

Support and cooperation between municipalities and civil society – inspirational examples from



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Swedish Agency for
Youth and Civil Society

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Foreword

All Swedish municipalities currently work with civil society issues and attempt to strengthen the foundations of civil society organisations in various ways. This is achieved through cooperation, dialogue, advice and support, grants, support in terms of knowledge and more. This publication is part of the work to promote cooperation between public actors and civil society and is intended to serve as inspiration and knowledge support. It describes how Linköping Municipality has worked with civil society and how they have worked with others locally.

The aim of the publication is to enable civil society organisations to expand their knowledge of how municipalities support and cooperate with civil society. At the same time, the story can inspire other public actors to strengthen their cooperation with civil society.

Multi-level cooperation is needed to meet society's challenges, and best practice and lessons learned are presented here to inspire more people to view cooperation with civil society organisations as an opportunity to come up with creative solutions to future challenges. Civil society organisations also need support to help them carry out and develop their core activities. For example, this may involve reducing the administrative burden; simplifying the conditions for funding; simplifying and clarifying opportunities for support and information; or access to premises.

The Swedish Agency for Youth and Civil Society (MUCF) is responsible for promoting the achievement of the objectives of civil society policy by developing, collecting and disseminating knowledge. Furthermore, we are tasked with promoting cooperation between public actors and civil society and developing knowledge support for civil society.

The publication was produced by Development Manager Omar Nur of the Knowledge Support Department.

Lena Nyberg, Director General

The Swedish Agency for Youth and Civil Society

Introduction

This publication is part of a series of publications and has been produced to illustrate different examples of relationships between municipalities and civil society organisations. Six municipalities in Sweden have been asked to describe how they have worked with civil society issues and how they have supported and cooperated with civil society. Sweden has a civil society policy. Through this policy, the government wishes to highlight the major importance of civil society, develop and clarify the relationship between the state and civil society, and take a comprehensive approach to general issues concerning civil society and its conditions. The aim of civil society policy is to make it easier for civil society to continue playing a key role in democracy – involving people and contributing to the development of society and to welfare. This is to take place in dialogue with civil society organisations.

Civil society consists of a formalised part and a non-formalised part. Within the formalised part of civil society, there are a number of different organisational forms, the most common being non-profit associations, registered faith communities, foundations, economic associations, limited liability companies with a special limitation on dividends, and community and joint ownership associations.

Municipalities emphasise the importance of cooperating with civil society organisations to meet current societal challenges and those they envisage in the future. Improving the conditions of civil society requires a better understanding of its needs and conditions. The publications include several examples that aim to meet civil society's need for knowledge in different ways. It should be possible to use them as inspiration for development and cooperation – both within civil society and between civil society and other sectors of society.

There seems to be a great deal of variation between municipalities on issues of supporting and cooperating with civil society. Although differences may exist between municipalities, there is a clear interest in working more on these issues. There are many different initiatives taken by municipalities that seek to work with civil society to better deliver social benefits. This publication focuses on Linköping Municipality but you can also read more about the work of the other municipalities in our series.

Borås

An agreement led to deeper partnership

Ekerö

From global disaster to local cooperation model

Linköping

Gender equality in sport leads to successful development

Lund

Creative culture grants and structuring networks

Helsingborg

One grant system for all associations

Jönköping

The benefits of a well-organised civil society



Linköping: Gender equality in sports

Gender equality in sports is about everyone having the same opportunities to shape sport and their own sporting activities. This requires an equal distribution of power, influence and resources. As society develops, there are increasing demands on municipalities, the sports movement and other actors to create better conditions for sport on equal terms.

It may be necessary to highlight different conditions to stress needs and point to more structural problems. The most important thing is not to put any value to these differences. Only then can society develop in a more gender-equal direction.

Some of today's gender equality challenges:

- As their age increases, more boys and men participate in sport than girls and women.
- More girls than boys choose to leave club sports.
- There is an imbalance in terms of representation among leaders and coaches.
- Boys' and men's sporting activities are still seen as the norm.
- Government support for sports benefits boys and men.

Gender equality in sport leads to development

Even at an early age, boys and girls are separated in club sport. This creates a clear dividing line between boys and girls. Boys' activities become the norm, and thus the priority, at the expense of girls' sporting activities and development.

Gender-equal sport without restrictive norms is a prerequisite for successful sports development. It also attracts more people and increases the chances of a lifelong interest in sport, movement, and activity. Gender equality promotes the development of organisations and activities. In short, gender equality contributes to better sport.

Active for Life

Linköping Municipality has a sports policy programme – *Active for Life*. The extensive process to develop the programme involved politicians and civil society, and when the Municipal Council adopted the programme, a large majority supported it and its action plan. The programme consists of three main elements, of which gender equality is one. This has been the basis for changes made, including the grants system, and the programme describes how the municipality, working with civil society, can create the conditions to be active for life.

Gender-equal grants

In recent years, Linköping Municipality has been working on a comprehensive review of grants with the aim of achieving gender equality in the distribution of resources between boys and girls. Another objective has been to make it easier for associations to understand and use the municipal grants system. Before the review, Linköping Municipality had many different grants, most of which could only be applied for by a few associations. After careful analysis, a new grants system was proposed, with sixteen different grants becoming three:

- an operating grant to support the activities of associations
- facilities grant to support the facilities costs of associations
- a development grant to support associations wishing to develop their activities in line with the municipality's sports policy programme.

Although the number of children doing sport in Linköping is almost evenly distributed between the sexes, an analysis showed that the municipal operating

grant favoured boys' participation in sport. In financial terms, this meant that boys' activities generated SEK 1.2 million more than girls' activities from the total operating grant. This was not because the grant itself was unequal at the individual level, but because of the unequal structures of sport. Boys' sporting activities are largely carried out in team sports which involve a high intensity of training and competition, thus generating many activities. Girls, however, are often involved in individual sports which have different types of activity.

Grants earmarked for girls' sports

To address the imbalance, SEK 1.2 million was added to the operating grant to even out the differences. The additional resources were earmarked for girls' sport through an additional participation grant. In this way, girls as a group receive as much support as boys, which is reasonable since there are as many girls as boys in Linköping.

The municipality's operating grant is currently based on the following elements:

- a leadership support paid with a fixed amount per leader-led group activity
- an additional lump sum leadership grant paid when the group activity is led by two or more leaders
- a participant support that is paid out with a variable amount per participant and activity occasion
- an additional variable participation grant paid per girl per activity

In practice, differentiated participation grants mean that girls receive a slightly higher amount per activity, with the aim of creating gender-equal support at structural level. The additional participation grant varies according to the number and distribution of activities.

Development grants to improve structure and culture

However, gender-equal sport is achieved not only with an equal distribution of resources. It is equally important to address the structures and cultures that limit the individual's ability to do sport as they wish. These include leadership, attitudes, values and representation in decision-making bodies. Linköping Municipality has therefore also introduced a development grant, which is a qualitative and dialogue-based grant.

A fundamental, important purpose of the development grant is to improve the dialogue between the associations and the municipality and make it easier to develop activities. The development grant encourages quality improvement and development work, and it is aimed at associations that have the ambition to change and develop their activities, for example through innovative solutions that enable gender equality in sport.

Gender-equal sports facilities

The costs of the municipality's sports facilities are included in the budget of the Culture and Leisure Committee, and by adding up the rental and operating costs and then deducting the income from bookings, we arrive at the municipality's net cost of sports facilities. The net cost can be seen as an indirect subsidy for sport, and in 2020 it is estimated to amount to approximately SEK 90 million in Linköping.

Compared to grants, subsidised facilities account for about 80 per cent of the municipality's net budget, while grants account for nearly 20 per cent. Consequently, it is at least equally important to analyse facilities subsidies from a gender equality perspective. In a first step, we made a calculation in which the net costs for each type of facility were broken down using an estimate of how much they are used, based on statistics from the state local agreement grant distributed through the Swedish Sports Confederation. The analysis is simple and only gives a rough idea of the distribution, but the aim is to even out any uneven distribution over time. This may involve future investments in facilities used by under-represented groups.

This is how net costs are distributed in Linköping Municipality:

Facility type	Net cost	% of girls	% of boys	SEK, girls	SEK, boys
Jogging tracks	SEK 3,000,000	55	45	SEK 1,650,000	SEK 1,350,000
Football pitches	SEK 6,000,000	30	70	SEK 1,800,000	SEK 4,200,000
Sports halls	SEK 20,000,000	40	60	SEK 8,000,000	SEK 12,000,000
Swimming pools	SEK 16,000,000	50	50	SEK 8,000,000	SEK 8,000,000
Athletics stadiums	SEK 11,000,000	75	25	SEK 8,250,000	SEK 2,750,000
Equestrian centres	SEK 10,000,000	95	5	SEK 9,500,000	SEK 500,000
Ice rinks	SEK 22,000,000	35	65	SEK 7,700,000	SEK 14,300,000
Skateboarding/climbing	SEK 2,000,000	35	65	SEK 700,000	SEK 1,300,000
Total	SEK 90,000,000	51	49	SEK 45,600,000	SEK 44,400,000

Grants for elite-level sport

Municipal grants for elite sports are based solely on media exposure, with elite sports clubs receiving grants in relation to the impact they have in the media. The distribution principle favours both men's sport and commercially strong sports. In current media analyses, no distinction is made in a qualitative sense. The analyses are purely quantitative, which may mean that associations with very negative publicity receive proportionally more support from the municipality.

With this in mind, Linköping Municipality is developing a modern grants system for sport with a clear focus on gender equality. The new proposal includes a basic grant, a grant for dual careers and an additional gender equality bonus. The criteria for eligibility are based on the size of the sport in terms of the number of practitioners and the level of elite participation. The basic grant is paid per elite athlete to all associations that qualify under the criteria.

In addition, extra support is given to associations whose elite athletes study in parallel with sports.. Much research points to the importance of having a career alongside elite sport, not least from a gender equality perspective. In addition, a gender equality bonus is paid to those associations at which women make up at least 40 per cent of the elite athletes. In this way, resources are shared equally between women and men.

Gender-equal sponsorship

Business sponsorship of civil society in Sweden amounts to about SEK 7 billion per annum, of which sports sponsorship accounts for about 80 per cent or SEK 5–6 billion. Around 20 % of total sponsorship goes to women's and girls' sport, making a difference of several billion SEK. The differences are biggest at the elite level.

The municipal companies must be role models in the development towards a more equal sponsorship and the companies' sponsorship must be distributed equally between men and women. To achieve this, the ownership directives for the companies have been amended with the aim of

- improving expertise on sponsorship and gender equality
- developing directives and policies for gender-equal sponsorship
- analysing the current distribution
- developing an action plan with specific measures to achieve the goal of gender equality in sponsorship.

The measures must be followed up every year in connection with the municipality's annual accounts. As the changes were implemented recently, the first evaluation is expected in the context of the 2020 annual accounts.

”” For us, the award is an important acknowledgement that we are moving in the right direction and that years of work are starting to pay off. We don't see the award as an end point. On the contrary, it gives us the strength to continue for many years to come.

Andreas Hagström, Head of Sports Development.



Sweden's most gender-equal municipality for sport

The changes have been received very positively from the associations. The magazine *Sport and business* has also drawn attention to the municipality's gender equality work and given us the award "Sweden's most equal sports municipality". In its motivation, the newspaper writes that gender equality has a central place in the municipality's sports policy program Active throughout life. The newspaper also highlights factors such as the municipality providing special financial support to develop women's sports, having a large number of associations with girls' sports and being good at developing the training facilities equally.

"For us, the award is an important acknowledgement that we are moving in the right direction and that years of work are starting to pay off. We don't see the award as an end point. On the contrary, it gives us the strength to continue for many years to come," says Andreas Hagström, Head of Sports Development.



WE MAKE KNOWLEDGE GROW

At the Swedish Agency for Youth and Civil Society, the focus is on the conditions of young people and civil society. This is where knowledge grows that decision-makers use when deciding which initiatives for young people and civil society to prioritise. We pass on this knowledge in our encounters with people at national and European levels. We also distribute government grants that enable organisations large and small to carry out their activities. This also gives young people the opportunity to volunteer, study or do an internship in another European country.

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