



## Germany

### Analytical description Deliverable September 30, 2025

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## Case 1 Berlin – Sport vernetzt – “Sport connects”

Country: Germany

City: Berlin

Name of project / programme: Sport vernetzt

### 1. Broad notion of sport

Although “Sport vernetzt” (*Sport connects*) is initiated by the basketball club ALBA Berlin, the project displays a very broad notion of sport. In documents and brochures, the wording focuses on “education” and “movement”. While it remains attractive for the club to discover a future basketball talent, their main goal is to enable early access to all kinds of movement practices to ignite a lifelong positive relationship with movement.

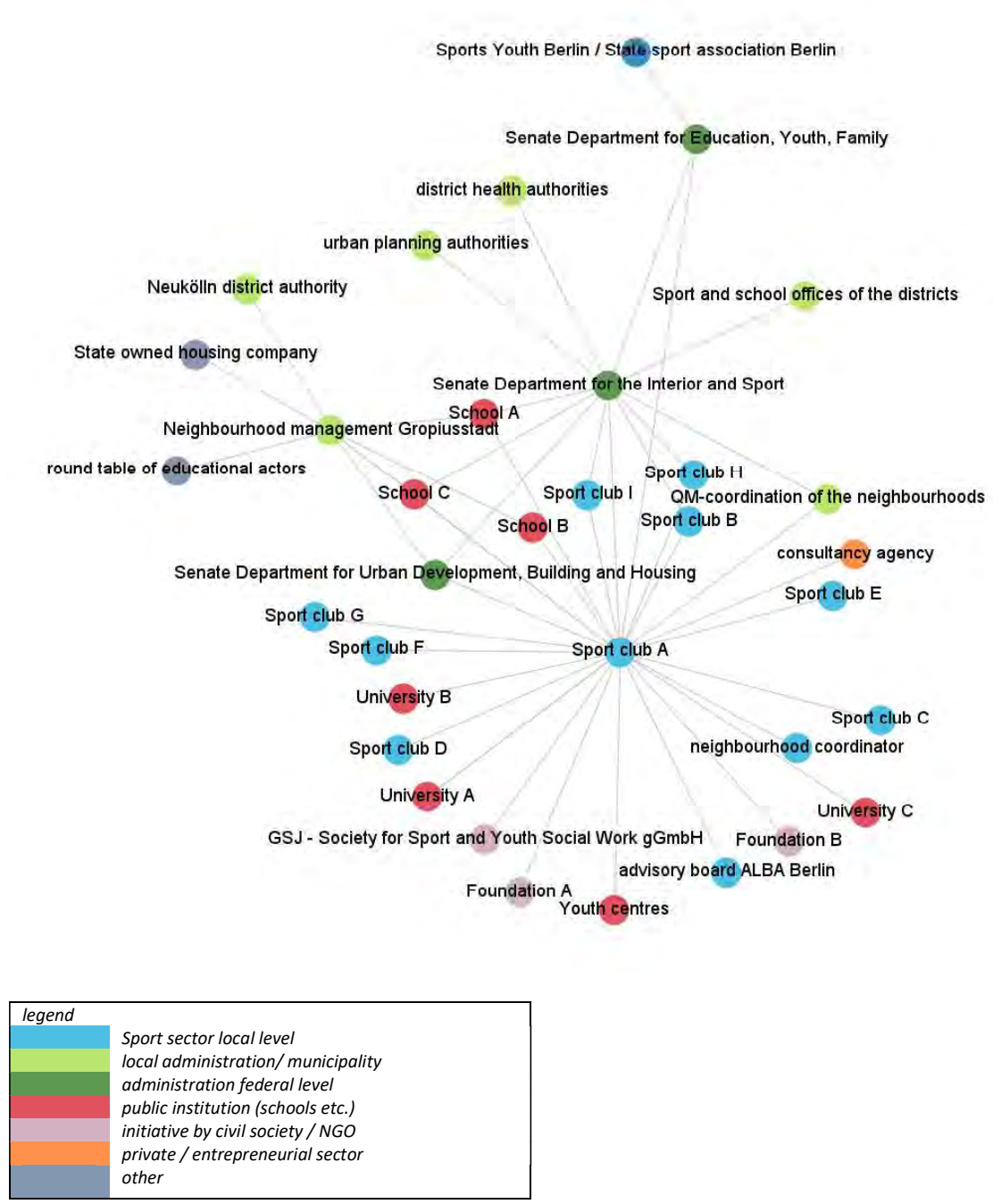
### 2. Socio-spatial orientation

*Sport vernetzt* is highly socio-spatial. On the one hand they establish the position of a “neighbourhood manager” to engage with all kinds of stakeholders of relevance: predominantly, the kindergartens and schools, but also with other clubs or municipal authorities. On the other hand, they actively involve existing neighbourhood management organised by the municipality which proved to be essential for reaching the stakeholders from the neighbourhood in the first place. The combination of both – neighbourhood management on sports club and municipal level - can be concluded to be one of the key factors for success in this case.

### 3. Cross-sectorality / intra-sectorality

By looking at the visualisation of the network one can clearly see its cross-sectoral nature. The network shows actors from the sports sector, administrative sector, from the public as well as the entrepreneurial sector, actors from the civil society as well as “other” entities such as round tables/ existing networks, and a state owned housing company. It is relevant to note that Sport club A (ALBA) unlocks important connections by connecting to the neighbourhood management and the Senate Department for the Interior and Sport. Furthermore, the network shows a lot of intra-sectoral connections, e.g. the Senate Department for the Interior and Sport is a link to another Senate Departments as well as to several district offices that were necessary for the expansion to other neighbourhoods. Rather surprisingly, the district offices involved do not only cover the areas of sport and education, but also urban planning and health which presents the broad approach ALBA has taken. Additionally, we can see an intra-sectoral expansion to other local sport clubs. Since ALBA considers itself as an actor of “sport development”, the reaching out to other sport clubs and involving them into the project is a key goal.

**Fig. 1: Network of “Sport connects”; “Sport club A” = ALBA Berlin**



#### 4. Change of role (referring to the sport club(s))

While ALBA Berlin remains a professional sport club playing professional basketball, they have established the branch responsible for Sport vernetzt that defines itself clearly as social actor and sport club developer.

## 5. Professionalisation

According to point 4, ALBA Berlin invests resources into the project, financing full-time positions for managing “Sport vernetzt” on a highly professional level, including fund raising, PR and networking efforts, and establishing and managing the neighbourhood coordinators. On the level of the sport coaches they have established qualification courses in order to prepare the coaches to work with the target group, focusing on movement, fun and social cohesion, fostering a sense of belonging and self-confidence.

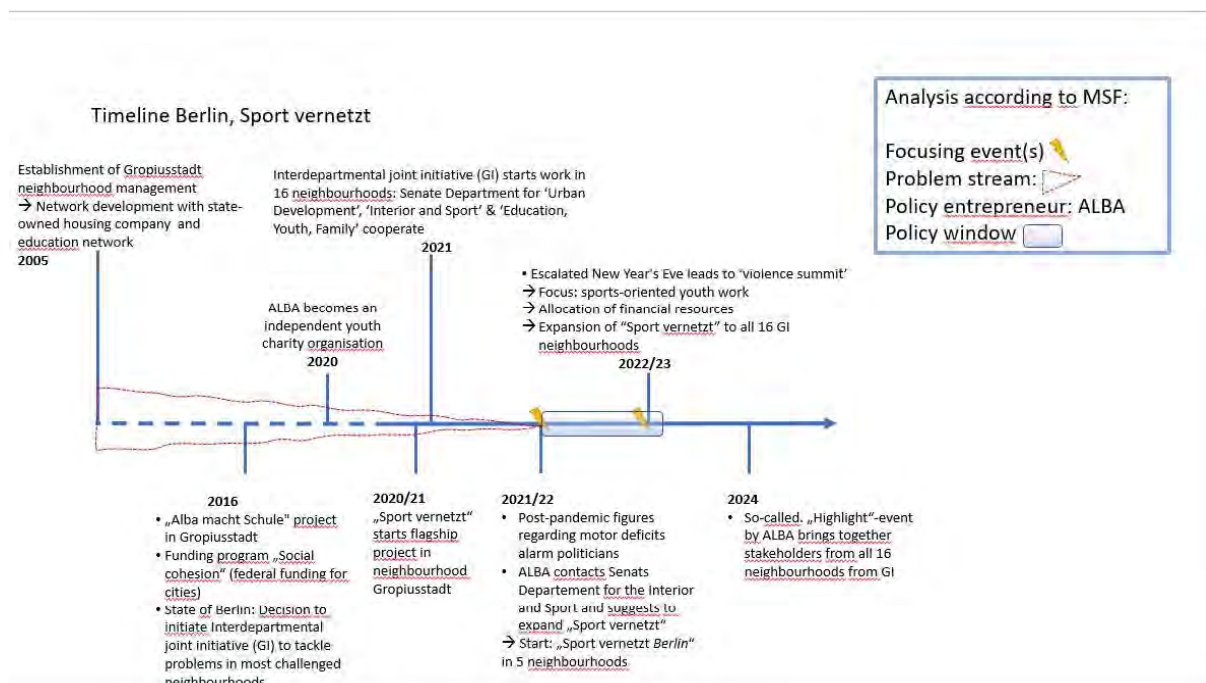
## 6. Role of engaged individual(s) – “the people on fire” / “Ildsjel”

There are highly visionary people involved who promote the project and who were especially engaged (and still are) in the beginning to get the project going, to raise first fundings, establish first connections. By now, they have established full-time jobs and managed to transfer the project into rather sustainable structures, not dependent on one single person or just a few people.

## 7. Path dependency and change

The official programme “Sport vernetzt” started around the end of the year 2020. Different paths and developments on various organisational levels had enabled the former project “ALBA goes to school” to expand and become “Sport vernetzt”.

**Fig. 2: History of origin “Sport connects”**



From the reconstruction of the timeline, it can be concluded that the challenging situation in the 16 socio-economically disadvantaged neighbourhoods of Berlin have been part of a



problem stream for quite some time. The establishment of the neighbourhood management in 2005 and of the GI can be understood as part of a policy solution stream in reaction to these challenges: The necessity of inter- and intra-sectoral cooperation had been identified and acted upon. Meanwhile, the sport club ALBA Berlin had undergone a process of organisational development early on by widening the notion from sport as a “performance-oriented activity” towards the idea of sport as “movement for all” and had established itself as an accountable actor in the perception of the municipal authorities. Additionally, they had first hand experience with co-operational work in the educational system via the prior project “Alba goes to school”. This way, they became a policy entrepreneur presenting the potential of sport as a possible solution for social and health issues. The problem stream then culminated in the events of the Corona pandemic, i.e. in the post-pandemic figures of worsened motor skills, and the night of New Year’s Eve of 2022/23 marking focusing events. This opened the window of opportunity to establish “Sport vernetzt” in all 16 GI-neighbourhoods.

#### 8. Representation and co-ownership

Due to the involvement of the educational actors, it can be assumed that the needs of the kids are given voice to a certain degree. The kids might also have a say in the concrete course they participate in. But in general, the representation and co-ownership of the target group can be considered as rather low.

#### 9. Funding

Funding is mainly secured by public resources, adding funding by foundations and the club ALBA Berlin itself. Berlin presents the special case of involving the Senate which is a body of the federal state of Berlin, not the city of Berlin. Therefore, the public funding mainly derives from the federal state with lower involvements of some district authorities.



## Case 2 Berlin – Sport im Park inklusiv – “Sport in the park inclusive”

Country: Germany

City: Berlin

Name of project / programme: Sport in the park inclusive

### 1. Broad notion of sport

The project can be localised at an intermediate position between a broad and a narrow notion of sport. Since different sport clubs are responsible for their different offers, the notion may vary from club to club. Overall, the intention is to remain within a traditional sport club logic in terms of gaining new members and, in some cases, mastering new sport specific skills. But at the same time, focus is laid on a low threshold approach in terms of accountability and bodily fitness. There is no need to take part on a regular basis or for financial commitment.

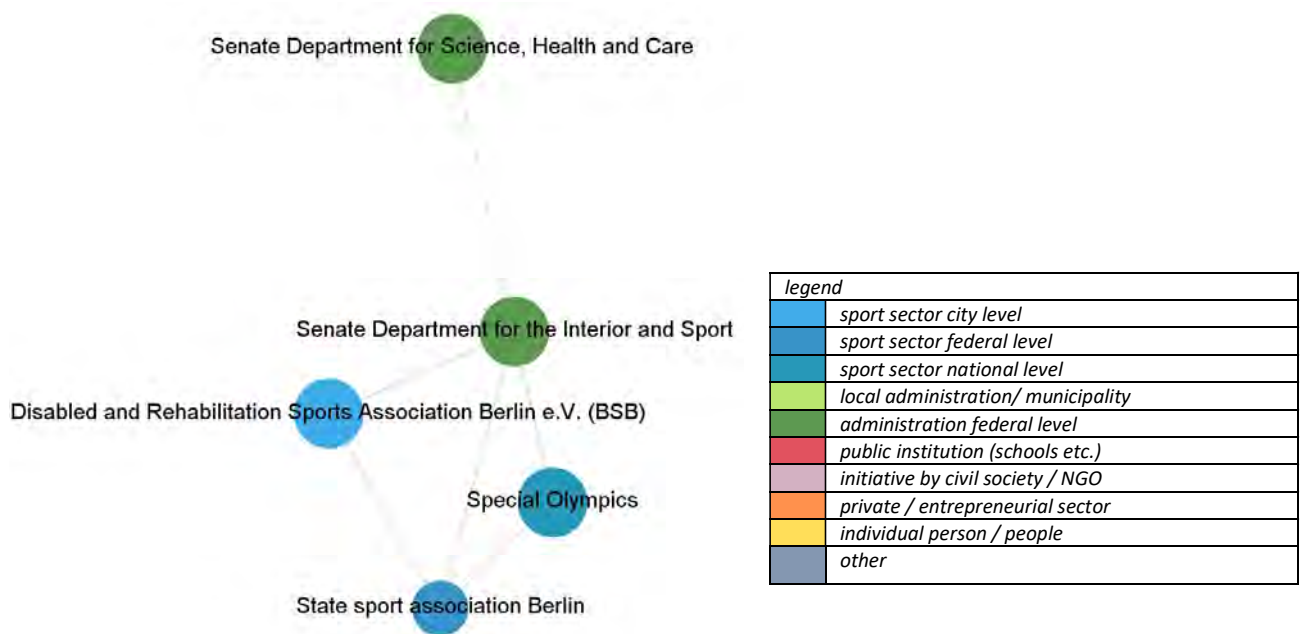
### 2. Socio-spatial orientation

The socio-spatial orientation depends on the resources of the respective sport club. It is helpful that the general advertisement is coordinated by the Senate Department to some extent. This applies rather for the overall city advertisement and the website that features all classes of the season. Meanwhile, the involvement of other institutions and establishment of cooperation in the near-by area is highly dependent on the resources of the respective resources and differs a lot, depending on full-time capacities, but also on the socio-demographic situation in the neighbourhood. Especially, cooperation with institutions consulted by people with mental disabilities / difficulties would support the goal to realise an inclusive sport participation. The Senate Department has started to establish a more regular exchange with institutional actors from different districts in order to find ways of a more centralised effort in each district to support the sport clubs in advertisement and the building of local, socio-spatial networks.

### 3. Cross-sectorality / intra-sectorality

Interestingly, the initiative started in the Senate Department for Science, Health and Care and later was transferred to the Senate Department for the Interior and Sport. When the Special Olympics generated the opportunity for a further development of the Sport in the park-programme to make it more inclusive, the Senate Department cooperated with the State sport association of Berlin and the Disabled and Rehabilitation Sports Association of Berlin to develop the qualification training for sport coaches. Thus, the network can be described as cross-sectoral during the development phase. Organised sport and State administration worked closely together.

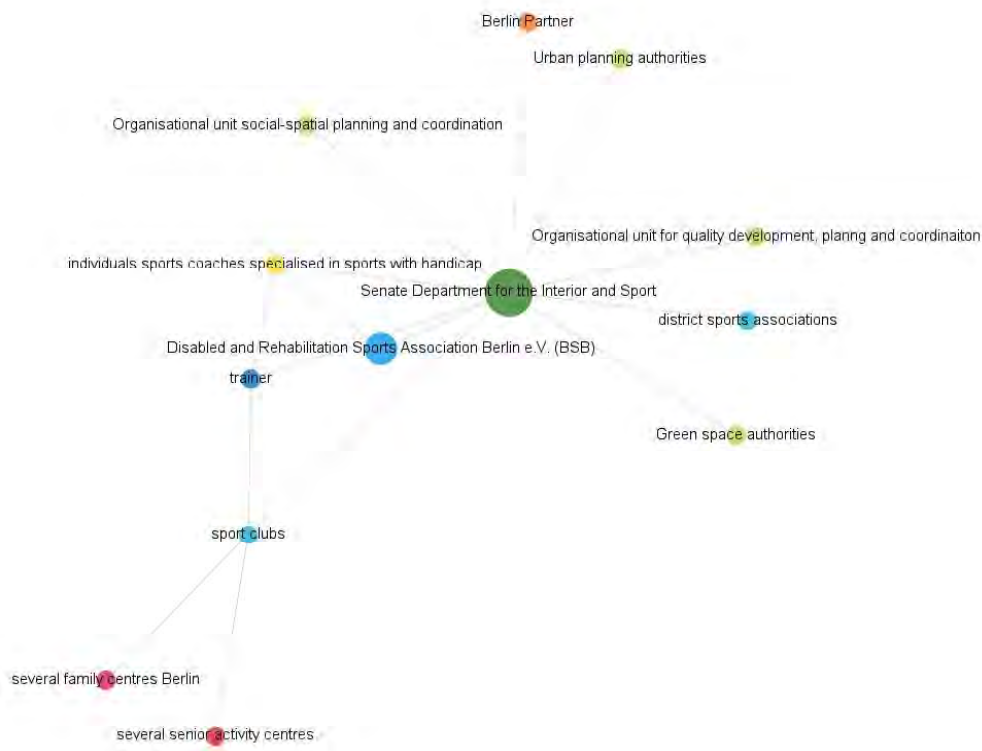
**Fig. 3 Most important actors during development phase**



During the implementation phase, new actors enter the network. The Senate of the Interior and Sport in its role as funding resources and manager of the project remains in the centre. The sport clubs that apply are funded are a relatively stable group of 12 to 20 clubs with some being part of the project from the very beginning and others just joining for one or a couple of seasons. In the visualisation they are bundled to one node for legibility reasons. Here we can see that they hold the connection to another sector: public institutions. In this case, particular clubs have created connections or at least established communication to institutions such as senior activity or family centres. As learned in the feedback workshop, these connections highly depend on the individual sport club's resources. The Senate is striving for better supporting the local connections by involving the local authorities and also establish new ways of operating the project by creating a closer network on the level of the federal state. Institutions such as the green authorities need to be aboard in order to give permission to sport activities in green areas. The success of the project is therefore highly dependent on their willingness to cooperate and differs from district to district. One can conclude that in this case, an actor who is not actually involved in the key operations of the projects (qualification of trainers, application and funding, concrete sport activity) holds a position of power within the implementation network. Therefore, intra-sectoral networking and communication is very relevant as the Senate of the Interior and Sport has recognised. They only recently established a round table, getting multiple staff from different Senate departments in order to create more understanding and support for Sport in the park inclusive. Also, they have started to cooperate with Urban planning authorities and with "Berlin Partner", a ThinkTank for economic growth and urban innovation funded by shareholders from different Berlin based businesses (Chamber of Crafts, Technology Foundation and others). The aim is to ascertain the use of

other green public spaces than the public parks. On the one hand, this gives more flexibility in terms of the dependence on the green space district authorities. On the other hand, it can be considered as a rather innovative step towards the target group: to offer sport classes in the green spaces of apartment blocks could make the project more accessible. The team also considers the use of school yards and spaces of allotment garden associations, which again requires an intensified communication to other departments of the Senate.

**Fig. 4 Main actors during implementation**



#### 4. Change of role (referring to the sport club(s))

The sport clubs actively choose to apply for the funding and then implement their classes for the season. They show active interest in joining the project and reaching out to a new target group taking the qualification seminar. Nevertheless, despite the fact that they need to go through the process of application their core activities remain the same: doing sport and trying to reach new members. In terms of entering network activities, as mentioned above, it depends on the respective club's resources and capacities whether they establish new connections.

#### 5. Professionalisation

One of the key aspects of Sport in the park inclusive is the qualification for trainers to adjust their trainings to a more diverse audience, especially for people with mental / physical challenges. On top, the data gives room for the assumption that some clubs profit in terms of visibility in general which applies especially to two cases: a sports club for hearing impaired people and a sport club for queer people. Here, the programme director of Sport in the park



inclusive showed support by not applying regulations too strictly. Regularly, the courses of the programme should count a minimum attendance of seven people per session. This is a hard-to-reach number for the community of the hearing impaired. Being aware of this, the programme director repeatedly allocated funds to the club nevertheless. This can be interpreted as a sign of the importance of flexibility when applying eligibility criteria to different target groups. Meanwhile it stresses the fact that equity is rather realised by “matching support mechanisms” instead of the “same support for all”. This can create a challenge for administration and people in charge of programmes, since they also need to secure fairness for all participants / applicants.

#### 6. Role of engaged individual(s) – “the people on fire” / “Ildsjel”

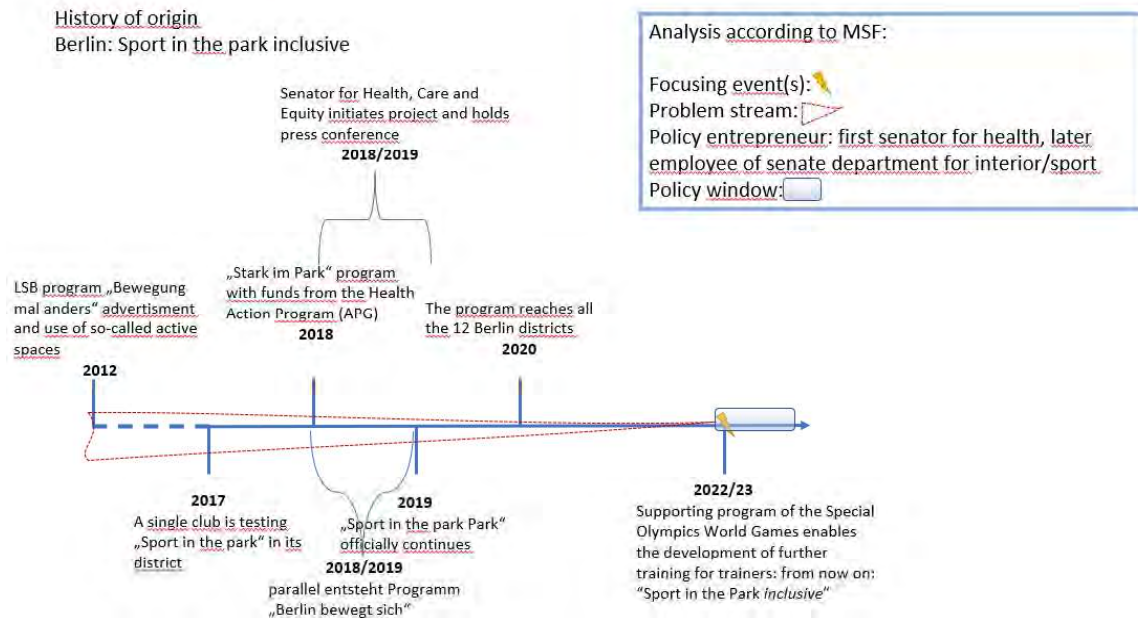
Sport in the park inclusive is organised very centrally by one employee of the Senate for the Interior and Sport. The programme “Sport in the park” existed before he entered this position, but was still very fresh. So, it was him and a few colleagues who established most of the tools and means for communication and the development into “Sport in the park inclusive”. The position gets supported by some additional work hours (e.g. in form of a student’s job) during the time of running from May to October. One can say that the programme relies on him, but it is an established and paid position within the Senate administration of Berlin, meaning that the project is not dependent on a volunteer and their resources. This is different in the sport clubs. Here, the successful networking and advertisement is very much dependent on the engagement of single people within the club who hardly ever hold full time positions. The same applies to the particular classes themselves: whether the coaches are successful in reaching participants is highly individual, going so far as to the creation of WhatsApp chat groups for the respective classes. Thus, Sport in the park inclusive shows very different levels of dependence on single individuals engagement and availability.

#### 7. Path dependency and change

Depending on how far back one takes a look at the development of Sport in the park inclusive, one can say that the basic idea to perform sport in public spaces traces back to the “Trimm-dich”-Movement in Germany during the 1970s/1980s in general, and to the “Senior Citizen Activity Spaces” in Berlin around 2012 specifically. These were both initiated by institutions of organised sport. Since these activities underline the connection between physical activity and health, it is the Senate Department for Health that establishes the policy “Berlin in motion” (“Berlin bewegt sich”) under which the first versions of Sport in the park-like offers are run around 2017/2018. Soon after, it is moved to the Senate for the Interior and Sport. It is then the focusing event of the Special Olympic World Games in 2022/23 that drives the further

development towards “inclusive”. Thus, Sport in the park inclusive is a very good of example for the existence and dependence on formerly established practices that experience a major propel towards a policy development through a focusing event.

**Fig. 5 History of origin “Sport in the park inclusive”**



## 8. Representation and co-ownership

By the involvement of the Disabled and Rehabilitation Sports Association Berlin, the needs and expertise of the target group were given voice during the development of the further qualification program. Since Sport in the park inclusive is basically a funding pot for sport clubs, it enables clubs from or for specific groups (hearing impaired, queers) the opportunity to take part, gain visibility and grow. Despite the fact that there is still a lot of room to involve more people with special needs, one can conclude that the programme shows aspects that enable representation and co-ownership on both the administrative and operational level.

## 9. Funding

Funding is mainly provided by the allocation of financial resources from the biennial budget of the Federal State of Berlin. Compared to other cases, this is a rather simple funding structure. So far, it has not suffered from major budget cuts that are currently implemented.





As learned from the data, the network has especially grown since the increased engagement in inclusive sports and propelled when in 2023 the Special Olympics World Games lead to increased co-operation between Motor Mickten and the municipality. It is remarkable that other (professional) sport clubs are also part of the network and allow for advertisement for the inclusive offers of Motor Mickten during their tournaments. Meanwhile, also Motor Mickten has proven to go beyond their individual club's interest by establishing the *MOVE project* as a means to run the online platform Inklusionssport-dresden.de that features all kinds of inclusive sport offers across the city.

#### 4. Change of role (referring to the sport club(s))

Motor Mickten is a classic grass roots sports club, mainly financed by their members. One could argue that their role has changed to some extent towards a social actor, investing in fundraising in the area of inclusion. Meanwhile, they remain a classic sport club with a club structure (boards and members) and membership fees. They have managed to be so successful in addressing the target group of people with handicaps that the positions dedicated to this work are close to being self-sustained by new membership fees from the newly gained members. Additionally, they secured funding from both, the municipality as well as from a well-known foundation that operates nationwide in the field of inclusion. Hence, Motor Mickten shows engagement in the overall topic of social cohesion, diversity and inclusiveness by running the online platform, being highly engaged in the on-going organisation of the annually "festival of Dialogue" ("Fest der Begegnung") and considering themselves as to on a learning journey.

#### 5. Professionalisation

As mentioned under point 4, Motor Mickten have managed to establish a position dedicated to the needs of inclusive sport on an administrative level. But also in terms of in-practice coaching, they are alert to undergo exchange and gain experience in the facilitation of inclusive sport spaces.

#### 6. Role of engaged individual(s) – "the people on fire" / "Ildsjel"

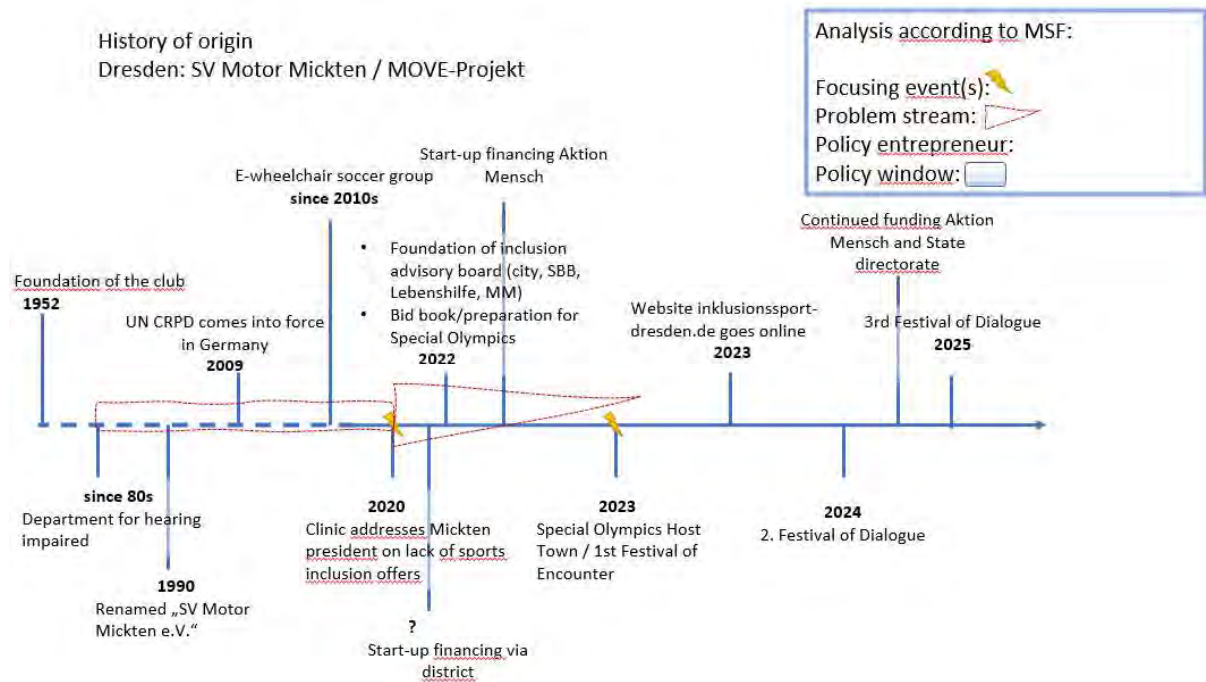
Though it takes individuals to focus on a certain subject area and be enthusiastic enough to convince others to move towards a certain direction of development, Motor Mickten seems to have managed to integrate the whole topic of inclusive sport into their overall sport club identity. It is not one individual fighting against barriers within their own club, but instead, structures have been established in order to cater to this field of activity. The connections of other institutions from different sectors create the impression of a rather strong network, resulting in an equally strong integration of the subject matter on a structural level – not only within the club of Motor Mickten itself, but within the city's administration in general.

#### 7. Path dependency and change

The history of Motor Mickten shows how today's practices build on former practices: The club had a section for hearing impaired members as early as the 1980s, and established their electric wheel chair team back in 2010. Thus, the openness for otherwise marginalised groups can be traced back more than a decade. Two focusing events then drive the further

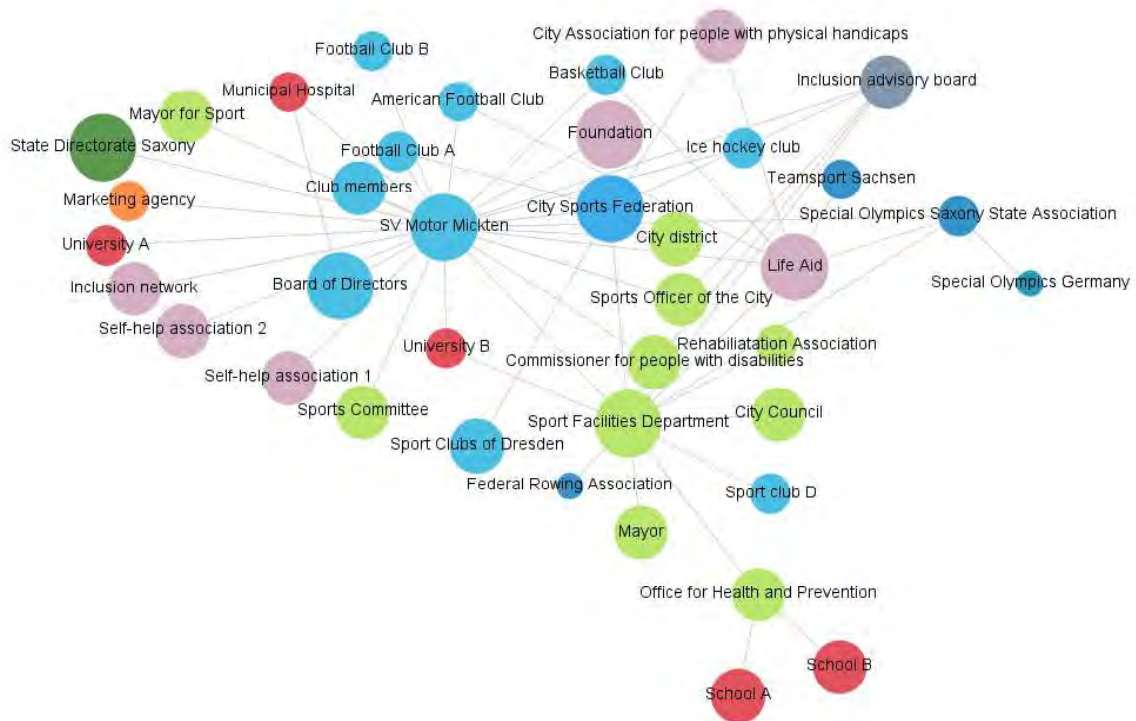
development of the area of inclusive sport: In 2020, a doctor of the municipal hospital, focusing on the treatment for children and adults with handicaps, addresses the club and indicating a high demand for their patients to join physical activities.

**Fig. 7 History of origin “SV Motor Mickten” / “MOVE”**



Secondly, two years later, the Special Olympics World Games demanded engagement by the city of Dresden as a host town for the Games. This is when employees of the municipality realised that Motor Mickten had gained quite some experience and expertise in that field and made them a lead partner.

**Fig. 8 Actors during implementation**



Another influential factor was the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) from 2006 which had already created some awareness for required action within the city’s administration. By now, a “network inclusion” and the “inclusion advisory board” has been established. Therefore, Motor Mickten showcases how the interplay between policy making on an international political level, an international organised sport level, on the municipal level and the local organised sport level created progress in realising *Sport for All*.

### 8. Representation and co-ownership

Three major associations – one on the national, the federal and the city level – for the representation of interests for people with handicaps are involved (see fig. 8 self-help association 1, self-help association 2 and the City association for people with physical handicaps). This indicates a rather high level of representation of the target group. Although they might not be involved in the concrete operations of Motor Mickten’s daily club practice, their existence within the network deserves attention. Additionally, the hospital and the LifeAid-organisation can be interpreted as another way of giving voice to the otherwise underrepresented group. By establishing the inclusion advisory board and the inclusion network the municipality and non-municipal actors ensure two structures that strengthen exchange and development in the area of inclusion.

### 9. Funding

The funding is secured by different sources: It started with a minor support by the city district and eventually they managed to apply for funding by the “Aktion Mensch”. This foundation is specialised in funding projects and structural enhancement for people with disabilities. Additionally, they received funding from the regional directorate. This enabled them to finance

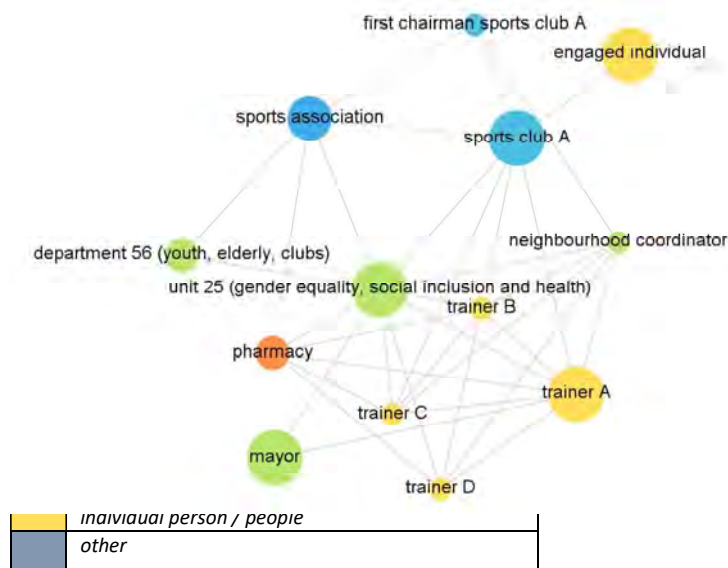


a job position at the club to be in charge of inclusion sport. Now, the new members that could be gained by these efforts pay a regular membership fee and therefore, also contribute the financing of the position. It is interesting to mention that member with disabilities pay the same fee as member without abilities. It differs from other projects where it is part of the strategy to reduce costs or membership fees in order to be attractive for a certain target group.

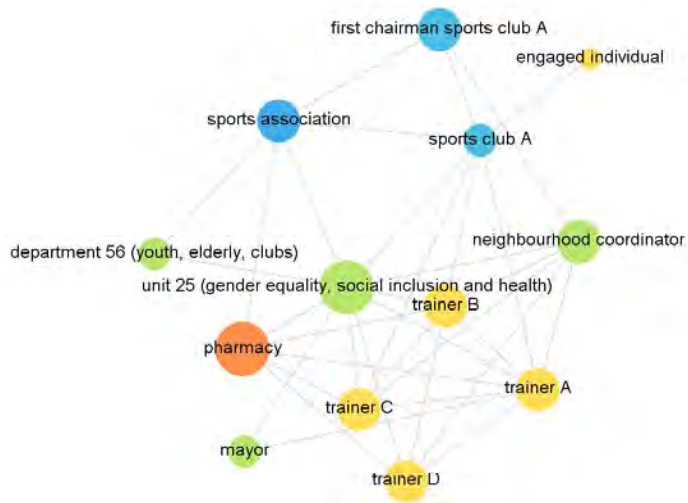


The network shows a clear cross-sectoral structure with connection between the municipality, the sport club, the sport association and the pharmacy. Interestingly, it is the department for gender equality, social inclusion and health that is in charge of the project, whereas the sport department remains in a position of friendly acknowledgment. This applies for the development phase as well as for the implementation phase: Finances and coordination is centralised at the unit 25.

**Fig. 9 Actors during the development**



**Fig. 10 Actors during the implementation**



The intra-sectorality is not very distinct. The mayor played a role in the very beginning when a trainer from sports club A, due to personal connections, told him about the idea for the pharmacy in motion that an engaged individual had carried into the club. The support from the mayor made the overall beginning of the project rather easy. The connection with the sport department is existent, but not crucial for the project. The cooperation with the sport association (which is not the regular city’s sport association, interestingly) is important for the recruitment of trainers and general advertisement. But ever since the first four trainers have joined the project (three from the local sport club, one independently), they have not changed.

#### 4. Change of role (referring to the sport club(s))

The sport club A was initially predestined to implement the project. With a long-standing tradition in health-related sport and a former board president who presented the idea to the mayor, taking on the lead role would have seemed to be a logical next step. But the club actively decided to opt out of this position due to the fact that the “Pharmacy in motion” would contradict basic club regulations: Not paying a membership fee and not having to commit oneself to the project in terms of participation and money is part of what makes it attractive for the target group. Meanwhile, these aspects do not comply with the structure of sport club A which is why it merely takes on the unofficial position of allowing facility access (once in a while) and sharing three of their trainers. Although, these trainers are affiliated with the club, they act as individuals and are being paid by the unit 25 of the municipality.

#### 5. Professionalisation

At the time of the data collection a professionalisation could not be identified for any of the main actors: The involved trainers already hold their qualification as trainers and adapt their repertoire of exercises to the target group effortlessly. The pharmacist already knows the target group and how to address them and possesses the knowledge she needs to prepare the little health lectures. The municipality is familiar with physical activity offers for the elderly. A project with the title “movement, entertainment, fun” (“BUS” – Bewegung, Unterhaltung, Spaß) had been in place in other districts before Pharmacy in Motion was developed.



Additionally, the city of Filderstadt shows an overall strategy with the policies “Healthy municipality” and “Healthy city”.

#### 6. Role of engaged individual(s) – “the people on fire” / “Ildsjel”

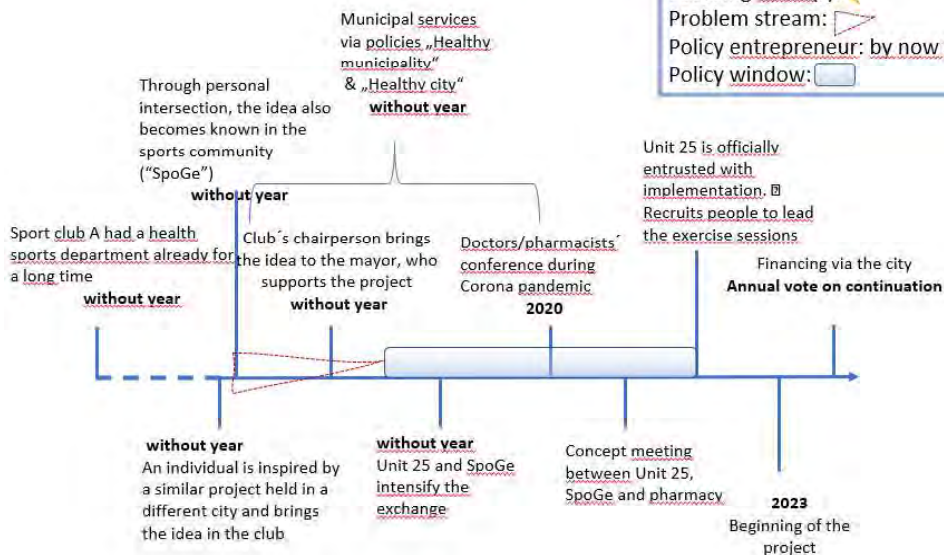
The role of the engaged individuals can be considered as rather high: It is an individual that carries the idea into the sport club, inspired by a similar project in a different city. It is the individual connection from the sport club president to the mayor that gives the idea some momentum. And during the implementation it is the strong commitment and well-functioning cooperation on a personal level of the trainers and the pharmacist that account for the success of the project. The coordination and support by the unit 25 is also relevant, but seem a bit less dependent on a single individual. Their positions are professional and structures for knowledge transfer within the administration are more likely to be in place than within the pharmacy or among the trainers. The network is alive due to high motivation and commitment of the individuals. It was mentioned in the feedback workshop that finding new trainers would rather be a challenge, as well as the pharmacy can not easily be substituted by another pharmacy or other local business due to its geographic position and access to the target group. This intense commitment that even encompasses the willingness to work on holidays (uttered by one trainer) creates accountability for the target group on the one hand, as much as it creates dependency on individual resources on the other hand.

#### 7. Path dependency and change

Facing a progressing demographic change resulting in a higher proportion of elderly population in the city of Filderstadt, the municipality shows a long-term existing problem stream in terms of healthy aging and rehabilitation. The overall policies “Healthy city” and “Healthy municipality”, including projects like “movement, entertainment, fun” that existed before “Pharmacy in motion” are proof of this. For sport club A, despite its long-term tradition in health-related sport, did not undergo a change during the project due to its opting out. Interestingly, in this case, identifying a focus event is difficult. One can conclude that an already existing continuous problem stream on the part of the municipality had created a well-paved path for the “Pharmacy in motion” to take.

***Fig.11 History of origin “Pharmacy in motion”***

History of origin  
Filderstadt: Pharmacy in motion



Analysis according to MSF:

Focusing event(s): 

Problem stream: 

Policy entrepreneur: by now former club member

Policy window:

### 8. Representation and co-ownership

So far, representation and co-ownership can be described as low to non-existent. The target group is not involved in the coordination or planning of the project. At the time of data collection, an official evaluation to collect some feedback was still in the planning. Verbal feedback on the spot can of course be given every week during the time of the project itself.

### 9. Funding

The funding structure is very simple: The city council votes on the continuation of the project annually, and from there on it belongs to the area of responsibility of the unit 25. The overall costs of the project can be considered as low: It is the trainer fees and expenses for some advertisement material. The pharmacy pays for the drinks and the extra workload for the preparation of the little lectures. The sport association is merely involved with minor working hours when promoting the project on its website. Thus, it is worth mentioning, that the area of sport – be it on part of the sport club or on part of the sport department of the city - is financially not involved in this project.



## Case 5 Mülheim an der Ruhr – Sportpark Styrum – „Styrum Sports Park“

Country: Germany

City: Mülheim an der Ruhr

Name of project/ programme: Styrum Sports Park

### 1. Broad notion of sport

The Styrum Sports Park is officially defined as a space for social encounter. The broad variety of sport and physical activity that is offered there displays a range in their notion of sport: School classes, training sessions by the local Parkours scene and the local sport club show a narrow notion in terms of competition and skill mastering. The Park is also frequented by people who pass their leisure time there, and the team also organises courses in yoga and fitness, as well as holiday programmes that focus on health and social aspects physical activity and therefore follow a wider notion of sport. In general, the park has been designed to cater to many sportive needs, but also to be a place to hang out. Families with younger kids use areas in the shade, while teenagers are able to use the open air hall and the teqball table among other options on their own.

### 2. Socio-spatial orientation

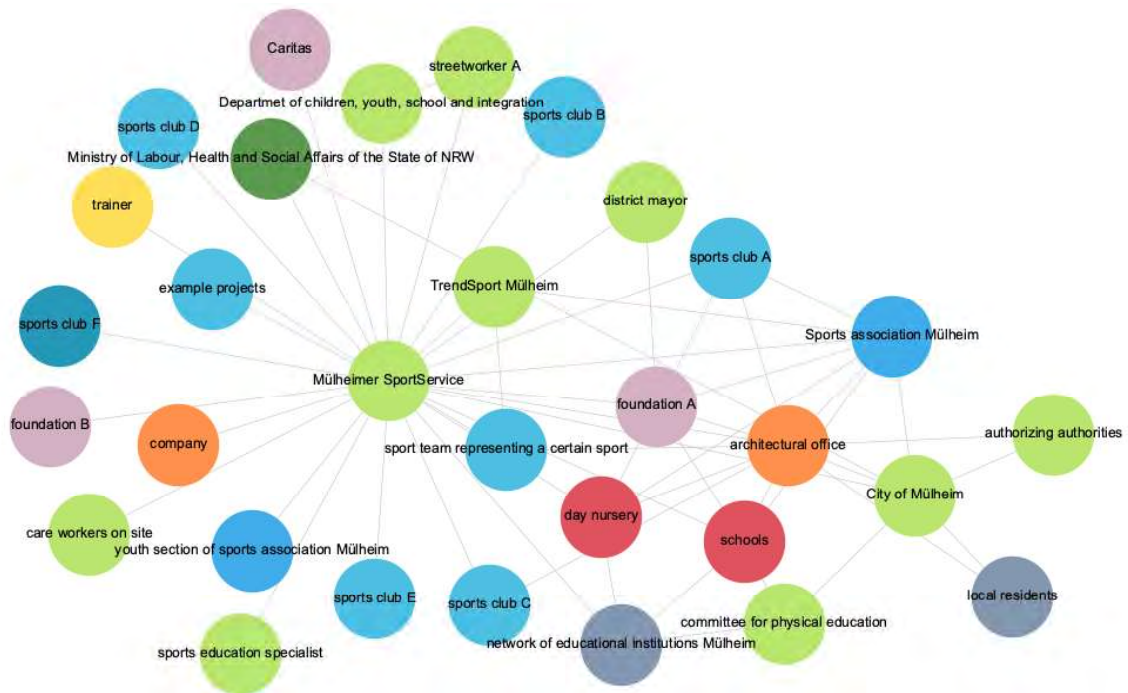
The park and its development are highly socio-spatial oriented. During the participatory development phase, coordinated by the architectural office and the municipal sport department, the near-by schools, the kindergarden, the local sport club where involved as well as the local Parkour scene and individuals from the neighbourhood. A local company got in touch on its own and volunteered to sponsor the open-air hall due to their company anniversary. The well-established structures of communication date back to the engagement of an employee of a local foundation, situated right next to the park. This person apparently had the role of a neighbourhood management, so the project of the Sportpark could profit from that. Existing structures such as the network of the educational institutions of Mülheim or the committee of physical education proved to be beneficial for the development phase, but ever since the Sports Park's official opening, the neighbourhood shows to be well-connected altogether, different institutions being aware of other institution's current activities.

### 3. Cross-sectorality / intra-sectorality

During both phases, development and implementation the network is very cross-sectoral, involving players from the municipal sport department ("Mülheimer SportService"), as well as educational players (schools and a kindergarden, later also the local University of Applied Sciences), local foundations, the local sport club and local companies. Additionally, the project shows a high degree of intra-sectorality: the department of children, youth, school and integration is involved and contributes to the work force by allocating social workers on site, the district mayor is supporting the project, and the district authorities in charge of approving different steps during the construction phase turned out to be supportive and offer solutions when challenges appeared. The network of sport clubs has also grown and up to today the

Sportpark is frequented not only by the local sport club right next to the area, but also from other sport clubs from across town.

**Fig. 12 Network of development and implementation**



legend	
	sport sector local level
	sport sector city level
	sport sector federal level
	sport sector national level
	local administration/ municipality
	administration federal level
	public institution (schools etc.)
	initiative by civil society / NGO
	private / entrepreneurial sector
	individual person / people
	other

#### 4. Change of role (referring to the sport club(s))

As the municipal sport department Mülheimer SportService (MSS) is the leading player in the development and the implementation of the park, the role of the local sport club can be described as minor. During the development phase the club showed to be cooperative, agreeing to hand over a little bit of their site, in order for a boules court to be built. The trainer of the track and field department frequently uses the park with her participants. Other than that, they proceed with their regular club activities, being part of the overall network of the park, not occupying a special position within it. Other clubs involved take on the role as one of many other user groups, benefiting of the well- managed park in terms of tidiness and target groups present there that can then potentially turn into new members of the clubs. One can conclude that while the Mülheimer SportService designed and facilitates the park with a wide



notion of sport aiming at social impact, the sport clubs keep their traditional role of a membership fee-based structure with a rather narrow notion of sport. The MSS as the main actor re-defines the role of a municipal sport department by giving room to the idea of a sport venue that can be used for more than sport. By being in a lead position during the participatory development phase, it succeeded the common job description of managing existing sport facilities in the city.

### 5. Professionalisation

The Mülheimer SportService has succeeded in creating job positions for the park on several levels. On the one hand, for the management and the pedagogical structure of the park 1,7 positions that run until the end of 2026 have been created. They also ensured that two professional care takers ensure the park's tidiness and inhibit vandalism. Additionally, as mentioned above, social workers on site take care of kids and youngsters with challenging backgrounds. Even though these jobs have not been created for the park, the necessity of professional social work has been recognized turning into this intra-sectoral collaboration that benefits the target group.

### 6. Role of engaged individual(s) – “the people on fire” / “Ildsjel”

In this case, it is interesting to see that the success of the project is based in secured job positions with individuals making the most of their positions on multiple levels.

When the municipality announced to renew the former sport area and build housing, teachers from the schools got engaged, as well as the local sport club and individuals from the neighbourhood, fighting against the city's plans. But even within the municipality, people spoke out against the plan and underlined the need for a sports venue – being able to refer to the overall strategy “Masterplan Play and Move” (“Masterplan Spielen und Bewegen”).

By looking at the network structure and the interview and feedback workshop data, it becomes clear that the success of the participatory design process of the park was based on the existing connections within the neighbourhood that had been established by one employee of the local foundation. This employee interpreted their job description in a way that enabled them to take on the role of a neighbourhood management, opening the foundation's venue as a space for meetings on a regular basis. (Apparently, that employee is gone by now and the job description has changed, so at the moment there is a lack of that managing position.)

Meanwhile, during the development phase it is the municipality's sport department “Mülheimer Sport Service” that is in charge of the project. Again, the employees fulfil their position with utmost engagement, organising a trip to inspiring existing projects, thereby establishing a team spirit among the involved stakeholders including the architectural office. It is similar in the case of the local company that actively approached the municipality wanting to sponsor the open-air hall in order to “give something back” to the community – engagement coming from a secured position. It is also true for employees of the authorizing authorities that came up with a creative solution when facing a difficult situation during the building process referring to the terrain's capability of rain drainage.

So, while it did depend on the individual people, it is not a grassroots project that a small group of people or an individual came up with. Although the teachers and individuals from the

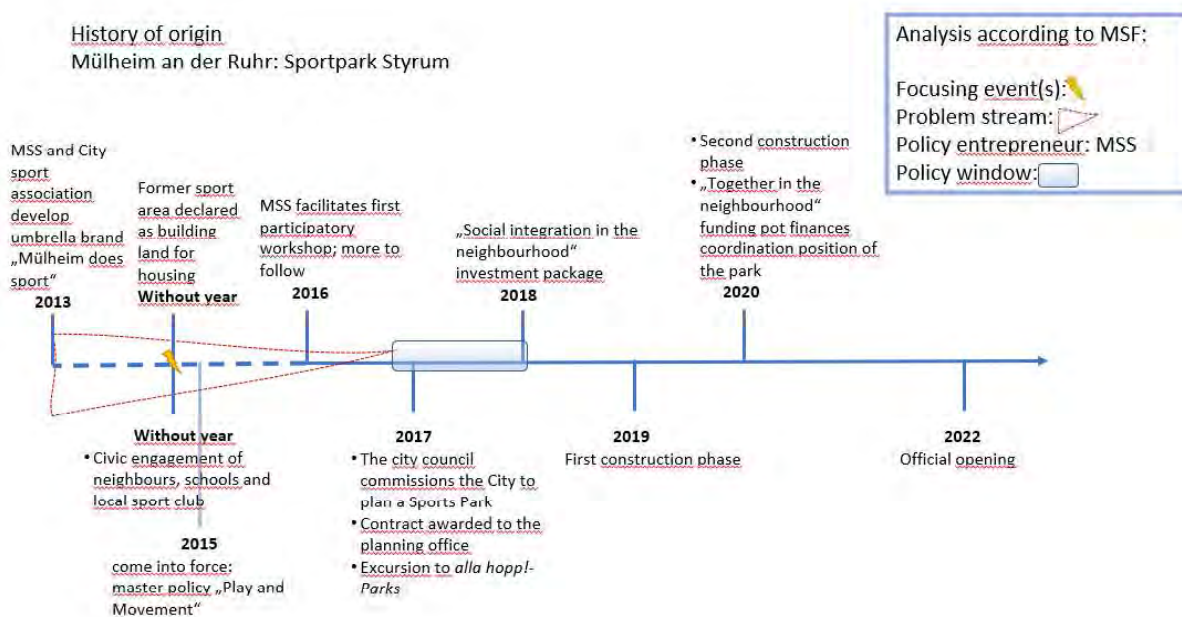


neighbourhood engaged on a voluntary basis, the overall development and especially the implementation now, is run by people in more or less sustainable positions. So, it can be concluded that the Sportpark Styrum is a good example for established structures allowing for enough creativity for the individual employee to make the most out of their respective job.

### 7. Path dependency and change

The history of origin of the Sportpark Styrum shows a long existing problem stream referring to both a general need for activation in the city in general and to the neighbourhood Styrum as a challenged neighbourhood facing a low-economic income structure specifically. The creation of the umbrella brand “Mülheim does sport” (“Mülheim macht Sport”) is a first indicator for a functioning collaboration between the sectors “municipality” (Mülheimer SportService, MSS) and “sport” (city’s sport association). With the declaration of the sport area as building land, a first focus event can be identified, since the resistance within the neighbourhood builds up. The municipality is ready to give in very quickly since the need for a sport area is acknowledged. As elaborated under “6. Role of individuals” the structures prove to be flexible when the MSS facilitates the first participatory workshop even before the Council has officially commissioned the building of the park. This is, at the latest, that the window of opportunity can be described as to be open. From there on, a well-managed participatory process is conducted, accompanied by successful fundraising to ensure a job position for the on-site coordination of the park. From the data it can be described as an overall smooth process, maybe even worth considering a best-practice, since so many diverse stakeholders succeeded in joining forces in favour of the project.

**Fig. 13 History of origin Styrum Sports Park**





## 8. Representation and co-ownership

The representation can be described as rather strong. Due to its socio-spatial orientation and the well-established communication structures beforehand, they managed to include basically all near-by players into the participatory design process. Besides asking for wishes and ideas from the people, they explicitly involved the local Parkours scene and also the local department of the German Alpine Association to profit from their expertise for building the boulder block and the Parkours area. Also, they acknowledged the requirements of the schools to be able to train with many children at the same time, e.g., resulting in two beach volleyball pits adjusted in size, instead of one pit complying to the official competition size of the sport. The whole development process and the fact that the different user groups have the opportunity to use the venue on their own can be considered as a high degree of representation. However, co-ownership is not really part of the park's history: as a project initiated, developed and run by the municipality it shows to be open for feedback and improvement, but the overall governing structure is a top-down approach, including opening hours and closed gates at night time. Nevertheless, in terms of catering to diverse target groups and making the venue accessible for a variety of user groups (educational institutions, clubs, individuals, sub-cultural scenes) the lack of co-ownership on an organisational level does not seem to diminish the park's success.

## 9. Funding

The park shows a continued funding mixture from sources on the national, federal and local level. The funding programme "Social integration in the neighbourhood" ("Soziale Integration im Quartier") was a national source, implemented in cooperation with federal states and municipalities. It financed construction projects aimed at social encounter, inclusion, *Bildung* and participation. Two local foundations also funded the project, none of them being exclusively dedicated to sports. The local company that sponsored the construction of the open-air hall is active in food retail. Thus, except for the MSS being in charge of the project, the financial resources were acquired from non-sport funding.



## Case 6 Münster – Coerde in Bewegung – „Coerde in motion“

Country: Germany

City: Münster

Name of project / programme: Coerde in motion

### 1. Broad notion of sport

The project follows a wide notion of sport, focusing on delivering physical activities to young children in the Coerde neighbourhood in general. With the Health Department of the city of Münster and the *Association of social therapy facilities* being two of the three main project players it is obvious that the overall understanding of sport is one of sport as a means for health, physical and psychological well-being and social inclusion.

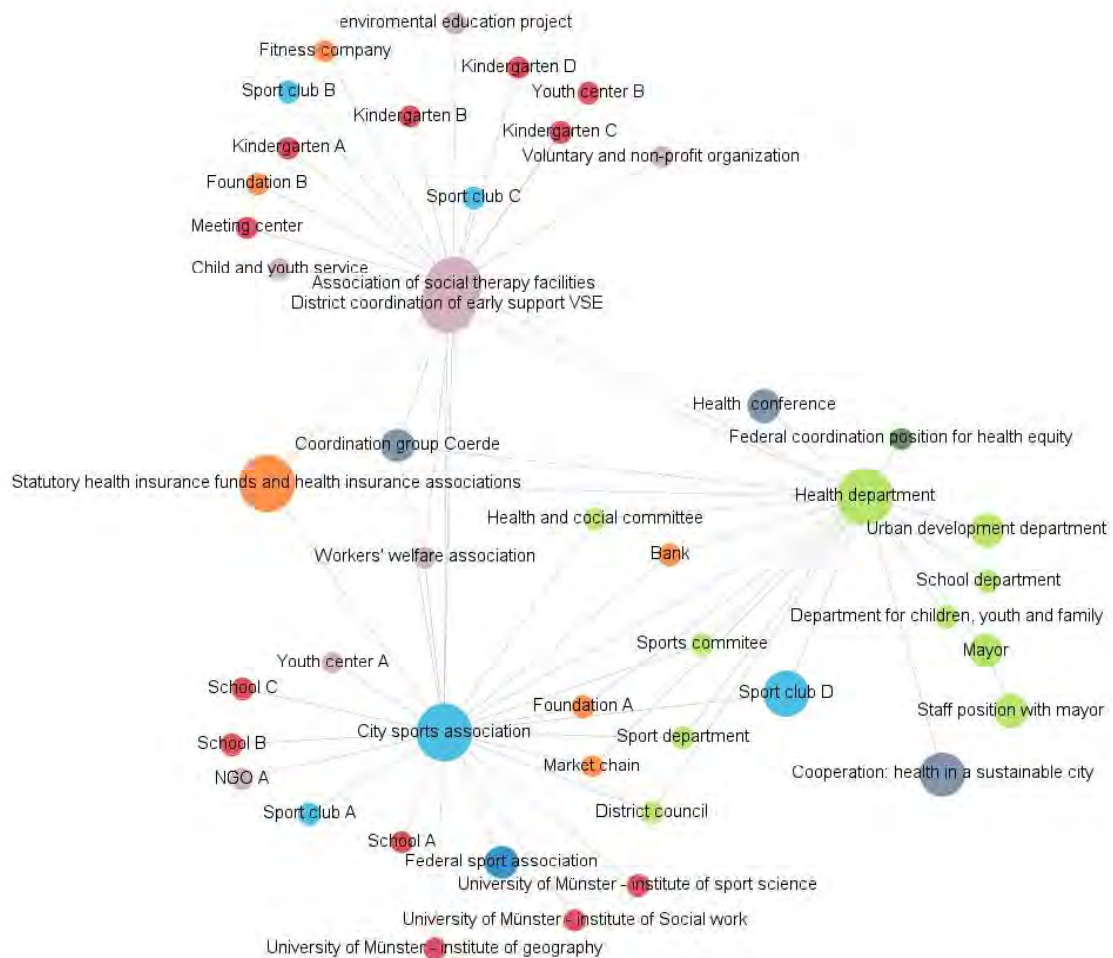
### 2. Socio-spatial orientation












The project is highly socio-spatial oriented involving many local actors such as the schools, kindergartens and other social clubs and youth centers. They established the socio-spatial orientation part-wise due to a long-term existing network of one of the project main partners, the *Association of social therapy facilities*, and also due to a high engagement of one employee of the City Sport Association. By using existing structures such as the Coerde Coordination group and a round table of kindergarten and school masters, they managed well to get known and create useful connections.

### 3. Cross-sectorality / intra-sectorality

The project shows a rather high cross- and intra-sectoral network right from the beginning. Initiated by the Health department of the city, it involves the City Sport Association and the *Association of social therapy facilities* – meaning three different sectors are present in the creation of the project, including the distribution of 0,75 funded job positions among them. The cross-sectoral start enabled them to grow cross-sectorally. The City Sport Association and the *Association of social therapy facilities* succeeded in involving players from the neighbourhood such as other child and youth services and non-profit organisation, as well as the local sport club. The Health Department ensured intra-sectoral communication to the Department for children, youth and family, the Department for Urban Development and the School Department and committees, as well as to the Mayor. The network visualisation shows how each of the three main actors established or brought in their own sub-network:

**Fig. 14 All actors implementation**



legend	
	sport sector local level
	sport sector city level
	sport sector federal level
	sport sector national level
	local administration/ municipality
	administration federal level
	public institution (schools etc.)
	initiative by civil society / NGO
	private / entrepreneurial sector
	individual person / people
	other

#### 4. Change of role (referring to the sport club(s))

The first sport club to be involved was the one for mototherapy which quickly realised during the development process that the project would be to big for them to play a major leading part. This is why they tagged in the City Sport Association as the more suitable player with more resources. For them, it is now a challenge to develop the other sport club located in Coerde



and support them to reach full potential in the context of Coerde in motion. So far, the sport club displays a rather traditional approach to sports, mainly focusing on football. Since the funding received from the health insurance companies could not be used for official sport club development, the second funding phase that started in 2025 with new financial resources will give more freedom to the City Sport Association to support transformative processes within the local sport club. The sport club has only very little staff and the coming years will be crucial to decide whether they can live up to a project like Coerde in motion.

### 5. Professionalisation

The local sport club has managed to establish a minor job position via the national volunteering programme “Bundesfreiwilligendienst” and therefore acquired some more work force. The Association of social therapy facilities developed a diversity qualification programme for coaches who are involved with Coerde in motion in order to meet the needs of the diverse target group. This qualification was offered at least once, but its sustainability is not clear since the Association of social therapy facilities is not in a leading role anymore during the second funding phase. Since the new funding resources allow for a more flexible spending the main focus in terms of professionalisation will be on the City Sport Association engaging in the further development of the local sport club.

### 6. Role of engaged individual(s) – “the people on fire” / “Ildsjel”

The project was initiated by an employee of the Health Department being aware of the then new funding opportunity through the statutory health insurance. The person who then got employed by the City Sport Association showed great engagement and interpreted their role as a social worker and therefore being able to set out the socio-spatial orientation. The well-established network dates back to the long and successful work of one employee of the Association of social-therapy facilities that could now be built on by Coerde in motion. So, for each of the three main players one can say that it was individuals who did an exceptionally great job - within the job position they had. Thus, although we can observe great individual engagement, the project shows a well-functioning top-down structure.

### 7. Path dependency and change


By looking at the history of origin one can identify a long-existing problem stream indicating political awareness for the challenges that the neighbourhood Coerde faces. The “integrated urban development concept” (“Integriertes Stadtteilentwicklungskonzept”, INSEK) is a framework policy that stresses the need and the benefit of enhanced physical activity for the citizens of the district. Also, staff positions with the Mayor have been established before focusing on neighbourhood coordination. So, besides the specific notion of exercising and better health, Münster acknowledges the overall importance of administrative presence within a district in form of these neighbourhood coordinators.


Besides the overall notion of enhanced health through exercising, the annual school entrance examination can be identified as a re-occurring focusing event, stressing the need for an actual project. As mentioned, the exercise-health-nexus has long been circulated within the political sphere of the municipality, but also in general: the topic is addressed at the Annual meeting of the Association of cities, as well as at the Health Conference in Münster propelling the

formation of a project group that starts working on fundraising. It is the employee of the municipal health department who gathers the Association of social-therapy facilities (“Verbund sozialtherapeutischer Einrichtungen, VSE”) and the City Sport Association to form the project leading partners. After the kick-off, the project can build on existing network structures within the district, involving many different players and therefore establishing the socio-spatial orientation of the project. When the first funding period is reaching its end, the Mayor becomes involved and ensures new funding resources. An event called “Coerde Conference” that gathers all kinds of different players from the district to discuss the future of Coerde shows that the problem stream is still strong and city administration is well-aware of Coerde’s situation and challenges. A job position within the Sport Development Plan is created. In general, one can conclude that several policies are in place in order to tackle challenges faced by a district like Coerde: In addition to the INSEK, there is also connections to a cooperation project “Health in a sustainable city” (“Gesundheit in der nachhaltigen Stadt”) by the University of Münster. It is the same employee of the Health department who is the intersection of *Coerde in motion* and this academic project, once more stressing the broad and cross-sectoral approach towards the district’s challenges.

**Fig. 15 History of origin “Coerde in motion”**

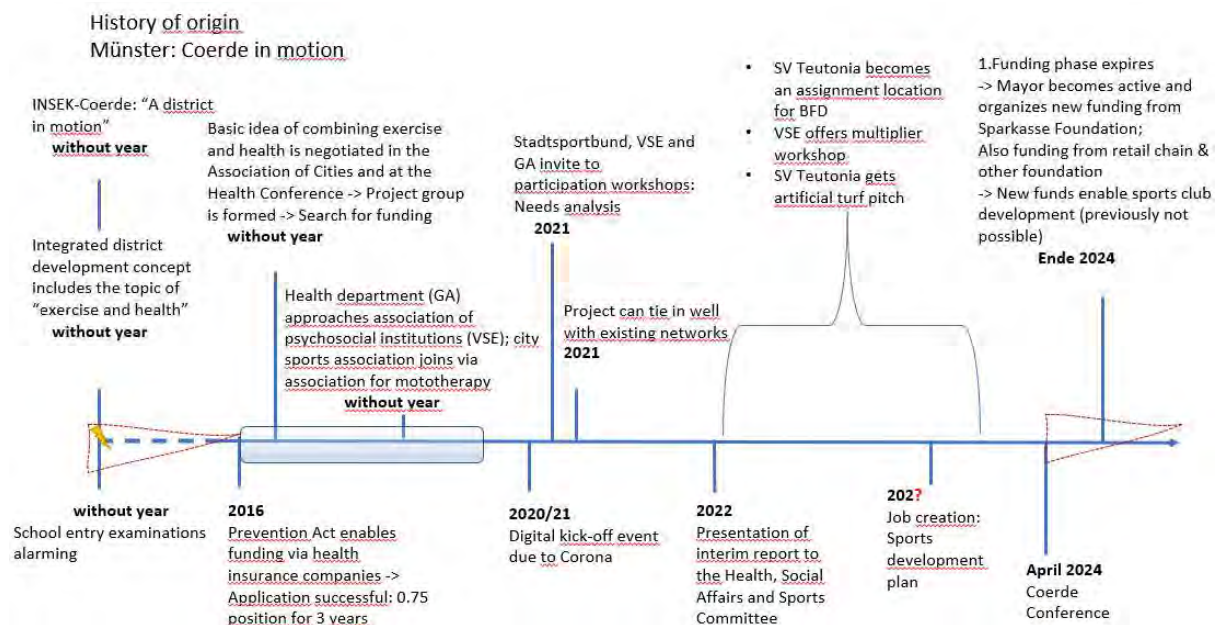
Analysis according to MSF:

Focusing event(s): 

Problem stream: 

Policy entrepreneur: health department / City Sport Association

Policy window:



## 8. Representation and co-ownership

In this case both, representation and co-ownership are rather low. One can say that by involving the VSE, the project had a player who has a lot of expertise with the target group



and therefore could voice their needs to a certain extent. But they also conducted participatory workshops in the beginning in order to do a needs analysis. Also, the leading partners showed to be aware of the importance of involving stakeholder organisations representing the target groups or having some experience in working with them. Co-ownership was realised a little bit when former participants of the OpenGym-offer later became coaches themselves, taking on responsibility and gaining experience on a personal and professional level.

## 9. Funding

The funding of the first project period came from the statutory health insurance. The Prevention Act from 2016 is the basis for them to fund projects in municipalities that aim at a general enhancement of health. The first funding period was three years with 0,75 job position (0,25 City Sport Association, 0,5 VSE). The municipality paid for their employee at the Health Department to be part of the project with 0,1% equivalent of a full-time position and the City Sport Association added 0,25% for their employee so that they would end up with a 50%-part-time-position for the project. The funding also included a certain amount of material costs. Along the way, they fundraised minor additional material costs from local foundations.

The funding consortium for the second funding period is made up of a bank, a private company and another company's foundation. This time, the money is primarily given to the City Sport Association and, in opposition to funding period one, can be used for explicit sport club development.

For both periods it can be concluded that the lion's share of the funding did not come from sports related resources, but rather from the health sector (period 1) and from the private-economic sector with local affiliation (period 2).

## Case 7 Oldenburg – Refugees Welcome in Sports

Country: Germany

City: Oldenburg

Name of project / programme: ReWiS – Refugees welcome in sports

### 1. Broad notion of sport

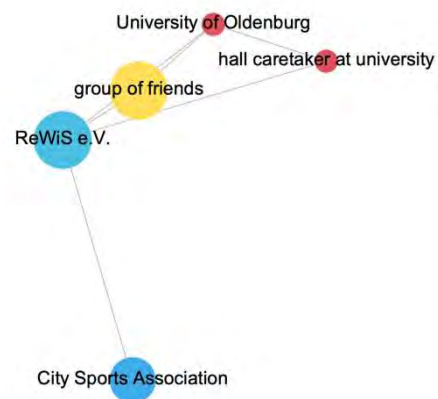
Sport is used as a means for social inclusion and participation. It is about the social aspect of getting together and having fun playing ball games, not about competing. The dance courses as well focus on socialising and relaxing, not about mastering a certain dance skill.

### 2. Socio-spatial orientation

Due to personnel connections and even intersections, the students engaged with other institutions and players that work with refugees from the very beginning. This way, they laid the foundation for an ongoing socio-spatial oriented approach, cooperating with social workers as well as institutions. They collaborated with community shelters in the near-by area of the university keeping the threshold of commuting to the university’s gym low. Other social institutions offering services for refugees have been part of their network early on.

### 3. Cross-sectorality / intra-sectorality

The project displays a cross-sectoral network, involving the University, municipal social institutions and a close collaboration with the diversity office of the City Sport Association. Starting with a relatively small network during the development, it clearly grows during the phase of implementation. In the beginning, the university of Oldenburg and especially its hall caretakers play a crucial role in order to gain access to the University’s sport infrastructure. Later, the main sectors of the project are sport, the municipality and NGOs / welfare organisations. It also involved a certain degree of intra-sectorality when

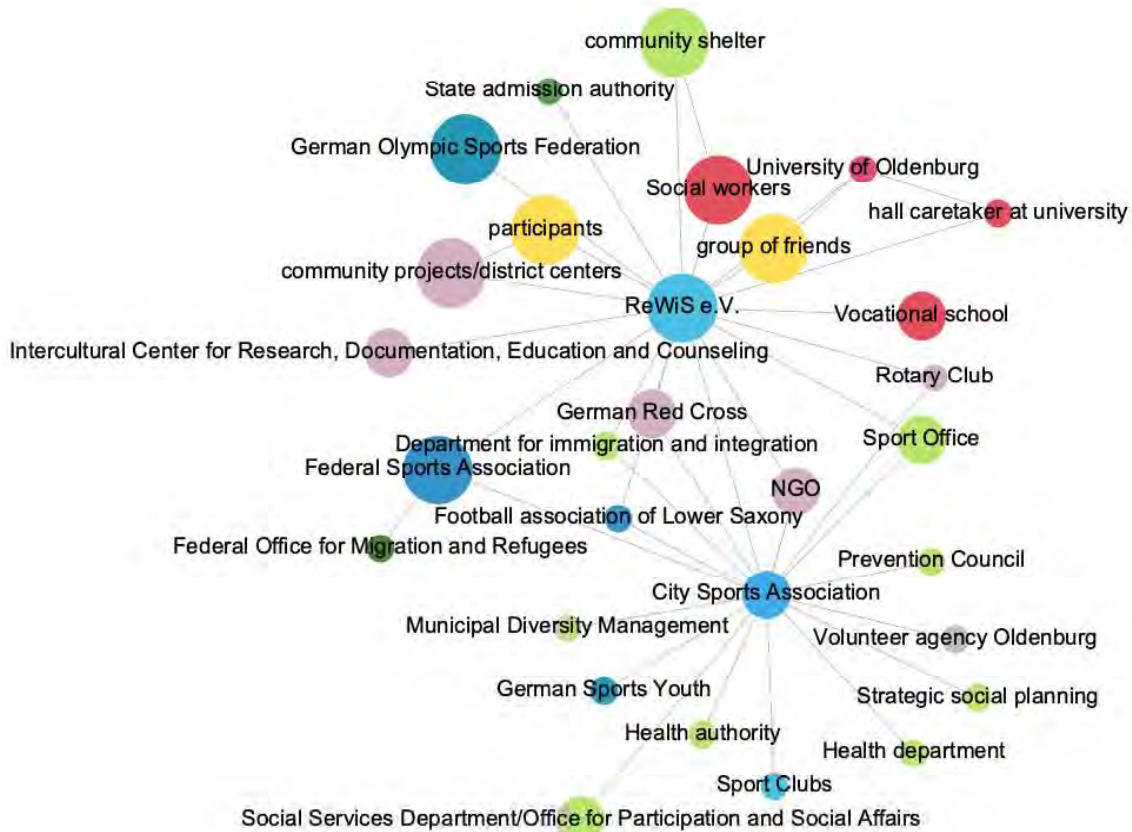


**Fig. 16 Most important actors during development**

legend	
<span style="color: #00AEEF;">■</span>	sport sector local level
<span style="color: #00AEEF;">■</span>	sport sector city level
<span style="color: #00AEEF;">■</span>	sport sector federal level
<span style="color: #00AEEF;">■</span>	sport sector national level
<span style="color: #92D050;">■</span>	local administration/ municipality
<span style="color: #92D050;">■</span>	administration federal level
<span style="color: #E67E22;">■</span>	public institution (schools etc.)
<span style="color: #E67E22;">■</span>	initiative by civil society / NGO
<span style="color: #F1C40F;">■</span>	private / entrepreneurial sector
<span style="color: #F1C40F;">■</span>	individual person / people
<span style="color: #5D6D7E;">■</span>	other

ReWiS succeeded in being part of the funding programme “integration through sports” and thereby involving the National and Federal Sport Association (LSB), meanwhile the City Sport Association (SSB) became a close collaborating partner from the beginning.

**Fig. 17 Network of implementation**



#### 4. Change of role (referring to the sport club(s))

The project started as a student’s project which was supposed to only conduct ten sessions. After these sessions had gone very successfully, the students decided to keep going and soon had to take the decision of which legal structure they wanted to give themselves. One of the major local sport club took interest in the project in the very beginning. Ultimately though, the pre-requisites of ReWiS contradicted the traditional sport club’s regulations such as membership fees and timely commitment. Thus, the students founded their own sport club in order to be eligible for the municipal allocation process of the gyms and at the same time keeping their low-threshold approach of no fees and no commitment for the participants. So, they deliberately chose to become a sport club (instead of a social-cultural club, e.g.) in order to have access to the sport facilities, while at the same time re-defining the structure of a traditional sport club in order to be/stay accessible for the target groups. In conclusion, ReWiS can be described as more on a social actor than a sport club.



## 5. Professionalisation

For the students involved the whole project generated a learning-by-doing-process which made them more professional, alongside the fact that they finished their studies. Since their course of study was a Sport Science Master programme focusing on sports and society, they started off with a rather professional perspective on how to create an inclusive sport programme catering to the needs of refugees. They managed to keep ReWiS running for ten years now without creating a full-time job position. To the moment of this report, they are on the verge to become structurally more sustainable if their exchange with the municipality goes well. ReWiS is the case of highly qualified people working voluntarily – with only minor salaries due to funding - up until now. It will now be crucial whether the municipality recognizes the values of this kind of work and project and takes matching measures to keep it running. Meanwhile, ReWiS enabled some of the participants to take on the role of coaches themselves. Thus, despite the lack of an official qualification programme, one can conclude that an unofficial professionalisation took place nevertheless.

## 6. Role of engaged individual(s) – “the people on fire” / “Ildsjel”

The role of the former students is extremely high. It was their enthusiasm and engagement that kept them going for about ten years now. Besides the little payment some of them received depending on their club board activities and the coaching, they worked voluntarily. It is important to note that the students were also a group of friends, so a lot of the leisure time they spent together was automatically also dedicated to the project (until first people moved away or started job after finishing their Master’s degree.) Looking at the collaboration with the City and Federal Sport Association shows that here as well, it is the engagement of two employees who supported the students from an early stage on. So, the individuals’ efforts met with supportive structures of the organised sport enabling ReWiS for running successfully for a long while and also being funded through a federal sport programme.

## 7. Path dependency and change

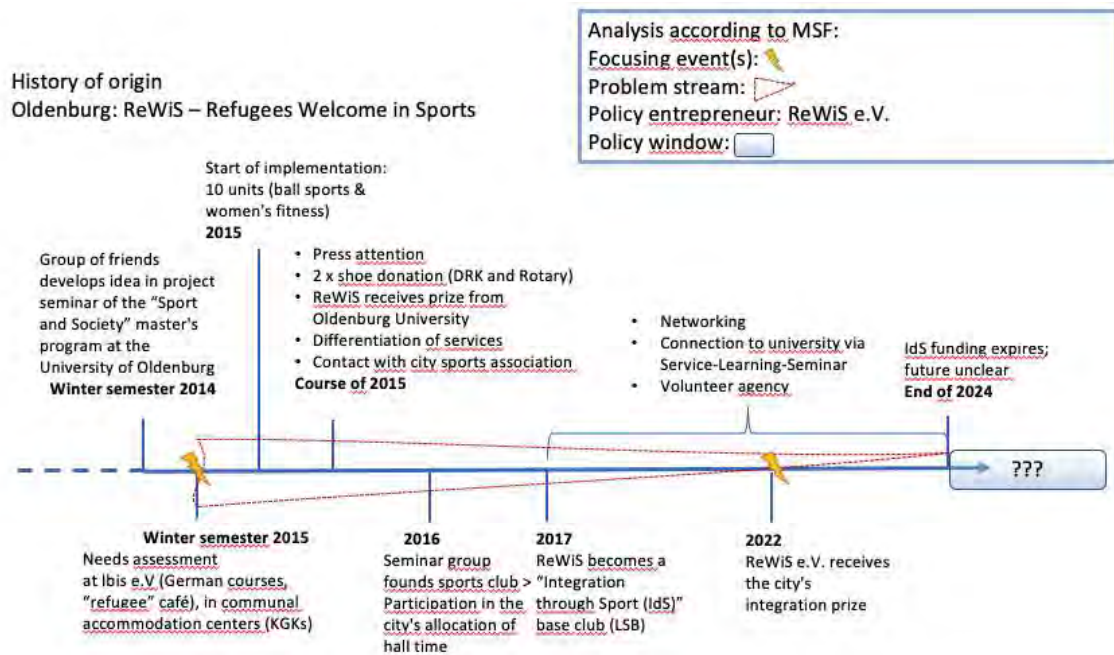
ReWiS started as a students’ project within a university seminar. One can assume that the students had quite some experience in designing and conducting sport offers in general, since it was a sport science Master’s programme. The students decided to create a sport offer for refugees which is proof of their awareness of the topic “refugee migration”, even before it became more relevant in public discourse around fall in 2015.

The preliminary MSF analysis could therefore be as follows: The increased refugee movements at the end of 2015 (civil war in Syria) and beginning of 2022 (Russia attacks Ukraine) function as focusing events that established and perpetuated the problem stream. The problem stream can be understood here as a narrative that society as a whole should respond to the influx of refugees. The interest shown by the local sports club and the Rotary Club is evidence of this increased awareness of the issue. ReWiS has been acting as a policy entrepreneur for years, with the support of a very active city sports association. It will become clear in the course of 2025 whether this commitment will be able to take advantage of (or even bring about?) the opening of a policy window in local politics. At the time of writing,



representatives of ReWiS are busy presenting their ideas to local committees (sports and integration committees) in order to explore possibilities.

**Fig. 18 History of origin ReWiS**



## 8. Representation and co-ownership

By conducting a needs analysis, ReWiS ensured from the very beginning to give the participants voice, accompanied by close collaboration with social workers in the shelter homes who can be considered as experts referring to the situation of refugees and at least being able to raise awareness towards some challenges the refugees might face. ReWiS, as a sport club, keeps inviting participants to the member's assembly, some of them taking on minor club board activities. The fact that some participants have become coaches themselves shows ReWiS success in providing participatory structures. Remarkable to mention is the fact, that some former participants even founded their own football club in order to compete on a more serious level within the local league, and thereby claiming full ownership of their own club.

## 9. Funding

ReWiS was funded by the federal sport programme "Integration through sport" ("Integration durch Sport") from 2017 until 2024 that covered the costs for the coaches' fees, a minor fee for club administrative work and material costs. Additionally, they received shoe donations from one social-welfare institution and one private foundation. Thus, ReWiS was almost exclusively financed by money from the sport sector.