



Mapping and needs analysis of policy advocacy in sport and society

The current status of policy advocacy, the needs, concerns and opportunities in the sport and social development sector



PASS
Policy Advocacy for
Sport and Society



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Imprint

Policy advocacy is crucial as it provides a bottom-up, civil society-led contribution to the formation of relevant policies and helps make vital, relevant information available to key stakeholders who may influence public policy. Despite these calls, there is limited understanding of or support for policy advocacy connecting sport and social development within Europe. The Policy Advocacy for Sport and Society (PASS) project seeks to address this gap by developing a comprehensive set of tools and resources to raise awareness and capacity for policy advocacy within the crucial and growing sport and social development sector. As such, the PASS project will support European sport and social development actors so that they can increase their participation and engagement in democratic life, and enable them to use that engagement to sustainably promote education, equality and European values in and through sport. In other words, this project aims to improve civic participation and engagement in democratic life within the field of sport and social development, and in turn use this increased engagement to advocate for and support education, equality and shared values within European communities.

Partners

- German Sport University Cologne (Germany)
- Munster Technological University (Ireland)
- University of Applied Sciences Kufstein (Austria)
- United Nations High Commissioner for Refugees (UNHCR) (Switzerland)
- Fair Play Point (Czech Republic)
- Oltalom (Hungary)
- International Sport and Culture Association (ISCA)/SportandDev.org (Denmark)

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Introduction

Sport has been widely recognised as an enabler of development with the potential to make contributions to social cohesion, tackling inequality, health and education outcomes and employment prospects. As a result many organisations use sport as a tool to work directly with communities in harnessing this potential and tackle local needs. However, there are few resources to assist such organisations in pursuing the policy advocacy that would harness their work or create conditions for sustainable outcomes.

The Policy Advocacy for Sport and Society (PASS) partnership aims to develop tools and online learning modules to support the sector to engage in policy advocacy. This report is a first step to developing such resources as it explores the results of a global survey that assessed the current status of policy advocacy, the needs, concerns and opportunities in the sport and social development sector.

Background and rationale

In recent years, there has been a growing recognition of the role of sport in contributing to social and economic development. In 2015, the countries of the UN explicitly endorsed this link through the Declaration of Agenda 2030, which states:

“Sport is also an important enabler of sustainable development. We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.”

(UN General Assembly, 2015)

Throughout the sport sector, many organisations and individuals are aiming to be part of this contribution from sport, aligning their work to policy goals, especially within the sport for development (SFD) movement. SFD seeks to intentionally use the power of sport to promote positive social development. SFD organisations often deliver sport and social activities aimed at bringing different groups together, fostering social relations, encouraging civic participation and developing life skills.

However, there are challenges for those in the sports sector running such activities and aiming to contribute to social and economic development. Although they work closely with groups who are the focus of policy, and in domains that are the direct priority of policies, their impact can be limited and fail to translate into sustainable or systemic change. This can be due to a lack of alignment and support from policy or institutional actors in their communities. This can be due to a lack of awareness or alignment between relevant policies and the programmes being delivered, or policies or environmental conditions prevail may actively work against the outcomes targeted by the programmes.

In light of this, the Policy Advocacy for Sport and Society (PASS) project seeks to develop a set of resources to raise awareness and capacity for policy advocacy within the sport and social development sector. The core aims of the project:

1. Map current practices and challenges around policy advocacy in the European sport and social development sector.

2. Increase awareness around the benefits and practices concerning policy advocacy in sport.
3. Build tools/educational materials to enable European sport and social development actors to engage in policy advocacy activities.

To achieve aim 1 and support outputs to achieve aims 2 and 3, it was decided to undertake a survey of the sport, and especially the sport for development sector, to gauge current understanding, practice and needs regarding engagement in policy advocacy.

Methods

Design

An online structured survey was chosen as the most effective method to reach target audience. Although PASS is an EU focused project, it was decided not to limit responses to Europe but to instead design a globally focused survey. This is in part due to many SFD organisations having an international focus, and also in the hopes that any resources developed could be used as widely as possible.

Following a partner workshopping of ideas and priority focus areas, a 22-question survey was designed, with four separate sections. Section 1 gathered basic organisation demographics, section 2 focused on current practice in relation to policy work, section 3 on challenges for sports actors to engage in policy advocacy, and finally section 4 aimed to identify training needs for the sector to more effectively engage in policy advocacy.

The majority of questions were closed in nature to allow greater comparison and ease of analysis across respondents. Wherever practical, questions allowed for the selection of multiple answers. This was to allow for the capture of as many ongoing activities and areas of interest as possible. Two open ended questions were included, one to allow for any general comments, and a second to begin collection of emerging good practice for use in work package 3. As they are the focus of another work package, analysis of the second open ended question is not included in this report.

In two cases questions were designed to link to existing frameworks. SFD and sport contributing towards development objectives in general can cover a huge range of areas. To classify the areas people work on it was decided to link with the Sustainable Development Goals, particularly in light of Agenda 2030's specific identification of sport as an enabler. Secondly, advocacy can cover a huge range of activities. To identify and classify the main areas where our respondents are working, the activities identified by Gen and Wright (2013) in their Composite Theory of Change for Policy Advocacy were used.

Data collection

The survey was disseminated by all PASS partners. To maximise uptake among partners' networks, the survey was made available in English, French, German, Czech and Hungarian language versions. Distribution was undertaken by all in the partnership. Purposive sampling occurred through the use of networks such as Sport and Dev and Common Goal. Convenience sampling also took place through email and newsletter circulation to mailing lists and social media posts by all partners. Targeted follow up was also conducted with organisations identified by partners as engaging in the field who would have potentially good insights. A midpoint check-in with the partnership was conducted to identify geographic areas, languages and organisational types where uptake of the survey had been low and further targeted outreach took place.

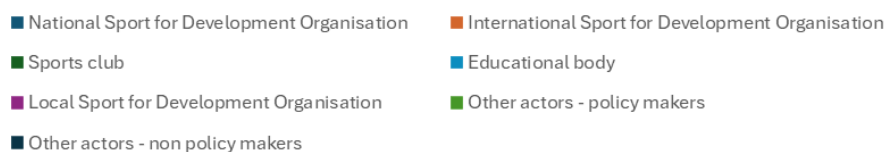
Findings

Section 1: Organisational information

In total, 116 people completed the survey. Given the focus of the survey and project, information was sought on their organisations rather than personal demographics.

Organisation type

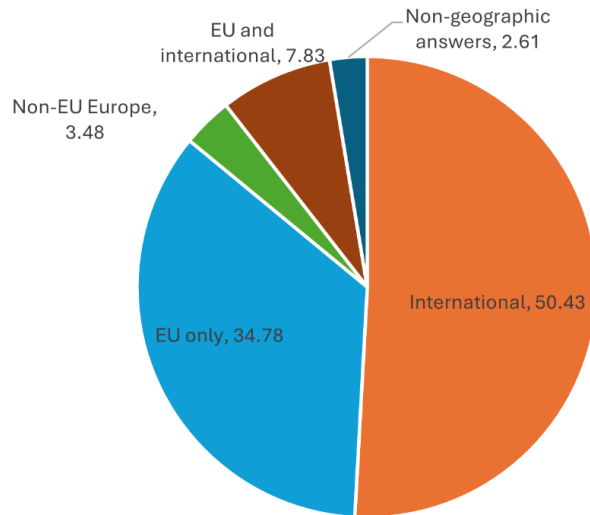
The majority of respondents work with sport for development organisations, with slightly more engaging at local level than at national or international levels.



Answers received in the “other” section can be roughly divided into two groups; those that are policy actors (local authority, national public administration, self-governing unit and UN agencies) and non-policy actors (NGOs and social enterprises that do not identify as sport for development organisations).

Geographic distribution

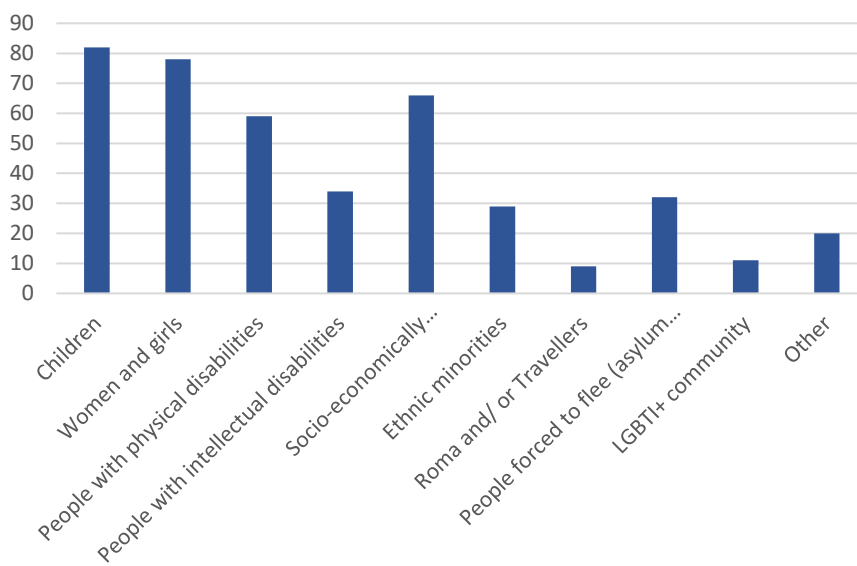
The responses fell into 5 categories: international responses from outside of Europe, responses from within the EU, responses from European countries outside of the EU (UK, North Macedonia, etc.), responses that covered countries both within the EU and internationally, and responses that did not relate to countries. The breakdown was as follows:



Beneficiaries of programmes

Respondents were asked to identify the main groups they work with. It was possible to select more than one group. Others included older people, specific types of disability, young adults, caregivers, athletes and fans.

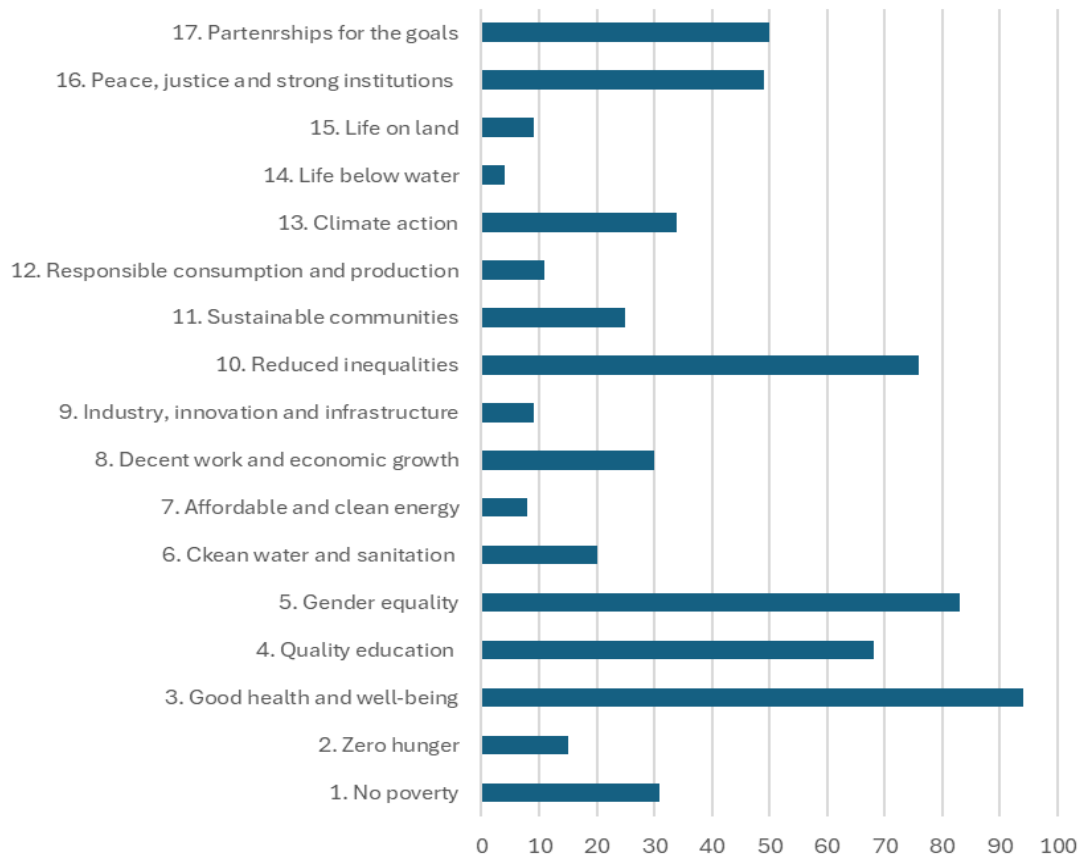
Children	82
Women and girls	78
Socio-economically disadvantaged groups	66
People with physical disabilities	59
People with intellectual disabilities	34
People forced to flee (asylum seekers, internally displaced people, refugees, returnees, stateless people)	32
Ethnic minorities	29
Other	20
LGBTI+ community	11
Roma and/ or Travellers	9



SDG focus

To categories the areas respondents work on, the Sustainable Development Goals were chosen as a framework. Their global applicability and their comprehensive range of topics covered made them a suitable framework.

Overall Goal 3 on good health and well-being was the most common choice. Given the role of sport and physical activity in health promotion this is perhaps unsurprising. The greatest focus was on the social goals, with economic goals also well represented. There was a lesser focus on climate related goals. Goals relating to biodiversity on land and sea were the least chosen.



Section 2.a: Current policy activity

Section 2 was designed to gauge the current levels of activity on policy activity.

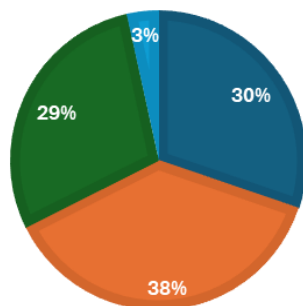
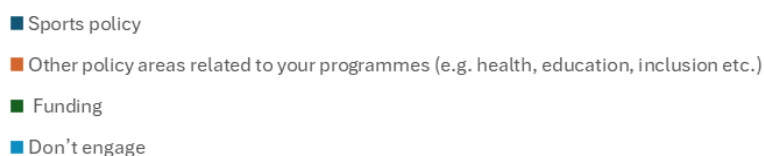
Engagement with policy actors

Respondents could select all relevant policy actors that they currently engage in with. Engagement was broadly spread across the spectrum of actors. Municipality was the highest scoring group. This more local focus ties in with the finding in section 1 that local sport for development organisations were the largest groups of respondents. The lower score for international governing bodies of sport compared with national governing bodies may indicate that organisations are engaging on policies relevant to international sport via national intermediaries.

Municipality	80
National Governing Bodies of Sport	72
National Government	62
Regional (sub-national) Government	56
Multilateral/ International organisations (e.g. EU, UN etc.)	54
International Governing Bodies of Sport	39
No, we don't engage with public stakeholder(s)	9

What engagement is about

The focus of the PASS project is on policy advocacy, not organisations advocating for their own funding. However, in recognition that this is likely to be a significant current focus of engagement, it was included as a response option. Funding and sports policy did receive similar levels of engagement. However, other policy areas such as health inclusion and education accounted for over a third of policy work, potentially indicating an interest in policy advocacy beyond maintaining organisational functioning into wider policy change.



Working in partnerships

Many respondents are working in partnerships with other organisations on policy asks.

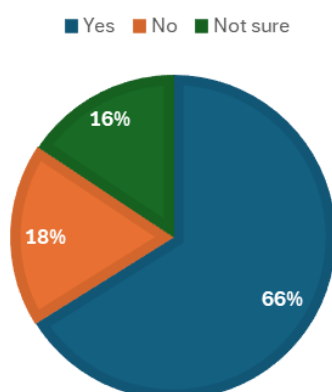
Sports clubs	77
Coalition of NGOs (sport specific)	74
Coalition of NGOs (not sport specific)	68
Private sector	65
Higher education institutions	59
Other	11

Responses under “others” included churches, police, family centres, city working groups on various topics and networks (regional and national), a government Ministry, research institutions, social business, National Sport Associations.

Engagement in policy advocacy

Two thirds of organisations are engaging in policy advocacy work. However just under a sixth of respondents were not sure, indicating a lack of clarity on what policy advocacy means for a significant minority of the sector.

DOES YOUR ORGANISATION ENGAGE IN POLICY ADVOCACY?



Advocacy activities engagement types

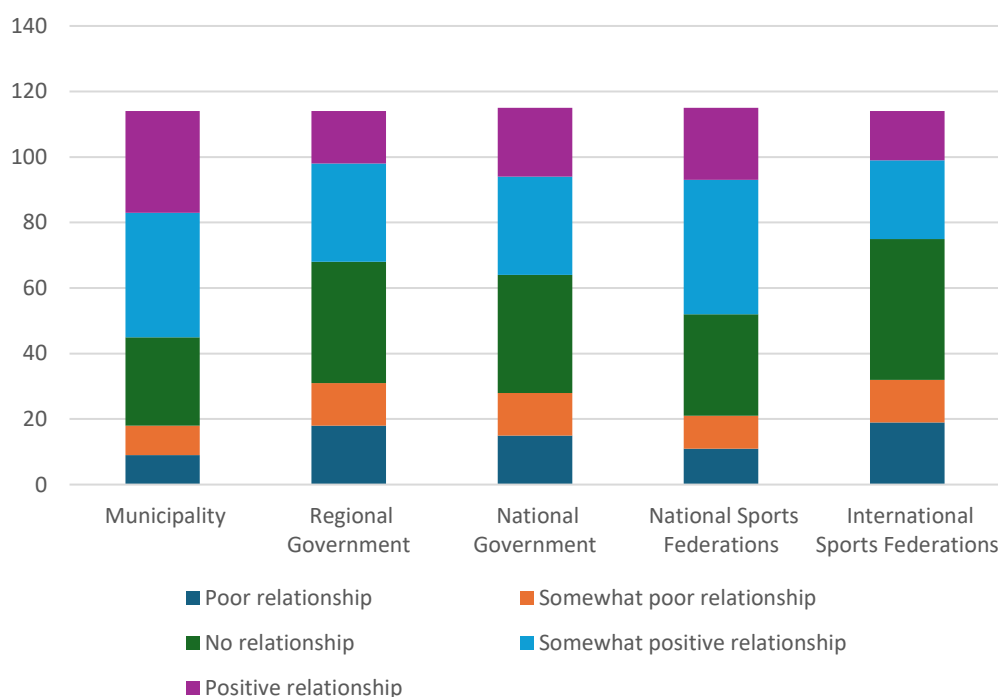
These actions are based on the framework developed by Gen and Wright on the different types of policy advocacy actions (2013).

Action	Total
Awareness raising campaigns targeting the general public.	81
Networking with policy makers.	70
Meetings to share information with policy makers.	66
Research on own programmes to develop evidence of benefits.	64
Meetings to discuss problems and look for solutions with policy makers.	63
Building coalitions of like-minded groups.	62
Awareness raising campaigns targeting decision makers.	58
Engaging your members/ the public to take other actions.	50
Taking part in consultations or debates concerning policy development.	47

Research on situation of programme participants to identify (policy) needs.	45
Sharing briefing documents with policy makers.	39
Initiating pilot or demonstration projects to showcase alternative (policy) approaches.	37
Monitoring implementation of relevant policies.	32
Engaging your members/ the public to write letters, sign a petition or take part in a demonstration.	29
Taking part in legal action or litigation to achieve policy changes.	17
Others	3

There is a broad sweep of engagement across activity types, with the highest response rates referring to actions with both the general public and policy makers. That the lowest ranked response relates to legal action is unsurprising given the more extreme nature of this action.

Relationships with policy actors



Respondents reported on their relationships with policy actors. Overall, the trend was for neutral to somewhat positive relationships, with respondents enjoying slightly more positive relationships with municipalities and national sports federations. This is in line with responses in section 1 which indicated greatest engagement at local level and with national governing bodies.

Section 2.b: Organisation types

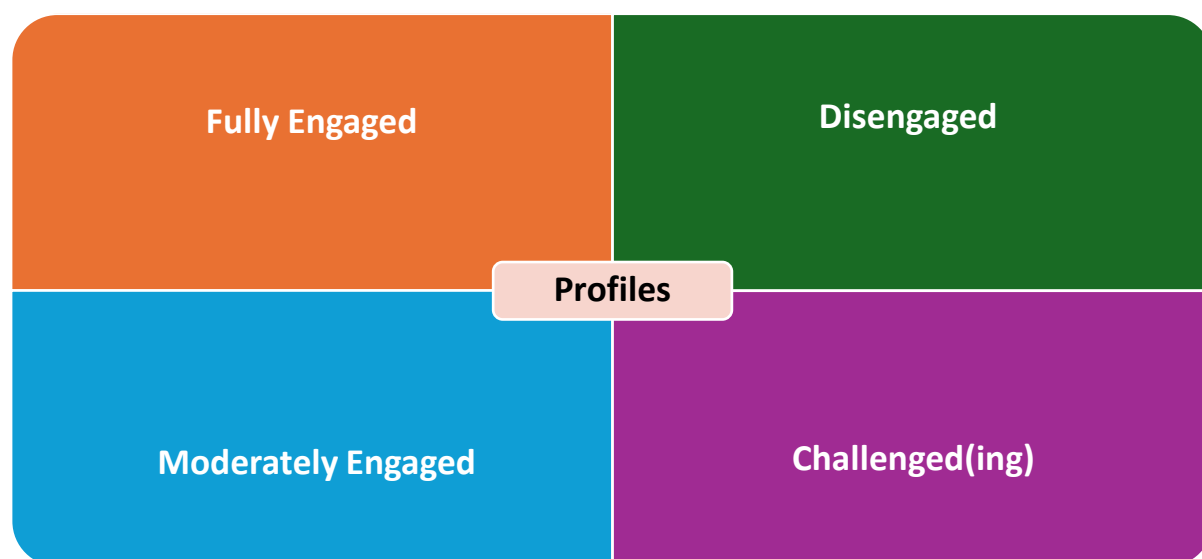
To better discern typical patterns of behaviour and activity concerning policy advocacy in sport for development, we used various statistical (e.g. K-Means test) and visual tools (e.g. in MaxQDA) to identify common combinations of behaviours amongst our set of organisations. In other words, we worked to group organisations along three main criteria: the focus of their policy advocacy, the policy advocacy activities used, and the quality of their relationships with various stakeholders.

Fully engaged: These organisations engage across all policy areas and have good relationships with most levels. Within their activities, they focus mostly on items related to information sharing, dissemination and awareness raising for both the public and decision-makers.

Moderately engaged: These organisations engage within other policy areas and funding and have good relationships with most levels. They primarily focus on information sharing and awareness directed at decision-makers.

Disengaged: These organisations engage minimally with different areas and levels, and it is difficult to discern a common set of activities. Thus, though our top line numbers show that advocacy is fairly present within SFD, these organisations show that the level and depth of engagement is, for some, still quite minimal.

Challenged(ing): These organisations engage across all policy areas but have poor or absent relationships at most levels. Though these organisations also use various information sharing or awareness-raising approaches, they also engage in the most overtly political activities, including demonstrations, pilots, and consultations.



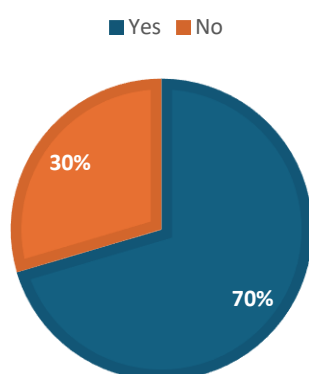
Section 3: Challenges

This section identifies the challenges organisations face which result in lower engagement in policy advocacy work. The PASS training should bear these in mind for designed tailored resources.

Identifying relevant policy actors

While the majority of respondents do feel they can identify relevant policy actors, a significant minority at 30% do not feel they have this knowledge. These figures align closely with the response to the question in section 2 on engaging in policy advocacy, where 66% of respondents note that they do engage.

DO YOU KNOW HOW TO IDENTIFY RELEVANT ACTORS TO ENGAGE WITH ON POLICY ADVOCACY?



Barriers to engaging in policy work

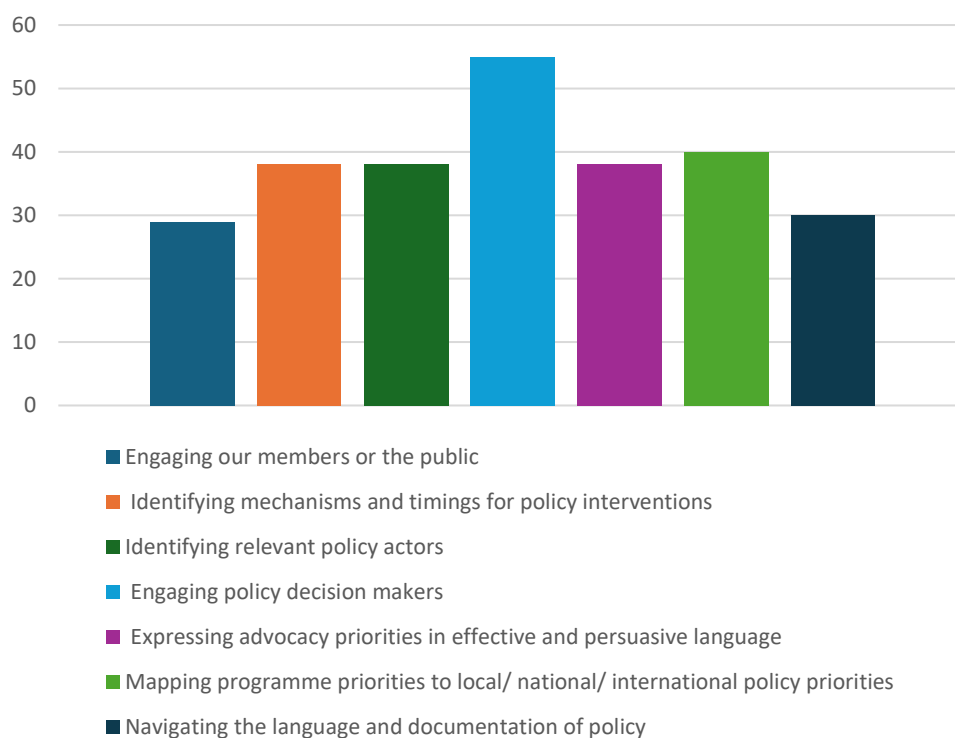
Lack of resources	82
Sport not taken seriously by policy actors	58
Lack of expertise within organisation	52
Lack of time	40
Not a priority within organisation	25
Policy advocacy not viewed as necessary or effective	21

Barriers are experienced both within the organisation and in policy spaces more broadly. Regarding organisational barriers, lack of resources, time and expertise scored significantly higher than lack of prioritisation or advocacy being seen as unnecessary, which is positive in terms of an appetite for PASS resources.

Knowledge missing

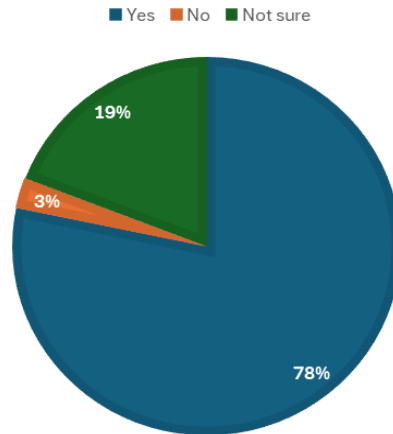
Engaging policy decision makers	55
Mapping programme priorities to local/ national/ international policy priorities	40
Identifying mechanisms and timings for policy interventions	38
Identifying relevant policy actors	38
Expressing advocacy priorities in effective and persuasive language	38
Navigating the language and documentation of policy	30
Engaging our members or the public	29

In general respondents showed broad interest across knowledge areas suggested. The only area to receive a significantly higher score was engaging policy decision makers, especially in comparison to the other engagement option which was members of the public. This tracks with responses to earlier questions which show that a majority do know how to identify policy actors but that there is a knowledge gap in transferring that identification to engagement.



Section 4: Training needs

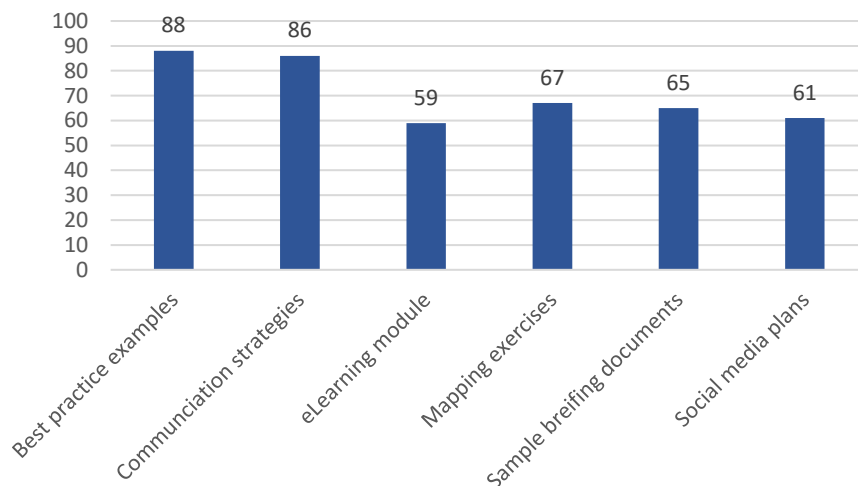
Would greater engagement in policy advocacy enhance your organisation's work?



Responses to this question are overall positive for the PASS project with over three quarters of respondents seeing increased policy engagement as useful for their organisation. The vast majority of other respondents are unsure, with only 3% rejecting the usefulness of greater policy advocacy engagement.

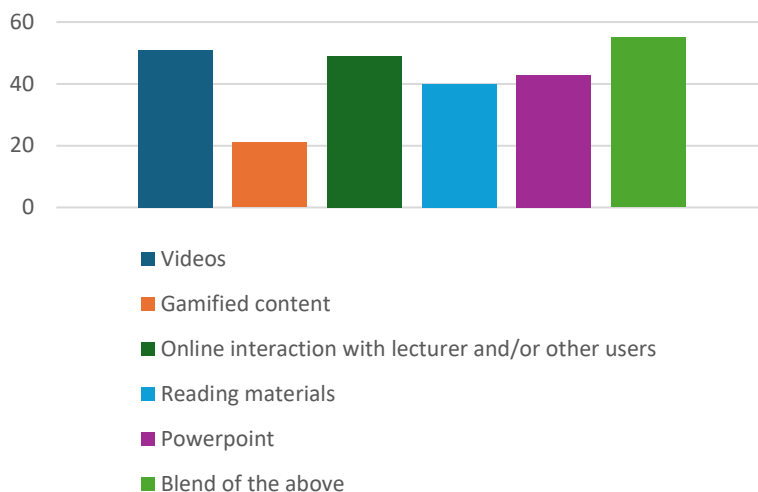
What would help increase engagement?

Broad interest across the proposed resources was shown. With eLearning module scoring the lowest, although not significantly, there is evidence of a stronger appetite for practical tools as opposed to training exercises.



Preferred online learning methods

A blended approach seems to be favoured for online learning. The only option with low uptake was gamified content. All other options scored within a similar range, and a mix of all scored highest. No definitions were offered for these terms so the low score for gamified content may also indicate a lack of familiarity with the term.



Time dedication

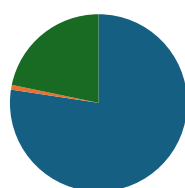
Respondents were asked to indicate in hours how much time they would be willing to dedicate to completing an online module. There was very significant variation in responses given from three respondents who indicated 0 hours to one respondent indicating 200 hours. However, within this range there were a few common groupings. 27 respondents indicated somewhere between 1- and 5-hours total, 17 indicated between 6- and 10-hours total, 16 indicated between 10- and 20-hours total, 17 indicated sporadically across the range of 20 to 100 hours total. A further 23 respondents suggested 1 to 4 hours a week but did not specify how many weeks.

The largest single group is the 1 to 5 hours group. When combined with less than 10, and assuming a proportion of the hours per week grouping would total less than 10 hours in total, developing a shorter online course would seem to be the better option.

Preference for a certificate of completion

Slightly over three quarters of respondents would like to receive a certificate of completion for undertaking the training.

Would you like to receive a certificate?



■ Yes ■ No ■ Not important to me

Open text analysis

A question in the final section invited respondents ““If there is anything you would like to share with the project partners that was not covered by the questions in this survey please elaborate below.” A majority of respondents indicated that “no” they did not have anything to add, or wrote simply “thank you”. 32 substantive responses were received. These responses fell into several broad categories.

Firstly, a group broadly focused on general barriers facing organisations. Barriers identified in the survey were reiterated, in particular, a lack of expertise, a lack of financial resources, and a lack of time to complete the work necessary to build up an evidence basis for advocacy work. Bureaucracy and the difficulties in accessing and understanding policy making bodies was raised. Linked to this, a lack of policy coherence, with local and national policies not aligned, and the confusion this causes was flagged. Politics internal to the sport sector were raised with competition between groups identified as a barrier to working in collaboration on policy advocacy. Discrimination against women arose as an issue twice. Insecurity and conflict were also raised twice as issues preventing engagement in policy advocacy.

A second grouping were those specifically focused on the need for more financial resources for their programmes who sought information on grants and seed funding. This is outside of the scope of the PASS project to engage with.

The third group of responses raised general areas they would like to see covered in the training, including the specific role of public institutions in sports policy, awareness of different stakeholders’ challenges, how to use sport as mechanism to mobilise resources within a nexus approach, civil society groups such as Organisations of People with Disabilities can engage in sports advocacy, policy advocacy as an organisational culture, differing national and regional contexts to policy advocacy, how to build coalitions and develop joint advocacy asks, project design for policy advocacy.

In addition, specific suggestions for topics in the training were provided as follows: identifying key stakeholders, their interests, their potential impact on the policy, their relationships, and their influence; mapping stakeholders to identify potential allies and partners, anticipate opposition and develop strategies to address concerns, engage with stakeholders effectively and build coalitions and collaborations; communication strategies that cover defining target audiences and tailoring messages accordingly, utilising various channels (media, social media, events) to reach diverse stakeholders, providing regular updates and progress reports and encouraging feedback and dialogue; and social media plans that consider creating dedicated accounts for sports policy initiatives, sharing engaging content (infographics, videos, stories) to raise awareness, utilizing hashtags to track conversations and build communities and collaborating with influencers and stakeholders to expand reach.

Two responses did sound a note of caution against the use of policy advocacy relating to sport, indicating that “As a sports club, we should behave as politically neutral, so it is not advisable for our members to get involved in the political segment.” and “We are a little shocked to what extent the associations are willing to use the political communication power of their member clubs.” However, from a total of 116 respondents to have just two indicate reservations about the project aims is low. However, overall, comments were strongly favourable to the project as illustrated in the below quote:

“These efforts are very valuable, the focus on physical and mental health, political advocacy, and social advocacy are key to improving the sports environment in communities.”

Conclusion

There is a general interest and appetite for engagement with policy advocacy for sport-based organisations with more than 75% of respondents supporting the notion of greater engagement in policy advocacy for their organisation and open text responses indicated favourable sentiment towards the project aims.

The responses indicate some existing engagement in policy advocacy across a wide range of activities. However, respondents did indicate significant knowledge gaps and desire for further learning as well as broad agreement that the sector faces barriers.

The generally broad spread of answers looking favourably on suggested learning outcomes and learning methods indicate that the PASS partners can create a training for a wide range of organisations, deploying various tactics. There is an appetite for resources that are focused on understanding the systems and providing practical tools and examples of advocacy tactics.

Appendix 1: PASS partnership

Co-ordinating Partner: German Sports University (Germany)

Partners:

- University of Applied Sciences Kufstein (Austria)
- Fair Play Point (Czech Republic)
- International Sport and Culture Association (ISCA)/SportandDev.org (Denmark)
- Oltalom (Hungary)
- Munster Technological University (Ireland)
- United Nations High Commission for Refugees (UNHCR) (Switzerland)

Appendix 2: Survey (English version only)

Policy Advocacy in Sport and Society Survey

"Policy Advocacy in Sport and Society" (PASS) is an Erasmus+ funded project. It is a partnership of German Sport University,, Kufstein Tirol – University of Applied Sciences in Austria, Munster Technological University in Ireland, the NGO Oltalom Sport Association in Hungary, the NGO Fair Play Point in the Czech Republic, the International Platform on Sport and Development/- International Sport and Culture Association (ISCA) and UNHCR, the UN Refugee Agency.

The PASS project seeks to develop a comprehensive set of tools and resources to raise awareness and capacity for policy advocacy within the sport and development sector. Policy advocacy refers to efforts that aim at shaping both policy processes and policy content through engagement (direct and indirect) with policymakers. To ensure these tools are as useful as possible to the sector, we wish to map the current status of policy advocacy, the needs, concerns and opportunities in the sport and social development sector through the following survey.

This short survey has 4 sections and should take less than 10 minutes to complete.

Participation in this survey is entirely voluntary. You may withdraw at any stage prior to submission and your data will not be recorded. All data collected in this survey will be stored in line with GDPR requirements. Ethical approval for this survey has been secured via the German Sport University under submission number 222/2023.

This survey is also available to complete in the following languages:

Czech/čeština: https://forms.office.com/Pages/ResponsePage.aspx?id=YeBehAAHkKkGQ9RRI-5o58XiV_oGBMUNBivcEuqg9UslUQTMysE9ZWUdZWFIPR0tQUFNOSFQ0ME5QNy4u

German/Deutsch: https://forms.office.com/Pages/ResponsePage.aspx?id=YeBehAAHkKkGQ9RRI-5o58XiV_oGBMUNBivcEuqg9UslUMDNIMERZMEc4NVFCUDNIWIROODZKRFNIMi4u

Hungarian/Magyar: https://forms.office.com/Pages/ResponsePage.aspx?id=YeBehAAHkKkGQ9RRI-5o58XiV_oGBMUNBivcEuqg9UslUMFZEMlpORTMxSTU5Vk1LS1NRR1U0V9YNI4u

French/Français: https://forms.office.com/Pages/ResponsePage.aspx?id=YeBehAAHkKkGQ9RRI-5o58XiV_oGBMUNBivcEuqg9UslURVQ4QUhYVjJVMkFUT1QwU0w5MFkxWUhERi4u

Thank you for taking the time to engage with our research.

Section 1: Organisational information

1. Name of Organisation:

2. Type of organisation: Single choice.

- a) Local Sport for Development Organisation
- b) National Sport for Development Organisation
- c) International Sport for Development Organisation
- d) Sports club
- e) Educational body

3. What is the primary country of operation for your organisation?
4. Who are the primary beneficiaries of your programmes? Select all that apply. Multiple choice.

- a) Children
- b) Women and girls
- c) People with physical disabilities
- d) People with intellectual disabilities
- e) Socio-economically disadvantaged groups
- f) Ethnic minorities
- g) Roma and/ or Travellers
- h) People forced to flee (asylum seekers, internally displaced people, refugees, returnees, stateless people)
- i) LGBTI+ community

5. What are the areas of focus for your programmes according to the UN Sustainable Development Goals (SDG)? Select all that apply. Multiple choice.

- a) No poverty (SDG 1)
- b) Zero hunger (SDG 2)
- c) Good health and well-being (SDG 3)
- d) Quality education (SDG 4)
- e) Gender equality (SDG 5)
- f) Clean water and sanitation (SDG 6)
- g) Affordable and clean energy (SDG 7)
- h) Decent work and economic growth (SDG 8)
- i) Industry, innovation and infrastructure (SDG 9)
- j) Reduced inequalities (SDG 10)
- k) Sustainable cities and communities (SDG 11)
- l) Responsible consumption and production (SDG 12)
- m) Climate action (SDG 13)
- n) Life below water (SDG 14)
- o) Life on land (SDG 15)
- p) Peace, justice, and strong institutions (SDG 16)
- q) Partnerships for the goals (SDG 17)

Section 2: Current policy practice

6. Does your organisation engage with any of the following policy makers? Select all that apply. Multiple choice.

- a) Municipality
- b) Regional (sub-national) Government
- c) National Government
- d) Multilateral/ International organisations (e.g. EU, UN etc.)
- e) National Governing Bodies of Sport

- f) International Governing Bodies of Sport
- g) No, we don't engage with public stakeholder(s)

7. Do you engage with these actors on any of the following? Select all that apply. Multiple choice.

- a) Sports policy
- b) Other policy areas related to your programmes (e.g. health, education, inclusion etc.)
- c) Funding
- d) Don't engage

8. Do you work in partnership with any of the following? Select all that apply. Multiple choice.

- a) Coalition of NGOs (sport specific)
- b) Coalition of NGOs (not sport specific)
- c) Sports clubs
- d) Private sector
- e) Higher education institutions

9. Does your organisation engage in policy advocacy?

- a) Yes
- b) No
- c) Not sure

10. Does your organisation engage in any of the following activities? Select all that apply. Multiple choice.

- a) Engaging your members/ the public to write letters, sign a petition or take part in a demonstration.
- b) Engaging your members/ the public to take other actions.
- c) Building coalitions of like-minded groups.
- d) Networking with policy makers.
- e) Meetings to share information with policy makers.
- f) Meetings to discuss problems and look for solutions with policy makers.
- g) Research on own programmes to develop evidence of benefits.
- h) Research on situation of programme participants to identify (policy) needs.
- i) Sharing briefing documents with policy makers.
- j) Awareness raising campaigns targeting decision makers.
- k) Awareness raising campaigns targeting the general public.
- l) Taking part in legal action or litigation to achieve policy changes.
- m) Initiating pilot or demonstration projects to showcase alternative (policy) approaches.
- n) Taking part in consultations or debates concerning policy development.
- o) Monitoring implementation of relevant policies.

11. How would you describe your relationship with the following actors? 1 poor relationship, 3 no relationship, 5 positive relationship

	1	2	3	4	5
Municipality					
Regional Government					
National Government					
National Sports Federations					
International Sports Federations					

Section 3: Challenges

12. Do you know how to identify relevant actors to engage with on policy advocacy?

- a) Yes
- b) No

13. What are the main barriers for your organisation to participate in policy advocacy work? Select all that apply. Multiple choice.

- a) Lack of time
- b) Lack of resources
- c) Lack of expertise within organisation
- d) Not a priority within organisation
- e) Policy advocacy not viewed as necessary or effective
- f) Sport not taken seriously by policy actors

14. If you identified lack of expertise as an issue, where do you feel knowledge is missing? Multiple choice.

- a) Mapping programme priorities to local/ national/ international policy priorities
- b) Identifying relevant policy actors
- c) Navigating the language and documentation of policy
- d) Identifying mechanisms and timings for policy interventions
- e) Expressing advocacy priorities in effective and persuasive language
- f) Engaging policy decision makers
- g) Engaging our members or the public

Section 4: Training needs

15. Do you think that greater engagement in policy advocacy would enhance your organisation's work?

- a) Yes
- b) No
- c) Not sure

16. What would help you to do so? Select all that apply. Multiple choice.

- a) eLearning module
- b) Sample briefing documents
- c) Mapping exercises
- d) Communication strategies
- e) Social media plans
- f) Best practice examples

17. For an online training module, what is your preferred method of learning? Select all that apply. Multiple choice.

- a) Videos
- b) Powerpoint
- c) Reading materials
- d) Gamified content
- e) Online interaction with lecturer and/or other users
- f) Blend of the above

18. How much time would you be willing to dedicate to an online module? (total hours)

19. If you complete a training, would you like to receive a certificate?

- a) Yes
- b) No
- c) Not important to me

20. If there is anything you would like to share with the project partners that was not covered by the questions in this survey please elaborate below. (Max 500 words)

21. As part of the PASS project, we are collecting examples of good practice. Has your organisation engaged any especially effective policy advocacy activities that you would like to tell us more about? If so, please briefly describe below.

22. If you are open to us following up with you about this example please provide your email address.

Section 5

Thank you for completing this survey



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Policy Advocacy for
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