes are not cumbersome;
- Facilitate **regular data review sessions** where partners, with support from the local authority, identify trends and develop strategies and ideas on how to address barriers identified by the data.

Outreach, engagement, and advocacy

- Launch programmes to **encourage participation** in sports among migrant communities, identifying neighbourhoods with high migrant populations and opening public sports facilities;
- Use the visibility of the local authority or other stakeholders to make **public statements** in support of anti-racism in sports and in society, setting expectations for partners and the wider community;
- Promote **intercultural and inclusive team tournaments** and activities, such as an annual “Sports for All” event, to raise funds and encourage diverse participation. Use such events as an opportunity to celebrate inclusivity, showcasing sports as a platform for diversity and social change. Promote diverse role models and partner with cultural organisations to broaden outreach beyond traditional sports networks;
- Develop **joint media statements, petitions or public awareness** campaigns with partners to spread the message of inclusion and anti-racism across the sporting landscape;
- **Support, promote and encourage community-led events** that showcase different sporting traditions, encourage interaction and break down stereotypes through play;
- Organise **open access sporting events** and establish recognition programmes for individuals who promote inclusion and combat racism in sports. Showcase stories of athletes breaking barriers as part of these events. Ensure everyone can participate without barriers such as documentation or financial requirements.

Supportive infrastructure and culture

- Establish a formal, transparent **feedback loop** between athletes and governing bodies. This should include a safe and anonymous reporting mechanism for incidents of racism and discrimination, as well as a process for regularly sharing feedback from

athletes with decision-makers. Ensure that this process leads to tangible improvements and accountability;

- Provide resources for **regular maintenance** of public sports facilities in underserved neighbourhoods to ensure clean, safe spaces that encourage participation;
- Establish a **repair system or partnership** with sporting goods companies to ensure that equipment in public facilities remains functional and accessible to all participants;
- Work with partners to promote regular "**open door**" hours at sports facilities where residents can access equipment or try different sports for free, lowering barriers to exploration and participation;
- Provide **transport solutions** and transform unused or empty urban areas into **inclusive, free-to-use sports facilities** to encourage community participation. Prioritise access to public transport and carry out accessibility audits of existing facilities;
- Encouraging schools to use **appropriate and inclusive language** that does not perpetuate stereotypes or use offensive terms related to racism and discrimination;
- Facilitate **mentoring programmes** that pair experienced, culturally sensitive coaches with those who are new to working in diverse settings. This encourages knowledge sharing and promotes inclusive practices;
- Promote **positive reinforcement in schools** for those who demonstrate moral courage when witnessing racism in sports and for students who become active leaders in anti-racism efforts within school sports clubs;
- Prioritise the **recognition of individual volunteer contributions** within organisations through a variety of recognition methods.

Policy cycle phase 4: Sustainability and Impact

In the final phase of the policy cycle, *Sustainability and Impact*, the application of the CIF allows for a focused evaluation of the long-term outcomes and sustainability of the initiative's impact through backbone support and shared measurement systems. This phase is crucial for maintaining momentum and ensuring that initiatives continue to be effective in tackling discrimination and promoting inclusion. It requires the continued commitment of all stakeholders and the integration of efforts into the fabric of the community. By providing leadership and organisational capacity, local authorities ensure continuous improvement and adaptation to new evidence and challenges, ensuring lasting positive change in sports and society.

Comprehensive monitoring and evaluation

- Establish a **dedicated reporting mechanism** for the immediate reporting of incidents of racism or discrimination to ensure a prompt and coordinated response.
- Undertake thorough **impact assessments** to evaluate the impact of anti-racism initiatives not only on community cohesion and sports participation, but also on wider societal attitudes towards racism and inclusion (see *Section on Monitoring and Evaluation*);
- Implement **continuous monitoring** to report on trends in racism in sport, so that initiatives remain responsive and adaptable;
- Use **surveys, interviews and focus groups** to gather comprehensive feedback from participants, coaches and community members to inform ongoing programme refinement;
- **Establish panels** of community members, athletes and coaches to review feedback and programme performance, empowering those most affected by racism to play a key role in the evaluation process;
- **Benchmark against best practice** to assess effectiveness, learn and grow, and publish regular transparency reports for stakeholders and the public.

Funding diversification and accountability

- **Diversify funding sources for city-wide initiatives**, making use of national and EU grants, crowdfunding and partnerships to strengthen the financial base of initiatives. Building coalitions for joint applications that leverage the breadth of expertise available;
- Implement **accountability mechanisms** for sports organisations that fail to tackle, report or combat racism within their own ranks, including sanctions or mandatory codes of conduct. Additionally, urge sports organisations to publish **regular reports** detailing their efforts, achievements and challenges in combating racism. This not only holds organisations accountable, but also promotes best practice as well as a culture of continuous improvement;
- Invest in the **long-term training and professional development of volunteers** to promote a robust and sustainable support system for sports initiatives. Training and

professional development could focus on intercultural skills, project management, grant writing, social pedagogy, intercultural skills or fair play and teamwork;

- Encourage local businesses and the community to contribute to a **fund specifically for anti-racism sports initiatives**. This could include sponsorship programmes where companies can directly support local sports teams, civil society organisations or other stakeholders that are committed to inclusivity;
- Encourage more contributions by announcing that local authorities will **match donations or sponsorships** to anti-racism sports initiatives up to a certain amount. This can encourage larger contributions from the community and businesses, doubling the impact of each donation.

Leadership and community engagement

- Develop **leadership programmes** aimed at developing future leaders within community groups and sports organisations who are committed to anti-racism efforts. Subsidise and fund their participation, and make their social engagement known;
- Establish an **annual awards programme** to recognise sports organisations, teams and individuals who demonstrate outstanding commitment to combating racism and promoting inclusivity;
- Integrate **mental health and victim support services** to reduce psychological barriers to participation in sporting activities and ensure continuous evaluation and improvement;
- Organise **community-wide events** to celebrate milestones, achievements and individual contributions in the fight against racism within the city, fostering a sense of collective achievement and ongoing commitment;
- Provide **low-threshold access to funding or logistical support** to partners who wish to develop internal training programmes based on the knowledge gained through new initiatives, thus creating a multiplier effect.

Strategic communication and networking

- Actively participate in **international networks**, such as the Olympic Committee's "Global Active Cities", that help streamline strategic initiatives and provide a focus on sustainability, sharing strategies to ensure long-term impact and learning from others who have successfully sustained their initiatives;
- Develop **long-term relationships with the media** to ensure ongoing coverage of anti-racism initiatives in sport, keeping the public engaged and informed of ongoing efforts and progress;
- Develop a **public online hub for all initiatives in the city**, including resources, event schedules and ongoing project updates, to make it easier for stakeholders to stay engaged and in contact;

- Use **social media**, hashtags and multimedia content on initiatives to maintain public interest and engagement in anti-racism efforts, using analytics to adapt strategies for wider reach and deeper impact;
- Release regular **press releases** on the impact of successful programmes, in addition to publishing **impact reports** that show the measurable results of anti-racism efforts and reinforce the importance of sustained action.

Key insight: Integrating the Collective Impact Framework (CIF) into the policy cycle equips local authorities with strategies to tackle racism in sports and society. This unified approach increases collaboration, aligns efforts around common goals, and emphasises evidence-based decision-making and open communication. The CIF 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.
- Support leadership that prioritises inclusivity and adaptability.

By adapting the proposed strategies to local contexts, resources and stakeholders, this model empowers authorities to lead the way in making sports a platform for inclusivity and social justice.

7. Monitoring and evaluation (M&E)

Incorporating robust monitoring and evaluation (M&E) frameworks into initiatives to combat racism in and through sports is a strategic imperative for local authorities. By prioritising M&E, local authorities demonstrate their commitment to sustainable, effective anti-racism programmes that drive wider social change and uphold their responsibility to ensure equality for all.

Create a thorough evaluation framework that captures both the quantitative (numbers-based) and qualitative (experience-based) impacts of your programmes. Design this thoughtfully and ensure that it respects the lived realities of participants.

M&E has several benefits:

- **Data-driven evidence for equity-oriented decision-making:** M&E optimises resource allocation and guides continuous programme refinement, ensuring that initiatives actively address the needs of marginalised groups.
- **Demonstrating accountability:** M&E underscores commitment to measurable results and builds trust among stakeholders, especially those who have been historically excluded from decision-making.
- **Empowerment through participation:** Participatory M&E approaches prioritise the voices of those directly affected by racism, promoting inclusivity and ensuring that programmes are responsive to their needs.
- **Sharing knowledge for replication:** Successful initiatives rigorously documented through M&E inform policy development, provide models for replication across jurisdictions, highlight lessons learnt, and contribute to a broader knowledge base for combating racism.

The following section expands on how to develop, operationalise, and assess an evaluation framework for M&E purposes.

7.1. Measuring success with indicators

Develop indicators together: Local authorities should work with researchers, civil society and people affected by racism to develop indicators that measure both participation and empowerment, such as changes in power dynamics. Regular review will ensure that these indicators accurately reflect the complexity of racism and discrimination.

Set quantitative measures: Define numerical measures for goals and outcomes, including diversity in participation, reduction in incidents of discrimination and improvements in health. Benchmarks allow for systematic tracking and evaluation of the effectiveness of anti-racism initiatives.

Include qualitative data: Collect narratives to understand changes in attitudes and empowerment, using structured interviews and focus groups to ensure consistency. This qualitative evidence complements quantitative data and provides a deeper insight into community impact.

Organise indicators systematically: Categorise indicators according to their focus - structural changes, process improvements or direct outcomes - to provide a comprehensive view of anti-racism efforts. Regular engagement with marginalised communities refines and expands these indicators to ensure inclusivity.

Validate indicators through stakeholder engagement: Validate indicators through workshops and multi-stakeholder discussions to confirm their relevance and accuracy in representing the experiences of affected people. Implement feedback loops for continuous refinement of indicators in line with community insights.

Emphasise continuous improvement: Analyse data on an ongoing basis to improve the indicator framework and ensure effective tracking of progress towards eliminating racism and discrimination. Highlight outcomes that empower marginalised communities and emphasise their role in driving sustainable change. Adapt strategies based on evaluation findings to optimise anti-racism efforts.

7.2. Feedback mechanisms

This section outlines essential feedback mechanisms aimed at increasing community involvement and ensuring the integrity of data collection.

Integrate multiple feedback channels: Mix digital and traditional feedback methods, such as online surveys, physical suggestion boxes and telephone hotlines. Work with community leaders to deepen insight gathering.

Develop co-designed feedback tools: Involve people affected by racism in the design of feedback tools, ensuring that they are accessible, culturally sensitive and available in multiple languages to encourage wider engagement.

Establish community forums: Organise regular, safe and inclusive forums in partnership with civil society organisations and community groups. Focus on elevating the voices of marginalised groups in decision-making processes.

Adopt ethical data analysis practices: Analyse data with input from a wide range of sources, adhering to ethical standards to avoid perpetuating stereotypes. Ensure that marginalised communities have control over the presentation of their data.

Key insight: A robust monitoring and evaluation framework, developed with the participation of the community, is essential to measure progress, ensure accountability, maximise the impact of anti-racism initiatives, and justify continued investment in these efforts.

8. Internal processes for effective implementation

Successful implementation of anti-racism and inclusion initiatives requires an internal framework for implementation. This section enables local authorities to optimise existing resources, use best practice management methods and foster collaborative partnerships to achieve demonstrable impact.

8.1. Operationalizing the leadership strategy

There are several key elements to the leadership role of local authorities for a successful strategic and operational implementation of anti-racism and inclusion initiatives. Strategically, local governments need to provide clear direction, foster collaboration and ensure data-driven decision-making. To achieve this, it is crucial to consider the practical management of the collaborative initiative(s), including facilitating communication, securing and managing resources and providing ongoing support to all those involved. As backbone organisations, local governments need to prioritise the following:

- **Convene diverse stakeholders, formalise partnerships** with agreements outlining roles and responsibilities, and facilitate **collaborative meetings, workshops and events**.
- **Secure funding** from multiple sources, implement strict budgeting protocols, and ensure responsible spending and **regular financial reporting** to funders and the public.
- **Maintain transparent communication** in multiple languages, proactively share progress reports and challenges with all stakeholders, and establish **mechanisms for regular feedback and adaptation**.
- **Provide training** to relevant stakeholders on anti-racism, cultural sensitivity, conflict resolution, etc. and provide **ongoing administrative support**.
- **Facilitate community consultation, data analysis and strategic planning** to establish a shared vision for tackling racism and discrimination in sports, along with measurable goals, timelines and clear action plans.
- **Design robust data systems**, analyse data to inform decision-making, develop **shared measurement practices**, and regularly **monitor progress and impact**.

8.1.1. Action Plans as a tool

One way to anchor initiatives within the city's public policy goals and ambitions is to create an action plan. An action plan is a strategic document that provides local governments with a detailed framework of policies and priorities. It translates a broad strategic vision into a series of concrete steps, timelines, resource allocations and responsibilities, providing a framework for achieving the desired outcomes. An action plan can therefore support local authorities in their internal processes with **strategies for effective implementation** in the following ways:

- An action plan **defines transparent roles and expectations** for all stakeholders (local authorities, civil society, sports organisations, etc.). This ensures that everyone is working towards common goals and promotes active participation and engagement throughout the implementation process.
- It **identifies key local stakeholders** and **outlines strategies** for consistent communication and engagement. This emphasis on ongoing collaboration helps build trust and facilitates problem-solving throughout the initiative.
- Lastly, an action plan includes **clearly defined objectives** and **quantifiable success indicators** linked to the overall strategic goals. A data-driven approach will ensure that progress can be monitored, adjustments can be made and the impact of sports as a tool for combating racism and discrimination can be demonstrated.

For more information, see resource [ECCAR Toolkit for Equality: Action Plans](#).

8.2. Operational resource management

For effective implementation and resource management, it is necessary to develop a comprehensive and practicable budget for anti-racism and inclusion initiatives. It is recommended to first conduct a review of existing departmental budgets to identify potential areas for reallocation of resources as well as the actual budget needs and requirements.

In the next step, **develop a budget that reflects and allocates the required resources** for:

- **Dedicated staff, project management** (Coordinator, or integrated into the role of an existing staff member)
- **Capacity-building initiatives, workshops, materials** (for coaches, staff, volunteers involved in programme delivery)
- **Providing of (rental) facilities, potential accessibility adjustments, and essential sporting equipment**
- **Interpretation/translation** (for needs assessment, targeted programmes)
- **Partnership and networking** (funding to build and maintain relationships stakeholders)

- **Contracted experts** (short-term trainers, facilitators or consultants with particular expertise as needed)
- **Research/evaluation** (data tools, consider university partnerships)
- **Public relations** (general and specific to marginalised communities).

Key insight: Successful initiatives often operate on budgets between €10,000 - €120,000 annually. Request sufficient funding upfront to avoid under-resourcing.

8.2.1. Practical tools and strategies

Local authorities can draw on a range of tools and strategies to ensure funding aligns with strategic priorities. Some helpful frameworks and approaches to manage financial resources in a cross-cutting way include:

- **Multi-source financing:** A multi-faceted funding strategy can include a cross-departmental thematic fund, external grant support, corporate social responsibility partnerships, philanthropic partnerships, community-driven fundraising events, revenue generation from paid workshops, crowdfunding, endowment funds and potential matching grant programmes. This approach promotes sustainability, reduces funding risks, increases reach and builds community support.
- **Outcome Orientation (or Results-based Management, RBM):** Aligning all resource allocations and actions with the desired outcomes of each initiative. RBM emphasises a clear cause-and-effect relationship between the activities undertaken (what is done), the outputs produced (what is actually delivered), and the intended outcomes (the results aimed to achieve). It ensures that programme design, staffing and budget allocations are focused on achieving measurable progress towards building a more inclusive sporting environment.
- **Balanced Scorecard (BSC):** The Balanced Scorecard is a strategic management framework that helps organisations translate their vision and goals into actionable performance measures, thereby helping effective resource allocation. Implement a Balanced Scorecard approach to assess performance across multiple dimensions beyond financial sustainability. Consider factors such as increased participation by diverse populations (target audience), efficiency of programme delivery (internal processes), and improvement in staff and athlete knowledge of diversity and inclusion (learning and growth).

- **Participatory Budgeting (PB):** Consider using PB as a tool for involving stakeholders and communities in the allocation process of resources to sports initiatives. This approach directly promotes inclusion by empowering marginalised communities to shape how funds are spent, thereby fostering a sense of ownership. PB ensures that resource allocation is aligned with the most pressing community needs, increasing funding of initiatives with a high potential for impactful change. The process increases transparency, maximises the long-term benefits of funding and builds trust between local authorities and the residents they serve.

For more information, see resource Human Rights Go Local Publication Series, volumes 3, 4 and 5

8.3. Monitoring and implementation

To ensure effective and successful implementation of the actions within the city's leadership role, the following strategic and operational measures for effective monitoring and implementation (M&E) should be considered:

- **Capacity building for partners:** Work with universities or technical experts to develop user-friendly data collection and evaluation tools for partners with less experience in formal research methods. Train NGOs and sports clubs in their use.
- **Empower communities:** Invest in M&E training specifically for members of marginalised communities, empowering them to lead data collection, analysis and advocacy efforts.
- **Prioritised M&E:** Establish a dedicated M&E working group within the local authority or broader initiative. This signals its importance and ensures that someone is accountable for tracking progress.
- **Budgeted from the start:** Set aside a specific portion of the initiative's budget for M&E activities, including data collection, analysis and dissemination of results.
- **Flexible & Adaptable:** Allow for flexible timelines and adaptable M&E processes. Recognise that sustainable change takes time and requires ongoing refinement based on feedback and new data.
- **Amplify impact:** Disseminate findings widely in accessible formats (visual reports, community presentations) to inform evidence-based policymaking and amplify the voices of marginalised communities.

Key insight: Effective implementation of anti-racism and inclusion policies requires a robust governance framework. This includes local authorities taking a strategic leadership role to promote collaboration, data-driven decision-making, and resource management. By prioritising clear financial and managerial frameworks, transparent communication, capacity building and participatory monitoring and evaluation, local authorities can translate their vision into sustainable change.

8.4. Managing operational challenges

Even well-designed anti-racism initiatives and measures can face challenges on the operational level. Local authorities can overcome these obstacles and ensure ongoing success and resilience of the measures by considering the following key strategies:

- Promoting **cross-departmental cooperation** demonstrates the municipality's unified commitment and inclusive approach in combating racism. It also allows for the utilisation of city-wide competencies and resources and thus a consolidated approach;
- Local authorities must link all initiatives directly to the fight against racism and ensure that each action contributes effectively to this **core objective**;
- The implementation of a structured coordination system with **clearly defined roles** is essential to effectively manage the contributions of stakeholders and to focus efforts;
- To counter opposition, local authorities should **base their arguments on scientific research, statistics and the findings** of anti-discrimination bodies, and emphasise the importance of tackling racial discrimination;
- **Integrating actions** already underway in different departments into the broader anti-racism strategy can make the initiative more comprehensive and less vulnerable to criticism;
- Using **existing relationships** to work with external partners is crucial, as it highlights the mutual benefits and encourages their involvement in anti-racism efforts;
- Establishing a **dedicated budget** for the implementation and development of initiatives ensures long-term sustainability and effective resource allocation;
- Conducting thorough **needs assessments** and **coordinating existing services** before introducing new ones helps avoid duplication and optimises the use of resources.

9. Summary and key points

In navigating the complexities of racism and racial discrimination, sports is a central tool for fostering unity and catalysing significant change. This strategic planning model, based on the four phases of a policy cycle and enhanced by the components of the Collective Impact Framework (CIF), provides local authorities with a comprehensive guide for fostering inclusion and social cohesion *in* and *through* sports.

Central to this initiative is the leadership role of local authorities, which are uniquely placed to bring together a wide range of stakeholders - from sports organisations to educational institutions - to shape a community where inclusivity thrives, and racism is systematically addressed.

Drawing on evidence and best practice from across Europe, this model is carefully designed around three core objectives:

- **preventing and tackling discrimination *in* sports**
- **promoting social inclusion *through* sports;**
- **using sports as a catalyst for broader social change.**

For local authorities, this document serves as a practical toolkit and guideline that outlines strategies for developing measures, initiatives, policies and actions to combat racism *in* and *through* sports through the lens of the Collective Impact Framework (CIF). By applying the CIF components to the typical policy cycle, ensuring that the wheel is not reinvented, a strategic layer is added to improve effectiveness and efficiency. This approach enables:

- **Convening diverse stakeholders:** Facilitate the coming together of diverse groups to set common anti-racism goals and effectively delegate tasks, positioning local authorities as the backbone of the CIF to lead these efforts.
- **Building cross-sectoral partnerships:** Aligning different sectors behind a common agenda, enabling them to pool their unique strengths and resources for greater cumulative impact.
- **Setting measurable outcomes:** Defining clear metrics for success and using common measurement systems to track progress, allowing for iterative refinement of strategies.
- **Prioritising inclusive communication:** Encourage open, transparent dialogue to build trust among stakeholders and ensure flexibility of initiative.
- **Strengthening leadership and support:** Empowering local authorities to act as a central coordinating force, managing resources and advocating for the anti-racism agenda.

The presented approach aims not only to tackle racism directly, but also to strengthen local governance, community well-being and collective problem-solving capacity. Importantly, the CIF framework encourages local authorities to adapt these principles to complement existing efforts and align them with community goals, thereby streamlining rather than increasing their responsibilities.

This document is intended as a guideline for the first step towards ongoing dialogue and concerted action and presents a comprehensive set of strategies for using sports as a vehicle for social change. It emphasises the need for ongoing commitment, strategic leadership, and collaborative governance. Equipped with this guide, local authorities will be empowered to lead their communities towards a future where sports are a source of inclusivity, resilience, and unity, actively contributing to a fairer society for all.

10. Resources and support

10.1. Guides, Toolkits and Best Practices

Council of Europe: "Charter of Inclusion in Sport." Retrieved from <https://www.coe.int/en/web/sport/inclusive-sport>

European Coalition of Cities Against Racism, Toolkit for Equality:

- **ECCAR 10-Point-Plans of Action.** Retrieved from https://www.eccar.info/sites/default/files/document/Toolkit-en_10PointsActionPlan2023_web-high_0.pdf
- **Sports for Social Inclusion and Integration.** Retrieved from https://www.eccar.info/sites/default/files/document/12_Toolkit-en-Sports.pdf

European Platform of Sports Ethics (EPSE): "Toolkit on Good Governance in Sport." Retrieved from https://m.eusport.org/goodgovernance/GGS_about

International Centre for the Promotion of Human Rights at the Local and Regional Levels:

- **"Accountability in Action: Human Rights Action Plans of Local Governments."** In: Gerd Oberleitner and Klaus Starl (series eds.), Human Rights Go Local Publication Series, Volume 5, HRGL Publishing, Graz, 2024.
- **"Governing the City by Human Rights Objectives: Embedding Human Rights in Public Management Instruments."** In: Gerd Oberleitner and Klaus Starl (series eds.), Human Rights Go Local Publication Series, Volume 4, HRGL Publishing, Graz, 2023.
- **"From Commitment to Responsibility for Human Rights in Cities and Regions."** In: Gerd Oberleitner and Klaus Starl (series eds.), Human Rights Go Local Publication Series, Volume 3, HRGL Publishing, Graz, 2022.
- All retrieved from <https://www.humanrightsgolocal.org/resources/hrgl-publication-series/>

OHCHR: "Procurement guidelines." Retrieved from <https://www.ohchr.org/sites/default/files/Documents/Issues/Business/ForumSession2/Events/3Dec.1.PublicProcurementandHumanRights-SideEventProposal.pdf>

SENTRY Toolkit: "Surfacing, Preventing and Mediating discrimination through sports." Retrieved from https://www.sentrysport.org/pdf/Sentry_toolkit.pdf

Sport Inclusion Network SPIN: "Equal access and participation of migrant women and girls in sports." Retrieved from https://www.fairplay.or.at/fileadmin/user_upload/SPIN-Equal_access_migrant_women_in_sports_Camino_2020.pdf

UNESCO:

- **"Creating Inclusive Cities Through Sports."** Retrieved from <https://cdn.nocnsf.nl/media/rzjirj35/2023-11-30-creating-inclusive-cities-through-sport-unesco-003.pdf>

- “Toolkit on Addressing Violence against Women and Girls in Sport.” Retrieved from www.unwomen.org/en/digital-library/publications/2023/07/tackling-violence-against-women-and-girls-in-sport-a-handbook-for-policy-makers-and-sports-practitioners

10.2. Policy Documents

European Commission: "EU Strategy for Gender Equality in Sports 2014-2020." Retrieved from https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en

EU Working Group on Sport: "Report on the Integration of the Societal Dimension of sports in the EU Work Programmes for Sport" (2021). Retrieved from <https://sport.ec.europa.eu/>

United Nations General Assembly (1969): "International Convention on the Elimination of All Forms of Racial Discrimination." Retrieved from <https://www.ohchr.org/sites/default/files/cerd.pdf>

Council of Europe: "European Convention on Human Rights." Retrieved from <https://www.coe.int/en/web/human-rights-convention/the-convention-in-1950>

European Parliament (2001): "Charter of Fundamental Rights of the European Union." Retrieved from https://www.europarl.europa.eu/charter/pdf/text_en.pdf

European Commission (2020): "A Union of Equality: EU Anti-Racism Action Plan 2020-2025." Retrieved from [https://commission.europa.eu/document/download/beb25da4-e6b9-459e-89f7-bcddb3a8f0c8_en?filename=a union of equality eu action plan against racism 2020 - 2025 en.pdf](https://commission.europa.eu/document/download/beb25da4-e6b9-459e-89f7-bcddb3a8f0c8_en?filename=a%20union%20of%20equality%20eu%20action%20plan%20against%20racism%2020%20-2025_en.pdf)

International Olympic Committee (2023): "Olympic Charter." Retrieved from <https://stillmed.olympics.com/media/Document%20Library/OlympicOrg/General/EN-Olympic-Charter.pdf>

United Nations Human Rights Council (2013): "Promoting Human Rights Through Sport and the Olympic Ideal." Retrieved from https://www.ohchr.org/sites/default/files/Documents/HRBodies/HRCouncil/AdvisoryCom/A_HRC_RES_24_1_ENG.pdf

UNESCO (2015): "International Charter of Physical Education, Physical Activity and Sport." Retrieved from <https://unesdoc.unesco.org/ark:/48223/pf0000235409>

Kania, J., & Kramer, M. (2011): "Collective impact." Stanford Social Innovation Review. Retrieved from https://ssir.org/articles/entry/collective_impact

10.3. Funding and Grant Information

Erasmus+ Sport: This European Union programme provides funding for projects promoting inclusion, anti-doping, and good governance in sports. Retrieved from <https://erasmus-plus.ec.europa.eu/opportunities/opportunities-for-organisations/sport-actions>

EU Structural and Investment Funds: These funds, managed by member states with some EU oversight, can also be used to support projects promoting social inclusion through sport.

10.4. Monitoring and Evaluation

EU Knowledge Centre on Gender Equality: "Gender Equality Monitoring Tools - Sport." This resource provides guidance and tools specifically for monitoring progress on gender equality in sports, which can be adapted for broader inclusion efforts. Retrieved from <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>

ECAR Monitoring Tool: "Monitoring Racism and Discrimination at the Local Level." Retrieved from <https://www.etc-graz.eu/wp-content/uploads/2022/09/ECAR-Monitoring-Manual-on-Racist-Discrimination.pdf>