Promoting and securing volunteering in sport

Focus on management support in sport clubs

Final report

www.volunteeringinsport.eu

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Disclaimer

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**Assignation**

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1. **Grant objectives**

1.1. **Summary of the project objectives and activities**

In the EU study (2010) “Volunteering in the European Union” many challenges are detected for the voluntary sports sector. One of these is the declining interest in volunteer activity in Europe. However, volunteers are the driving and stimulating force behind the many voluntary associations as we know them in the sports sector, such as sports clubs. There are many different kinds of voluntary activity such as board members and coaches.

The goal of this project is to create a transnational project that fosters exchanges of best practices regarding legal, fiscal, administrative, funding-related and other relevant aspects of managing voluntary sports clubs within the EU by voluntary board members. These voluntary board members not only have to manage the organization, they also have to do volunteer management of the other volunteers (trainers, occasional volunteers,...). The exchange of these best practices will lead to new ideas, new tools and new initiatives to support these volunteers. By doing so, we will be able to change the declining interest of European citizens to engage volunteer activities. By offering management and administrative support to board members of sports clubs and acknowledging their indispensable efforts, the profession of becoming a volunteer board member should be upgraded.

1.2. **Context of the project / action and identified problems**

The increasing complexity of our society, its regulations and demands causes that European citizens are not interested to become volunteers anymore. Societal evolutions such as the increasing individualization, the increased aging of Europeans and the increasing competitive nature of Western society have also an impact on the sports sector since the sport is living within this society. In order to survive in Western society, humans within organizations go with the stream of performing to succeed in “doing well in today’s World”. These societal changes are also reflected in the demands that stakeholders ask to the sports sector. Several stakeholders of sport associations are demanding professional services of these associations. And this is the dilemma that voluntary associations such as sports clubs are facing: on the one hand these sports clubs are managed by the great efforts of volunteers, who have often other professional and family obligations, and, on the other hand, the same professional services like business organizations are expected.

- Threats for volunteering:
  - Lack of knowledge on legislation
  - Increased administrative tasks
  - Increased professional output
  - Conflict of time
  - Lack of financial resources and the knowledge to gain them
  - Lack of (capable) volunteers

The Flemish Government has acknowledged the lack of interest in volunteer activity and has launched several programs to upgrade volunteering in Flanders. One of those programs is the Dynamo Project. Dynamo Project is an experimental non-profit project of the Flemish Sports Federation (Vlaamse Sportfederatie) with the aim to provide management and administrative support to volunteers of sports clubs, mainly the board members. Dynamo Project has been active for almost 2 years and is supported by the Flemish government. The professional employees of Dynamo Project have collected very valuable expertise on how to guide and support
board members of sports clubs in juridical, legal, fiscal, and administrative domains. Several tools have been developed to diminish administrative work in these sports clubs.

1.3. **Specific objective(s)**

Dynamo Project is a unique project within Flanders and Belgium. Since the lack of volunteering is internationally acknowledged, sharing and discussing expertise with other EU members responsible for these topics is necessary to offer solutions for these problems. The goal of this project ‘Promoting and securing volunteering in sport’ is to create a transnational project that fosters the exchange of best practices regarding legal, fiscal, administrative, funding-related and other relevant aspects of voluntary board member activity in sports clubs within the EU. The exchange of these best practices will lead to new ideas, new tools and new initiatives to support board members in their volunteer activities. By doing so, we will be able to change the declining propeller of the bad image that volunteering nowadays has. By offering management and administrative support to board members of sports clubs and acknowledging their indispensable efforts, the profession of becoming a volunteer board member should be upgraded.

1.4. **Detailed description**

Promoting and securing volunteering in sport key initiatives will be:

- Exchange of best practices of non-profit organizations that support volunteer sports clubs in legal, fiscal, administrative and funding related aspects
- Knowledge exchange through networking workshops
- Building sustainable European networking relationships
- Exchange of tools to support the volunteers in sports clubs
- Offering the opportunity to apply the typology questionnaire developed by the leading partner in the European Union (this is a recently developed instrument that focuses on the ‘capacity’ of the sports club to improve and its ‘willingness’ to improve in the future)
- Developing international experience and intercultural dialogue in efficient and effective management support of sports clubs
- Developing a project website to inform the partners and other stakeholders in the EU about the progressions and results
- Producing a final project report including recommendations for the European Commission to promote and insure the survival of voluntarism in Europe

1.5. **Project phases**

The concept is to organize 6 workshops of +/- 2 days with the participating members. These workshops will be held in different countries. The organizing country highlights the problems and the actions that have been taken to support board members of sports clubs in their management and administrative tasks in their country/district. These good practices serve as an example and inspiration for other countries. Discussion sections will foster new ideas and initiatives to support board members of sports clubs.

The start-up phase consists of the acquisition of essential information from each partner organization on the sports policy and the state of affairs of management support for sports clubs. This information will be gathered through questionnaires and online interviews. This information will be shared by the participating partners at the kick-off of the project during the first workshop organized by the leading partner. The objective of the first workshop is to obtain insights into the
situation in other European countries concerning management support of volunteers. Good practices will be shared during the first workshop in order to encourage new initiatives and actions in the partner organization countries. In addition, the typology questionnaire will be presented to the partner organizations that will have the opportunity to implement the questionnaire in their own country sports policy. During the four following workshops, specific topics in the field of legal, fiscal, administrative and funding related aspect will be highlighted. The detailed programs of the several workshops will be discussed with the partner organizations with the focus on high demanded European topics. The final phase will consist of a final conference during which the results and conclusions of the project will be discussed. In addition, further cooperation possibilities will be talked over in order to make the program sustainable and to achieve a sustainable partnership in Europe such as the implementation of a European centralized organization platform that deals with management support of European sports clubs. Communication of the project will be maintained through the project website and press releases. A final report including recommendations and guidelines on board member volunteering will be the result of the cooperation with the different partners.

1.6. **Description of the roles of the partners in the project**

Each participating partner should have knowledge about the organization of sports clubs in their country/district and about the level of management support of sports clubs in their country/district. They also should have a clear insight into the problems these board members are faced with. Several partners will be asked to help organizing a workshop in their country/district. A workshop held in a country/district will highlight the specific situation in that country/district and discussion sections will focus on the problems faced in that country/district but in relationship with an European dimension/relevance. According of the outcomes of these workshops, each partner should take initiatives to enhance or create the conditions to develop a sustainable platform for management support of sports clubs in their country/district. Furthermore, each partner will contribute to the drafting of the final report.

1.7. **Expected results and their use**

A greater sense of “EU citizenship” amongst all participants
- Sustainability of efficient and effective management support of volunteer European sports clubs
- Promoting volunteering in sports clubs
- Decreasing the amount of drop-out of volunteers in sports clubs
- Recommendations for implementing a sustainable European platform for management support of board members of sports clubs in Europe.

1.8. **Practical Working Results**

- The opportunity to apply the typology questionnaire developed by the leading partner in the European union
- Development of European network relationships with a focus on management support of sports
- Development of project website with information and practical guidelines
- Development of the final report
1.9. **Project summary description**

Support to the volunteering management in sport clubs

Our goal is to create a transnational project that fosters exchanges of good tools and best practices regarding legal, tax, administration, funding and other relevant tasks of voluntary board members of sports clubs in the EU.

The voluntary board members of a sport club need to manage the sport club, its athletes, its coaches and its volunteers in a professionalizing environment, often in combination with holding a job and enjoying family life.

The exchange of sustainable tools and practices to the sport club management, at EU-level, will lead to new support initiatives to the voluntary board members.

By offering management and administrative support to voluntary board members of sports clubs and acknowledging their indispensable efforts, the voluntary management of the port clubs in the EU will be upgraded.

![Volunteering in Sport](image)

[www.volunteeringinsport.eu](http://www.volunteeringinsport.eu)

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2. **The project partner participants**

Flanders/Belgium - Vlaamse Sportfederatie

Flanders/Belgium - Dynamo Project

Cyprus - Cyprus Sports Organisation

Finland - Liikkukaalry

Finland - Snowpolis

Germany - Landessportbund Brandenburg

Greece - Ministry of Culture & Tourism

Hungary - Semmelweis University, Faculty of Sports Sciences

Slovakia - Ministry of Education, Science, Research and Sport

Wales - The Sports Council for Wales

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The Flemish government
3. **Description of the project undertakings**

3.1. **Symposiums**

3.1.1. *Ghent (Flanders/Belgium) symposium on the 30\textsuperscript{th} & 31\textsuperscript{st} of March 2011*

Focus on

- How is sport organized in the partners’ countries
- How is the support of volunteer management in sport clubs organized
- Determination of ‘sports club’, ‘volunteer management’ and ‘management support’
- Facts and figures of ‘sports club’, ‘volunteer management’ and ‘management support’
- What would the partners like to learn during and to enhance after the project

Tools

- Presentations by the EU-project partner countries on how the sports landscape is organized in their regions/countries
- Presentations by the EU-project partner countries on how the support of the volunteering management in sports clubs in their regions/countries is organized
- Discussion rounds amongst the EU-project partner countries on how the support of the volunteering management in sports clubs
- Open question replies from the EU-project partner countries on the key-terms of the project: ‘sports clubs’, ‘volunteering management’ and ‘support of volunteering management in sports clubs’
- Closed question replies from the EU-project partner countries on facts and figures cc ‘sports clubs’, ‘volunteering management’ and ‘support of volunteering management in sports clubs’

3.1.2. *Helsinki (Finland) symposium on the 8\textsuperscript{th} & 9\textsuperscript{th} of June 2011*

Focus on

- Quality seal for sports clubs
  As tool in the support of the management in sports clubs
- E-governance in sports clubs
  E.g. E-newsletter, website, data management, bookkeeping, volunteer management, etc.
- E-support to the management in sports clubs
  i.e. too large to be done by the individual sports clubs: hosting, ‘supra-club’ CRM, tailor made bookkeeping programs, e-learning, platforms, tools such as typology determination, ...

Tools

- Presentations
  o By: Jouni Leppäsaajo (General manager)
    From: Puistolan Urheilijat
    On: the Sinettiseura-program, a Seal Club Quality System from the club viewpoint. Sinettiseura-program provides a path of development - enhancement and diversification - of sports club activities and a set of quality criteria for clubs for organizing sport for children and youngsters. Puistolan Urheilijat is a traditional sports club from northern Helsinki established in 1929. They are veterans of the Quality Seal program having acquired altogether three seals, the first one for football in 2001.
  o By: Pia Pekkonen (coach educator)
    From: Vierumäki (Sport Institute of Finland - serving sport as a training center)
    On: E-learning in coaching; education and development through training. One key area is the use of internet in training and education.
  o By: Jani Järvinen (Senior Consultant)
    From: InterTechno Training Oy (IT consultant and training agency serving customer groups from end users to professionals and management with international staff and services)
    On: free (or almost free) digital solutions for easy communications, information sharing and collaboration. Modern digital possibilities that help any organization, regardless of size, to share information to a broad audience with very cost-effective solutions. Products or services discussed include Second Life, Microsoft Office 365 and Doodle.
  o By: Risto Rissanen (Head of the competition)
    From: the Finnish Football Association (Helsinki District)
    On: the electronic service and information management to clubs

- Open question replies from the EU-project partner countries on
  o ‘Quality seal for sports clubs’, based on the following questions
    ▪ How can a quality seal be an add-on in the support of volunteer board members of a sports club?
    ▪ What are the conditions for the quality seal to be reliable for volunteer managers of a sports club.
    ▪ How could a quality seal be a burden in the support of volunteer board members of a sports club?
  o ‘E-support to the management in sports clubs’, based on the following questions
    ▪ What are the key-factors for the successful implementation of ‘supra club’ E-tools for the benefit of volunteer management in sports clubs?
    ▪ What are the main resistances against ‘supra club’ E-tools for volunteer management in sports clubs?

- Closed question replies from the EU-project partner countries on
  o ‘E-governance in sports clubs’
  o ‘E-support to the management in sports clubs’
- Discussion rounds amongst the EU-project partner countries and the invited speakers on
  - ‘Quality seal for sports clubs’
    - What kind of quality seals for sports clubs in our country do exist?
    - Why have these been created?
    - Who uses these quality labels? Especially the volunteer management?
  - ‘E-governance in sports clubs’
    - What are the most important E-tools for volunteer managers in sports clubs?
    - What are the most important future tools (not yet available in most clubs) to support the management of sports clubs?
    - What E-applications in sports clubs can endanger volunteer management?
  - ‘E-support to the management in sports clubs’
    - What E-tools can be delivered on a ‘supra club’ level to the clubs?
    - Why is it important to be delivered on ‘supra club’ level?
    - Which ‘supra club’ organization can best deliver this?

- Presentations from the EU-project partners on how ‘E-support to the volunteering management in sports clubs’ in their region/country is organized. The presentations were based on three questions:
  - What does exist, how does it work and who provides it?
  - What is planned, how will it work and who will provide it?
  - What would we like to enhance?

- Interactive question and answer round amongst the EU-project partners on how ‘E-support to the volunteering management in sports clubs’ in their region/country is organized.

- Interactive conclusive symposium session amongst the EU-project partners on
  - What have we learned during this symposium on E-support to the volunteering management in sports clubs?
  - What will we do with this information in our country?
  - Ideas on cross-European collaboration on E-support to volunteering management in sports clubs

- A presentation on challenges cc volunteering management in sports clubs by/for migrants; including specificities cc web tools and web accessibility.
  By: Christian Thibault (Director)
  From: Liikkukaa Finland
  On: the challenges for minorities, migrants and minority language groups in particular facing services and communication go more and more on-line. Some solutions to the problems and new possibilities opened up by technology will also be discussed.

- A presentation on the development of a volunteering database on EU-level in support of sports club volunteering management
  By: Danny Silva (Project Manager)
  From: Snowpolis Vuokatti Finland
  On: web-based portal to develop solutions to meet the ever growing needs of a demanding society and government in multiple areas of volunteerism (management, accountancy, events related matters, coaching); so that different needs are served with the right people.
3.1.3. Cardiff (Wales) symposium on the 13th & 14th of September 2011

Focus on

- Club Structures and Support  (accreditation, typology & audit)
  An opportunity to explore the various mechanisms and schemes available to Clubs to support structures.

- Business Support
  Developing partnerships with commercial organizations and supporting Clubs to become more business orientated.

- Volunteering Governance  (support - identification - promotion - management)
  Who are our volunteers and how can we get better at recruiting and retaining them.

Tools

- Presentations
  o Club structures and support
    ▪ Typology Questionnaire
      By Anne-Line Balduck
      From: Dynamo Project
      On: the typology questionnaire developed by Dynamo Project. How it can help to determine the areas of development from Clubs and their readiness and capacity to act.
    ▪ Accreditation Schemes
      By: Peter Drew, Tennis Wales - Sophie Curthoys, Lawn Tennis Association - Julie Williams, Tennis Wales
      On: This session will provide an opportunity to learn about the Tennis Wales’ Tennis Clubmark and Beacon Accreditation schemes. Tennis Clubmark provides tools and resources to support Clubs deliver a quality tennis development program and Beacon status is awarded to sites that offer quality, free and affordable tennis opportunities for the local community. We will hear of the benefits of the scheme and how it has been implemented in the Clubs.
    ▪ Audit
      By: Jason Lewis
      From: Welsh Rugby Union
      On: Welsh Rugby Union has recently transferred their Club audit to an ‘on-line’ system which resulted in an improvement in the submission of information from the Clubs. Hear how having this information helps shape the direction of WRU and enables them to target their resources and staffing to Clubs more effectively.
  o Business support
    ▪ Business Partnerships
      By: Gerwyn Owen
      From: Federation of Disability Sport Wales (FDSW)
      On: Federation of Disability Sport Wales is the lead organization for the development of sport and physical activity for disabled people. They have recently developed a business partnership with a large private firm – Deloittes. We will learn more of this partnership and the advice and support available to FDSW on running a business.
Providing Business Support to Clubs
By: Zoe Thacker & Dilwyn Griffiths
From: Golf Union of Wales (GUW)
On: The Welsh Golf Union’s program on advising their Clubs on becoming more business orientated. It will highlight the support provided directly to the Secretary of the Clubs and the success of the program to date.

Volunteering governance
On the topic support: coaching, recruitment and retention of volunteers
By: Jonathan Roberts
From: Sport Wales
On: An overview of the Coaching and Volunteering Strategy and highlight some of the pilot schemes taking place which helps in the recruitment and retention of volunteers.

On the topic identification: research work on volunteers
By: Richard Harry
From: Sport Wales
On: The purpose of the research and the findings of the research. It will identify the types of people who volunteer within Sport Clubs and the reasons for volunteering.

On the topic promotion: the ‘Behind Every Star’ campaign
By: Richard Harry
From: Sport Wales
On: An overview of the Behind Every Star Campaign, the findings from the campaign and the lessons learnt.

On the topic management: volunteering databases
By: Gary Lewis & Aled Lewis
From: Urdd (An organisation delivering activities for children and young people through the medium of Welsh).
On: The development and the purpose of their Volunteer Database.

Open question rounds
- Club structures and support
  - Typology Questionnaire
  - Accreditation Schemes
  - Audit
- Business support
  - Business Partnerships
  - Providing Business Support to Clubs
- Volunteering governance
  - On the topic support: coaching, recruitment and retention of volunteers
  - On the topic identification: research work on volunteers
  - On the topic promotion: volunteering promotion campaigns
  - On the topic management: volunteering databases

Interactive group round table discussion
- Club structures and support
  All partners prepared and discussed the following topics on ‘sports club volunteer management support’ in their country on
  - Audit
  - Accreditation schemes
  - Strategic consultancy tools
o Business support
   All partners prepared and discussed the following topics on ‘business support’ in their country on
   - Business support/partnership to/with sports clubs
   - Support to sports clubs in finding business support/partnerships

o Volunteering governance
   All partners prepared and discussed the following topics on ‘volunteering governance’ in their country on
   - On the topic support: coaching, recruitment and retention of volunteers
   - On the topic identification: research work on volunteers
   - On the topic promotion: volunteering promotion campaigns
   - On the topic management: volunteering databases

- Partner exposés
  o Volunteering governance
    - On the topic support: coaching, recruitment and retention of volunteers
      - Liikkukaa from Finland
      - Vlaamse Sportfederatie from Flanders/Belgium
    - On the topic identification: research work on volunteers
      - Semmelweis University from Hungary
      - Cyprus Sports Organization
    - On the topic promotion: volunteering promotion campaigns
      - Ministry of Health – Special Secretariat of Sports from Greece
      - Ministry of Education, Science, Research and Sport of the Slovak Republic
    - On the topic management: volunteering databases
      - Landessportbund Brandenburg from Germany
      - Snowpolis from Finland

3.1.4. Potsdam (Germany/Brandenburg) symposium on the 15th & 16th of November 2011

Focus on

- Composition of the Board of Directors in relation to its club status
  How is/should a Board of Directors of a sports club be composed in the relation to its number of sports offered, number of members, recreational/competitive sports offer, turn-over, owner of infrastructure y/n, staff members y/n, etc. Through its database information, Brandenburg will present us some findings on this. The project partners are asked if information on this is available in their region/country and if not, what they consider to be main characteristics.

- ‘Education’ in sport
  Hereby are meant tools offered to the sports club management to train the club coaches, referees and volunteers. Thus not the ‘reaching’ on technical matters such as legal, bookkeeping, administration, etc.

- EU-programs and opportunities
  A expert on the policies and programs (incl. funding) of EU-projects in the field of sports will be our key-note speaker. The EU-project partners will be able to address opportunities in this framework on implementing tools or best practices already available in other countries and on elaborating new joint initiatives.
- On-line club information system
  Our hosts from the ‘Landessportbund Brandenburg’ will present their brand new on-line club data management, info and help desk system. The EU-project partners will hereupon share information on similar on-line systems in their region/country.

- P2P speed-dating
  During the symposium, a ‘P2P speed-dating’ will be organized. The intention is to allow one ‘P’artner to have an in-depth discussion on a specific tool at use in the region of another ‘P’artner. This may include discussing how to in future collaborate on this tool.

Tools
- Presentations
  - Composition of the Board of Directors in relation to the club status
    Topic: Club founding, club structure and composition of the Board of Directors
    By: Günther Staffa - Manager Sport & René Fiehler - International cooperation
    From: Landessportbund Brandenburg
    On: Facts and figures on the composition of and roles in the Board of Directors of a club, in relation to its legal status, characteristics (club members, sports offered, recreation/competition, etc.) and evolutionary status.

  - Education in sport
    Topic: Education in the organized sport
    By: René Fiehler - International cooperation
    From: Europäische Sportakademie Land Brandenburg
    On: The possibilities for trainers and managing directors in the further education in Sport. Education system from trainer licenses C-A, vocational education until a university of applied sciences with a Bachelor degree in Sport. Securing of well educated managers for sports clubs in Brandenburg.

  - EU programs and opportunities
    Topic: EU policy, programs and project opportunities on sports
    By: Stephan Dietzen
    From: EOC (European Olympic Committees)
    On: The main headings of the 2014-2020 EU-policy on sports. How can the partners remain informed on subjects related to sport at EU-level (policy, hearings, funding, programs, etc.). What (funding) programs are available.

  - Online club info help-desk
    - Topic 1: Wissen Online
      By: Ulrich van Oepen - Head of division & Jürgen Weber - Desk Officer New Media
      From: Landessporbund Nord-Rhein Westfahlen
      On: The "Wissen Online" is a tool and information system for the clubs - their members and the Boards of Directors – which will also be implemented in the federal state of Brandenburg. It contains information about regulations, policies and documents for a easier club management. Further will be online held so-called Webinare (online seminars).
    - Topic 2: VermiNet
      By: René Fiehler - International cooperation
      From: Landessportbund Brandenburg
      On: Club database of members and the Boards of Directors in the online sector. Possibility of an online annual survey.
    - Topic 3: Drupal - on-line bookkeeping system for sports clubs
      By: Anne-Line Balduck – Project coordinator
      From: Dynamo Project (Flemish Sports Federation)
On: The Dynamo Project Online bookkeeping allows clubs to keep simplified accounts with tax records in accordance with the legal requirements via internet. The program increases the transparency in governance and reduces the risk of loss on data. The program integrates different modules in one application: accounting, VAT, member registration, etc.

- Open question rounds
  - Composition of the Board of Directors in relation to the club status
  - Education in sport
  - EU programs and opportunities
  - Online club info help-desk
    - Wissen Online
    - VermiNet
    - Drupal

- Group round table
  - Composition of the Board of Directors in relation to the club status
    - Evolutionary stages of a sports club and the consequences for the Board composition.
  - Education in sport
    - The project partners presented the information available in their region/country on tools offered to the sports clubs to train the club coaches and referees. Thus not the ‘teaching’ on technical matters such as legal, bookkeeping, etc.
  - EU programs and opportunities
    - All focused on the support of volunteering management in sports clubs.

- Interactive group discussions
  - Composition of the Board of Directors in relation to the club status
    - The project partners are asked to prepare how a Board of Directors of a sports club should be composed in relation to its status (number of sports offered, number of members, recreational/competitive sports offer, turn-over, owner of infrastructure y/n, staff members y/n, etc.)
    - G. Staffa – E. Griffiths – D. Silva – E. Malikova – P. De Witte
  - Online club info help-desk
    - Online club info help desks in the partner countries
    - G. Staffa – E. Griffiths – D. Silva – E. Malikova – P. De Witte

- Partners’ exposés
  - Composition of the Board of Directors in relation to the club status
    - The project partners are asked to present the information available in their region/country on the sports club Board of Directors composition; and if no info available what they consider to be main characteristics.
  - EU programs and opportunities - experiences from the EU-project partners
    - G. Cools from the Landessportbund Brandenburg of Germany on Youth in Action
    - Danny Silva from Snowpolis in Finland on the EU 2014-2020 policy planning
    - Vassos Koutsoundas from the Cyprus Sports Organization on RU-funding programs
Cross-fertilization on tools cc support for volunteering management in sports clubs
Partners had a number of ‘P2P speed-datings’. ‘P2P’ stands for one Partner with one
other Partner. This allowed the partners to have in-depth discussions on specific tools
at use in the region/country of another partner. It included discussing how to have a
collaboration on this. Examples were e.g. Flanders/Belgium being interested in the on-
line club database as developed by Brandenburg/Germany; Cyprus being interested in
the Flemish/Belgian on-line bookkeeping system. All partners to provide their
regional/national top 3 tools to support volunteering club management.

3.1.5. Larnaca (Cyprus) symposium on the 6th & 7th of February 2011

Focus on:

- Study on the Management and Administration of the Cyprus’ Sports Federations and Clubs
  The study aims at conducting a nationwide survey, looking into various parameters
  associated with the state of play of the management and the administration of the
  Sport Federations and Sport Clubs in Cyprus: identity, leadership, human resources,
  administration, budgeting, athletic facilities and equipment.

- The Cyprus EU-presidency and sport
  Cyprus EU-presidency priorities, goals and objectives in the field of sports.

- The funding of grassroots sport in the 27 Member States
  The study aims at analyzing barriers to sport funding and identifying means of
  strengthening the development of grassroots sport across the European Union.

- EU-project findings
  These are the ‘actual and detailed findings on the topics treated at the symposiums in
  Ghent, Helsinki, Cardiff and Potsdam.

- EU-project conclusions
  These are the factual but general state of affairs on support ot volunteering
  management in sports clubs according to the EU-project partners.

- EU-project recommendations
  These are what the EU-project partners recommend that others (the authorities,
  governing bodies, umbrella organizations, the EU, etc) should to support the
  volunteering management in sport clubs.

- EU-project actions and legacies
  These are the during the EU-project already undertaken actions and the intended post-
  project actions which the partners resp. have undertaken or intend to undertake.

Tools:

- Presentations
  o Study on the Management & Administration of the Cyprus’ Sports Federations and Clubs
  Topic: A Cyprus sports research on the Volunteering Management of the Sports
  Federations and Sports Clubs
By: Ioanna Paraskevopoulou - Sports Officer
From: Cyprus Sports Organization
On: The study aims at conducting a nationwide survey, looking into various parameters associated with the state of play of the management and the administration of the Sport Federations and Sport Clubs in Cyprus: identity, leadership, human resources, administration, budgeting, athletic facilities and equipment.

- The Cyprus EU presidency and sports
  Topic: Cyprus EU-presidency priorities, goals and objectives in the field of sports
  By: Vassos Koutsououndas - Financial Controller, Responsible for EU affairs
  From: Cyprus Sports Organization
  On: Cyprus EU-presidency priorities, goals and objectives in the field of sports

- The funding of grassroots sport in the 27 Member States
  Topic: The funding of grassroots sport in the 27 Member States
  By: TBC
  From: TBC
  On: The study aims at analyzing barriers to sport funding and identifying means of strengthening the development of grassroots sport across the European Union.

- Open question rounds
  o Study on the Management & Administration of the Cyprus’ Sports Federations and Clubs
  o The Cyprus EU presidency and sports
  o The funding of grassroots sport in the 27 Member States

- Group round table
  o Study on the Management & Administration of the Cyprus’ Sports Federations and Clubs
  o The Cyprus EU presidency and sports
  o The funding of grassroots sport in the 27 Member States
  o Findings of the EU-project
  o Conclusions of the EU-project
  o Recommendations of the EU-project
  o Actions and legacies of the EU-project

- Interactive group discussions
  o Study on the Management & Administration of the Cyprus’ Sports Federations and Clubs
  o The Cyprus EU presidency and sports
  o The funding of grassroots sport in the 27 Member States
  o Findings of the EU-project
  o Conclusions of the EU-project
  o Recommendations of the EU-project
  o Actions and legacies of the EU-project

- Partners’ exposés
  o Findings of the EU-project
  o Conclusions of the EU-project
  o Recommendations of the EU-project
  o Actions and legacies of the EU-project

- Cross-fertilization on tools cc support for volunteering management in sports clubs
  o On-line bookkeeping program of the Dynamo Project of the Flemish Sports Federation
3.1.6. Brussels symposium and final conference on the 7th & 8th of May 2012

Focus on:

- EU-project findings
  These are the factual and detailed findings on the topics treated at the symposiums in Ghent, Helsinki, Cardiff and Potsdam.

- EU-project conclusions
  These are the factual but general state of affairs on support of volunteering management in sports clubs according to the EU-project partners.

- EU-project recommendations
  These are what the EU-project partners recommend that others (the authorities, governing bodies, umbrella organizations, the EU, etc) should to support the volunteering management in sport clubs.

- EU-project actions
  During the EU-project already undertaken actions and the intended post-project actions which the partners resp. have undertaken or intend to undertake.

- Strategy for further evolvement (legacy)
  How to keep the network build alive!

Tools:

- Presentation by the project leader to the participants of the key-elements for the final report

- Open question rounds amongst the EU-project partners
  - On the findings of the EU-project
  - On the conclusions of the EU-project
  - On the recommendations of the EU-project
  - On the actions undertaken and at launch
  - On the legacy (strategy for further evolvement of the network build)

- Group round table discussion with the EU-project partners
  - On the findings of the EU-project
  - On the conclusions of the EU-project
  - On the recommendations of the EU-project
  - On the actions undertaken and at launch
  - On the legacy (strategy for further evolvement of the network build)

- Interactive information sessions on EU best practice tools with the sports governing bodies on
  - Online tool for sports clubs (Brandenburg/Germany)
  - Education system in sport (Brandenburg/Germany)
  - European Youth Volunteers (Brandenburg/Germany)
  - Cyprus Sports Organization funding scheme (Cyprus)
  - Typology Questionnaire (Flanders/Belgium)
- Dynamo Project (Flanders/Belgium)
- University practices on volunteering (Hungary)
- Webpage for volunteer recruitment (Hungary)
- Online sport club data management (Liikkukaa-Finland)
- Informal learning in sport (Slovakia)
- Volunteer exchange networks (Snowpolis/ Finland)
- Typology of routes into Volunteering (Wales)
- The management of volunteers (Wales)

- Interactive group round table amongst the EU-project partners and sports governing bodies
  - Challenges on ‘Support to Volunteering Management in Sport Clubs’
  - Recommendations on ‘Support to Volunteering Management in Sport Clubs’

- Key-note final conference concluding speeches by
  - Mr Willy Pennoit, president of the Flemish Sports Federation
  - Mrs An Vermeersch, special sports policy advisor to the Minister of Sport Philippe Muyters
  - Mr Jacob Kornbeck, Policy Officer of the Unit Sport of the Directory General Education and Culture of the European Commission
  - Mrs Geraldine Mattens, General and Legal Director of the Flemish Sports Federation
4. Symposium topic contents

4.1. The organization of sports in the regions/nations participating at the project: an introductory general overview

4.1.1. Introduction

To understand how sport is organized in Europe, it is important to know how sport is organized in each of the individual countries and/or regions in Europe. The organization of sport in each of the individual countries and/or regions is then again strongly influenced by the societal organization of these countries and/or regions. This is confirmed by the research of Prof Dr. Camy. Prof. Ph.D. Jean Camy is Emeritus Professor Sociology and Sport Management at the Université Claude Bernard in Lyon and founder of the ‘European College of Sport Science’ and the ‘European Observatory of Sport Employment’ as well as president of the ‘European Network of Sports Sciences in Higher Education’ and director of the ‘Master Européen de Management des Organisations Sportives’. Prof Dr. Camy’s research on the organization of sports in EU-countries led to the academic finding/description of four main types of societal models reflected in the organization of sport in these countries.

It is outside the scope of this EU-project to treat and describe the societal organization and development of the countries and regions holding a partnership of this EU-project. It nevertheless is important to understand the organization of the sports landscape of each of these countries. This is in line with the philosophy of the DG EAC Unit Sport’s Preparatory Actions in the Field of Sports, in which intercultural dialogue in the EU and the exchange and putting at evidence of the tools and the best practices on sports in grass root and health as pre-dominantly important.

Therefore, the typology findings of Prof Dr. Camy are hereafter briefly described.

The missionary model

Key players: an amalgam of sports organizations: associations, federations and unions.
Major funders: the athletes (through membership fees and contributions)
Examples: Germany, Scandinavia, ...
Employment: by the sports organizations.
Organization of sports training: by the various organizations, there is no coordinated political national policy. At the European ministerial conferences, Sweden is usually represented by the Minister of Justice and a representative of the Swedish sports. Sport is a personal matter in which the authorities are not supposed to interfere.
Regulator: the culture of collectivity.

The bureaucratic model

Main actor: the government.
Major funders: the government.
Employment: by the government. In France, for example, there are 6,000 civil servants in the field of sports, of whom 1,600 are employed in uni-sport federations.
Examples: France, the former Eastern European countries, ...
Organization of sports training: by the national sports federations, this is an integral part of the public administration. Only one national federation per sport is recognized. The French Olympic Committee (CNOSF) for example is a full part of the state administration, as opposed to many National Olympic Committees in other European countries, which function autonomously. In
France, for example, the Secretary-General of the CNOSF is nominated and discharged from his functions by the decision of the Minister of Sports. Regulator: the law and the Minister.

The entrepreneurial model

Main actor: a private or social profit institution. Major funders: sponsors and partner organizations. Examples: United Kingdom, ... . Employment: private. The sports employers decide autonomously on recruitment. Organization of sports training: the criterion is profitability. In the UK e.g., anyone can in principle set up a nation-wide sports organization for football, basketball, taekwondo, etc. Regulator: the market.

The social model

Key players: social organizations (physical activity-, movement- and health enhancing organizations at national, regional and local level). Major funders: the participants (membership fees and contributions) and the authorities. Examples: The Netherlands. Employment: the social partners have autonomy to decide who they hire, but the government - as a major financier - exerts an indirect influence. Organization of sports training: an amalgam of organizations. In The Netherlands e.g., the provincial authorities have autonomous sports organizations. These provincial sports organizations can have very different structure. They also can focus on reasonably different sports activities, related to the population in these states (older/younger population, urban/rural provinces, many/few immigrants, etc.); which is contrarily to other countries in the EU where sports at provincial level is rather uniformly organized, pre-dominantly offering the same services to sports. Regulator: negotiations between the government and the associations.

No country of region in Europe conforms exactly and fully with one of the above determined typologies. On the contrary, academic researchers who based their study on the work of Prof Dr. Camy (such as find the tendency for the systems in several countries/regions taking over elements from the other typologies.

Per conclusion, it is important to know the organization of the sports in the regional/national context, to understand how the support of volunteer management in sports clubs.

This is why the very first action at the very first symposium of this EU-project was the presentation of all partners on how the sports landscape in their region/country is organized. The outcome of these presentations is represented in the following paragraph. This information is mixed with the findings of the ‘Sport in Europe’-project. ‘Sport in Europe’ started within the framework of a Jean Monnet project funded by the European Commission. ‘Sport in Europe’ focuses on the relationship between the European Union and Sport. Detailed information on organizational structures of sport and the characteristic features of the sport systems in the member states are provided. The project is coordinated by the Institute of European Sport Development & Leisure Studies at the German Sport University of Cologne (DSHS - Deutsche Sporthochschule Köln). Prof Dr Karen Petry is the Deputy Head of the Institute.
4.1.2. **Belgium and Flanders**

4.1.2.1. **Introduction**

Sport, as a sub-area of culture, falls within the remit of the ‘language communities’ in Belgium. Language communities - or abbreviated ‘communities’ - are similar to but different from ‘regions’, since different ‘communities’ may have powers in one and the same geographical ‘region’.

Belgium does not have a homogeneous national Law on Sport. The organization of Belgian sport is not characterized by a sports policy and sports structures at national level but by those at community level. There are three communities in Belgium: The Flemish community, the French-speaking community and the German-speaking community. The communities have the power and the authority for the promotion and the organization of sport and the support of private sport initiatives (mainly the sports federations) at their task. This means that both governmental and non-governmental institutions operate under the responsibility of the above-mentioned language communities.

Each of the three communities has its own Minister of Sport Sports, its own sports administration, its own sports legislation, its own rules and regulations, its own governing bodies and its own ways of funding of the sports in their community.

**The three Communities in Belgium**

4.1.2.2. **Governmental sport organization**

On the part of the government, the central Flemish Sport Administration (BLOSO) supports sport in the Flemish language community, the Sport and Training Administration (ADEPS) in the francophone community whereas this task is performed in the German-speaking community by the Ministry of the German-speaking community (Division of Cultural Affairs).

In parallel, there are the regional sport federations in the Flemish language community, the French-speaking community and the German-speaking community, all of which are included in the governmental sports support.

The umbrella sport federation in the Flemish community is the Vlaamse Sport Federatie (VSF), in the francophone community the Association Interfédérale du Sport Francophone (AISF) and in the German-speaking community the Sportrat which was founded in 2002. Both the VSF and the AISF have around 90 member federations. Members of the Sportrat are among others, representatives of the sport federations, the local Sporträte (sport boards) and of the sports clubs which are not organized in federations.
4.1.2.3. Non-governmental sport organization

The Flemish, the French and the German communities thus have their own sports federations. These federations are the pre-dominant sports federations in Belgium. They run a full autonomous operation with staff, members, sports clubs, trainers, athletes, rules and regulations, ...

There also are national sports federations in Belgium. These federations do not resort under a national legislation or constellation, since this is inexistent in Belgium. The national sports federations operate under the recognition of the community federations. These federations are the necessary ‘link’ to the international sports organizations and activities, in those cases where the international environment does not recognize regional federations. These Belgian national federations often also organize the national championships. They also are the link to the Belgian Olympic and Inter-federal Committee.

The National Olympic and Inter-federal Committee of Belgium (BOIC) is nationally organized. It performs its task as Belgian representative of the Olympic movement and incorporates 35 Olympic and 28 non-Olympic federations. It organizes the participation of the Belgian athletes at the Olympic Games. The BOIC is funded through the communities, the national lottery and private sponsors.

4.1.2.4. Sports in Flanders (the Flemish community)

The contemporary sports policy of Flanders has 8 headlines
- Increasing the quantity in sports participation to promote life-long sports participation
- Increasing the quality in sports participation
- Securing a healthy and ethical sports participation
- Securing a successful competition sports policy
- Creating the best environmental factors for a successful sports policy
- Leading a planned sports infrastructure policy
- Leading an efficient and effective sports policy
- Becoming a significant player on the international sports policy level

The Flemish sports minister and his administration main responsibilities are
- Granting sports federations and local sports authorities
- Sports promotion
- Management of the sports infrastructure
- Coordination of Competition Sports
- Coordination of training and education of trainers

Sport also is organized at the local level. The Provinces (10) and municipalities (589) also have a sports policy, develop sports activities and own sports infrastructures. The provinces each have a deputy for sports and a sports administration. They mainly focus on sports for specific target groups (disabled, seniors, schoolchildren, etc.). The municipalities each have an alderman, a
sports council, a sports administration; they operate mainly in support of the local sports clubs, especially in infrastructural management and maintenance.

**The Flemish sports federations** are recognized by the Flemish Ministry and administration of sports. Their functioning is ruled by Flemish legislation.

**The Flemish Sports federation (VSF - Vlaamse Sportfederatie)** is the umbrella organization of the Flemish sports federations. The VSF is recognized and granted by Flemish Ministry of sports. The VSF is legally obliged to support member sports federations (represent, inform, support them and detect research needs)

Flanders has a total of approximately 17,000 sports clubs comprising around 900,000 members. This means that around 15 percent of the Flemish population is involved in some form of organized sport.

4.1.3. **Cyprus**

4.1.3.1. **Introduction**

The organization of sports in Cyprus follows the typical European example with sports clubs, federations (69), Con-federations (6, such as the Cyprus Olympic Committee) and the Cyprus Sport Organization (CSO) as the semi-governmental organization. To these are to be added diversely sport organizations or organizations involved with sports (local authorities, Youth Board, Sports Medicine Association, Ant-Doping Committee, etc.)

4.1.3.2. **Semi-governmental sport organization**

The Cyprus Sport Organization (CSO) is the highest Sport Authority in Cyprus. It is a semi-governmental autonomous and independent organization. It is politically supervised by the Ministry of Education and Culture. This body is the official spokesman of government policy on sports matters.

The CSO is responsible for a wide range of activities including supervision of out-of-school sports, financing the construction and maintenance of sports stadium and facilities, giving technical assistance to clubs and supporting Cyprus’ participation in international meetings. Its funds are used for assisting financially the federations and clubs for the promotion of their athletic programs, for the creation, maintenance and running of the basic athletic infrastructure (stadium, indoor halls, sport facilities, equipment) to the highest possible standards and for the repayment of the financial obligations of the organization.

The CSO contemporarily runs 4 programs on a national level.
- The Sport for All Program has 10,000 members in 2010. It has a high co-operation with the municipalities and communities (52 co-operations). It was evaluated as highly recommended best practice through the EU Sport Health Project.
- The National Scheme for Sport Development is operated directly by the CSO. It partly finances 26 sports disciplines to employ coaches for athletes in the age 12 to 18, touching hereby app. 18,000 youngsters.
- The Social Inclusion Program addresses minorities, immigrants and people with a physical and an intellectual disability.
- The University Sports Club Program is a new program launched in 2010 to promote sports and leisure at University level.

The Administrative Board of the organization is made up of nine members appointed by the Council of Ministers for a period of at least three years. CSO has 3 main departments: Sports (competitive and sport for all), Technical and Finance & Administration.

4.1.3.3. Non-governmental sport organization

The confederations aim is to co-ordinate the activities of their member federations, especially of the high level athletes. They also organize sports events and training courses. A con-federation must fulfill the registration and recognition requirements defined by the laws of 1969 to 1996. They operate under approved statutes and regulations. They are accountable to the Cyprus Sports Organization (CSO). Their Boards of Directors are volunteers. The funding is done partly by CSO and partly by private sponsorship. The confederations are: the Cyprus National Olympic Committee, the Cyprus University Sports Federation, the Cyprus Commonwealth Games Federation, the Cyprus Paralympic Committee, the National Guard’s Supreme Council of Sports and the Cyprus Confederation of Local Football Associations.

Also the federations (there are 69 federations in total) must fulfill the registration and recognition requirements defined by the laws of 1969 to 1996. Even so are they accountable to the Cyprus Sports Organization (CSO). All 69 federations are recognized by the Cyprus Olympic Committee. They operate under approved statutes and regulations. They organize and conduct pan-cyprian championships. The federations are governed by a Board of Directors constituted of volunteers. They are funded partly by CSO and partly by private sponsorship.

There are also are diversely sports organizations and organizations involved with sports, such as the Youth Board, the Sport Medicine Committee, the Anti-Doping Authority, the Organization of Football Games Forecasting, the Cyprus Sports Writers Union and last but not least the Ministry of Education & Culture and a variety of local authorities.

4.1.4. Finland

4.1.4.1. Introduction

The law most relevant to public sport financing and administration is the Sports Act (1054/1998), which came into force in January 1999. Under Section 1, the purpose of the Act is to promote “Sport-for-All, competitive and top-level sports and related civic activities, to enhance the population’s well-being and health and to support children’s and young people’s growth and development through sports.
4.1.4.2. Governmental sport organization

Within the Government, sport is administered by the Ministry of Education, which has a Sport Division in its Department for Cultural, Sport and Youth Policy, the National Sport Council, which is a consultative expert body attached to the Ministry; and the sport authorities of the five regional state offices. At regional level, the responsibility for sport development rests with the provincial sport authorities and at local level with the local authorities. The budget on sports of the municipalities is approximately 5 times higher than the budget on national level; the main investments on sports from the municipalities being for the sports infrastructures.

4.1.4.3. Non-governmental sport organization

The Finnish Sports Federation FSF is the umbrella organization. In 2006 the FSF adopted the FSF Strategy 2006 -2010 in the FSF’s General Assembly. The strategy defines roles of the different member organizations to realize the following goals of the strategy:
- To increase the amount of physically active people and to develop the quality and effectiveness of sports.
- To ensure the working environment of non-profit, volunteer sports clubs and organizations and thus promote possibilities of sport as citizen activity in Finland.
- To add cooperation between the different partners within the program.

Most of the sports activities are organized by sports clubs and federations. There are over 8,000 sports clubs, 130 sports federations and other national sports organizations in Finland. 97 per cent of the sports clubs are non-profit making. Over 20 per cent of the population (1.1 million Finns) are members of sports clubs.
However the basis of the Finnish Sports culture is formed by voluntary activities. There are 500,000 volunteers, so 10 per cent of the population takes part in voluntary work in sports in their leisure time. The value of voluntary work is estimated to be 1,5 billion Euros per year.

4.1.5. Germany/Brandenburg

4.1.5.1. Introduction

Parliamentary democracy and federalism characterize the basic political structure of the Federal Republic of Germany. Sport in Germany is autonomous; any action the state takes in the field of sport is based on the principle of subsidiarity.

Even though the state has no legal obligation at federal level to support sport, the Federal Ministry of the Interior has taken on some subsidiary tasks in the field of sport, such as representing the Federal Republic in international sports bodies, providing financial support for supra-regional sporting facilities and proving financial support for top-level sport and sport for the disabled.

The German partner of this EU-project is the federal state of Brandenburg. Germany has 16 federal states, Brandenburg is one of these 16 states, with 2,6 Mio inhabitants.

4.1.5.2. Governmental sport organization

In terms of state involvement, sport in Germany, just like culture and education, is a matter that is dealt with by the Federal States. Only the measures that are significant for the Federal Government’s competencies in the field of sport fall within the remit of the Federal Ministry of the Interior. It coordinates. The Federal States are responsible for the subsidization of sport in the fields of leisure, sport for all, school sport, the building and administration of sporting facilities.
4.1.5.3. Non-governmental sport organization

The German Olympic Sports Confederation (DOSB/GOSC) is the non-governmental umbrella organization of German Sport. With more than 27 million memberships organized in over 91,000 sport clubs, the DOSB is the largest association of persons in Germany. The DOSB/GOSC has
- 16 Regional Sports Confederations
- 60 National Sports Federations
  - 33 Olympic Sport Federations
  - 27 non-Olympic Sport Federations
- 20 Federations with special tasks

The DOSB/GOSC is responsible for coordinating general issues and for the common representation of the interests of its member organizations vis-à-vis the state and the public. Furthermore - comparable to the National Olympic Committee of other countries - the DOSB represents its interests at the International Olympic Committee.

The Landessportbund / Sports Confederation Brandenburg (LSB/SCB) is the German partner of this EU-project. The LSB/SCB is hereby one of the 16 Regional Sports Confederations in Germany, as mentioned above.

The LSB/SCB is the central organization of
- 18 district and city federations
- app. 3.000 sports clubs with app. 6.500 sport sections
- 56 sport federations
- 12 sport associations with particular tasks
- app. 325.000 individual members

50% of these app. 3.000 clubs have less than 50 members, 22% have between 50 and 100 members, 22% have between 100 and 150 members and less than 2% have more than 500 members.

The LSB/SCB operates as an autonomous organization. There is no direct Influence from the local government and thus is a self-governing body. Nevertheless, the LSB/SCB co-operates in an active partnership with the ministerial department of the state of Brandenburg. The LSB/SCB reports a full statement of accounts about the application of the public funds it receives.
The financial resources of the LSB/SCB have legal bases and are mainly channeled via the sponsorship of the Lotto/Totto. 36% of the Brandenburg Lotto/Totto concession is used to finance the sport (which is for both the LSB/SCB and the Ministry for education, Youth and Sport). The legal base also provides a security in case the revenues out of Lotto/Totto would decline. The LSB/SCB budget coming from the Lotto/Totto is about 15 Mio € on annual bases.

Further financial resources of the LSB/SCB come from membership fees (the yearly membership fee is € 6,-), third party structural and recurrent funding and third party project related funding.

The LSB/SCB:
- Serves as a platform of consultation and advice, providing services to its members and represents their interests’ vis-à-vis the DOSB/GOSC (see above), the authorities, the EU, etc.
- Safeguards, promotes and further develops the Olympic idea.
- Advocates in favor of sporting and environment friendly activities of the people, along the lines of a healthy environment.
- Supports and promotes volunteerism.
- Supports inclusion and coherence of all groups of society.
- Develops ‘Sport for All’ programs, which are intended to give possibly each and every person access to sport, independently of his/her age, gender and social origin.
- Promotes gender equality.
- Aims at fostering a modern and humane top level sport.
- Participates and contributes its part to international understanding and peace by means of international co-operation.

The societal value of sport is also reflected in:
- The numerous educational programs implemented by organized sport for coaches, club managers or youth leaders; both at implementation level and in lifelong learning programs.
- The co-operation with its member organizations and their associated sub-structures in offering country wide programs, using sport as a tool.

About 60.000 citizens actively design the organized sport in Brandenburg, thus being only one of the sixteen federal states of Germany
- Ca. 19.000 as a trainer
- Ca. 17.000 as a referee
- Ca. 22.000 represented on a board

4.1.6. Greece

4.1.6.1. Introduction

Sport in Greece is influenced more by the government than in any other country of the EU. This government competency for sport-related matters has been enshrined expressly in the country’s relatively young constitution (dating back to 1975). Furthermore, laws regulate the organization of sport in many specific areas in this member state of the EU.
4.1.6.2. Governmental sport organization

Responsibility for the planning and mapping out of the government policy on sports lies with two ministries: the Ministry of Health & Social Solidarity (and its Special Secretariat of Sport & Nutrition) and the Ministry for Culture & Tourism. The latter is also responsible for the General Sports Secretariat GSS. The main responsibility of the General Sports Secretariat (O.J./28A/1.3.1985) is planning at a national level. It also has the general responsibility for all matters relating to progress, better organization and functioning of sports in the country.

More specifically, the General Sports Secretariat is responsible for monitoring sports events of all kinds, for drawing up short and long-term sports development programs, as well as for providing all the facilities necessary to the implementation of these programs, which include all other programs which relate the field of sports.
4.1.6.3. Non-governmental sport organization

The Hellenic Olympic Committee HOC takes action to ensure the preparation, publication and distribution of special editions aiming at developing and promoting the Olympic Idea, the history of Olympism, out-of-school physical education and sport in general, as well as all sort of material in print which may help to fulfill the mission of the International Olympic Academy. Finally, the HOC recommends to the Minister responsible for sport affairs having supervisory authority over the HOC any measures that might help the Committee fulfill its mission.

The International Olympic Academy IOA functions as a multidisciplinary cultural centre with the aim of studying, analyzing and promoting Olympism. The source of inspiration for the foundation of such an institution was the ancient Greek Gymnasium that formed the Olympic Ideal the harmonious that is, development of the body, the will and the spirit and mind of man.

The non-governmental organized sport in Greece is characterized by the following features: the sport clubs and the 34 special sports federations are in principle self-organized and autonomous. Officially speaking, the government does not influence the actual content of decisions relating to the policies of sport federations. However, the government is responsible for monitoring sport federations. Most of the sport federations’ financial resources emanate from state subsidies.

4.1.7. Hungary

4.1.7.1. Introduction

Hungary has three types of sports organizations:
- State organizations (governmental sport institutions)
- Civil organizations (sport federations, public sport clubs)
- Private profit orientated organizations (sport business companies, enterprises)
4.1.7.2. Governmental sport organization

The parliament’s responsibilities on sports are
- Legislation (such as the Sport Act & the ‘Popular Team Sports’)
- Control of the law-enforcement

The Parliament has a Committee on Sport and Tourism which makes is body for proposals, opinion-making, control and a field of negotiation

The Government
- Works out the sport strategy and plan of sport development
- Gives proposals on sport questions to the parliament
- Makes decisions about the main aims of the governmental sport financing system,
- Participates in the international cooperation on sport
- Prepares and enters into international sport contracts
- Gives its guarantee to the home organized international sporting events

The government is allowed to create regulations about the following topics
- Anti-doping and doping tests
- The responsibility of the sportsmen and disciplinary proceedings
- The security measures in sport events
- The Olympic centers
- The Olympic supplies and the Nation’s Athlete title
- The requirement of qualification in sport related activities
- The regulation of sport medicine and sport health net
- The regulations related to the Sport Information System
- The nomination of the sport administrative bodies

The **Ministry of National Resources** has 7 secretariats
- Secretary of the parliament
- Secretary of public administration
- Secretary of Sport
- Secretary of Education
- Secretary Social and Youth Affairs
- Secretary of Health
- Secretary of Culture

The **State Secretariat for Sports** is organized as follows

![Diagram of State Secretariat for Sports]

The institutions under the State Secretariat of Sports are
- **The National Sport Centers** which is in charge of
  - Providing training camp and accommodation for athletes
  - Meals for athletes in training camps
  - Management and development of training camp facilities
  - Management and development of sport facilities
- **The National Sports Institute** which is in charge of
  - The Sports Museum
  - The National Institute of the Youth Development

The **regional and local governments** in towns and other settlements usually undertake the organization of sport for all, students' sport tasks and school sport programs, even though it is not their mandatory task by law. They maintain about 71% of the sports facilities, and they also give subsidies to local top sport teams. The regional and local governments - especially the latter ones - play a major role in the Hungarian sport today.

4.1.7.3. **Non-governmental sport organization**

The national non-governmental sport organization counts
- Olympic Sports Federations (ca. 40)
- Non-Olympic Sports Federations (ca. 40)
- Cooperating Sport Federations (ca. 15)
The Hungarian Olympic Committee plays a leading role in the sport structure in Hungary. Since 2001 there have been three prominent public utility umbrella organizations representing the interest of different areas of sport:
- The Hungarian Sports Confederation is the umbrella organization for the Hungarian Sports Federations engaged in developing the professional, amateur and open competition system and conducting Hungarian championships.
- The National Leisure Sports Confederation is the umbrella organization for Hungarian Sports Federations engaged in leisure sports, school sports, student’s sports.
- The National Association of Disabled Athletes is the umbrella organization for Hungarian Sports Federations engaged in sports for people with special needs.

The national sport federations for the individual disciplines are autonomous organizations which are based on democratic principles. Their legal status is usually that of a non-profit federation. The number of sport federations is steadily increasing. At present, there are 66 national sport federations, which are members of the Hungarian Sports Confederation, and several others, that are not yet officially recognized by the government as official and exclusive Hungarian sport federations.
The estimated total membership of the sport clubs is around 700,000.

According to a, 16% of the Hungarian population does sport at least once a week, and only 9% do it regularly, at least two times a week for at least 30 minutes. About half of them do sport in a sport club, the rest do it informally or at a for-profit organization.

4.1.8. Slovakia

4.1.8.1. Introduction

Sport is not mentioned in the Slovak Constitution. In 1997, the new National Council Law on Physical Culture No. 288 was approved, which also included articles on educational and commercial activity in sport. The law on State Funding of Physical Culture No. 264 of the 1993 National Council approved the financing of sport through lottery funds. In 1992, the National Council approved the Law on Public Sport and Tourist Events No. 315, addressing the necessary precautions to prevent violence at sporting events. In 1993 Slovakia ratified The European Convention of Violence and Misbehavior of Spectators at Sport Events Especially Football Grounds (No. 255/93) and The European Sport Charter was accepted by 254 / 93, and Council of Europe Anti-doping Convention No. 256 / 93. In 1994 the National Council approved the use and protection of all Olympic Symbols and the Slovak Olympic Committee Law No. 226. Many other legislative acts in the Slovak Republic are related to the field of sport, as well as regulations and decrees by the government, the Ministry of Education, Science, Research and Sport of the Slovak Republic and others.

Slovak citizens can practice a variety of sports throughout the entire year due to good natural conditions enabling practicing summer as well as winter sports. Among summer sports the widespread ones are: football, tennis, swimming, cycle-camping, jogging and hiking. The most favorable winter sports are: ice-hockey, cross-country and downhill skiing, skating and lately snowboarding. The above mentioned summer and winter sports as well as indoor sports such as basketball, volleyball, tennis and table tennis are favorable sports not only for top-level athletes but also for ordinary people, practicing them in their leisure time.
4.1.8.2. **Governmental sport organization**

The **Ministry of Education, Science, Research and Sport** of the Slovak Republic is the supreme governmental authority responsible for state care on sport.

There is a **Directorate General of Sport of the Ministry of Education, Science, Research and Sport of the Slovak Republic** in charge of governing and coordinating sport issues. It is responsible particularly for creating national policy, legislation and financial conditions for development of sport and physical culture as well.

Directorate General of Sport of the Ministry of Education, Science, Research and Sport of the Slovak Republic consists of two departments: Department of Sport Strategies and Finance and Department of Education and International Affairs in Sport.

The main responsibilities of **Department of Sport Strategies and Finance** include sport legislation, cooperation with non-governmental organizations, and nation-wide issues on sport for all and the support of the national teams. Among responsibilities of the department belongs also provision of grants to sport associations from the state budget.

The activities of **Department of Education and International Affairs in Sport** are focused on sport education and international cooperation.

In 2004, the **National Sport Centre** (NSC) was established, by joining together the Centre of Academic Sport and the National Sport Institute.

**The National Sport Centre** is a government funded institution under the Ministry of Education, Science, Research and Sport of the Slovak Republic with the aim to support development of high performance sport in Slovakia.

There are four main areas in charge of NSC: education of sports experts, services in information technologies, diagnostic monitoring of the athletes and support of elite athletes within the Ministry of Education, Science, Research and Sport of the Slovak Republic.

The National Sport Centre provides and supports nation-wide non-formal and informal education of sport experts, administrates the sport information system, diagnostic monitoring of members of the national teams and supports preparation of elite athletes within the Ministry of Education, Science, Research and Sport of the Slovak Republic.

There are also sport centers of top-level athletes within the Ministry of Interior of the Slovak Republic and the Ministry of Defense of the Slovak Republic which help to develop the Slovak top sport.
Since 2002, the competences have consistently been transferred from central to local level authorities in accordance with the Slovak decentralization policy. Particularly to regional and local self-administrations which take care of sport for all, sport infrastructure, school sport, and partly of the preparation of talented youth.

**Sport policy** is designed in a way to support high-level sport, especially national teams and elite athletes, including disabled athletes, national and international competitions, national federations, to fight against doping, to reinforce school sport and to promote beneficial effects of sporting activities on health.

**Sport legislation** holds some acts of high importance for clarifying the range of responsibilities, rights and duties of governmental bodies, public authorities and NGO's in the field of sport as well as their mutual relationship.

- Integral version of the Act No.28/2009 on Physical Culture
- Act No.300/2008 on Organization and Support of Sports
- Act No.479/2008 on Organizing Public Physical Education Events, Sport Events and Tourist Events
- Act No.226/1994 on the Use and Protection of Olympic Symbols and the Slovak Olympic Committee

**Education and Training in Sport.** Within the higher-education system in Slovakia, education of sport experts and PE teachers is provided by four universities. These universities offer academic degrees in three specializations: coaching, physical education and special studies in sport management (journalism and sport for athletes with disabilities). Under the new Bologna reform, universities in Slovakia are introducing the Bachelor and Master level degree, by dividing a 5-year Master-level program into two parts (3-year Bachelor’s + 2-year Master’s). On post-graduate level there is available PhD degree.

After graduating at these four universities students become Bachelor or Master in sport. These two academic degrees in sport are regarded as two highest levels of sport qualifications (levels 4 and 5), according to the Slovak Single Education System in Sport.

Aim of the Slovak Single Education System in Sport is to unify educational and training standards and qualification levels in the field of sport. It has five levels of qualifications. The highest levels (4 and 5) can be obtained only at universities. Sports experts can get the rest of them (levels 1-3) by completing accredited programs, which provide sport federations or other educational
institutions or bodies dealing with sport. They are eligible to deliver certificates only for 1-3 qualification levels. Moreover they must have valid accreditation license, issued by the Ministry of Education, Science, Research and Sport of the Slovak Republic.

4.1.8.3. Non-governmental sport organization

The Slovak non-governmental sport sector is typified by a number of organizations which have been formed on voluntary basis since 1989. One of the accompanying phenomena of the society transformation is the excessive dependence of non-governmental sports organizations on state budget and public funds. New legislation so far does not provide adequate conditions for these organizations to gain financial independence.

At present, the most important nation-wide non-governmental sport organizations are national sport federations which are mainly responsible for development of their appropriate sport and selected national teams. Their rights and responsibilities are regulated by the Act on Organization and Support of Sports No.300/2008. In addition to national sport federations there are also organizations which provide services to sport federations or other associations with nation-wide competence. The most important are the Confederation of Slovak Sport Federations, the Slovak Sport for all Association, the Association of Sports Clubs of the Slovak Republic, the Slovak Sport Union, the Association of Technical and Sporting Activities of the Slovak Republic.

The specific place among non-governmental sport organizations belongs to the Slovak Olympic Committee (SOC), a civic association, which has been established on 19th December 1992. It coordinates Olympic movement in the territory of the Slovak Republic having the status of the National Olympic Committee in accordance with the Olympic Charter.

The SOC is autonomous, independent and non-political legal entity. The SOC protects its autonomy and should resist all influences of political, religious or economic natures, which could prevent its compliance with the Olympic Charter and Statutes of the SOC.

The Olympic movement in Slovakia consists of national sport federations included in the program of the Olympic Games and Olympic Winter Games, athletes with interests in the basic objects of the SOC, referees, coaches and other representatives involved in sport. Additionally, the Olympic movement consists of other organizations and institutions affiliated and accepted by the SOC. In Slovakia there are also special associations and institutions which have sport-wide impact, such as the Slovak Pierre de Coubertin Committee, the Slovak Scientific Society for Physical Education and Sports, the Slovak Society of Sports and Olympic Philately, the Slovak Society of Olympic and Sport Symbolic, the Slovak Society of Sport Medicine, the Sport Journalist Association of Slovakia, and the Society of Sport Psychology.

At regional and local level there are about 4,000 sport clubs and associations which provide appropriate conditions for practicing all kind of sports.

4.1.9. Wales/United Kingdom

4.1.9.1. Introduction

The UK has no written constitution and does not have a comprehensive law on sport. Its constitution is to be found partly in conventions and customs and partly in statutes. Most
legislation pertaining to sport is permissive in that it allows (but does not require) different levels of government to be active in the field of sports and in sports funding.

4.1.9.2. Governmental sport organization

The government department responsible for sport differs according to the particular home country. Responsibility for sport at UK level and for England lies with the Department of Culture, Media and Sport (DCMS). DCMS policies help to deliver Government’s ‘sport for all’ policy and realize its ambitions for sporting success at elite level. The Department oversees the work of Sport England and UK Sport (the Non-Departmental Public Bodies set up in 1997 to replace the Sports Council for Great Britain) and helps set the Government strategy for a whole range of sporting issues, from sport in schools, and community sport to international sports policy, and the distribution of National Lottery funding.

In Scotland, sport is under the responsibility of the Minister for Culture and Sport. Sportscotland (formerly the Scottish Sports Council) provides advice on sport-related matters to the Scottish Executive (in effect the Scottish Government), and to local authorities, governing bodies and others involved in sport in Scotland.

In Wales, sport is a responsibility of the Ministry of Culture, Sport and the Welsh Language, which is advised by the Welsh Sports Council. In Northern Ireland sport is a responsibility of the Minister of Culture, Arts and Leisure, advised by the Sports Council for Northern Ireland.

4.1.9.3. Non-governmental sport organization

There are two principal umbrella bodies operating at national level in addition to the National Governing Bodies or National Federations for individual sports (NGBs). These are the Central Council for Physical Recreation (CCPR) and the British Olympic Association (BOA).

The British Olympic Association is described as a unique blend of elected officials and professional staff. The National Olympic Committee (NOC) is made up of the elected officials, one from each of the Olympic sports. The Committee is the Association’s decision and policy-making body.

4.1.9.4. Sports Wales

The Sporting Network in Wales

The Welsh Assembly Government is the devolved government for Wales. It’s goal is to provide guidance on making Wales a better place to live and work (‘Creating an Active Wales’(2009)).
**Sports Wales** is the national organization for promoting physical activity and sport in Wales.

The vision of Sports Wales is to unite a proud sporting nation, where every child is hooked on sport for life and Wales is a nation of champions.

‘Skills for a life in sport’
Every child and young person is provided with the skills and confidence from an early age to be physically literate through high quality, engaging sporting experiences.

‘Sporting opportunities’
Every child and young person undertakes at least five hours of safe, high quality sport every week and is encouraged to reach their potential.

‘Sporting communities’
We have communities with sport at the heart of them, offering joined up, ongoing opportunities for all, making it easy to be involved in sport throughout life.

‘Sporting Excellence’
We are a nation that excels in nurturing sporting talent and delivers ongoing success on the international stage.

‘Growing a skilled and passionate workforce’
All those involved in sport, whether in a professional or voluntary capacity, are supported to pass on their skills and passion for sport to the people of Wales.

**The 22 local authorities** in Wales deliver a wide range of services such as education, transport and leisure. They provide and run facilities within Wales. They have sports development teams.

**The 50 National Governing Bodies for sports** (GNBs) have three key areas of work: governance, development and performance.

**There are 4,500 Sport clubs** in Wales. 16% of the population is member of a sports club. The clubs are mainly run by volunteers.

**5% of the Welsh people volunteer in sports.**

4.1.10. **Conclusions on the organization of sports in the regions/nations participating at the project**

**Great diversity in the organization of sports in the regions/countries**

The presentations by the EU-regions and -countries participating at this EU-project in the framework of the Preparatory Action in the Field of Sport funded by the Directory General Education and Culture Unit Sport in their respective region/country, show that the organization of sport is from a great diversity. It was stated in the introduction to this chapter - based on academic research - that the organization of sport in a region or country is to an important extent influenced by the broader societal culture and organization in which it is embedded. The presentations on the organization of sports in the EU-project partner regions and countries clearly confirm this finding.
Organized sports is pre-dominantly built on sports clubs and its volunteers

The White Paper on Sport (2007, July 11) contains a number of proposed actions to be implemented or supported by the European Commission. These actions are brought together in the Action Plan, named after Pierre de Coubertin. The Action Plan was and still is a guide for the European Commission in its sport related activities, fully taking into account and respecting the principle of subsidiarity and the autonomy of sport organizations. In this White Paper, the EU stresses the importance of its support of organized sport through the Europe for Citizens Program.


The support to the Written Declaration combined with the conclusions from the Sport Minister meeting on November 18, strongly underline, that grassroots sport should be the European Union’s priority within the sports field in the years to come.

Grass-root sport (Sport for All, participation sport), is engaging 40 % of all Europeans in physical activity on a regular basis. If we add to this the number of Europeans who are physically active in other ways than sport, 65 % identify themselves as active on regular basis (Eurobarometer, 2010).

Regardless the pre-mentioned great diversity in organization of sports in the EU-regions and -countries (see paragraph above), grassroots sports in all participating EU-project partner countries and regions is always and to a very large extent fundamentally built both on sports clubs and on volunteers.

The number of sports clubs reported in the presentations go from 4.500 in Wales, 4.000 in Slovakia, 3.000 in Brandenburg (being only 1 of the 16 German Federal States), 17.000 in the Flemish community of Belgium, 8.000 in Finland, 600 in Cyprus, etc.

The presentations also re-confirmed that grassroots sports - though financially very dependent from authority subsidies and/or state-supported lotteries - is overwhelmingly borne by volunteers. In Finland, 16% of the total population is a sports volunteer (over 500.000). In Brandenburg, over 60.000 people are registered as sports volunteer, etc.

This information provided by the EU-project partners is but a generalized confirmation of the findings of the in-depth study made by GHK in its 2010 report ‘VOLUNTEERING IN THE EUROPEAN UNION’ to the Educational, Audiovisual & Culture Executive Agency (EAC-EA) of the Directorate General Education and Culture (DG EAC) of the European Union (pages 171 and following).

The principle of subsidiarity and the autonomy of sport

As mentioned in its White Paper on sports (2007, July 11) the EU has no intention, and indeed would not wish to, interfere in the national sporting events that take place in the 27 Member States; thus fully taking into account and respecting the principle of subsidiarity and the autonomy of sport organizations.

According to this principle, it is the smallest social unit that is responsible for performing tasks. This consideration is based on the fact that small social units tend to be more practice-oriented
and facilitate direct involvement more so than larger social units which are higher up the hierarchy. The superior system merely creates the general terms and conditions.

**Intercultural dialogue**

In its resolution on the White Paper on Sport of (2008, April 14), the European Parliament called on the Commission to propose an EU sport program as well as Preparatory Actions in the field of sport as of 2009. The Parliament approved a budget for the first Preparatory Action in December 2008.

The objective of these Preparatory Actions is to prepare future EU actions in this field, on the basis of the priorities set in the 2007 White Paper on Sport and the 2011 Communication on Developing the European Dimension in Sport:

- Providing policy support for the identification of future policy actions in the area of sport through studies, surveys, conferences and seminars.
- Testing the establishment and functioning of suitable networks and good practices through calls for proposals.
- Promoting greater European visibility at sporting events.

In future, it will be a matter of optimization through the reciprocal exchange of information. It cannot be the object of a converging Europe to have standardized structures in sport. Rather, it is a matter of avoiding harmonization in many areas and indeed of regarding European diversity at all levels as enrichment. (http://ec.europa.eu/sport/preparatory_actions/doc745_en.htm)

The above mentioned aims of the Preparatory Actions in the Field of sports was largely met by the in-depth general presentations of the EU-project partners on how sport is organized in their regions/countries, as well as the learning-eagerness expressed by the partners in the consecutive question and discussion rounds. The EU-project partners obtained:

- A better understanding of each other sports organization.
- Information on how to evolve themselves.
- The possibility to pass on best practices and tools to the partners.
- A broader base for the enhancement of opportunities for collaboration.

**4.2. Terminology definition of the key-terms of this EU-project**

This EU-project is entitled

‘Promoting and securing volunteer in sport. **Focus on management support in sports clubs.**’

In the previous paragraph was described how the sports landscapes in the EU-project partner countries are organized.

This paragraph reflects the definition of the key-terms of this EU-project, as considered by the EU-project partners. These key-terms are:

- Sports clubs
- Volunteering management
- Support of the volunteering management in sports clubs
The next paragraphs will concentrate on the contemporarily situation of the ‘management support in sports clubs’ in the EU-project partner countries/regions, with:
- The details of the EU-project partners’ dissertation/presentation on this central theme
- The result of a closed-question list on this topic, as completed by the EU-project partners
- The annotations of two discussions amongst the EU-project partners on these contents

4.2.1. **Sports clubs - terminology definition by the EU-project partners**

4.2.1.1. **Cyprus**

According to the Cyprus Sport Organization Laws of 1969 to 1996 and Regulations of 1970 to 1996, “sport club” shall mean any club or organization, which has legally been established in the Republic with a view to promoting the physical education and sports outside school in Cyprus in broader terms and shall include the physical education clubs. It shall be accredited in the sport context, it shall be recorded in sport registry which shall be kept for this purpose indeed and shall therefore be delivered an accreditation certificate for this accreditation and registration provided that: it has a sport team/s composed of athletes (the minimum is 21 athletes/per team), the sport teams have participated in friendly or other kind of nature completions for at least a whole completion period, it has its own accommodations and training facilities, and it has a ratified statute in which it shall be clearly stated that the main objective of the club shall be sports. A Sport Club, which is accredited by the Organization shall be entitled to become a member of the relevant sport federation.

4.2.1.2. **Flanders/Belgium**

A sports club is a registered or factual organization formed by individuals with a common interest to promote and develop interest in organized sports activities. Sports clubs can focus on one sport or on a variety of sports (omni-sport or multi-sport). Sports clubs can address competitive and/or recreational athletes. Sports clubs generally organize practices for its members as well as the opportunity for their participation at competitions. Sports clubs are created on the demand for opportunities for physical activities which are not feasible in an individual context (coaching, social encounter, sports meetings, defined infrastructures, a safe environment, etc.).

4.2.1.3. **Finland**

Sport Clubs in Finland are generally considered as a legally entity with a not for profit status. Commonly comprised of volunteers and some employed staff under an Associative status. However, a few disciplines, which come under the commercial and leisure sport sector, such as figure skating, tennis, ballet, equestrian pursuits, golf, dance and gym tend to be run on a more professional and commercial basis.

Under the Finnish Sports Act, Clubs are required to promote recreational, competitive and top-level sports and associated civic activity, to promote the population’s well-being and health and to support children’s and young people’s growth and development through sports. In addition, the Act aims at promoting equal opportunity and tolerance and supporting cultural diversity and sustainable development of the environment through sports.
4.2.1.4. Germany/Brandenburg

Sports clubs are a voluntary association of individuals and legal persons with the purpose of promoting and developing the sport. The sports club has a democratic decision-making structure which consists of members of the Assembly, the elected board and a management board. The Board is accountable to the annual general meeting. The sports club can consist of one or more departments. The establishment of a sports club is subject to the Civil Code legal requirements:
- 7 founding members
- Decision of statutes
- Choosing a Board
- Establishment protocol signed by the founding members
- Notarization
- Entry in the register

As a member of the National Sports Federation, the sports club has a registered association (eV) and is non-profit (tax deductible). The specific purpose of the association is defined in the association's statutes. Thus, there are several possible areas of responsibility, such as:
- Recreational sports
- Top level sports
- Health sports
- Social projects (integration, girls and women, children and youth, sports for the elderly, the unemployed)

4.2.1.5. Greece

Sport clubs and the 34 sports federations in Greece are in principle self-organized and autonomous. However, most of the sport federations' financial resources emanate from state subsidies. Their clubs depend very much on membership fees, community support or corporate funding.

4.2.1.6. Hungary

Sports clubs are a legal entity in Hungary, and may be created in three types of organizations, two of these are commercial companies, and the third is a non-profit public organization.

The traditional basis of the Hungarian sport system are the public sport clubs, which are legally defined by the 1989/II. Act on Association, they are non-profit organizations, with the main activity of organizing and offering sport activity, even in the area of recreational sport, professional sport or school sport.

On the other hand sports clubs might be founded as sport enterprises, they are defined in the actual Sport Act 2004, which is being renewed at the moment, and the regulations of the Act on Business Companies are valid on them as well. These sports clubs might have two types of legal status, they can be Limited Companies, or Public Limited Shareholder Companies.

All these three are established to practice sport and to participate in sport events organized by a national sports federation, of which they can be a member. Sports clubs are financed on the one hand by their own revenues, but they gain some support from the state or the local authority as well.
4.2.1.7. **Slovakia**

According to the Act No. 300/2008 on Organization and Support of Sport in Slovakia, the §9 defines the sports club as a legal entity being established to practice sport and to participate in sport events organized by a national sports federation, of which it is a member, or by an international sports federation. Sports club can be established as a civic association, or as a commercial company created with other than business purposes. Sports club is financed by its own revenues. It can establish a marketing company and it can be established even as a budgetary organization or contributory organization (there are related general regulations on budgetary rules for its constitution and financing).

4.2.1.8. **Wales**

In general, a sports club is any organization of individuals who associate with one another for the purposes of taking part in sport.

For funding purposes, however, voluntary sports clubs must also have a written Constitution. Affiliation to a National Governing Body is also recommended, and is mandatory for some sports. There is no further legal requirement to register as a sports club with the authorities, although clubs can register either as charities or companies or as Community Amateur Sports Clubs for financial reasons if they so wish.

4.2.1.9. **Conclusion on sports clubs - terminology definition by the EU-project partners**

The written terminology definition send in by the EU-project partners leads to the following conclusions.

Sports clubs are one of the position holders as organizers of sports in the market. Others being e.g. school sports, commercialized sports and individual non-organized sports.

Sports clubs almost but not always are member of or link together in sports federations (named governing bodies in the Anglo-Saxon world). In this case, sports clubs are always ‘registered’ in some way or another, leading to benefiting from financial and other forms of support from the sports federations as indirectly as well from the regional/national funding and support programs.

Depending from one region/country to another region/country, sports clubs are always or merely (at least 50%) legal entities (the non-legal entities being thus unincorporated organizations). Sports clubs as legal entities in most regions/countries register as any other non-profit association, though in a few regions/countries specified registration is foreseen for sports clubs.

The overwhelming number of sports clubs are social profit based, with some of those actually profit based (commercial purposes). Some professional football clubs in some regions/countries (with e.g. over 100 staff members and budgets well beyond 1 mio €) also have the legal status of a social profit (non-profit making) sports club; their number thus being marginal as compared to the number of recreational sports clubs.

The average number of members in a sports clubs varies significantly from one country to another country. Some countries or sports federations set minimum numbers for registration or providing funding and other support.

Sports clubs can be uni-sport or omni/multi-sport organizations, offering thus only one or a variety of sports. The overall membership in the regions/countries of rather uni-sport or
omni/multi-sport clubs depends from one to another region/country (e.g. in Germany the Deutsche Turn Bund offering a multitude on sports opportunities has over 5,5 mio members).

Sports clubs can own its own facilities or utilize along with other sports clubs facilities of the authorities or be the sole user of sports facilities put available by the authorities. These authorities can be local/provincial/regional/national authorities.

Exceptionally, sports clubs can be owned or governed by private entities or a mecaenas, such as in Greece.

In some areas – such as in regions/countries in the Eastern part of Europe – there is a strong tradition of sports clubs being run by the police and/or military services.

Sports clubs generally organize practices for its members as well as the opportunity for their participation at competitions.

Sports clubs are created on the demand for opportunities for physical activities which are not feasible in an individual context (coaching, social encounter, sports meetings, defined infrastructures, a safe environment, etc.).

Sports clubs organize regular practices and competitions but can also organize events (whether small and local or hallmark).

Sports clubs and their sports federations are in general self-organized and autonomous. However, most of the sport federations’ financial resources emanate from state subsidies. Other resources do come from membership fees, event income, entrance fees and corporate funding.

In all EU-project partner countries, volunteers play a pre-dominant role in the working of the sports club. This is the case as well in general as when it comes to managing the club (the Board Members). Without volunteers, sports clubs would simply not exist.

Sports clubs merely address themselves to both genders and all age categories. However, youth in their teen age are overall most represented in sports clubs. Some uni-sport clubs also only address themselves to only a specific gender and/or age range, e.g. a gymnastics club for elder people (ladies).

Sports clubs can offer activities ranging from the typical sports (football, basketball, etc) to rather physical activities (Zumba, Tia-Chi, etc.).

Sports clubs in general are considered to promote recreational and competitive sports and associated civic activity, to promote the population’s well-being and health and to especially support children’s and young people’s growth and development through sports.

All by all, the conclusion is that sport clubs are universal in the EU-project partner countries. I.e. that sports clubs exist in all European countries. Also, they are the pre-dominant organizations for providing sport. I.e. that in any of all the regions/countries of the EU-project the sports clubs are the main provider of organized sports.

Regardless the above described universality of the sports clubs in the EU-project partner countries, there is an enormous range of particularities in how a sports club can be organized or
what it can offer. This variety is partly depending on the culture (and hence social structure) of the region/country.

The conclusion thus is that ‘sports clubs’ is a universal term which need to be appreciated in its particularities.

For more detailed and figure-related information on volunteering management in the EU, we hereby refer to paragraph 4.4. (Facts & figures on support of the volunteering management in sports clubs - question list-based results from the EU-project partners) in this study.

4.2.2. Volunteer management in sports clubs - terminology definition by the EU-project partners

4.2.2.1. Cyprus

Volunteer Management in Cyprus is synonymous with the composition of the Members of the Board of Directors and the role they are entitled to undertake in the sport clubs. Sport Clubs are managed solely by volunteers who offer their services without being paid. The actions of any volunteer member are defined by the statute and the regulations of the club and shall be complied with the instructions given by the Cyprus Sport Organization and the relevant federation. The size of the club, the type and amount of activities and the qualifications of volunteers are the determinants of the size and the length of the volunteer management program. Key management elements are identified in planning, financial management, record keeping, budget monitoring, guidance and leadership, human resource management, insurance, health and safety, education and training, player’s transfers, events management, marketing and promotion, sponsorship, fundraising and grants and representation of the club.

4.2.2.2. Flanders/Belgium

Volunteers are the driving and stimulating force behind the many voluntary associations as we know them in the sports sector, such as sports clubs. There are many different kinds of voluntary activity, one of those acting on voluntary bases as a board member of a sports club. These voluntary board members are in charge of the management, the strategic development and the safeguarding of the integrity of the sports club. The board members also manage the other volunteers of the sports club (coaches, etc.).

Societal evolutions in Europe such as the increases in individualization, in complexity of the societal organization, in the competitive nature of Western society, in the demands of the stakeholders from the associations, in the demand for the social profit organizations to professionalize and in rules and regulations; all these are reflected in the increasing tasks and responsibilities laid in the hands of the associative voluntary board members, also from sports clubs. These challenges which the voluntary board members face, are often to be combined with their family and professional obligations.

4.2.2.3. Finland

In general, there are more volunteers than paid staff active in the sport sector. This is particularly true at grassroots level in Finnish sport clubs. Finnish sport clubs employ around 2,600 individuals and this number is likely to increase to around 3,000 by the end of 2009. The number of paid staff employed in sport clubs has doubled over the past 20 years. The ‘Kansallinen Liikuntatutkimus 2005-2006’ survey indicates that around 58,000 individuals carry out voluntary activities in 125
sport organizations. This implies that paid employees once again only make a small share of all the people engaged in supporting sport activities. This small percentage of paid staff will make up the leading managerial and secretarial roles of any particular club. It is commonly the case that Clubs of a specific structure will take on professional staff in roles that have legal, fiscal and bureaucratic responsibilities and liability. It is however true that club boards are generally comprised of volunteers which support and vote upon the advice of a managing director or other employed staff. Currently it is estimated that 20% of Administrative and Managerial duties are conducted by volunteers.

4.2.2.4. Germany/Brandenburg

The Sports Confederation is a voluntary organization of the federal state of Brandenburg with about 60,000 voluntary sports club registered members. These activities focus on the following functions:
- Chairman of the Sports Club
- Trainers
- Association manager
- Youth Leaders
- Helpers

4.2.2.5. Greece

Volunteering in Greece represents only approximately 0.5% of the adult population (as a reference, Finland has 16% of the population volunteering). Major events (such as Athens 2004 Olympics) always see a gloom on volunteering in sport, which totally disappears after each major event and does thus not lead to more volunteering in sports clubs.

Responsibility for the planning and mapping out of the government policy on sports lies with two ministries: the Ministry of Health & Social Solidarity (and its Special Secretariat of Sport & Nutrition) and the Ministry for Culture & Tourism (and its General Sports Secretariat GSS).

Greece has a National Agency for Volunteering Citizen in Deed (Ergo Politon) which promotes volunteering.

There is no specific legal framework for volunteers or for voluntary organizations in Greece. There neither is any legal provision concerning insurance and protection of volunteers. The protection of volunteers against the risk of accident, illness or third party liability is therefore to be borne by the voluntary organization themselves.

Characteristic of Greek civil society related to support of volunteering management in sports clubs is that there is a strong intervention of the State and the Orthodox Church in the provision of social services, that there is a weak support of the government towards NGOs and that the Greek society is rather an individualist society dependent on strong family ties.

4.2.2.6. Hungary

A set of activities related to the recruitment, education, training, coordination, organization and control of those workers of the sport clubs, sport federations, organizing committees of sport events, who do not get a salary for their contribution, so they work on an absolutely voluntary basis.
4.2.2.7. **Slovakia**

A set of activities focused on management of an organization, executed by workers on a voluntary basis.

4.2.2.8. **Wales**

In terms of this project, ‘volunteer management’ entails the board or committee members of the sports clubs recruiting and managing volunteers. Having a strong volunteer base provides vibrant Clubs that can offer positive experiences for participants taking part in sport. Some examples of volunteering roles include coaching, writing funding applications and driving teams to away fixtures. Board/Committee members are often also volunteers.

To meet Sport Wales aspiration of ‘Every Child Hooked on Sport for Life’ it is recognised we need to grow the volunteer base and we are actively addressing challenges of volunteer recruitment, training, deployment and retention.

4.2.2.9. **Conclusion on volunteering management in sports clubs - terminology definition by the EU-project partners**

In general, the EU-project partners consider that ‘volunteer management in sports clubs’ entails the management of the sports clubs by ‘mainly the Board of Directors and also the Management Committee’ of the sports club as well as the role of its members. ‘Volunteer’ is being referred to as not being paid for these activities.

The EU-project partners report that almost all sports clubs in their country (definitely the legally registered sports clubs) are governed by a Board of Directors.

The Board of Directors is thus the ultimate decision making organ of the sports clubs. Sometimes, sports clubs have a Management Committee. A Management Committee is rather in charge for important day-to-day running affairs of a sports club. Very many EU-partners report that in their country the Board of Directors is also controlled by a General Assembly. These General Assemblies are mostly factual controlling organisms. These GA’s control whether the legal, finance and club specific rules and regulations are correctly governed by the Board of Directors.

A sports club Board of Directors essentially fulfills the following general responsibilities

1. Setting the policy for the organization:

   * Creating or updating the mission and vision statements.
   * Determining the organization’s programs and services.
   * Approving the strategic plan.

2. Monitoring the organization’s operations:

   * Hiring and periodically evaluating the organization’s executive director.
   * Working with and providing support to the executive.
   * Approving the annual budget, annual report, etc.
   * Approving major contracts and grants.
   * Soliciting and reviewing program evaluations.
   * Troubleshooting as necessary.
3. Serving as a public figure for the organization

* Fundraising, by directly donating to the non-profit and soliciting donations from others.
* Advocating for the organization.

4. Fulfilling other board responsibilities

* Documenting policies and decisions to create an organizational memory.
* Preparing for and attending board meetings.
* Researching and discussing issues before decisions are made.
* Replacing and orienting board members when a vacancy arises.

A board of directors also has certain legal obligations, known as duties:

* Take reasonable care when making decisions for the organization (called “duty of care”)
* Act in the best interest of the organization (called “duty of loyalty”)
* Act in accordance with the organization’s mission (called “duty of obedience”)
* Stand aside when there is a conflict of interest (called “recusal”)

While a board has many responsibilities, there are also things it should avoid:

* Concern itself with the day-to-day management of the organization (executive director’s job).
* The board should take the recommendations of the organization’s director, staff, and members into consideration; but needs to be an independent decision-making body.

Specific to sports club roles for the Board of Directors is in the domains of management of the volunteers (recruitment, training, deployment and retention), sports activities planning, membership record keeping, accident insurance, health and safety, education and training, events management, prevention of child abuse, socially inclusive activities and safeguarding the integrity of the sports club.

Volunteers – such as the volunteering members of the Boards of Directors – are the driving and stimulating force behind the sports clubs. Without them, sports clubs would simply not exist.

Europe has undergone over the past decades – and still undergoes – societal evolutions such as the increase in individualization, a larger complexity of the societal organization, a growing competitive nature of Western society, broader demands from the stakeholders of the associations, a tendency to professionalization of the social profit organizations and more elaborated and stricter laws, rules and regulations. All this is reflected in the increasing tasks and responsibilities lay in the hands of the associative voluntary board members, also from sports clubs. These challenges which the voluntary board members face are often to be combined with their family and professional obligations.

The liability insurance for their undertakings as a member of the Board of Directors differs very much from one region/country to another amongst the EU-project partners; but it is found to be a major reason of concern/confidence in the becoming/remaining a member of the Board of Directors of a sports club. Especially in a time frame where the laws and rules are stricter and the stakeholders more easily start a prosecution when something has gone wrong.

For more detailed and figure-related information on volunteering management in the EU, we hereby refer to paragraph 4.4. (Facts & figures on support of the volunteering management in sports clubs - question list-based results from the EU-project partners) in this study.
4.2.3. **Support of the volunteering management in sports clubs - terminology definition by the EU-project partners**

4.2.3.1. **Cyprus**

The Board of Directors of sport clubs is the primary receiver of the support, mainly provided by the Cyprus Sport Organization, the National Olympic Committee and the umbrella Sport Federation and secondly by the private sector and non-profit organizations. The support is utilized in the fields of management and administration, finance, legislation, education and training, organization and participation in sport events, volunteers recruiting and media coverage.

4.2.3.2. **Flanders/Belgium**

Offering management and administrative support to voluntary board members of sport clubs helps these board members to cope with their above mentioned increased tasks and responsibilities. By doing so, their indispensable efforts for mankind (both for the individual and in societal importance) are meanwhile upgraded.

In Flanders/Belgium, the Dynamo Project of the Flemish Sports Federation offers valuable expertise on how to guide and support board members of sports clubs in domains such as on statutory and legal matters, tax and VAT, ICT, volunteer management, insurances, funding, general administration and many more. The Dynamo Project approach includes support to the sports club voluntary board members in a wide variety of learning facilities (information on the website, booklets, leaflets, group seminars, on-line assistance, helpdesk, individual guidance and many more) as well as the providence of management tools (bookkeeping, website hosting, typology definition and many more). Sustainable, efficient and effective management of sports clubs – being the bases of organized day-to-day local grassroots sports activity – is hereby promoted and secured, for the benefit of the athletes.

4.2.3.3. **Finland**

Multiple activities are regularly conducted by either the National Sports federations or the Regional Sports Institutes i.e. Vuokatti Sports Institute. The Finnish Sport Federation (Suomen Liikunta ja Urheilu ry, SLU) is the umbrella organization that provides support for all its 125 member organizations (national and regional sport organizations). As such, it supports volunteering by: debates and policy discussions concerning volunteering; Supporting the provision of training for paid staff and volunteers in non-profit sport organizations through national and regional sport organizations (e.g. training in Relation to taxation and administrative duties).

4.2.3.4. **Germany/Brandenburg**

One of the tasks of the Sports Confederation Brandenburg is to promote and support its volunteers. This is done at the following levels:

- Association Consulting (telephone counseling, online counseling and local issues to the founding of the association, club management, club promotion)
- Education in and through sport:
  - Internal training: training of trainers and referees, club managers and youth leaders (license)
  - Vocational Training for Sport Assistants (recognized by the state)
  - Academic Education: Bachelor’s degree
- Online Management Association survey and inventory (VERMI)

4.2.3.5. Greece

The conclusion of the Greek EU-project partner representative is that there is no contemporary support of volunteering management in sports clubs in Greece.

4.2.3.6. Hungary

It might include different activities, as training, clinics, conferences, information sharing, it might use different tools, databases and informational systems with the aim of facilitating improvement of manager tasks within a sports club.

4.2.3.7. Slovakia

Activities, programs, projects, instruments and tools, facilitating improvement of managerial tasks within a sports club.

4.2.3.8. Wales

In general support to board/committee members is provided by National Governing Bodies of Sport (Sport Federations). Support is provided on the governance of the Club. The main key areas are: development of the sport; growing the club; providing appropriate levels of competitions and key legislation matters such as safeguarding young people and vulnerable adults.

Sport Wales provides funding to Clubs for bespoke projects which supports the development of the Club.

4.2.3.9. Conclusion on support of the volunteering management in sports clubs - terminology definition by the EU-project partners

The EU-project partners report that support of the volunteering management in sports clubs can be provided by a wide variety of actors such as national authorities, regional authorities, provincial authorities, local authorities, a by the authorities dedicated sports organization, sports umbrella organizations, sports federations, sports governing bodies, specialized sports institutions, corporate societies, foundations, the National Olympic Committee, private institutions, educational institutions (such as universities and high schools) and even more.

Funding is the predominant support offered to the sports clubs.

Other support is to be allocated in service support in the field of such as education (coaching), training, insurance, statutorily, legal, administration, IT, policy making, strategic development, finance administration (budgeting, reporting, audit, control, bookkeeping, tax and VAT), volunteering management (recruit, deployment, motivate, retention, training), sponsorship, etc.

The information can be provided via websites, booklets, leaflets, group seminars, clinics, conferences, symposiums, seminars, information-sharing days, on-line assistance, helpdesks and individual guidance.

Sustainable, efficient and effective ‘governance’ of sports clubs – being the bases of organized day-to-day local organized sports activity – is hereby promoted and secured, for the benefit of the athletes.
In general, the EU-project partners in general report a huge step forward of the management and governance of sports clubs is still to be made as compared to other sectors in the social profit sector. Support tools for the Board Members of sports clubs are largely to be upgraded hereto.

Offering management and administrative support to voluntary board members of sport clubs helps these board members to cope with the above mentioned increased tasks and responsibilities. By doing so, their indispensable efforts for mankind (both for the individual and in societal importance) are meanwhile upgraded.

For more detailed and figure-related information on volunteering management in the EU, we hereby refer to paragraph 4.4. (Facts & figures on support of the volunteering management in sports clubs - question list-based results from the EU-project partners) in this study.

4.3. Organization of the support of the volunteering management in sports clubs in the EU-project partner countries

4.3.1. Introduction

As mentioned in the grant agreement between the EU-Commission DG EAC and the Vlaamse Sportfederatie as pilot partner of this EU-project:

The goal of this EU-project is to create a transnational project that fosters exchanges of best practices regarding legal, fiscal, administrative, funding-related and other relevant aspects of managing voluntary sports clubs within the EU by voluntary board members. These voluntary board members not only have to manage the organization, they also have to do volunteer management of the other volunteers (trainers, occasional volunteers,…). The exchange of these best practices will lead to new ideas, new tools and new initiatives to support these volunteers. By doing so, we will be able to change the declining interest of European citizens to engage volunteer activities. By offering management and administrative support to board members of sport clubs and acknowledging their indispensable efforts, the profession of becoming a volunteer board member should be upgraded.

The concept of this EU-project in its’ start-up phase consists of the acquisition of essential information from each partner organization on the sports policy and the state of affairs of management support for sports clubs. (...) This information will be shared by the participating partners at the kick-off of the project during the first workshop organized by the leading partner. The objective of the first workshop is to obtain insights into the situation in other European countries concerning management support of volunteers. Good practices will be shared during the first workshop in order to encourage new initiatives and actions in the partner organization countries. (...)

The main output of this EU-project’s first symposium therefore was:
- A presentation of the EU-project partners on how the support of volunteering management in sports clubs is organized in their region/country (represented in this paragraph)
- A closed question-list on facts and figures completed by the EU-project partners (the results are given in the next paragraph)
- Discussion rounds amongst the EU-project partners on the evidences resorting from the preliminar terminolgy determination, region/country situation and closed-question list on
this central theme of the EU-project: ‘the support of volunteering management in sports clubs (annotations of these discussions are written down in the next but one paragraph)

4.3.2. Flanders/Belgium

The main direct players important for volunteer management in sports clubs are the sports federations, the local authorities and private organizations.

On top of the great efforts delivered by the three above mentioned direct players in their support of the volunteer management in sport clubs, it was eligible to implement another structure for volunteer management support in sports clubs for mainly two reasons: a higher organizational efficiency and a better promoting and securing of the support to the volunteer management in sports clubs.

‘Dynamo project’ is the name of the new entity in the support of volunteering management, launched in June 2009 as a pilot project for 5 years at least. It operates under the Flemish Sports Federation and is subsidized by the Flemish authorities.

The focus of Dynamo project is thus on administrative and managerial issues and hence not on sport technical issues. Dynamo project currently has four full-time staff members.

The target group of Dynamo project is the ca. 18,000 sports clubs known in Flanders.
The **basic tasks of Dynamo project** are to act as a

- Knowledge and documentation center
- Central contact point (help desk)
- Training and educational entity
- Individual guidance project

The **main fields of action of Dynamo project** are related to legal, accounting, tax and VAT, volunteer management, insurance, governance, change management, funding and sponsoring, grants and HR-matters.

The **knowledge and documentation center** of the Dynamo project has developed brochures on

- The ‘ABC’ of the volunteering management in sports clubs (what, for who, services and contact details)
- Legal structures (legal entities, factual entities, pro’s and contra’s)
- Statutorily organization of a Not for Profit Making Organization NPO (how to establish, obligations, dissolution and liquidation, tax status)
- Mergers and acquisitions (legal aspects and legal partnerships)
- Accounting (for small NPO’s, elementary accounting, annual accounts, budgeting)
- Volunteer legislation (accountability of the organization, liability and insurances, compensation fees)
- Insurances (liabilities, types of insurances)
- VAT (zero rating, article 44 of the VAT codex on VAT-exemption for sports activities, VAT obligations, VAT formalities)
- Funding and sponsoring (internal analysis of the needs, sponsor proposals, sponsor selections, examples of models)
- Grants (how to get grants from local authorities, districts, the Flemish community, sports federations, the regional Flemish authorities)

Other services on knowledge and documentation offered by the Dynamo project include

- Other services (an overview of other services of Dynamo project than the above mentioned for which brochures have been developed)
- Official employment support (the status of an employee, an interim, a student, a full-time or part-time self-employment as well as the charter of the sportsman and his/her professional or non-professional status)

Tools offered by the Dynamo project for the benefit of the volunteering management in sports clubs include

- Accounting software
- VAT instruments (administrative tools such as the day merits journal, sales journal, purchase journal, VAT-declaration)
- Volunteer register (database and cash re-imbursements formulas)

The **help desk** of the Dynamo project provides permanent support on ad hoc questions raised by volunteering board members of sports clubs (by phone or by mail) on the above mentioned management related issues in sports clubs.

The **training and education** of the Dynamo project is composed of organized group sessions.

- In the format of recurrent ‘seminars’ on specific matters (VAT, legal, volunteer management, website management, etc.).
- In the format of the ‘Day of the board member’. These are organized once per year in each of the 5 Flemish provinces. During the day, the participating board members can opt to follow 2 out of 4 training sessions. The day also is meant for intercultural dialogue amongst...
the sports clubs volunteering board members. Opportunity is then also taken to honor the role of the volunteering sports club board members.

The *individual guidance* of the Dynamo project is tailor made support in the diversely pre-mentioned domains. The main areas where this support is asked/offered are

- Non Profit Organizational support (foundation or transition from a factual to a legal entity, statutorily articles of the association, legal obligations)
- VAT-guidance
- Website development

4.3.3. **Cyprus**

**The volunteering bodies** with effect on sports in Cyprus

- The Pan Cyprian Volunteerism Coordinative Council (est. in 1973) is the ‘Supreme Coordinating Body on voluntary social welfare’ and operates under the legal framework of the Pan Cyprian volunteerism Coordinative Council Law 61 (I)/2006. There council has 53 members, from which actually only one from the sport sector: Dromeas Racing Club. The aim of the council is to promote the principles and the values of volunteerism, to identify and addresses the needs of the voluntary sector and to support voluntary non-governmental organizations to meet the volunteerism & social objectives.
- The European Social Fund Unit of the Ministry of Labor and Social Insurance. This fund is designated as the National Coordinative Body for the European Year of Volunteering 2011.
- The Cyprus Sports Organization (CSO) Volunteering Committee ( est. by the CSO’s Board of Directors decision in March 2011). Its aim is to formulate CSO’s Volunteering National Strategic Plan

**General information about volunteering in Cyprus**

<table>
<thead>
<tr>
<th><strong>Definition:</strong></th>
<th>No specific definition</th>
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<tbody>
<tr>
<td><strong>Number of Volunteers in Sport:</strong></td>
<td>Approx. 12,500 (1.5% of the population)</td>
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</tbody>
</table>
| **Age of Volunteers:** | No statistical records  
Empirical estimates: the majority of volunteers are 35 years old  
(by the CSO and Cyprus Olympic Committee) |
| **Gender:** | 88% male  
12% female |
| **Level of Education:** | Medium to highly skilled (estimated) |
| **Socio-professional Status:** | In employment |
| **Volume of voluntary work:** | 4,000,000 hours annually  
320 hours per year per volunteer  
≤ 27 hours a month |

**Bodies that provide support to volunteering in sport**

The bodies that support volunteering in sport in Cyprus are

- Cyprus Sport Organization
- Cyprus National Olympic Committee
- Non – Profit Foundations and Charitable Organizations
- Cyprus Association of Sports Medicine (AEK)
Support to the Volunteering Management in Sport Clubs

**Support through education and training**

<table>
<thead>
<tr>
<th>Supporter</th>
<th>Program</th>
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<tbody>
<tr>
<td>Cyprus Olympic Committee in co-op with the Ministry of Education and Universities</td>
<td>Olympic Education Program</td>
<td>Encourage participation in sport as well as voluntary service in major sport events and sport clubs</td>
<td>Volunteer Board Members of the Sport Confederations, Federations and clubs</td>
</tr>
<tr>
<td>Cyprus Sport Organisation in co-op with Universities</td>
<td>Sport Management Courses</td>
<td>Educate and train volunteer Sports Club managers</td>
<td>Volunteer Board Members of the Sport Confederations, Federations and clubs</td>
</tr>
<tr>
<td>Cyprus Association of Sports Medicine (AEK) in co-op with Universities</td>
<td>•Transnational Sports Medicine Conference •Informational material posted on AEK website</td>
<td>Education and Training on CPR, Physiotherapy, Prevention and dealing of sport injuries, Doping, Sport Programs, Obesity and Nutrition, etc.</td>
<td>Volunteer Coaches, Trainers, Doctors, Nutritionists</td>
</tr>
<tr>
<td>•Cyprus Olympic Committee •Non – Profit Foundations and Charitable Organisations •Local Authorities</td>
<td>Recruitment and training</td>
<td>Recruitment and training for the purposes of organisation of particular sport events e.g. Athens Olympic Games, XIII Games of Small States of Europe, Nicosia Marathon</td>
<td>Volunteer Board Members of the Sport Confederations, Federations and clubs Coaches, Trainers, Doctors, etc.</td>
</tr>
<tr>
<td>Cyprus Anti-Doping Authority (CyADA)</td>
<td>•Launched of a Video outlining Doping Control Process for Athletes •Informational material posted on CyADA website •Press Releases</td>
<td>•Provide a general overview of the doping control process while raising awareness of the athlete’s rights and responsibilities •Protect athletes from inadvertent doping</td>
<td>Coaches, Doctors, Athletes, Board Members of Confederations, Federations and Sports Clubs</td>
</tr>
<tr>
<td>Sports Clubs</td>
<td>Sports Marketing Forum</td>
<td>Presentation of current trends, best sponsorship strategies, potential commercialization and development</td>
<td>Board Members of Sports Organisations and Sports Clubs</td>
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<tr>
<td>Sport Committees of the Local Authorities In co-op with sport organisations and universities</td>
<td>Sport Seminars</td>
<td>Educate on several sport topics</td>
<td>Board Members of Sports Organisations and Sports Clubs</td>
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### Support of sports events

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<tr>
<th>Supporter</th>
<th>Means</th>
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<tr>
<td>CSO</td>
<td>Participation of the National Programs Members in sport events</td>
<td>Contribution to the orderly organisation of the event e.g. Opening Ceremony of the XIII GSSE</td>
</tr>
<tr>
<td>CSO</td>
<td>Concession of sport facilities and athletic equipment</td>
<td>Facilitation of the event organisation</td>
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### Support in funding

<table>
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<tr>
<td>CSO</td>
<td>Funding of Sport Events</td>
<td>Financial Support</td>
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<tr>
<td>Organisations of Football Games Forecasting (OPAP)</td>
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<tr>
<td>Non – Profit Foundations and Charitable Organisations</td>
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<td>Financial Institutions</td>
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<td>Private Sector (Companies)</td>
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<td>Semi – Governmental Organisations</td>
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<td>Financial Institutions</td>
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<td>Private Sector (Companies)</td>
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<td>Sports Club Members</td>
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<td>Donations</td>
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<td>Membership Fees</td>
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### Support through performance appraisal

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<td>CSO</td>
<td>Awards</td>
<td>Recognition and reward of performance, effort and contribution</td>
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<tr>
<td>Organisations of Football Games Forecasting (OPAP)</td>
<td>Certificates</td>
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<td>Sports Writers Union</td>
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<td>Media</td>
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### Support by recognizing the volunteers

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<tbody>
<tr>
<td>CSO</td>
<td>Gifts, Athletic Equipment, Certificates, Press releases, publications Awards, Website “Thank you” posts, press releases, publications</td>
<td>Recognition and reward of performance, effort and contribution</td>
</tr>
<tr>
<td>Non – Profit Foundations and Charitable Organisations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisation of Football Games Forecasting (OPAP)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sports Writers Union</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Authorities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.3.4. Finland

In Finland, the **Ministry of Education and Culture** is in direct or indirect relation to the support of sports clubs - the main legislator, the main funder and the main developer.

The **Finnish Sport and Leisure Association (SLU)** and the **Finnish Association of Sports for the Disabled (VAU)** provide consultancy to the government on sports organization, they develop sports programs, and they provide athlete services and organize the promotion of sports.

The **Finnish Olympic Committee (FOC)** and the **Finnish Paralympic Committees (FPC)** organize and support respectively for the Olympic and the Paralympic movement the funding, the elite sport development, consultancy; in some fields in close relationship with the SLU and the VAU.

The **Sports Federations** are pre-dominantly important for the sports clubs. The sports federations provide over-all support to the sports clubs; this includes funding, international events organization, international relations, statistical reporting and many more. The sports federations work closely together or have joint activities with the pre-mentioned SLU, VAU, FOC and FPC.

**The challenges** for the volunteering management in sports clubs in Finland are
- The professionalization of sport and related organizations
- The decrease in sponsor interest and overall funding
- The decrease in youth activity (40% in 2009)
- The change in living standards
- The remuneration/compensation of volunteer activity
- The geographical distances
- The decrease of the family-based societal culture

**The efforts** currently undertaken to support the volunteer management in sports clubs are
- Legislative efforts
- Support Training by the SLU on legislation, tax issues and administration
- Volunteer insurance
- A new viability study (New Govt. Agenda 2008-2011 – Enhancing sport activity) conducted by the Finnish Tax Administration
- The creation of a ‘Development of Sport Activity’ fund
- Remuneration of the administrative staff of sports clubs
- Employment program in sport
- The problematic of involvement in volunteering sport management
- Local Issues

The needs of the support of the volunteer management in sports clubs are
- Sponsorship in global
- Funding for professionalized staff
- Support to the development of sports clubs events
- International event candidacy processing
- Bureaucratic relations
- Partnerships
- Volunteering
- Tax related issues (fiscal solutions, the division of the sports clubs due to non-sports related fiscal requirements, tax advice)

4.3.5. Germany/Brandenburg

The key aspects of the given support to the volunteer management in sports clubs in Brandenburg are education and qualification, consulting, structural strengthening, strategic development and academic supported enhancements.

On education and qualification, the initiatives are based on an outline directive by the GOSC. It concerns basic education and qualification of coaches (‘sports for all’ license C and modular training license B), of club managers (license C, 120 hours) and the license extension trainings.

The consulting activities in favor of the sports clubs volunteer management are double. On the one hand, there is the consulting given by the Sports Confederations. These are local seminars, direct support from the district and city federations and regional consulting. On the other hand, there is the on-line consulting–system ‘BISS’ (Brandenburg Information and Training system - http://lsb-brandenburg.de/) which is developed in cooperation with the Sports Confederation North Rhine Westphalia (one other of the sixteen districts in Germany).
Strengthening the structures of the sports clubs is another volunteer management support given to the sports clubs. It is organized through sessions in which information and opinions are exchanged with the directors of the City and district Federations and sport federations. It is structurally organized up to 4 times a year. Also special committees are set up for further development. Moreover, specific commissions recurrently work on issues such as education, top level sport, sport development in sport for all, juridical issues and questions regarding statutes/articles of associations.

Support to the strategic change of sports clubs is also looked at to support the volunteering management of the Brandenburg sports clubs. This includes changes related to demography (e.g. attention for sports for elderly), changes related to other desires from the public, changes in the interactivity between sports clubs and schools, changes related to the importance given to sport and health or simply the desire of the club to undergo an strategic evolvement (e.g. different or broader sports offer leading to the necessity of a structural changes).

The cooperation with science is very important in relation to supporting the volunteer management in sports clubs in Brandenburg. Children from primary schools (third class) e.g. all are tested on their motor activity abilities such as scholars are tested on their physical qualities. This gives opportunities not only to predict talents in sport, but substantially to find out the requirements for sport providence by sports clubs to the individual athletes on a common base. Special collaborations with the support of the academic world are e.g. the ‘Health promotion through sport and exercises’ and the ‘sport in all-day classes’.

The cooperation with science (with the University of Potsdam) also includes the setup of academic based guidelines and action programs for sport organizations, especially in change management. Furthermore, the academic world provides well-based support of the organizational sport management.

4.3.6. Greece

The Greek EU-project partner based his presentation on how support of the volunteer management in sports clubs on a research named ‘The European Model of Sport and its influence on Sport in Greece’ which aims to evaluate the European Model of Sport and also to emerge the particularities of the Greek Model of Sport. The research was conducted by by VPRC for the “Monthly Review” magazine between October 2009-January 2010 and based on the White Paper on Sport in the EU. The respondents of the research answered questions related to the degree of the incorporation of ‘Positive and Negative Values of Sport’ in the European and Greek Model of Sport. Positive values appeared to be teamwork, solidarity, tolerance, fair play, discipline and respect for the rules. Negative values of sport included commercialization of sport, doping, corruption, exploitation of young athletes, money laundering, violence and racism. The conclusions of the report were

1a) The European Model of Sport model to a large extent seems to incorporate positive values, but also incorporates a high percentage of negative values.

1b) The balance between them is unstable and at this stage the projection of the evolution of this model is impossible.

2a) The Greek Model of Sport model incorporates a small degree of positive values and high degree of negative values. These findings help to create the image of a "weakly" Greek Model of Sport.
2b) Therefore, is estimated that in the near future these facts will lead to negative developments in Greek sport, thereby further reduction in the interest to offer voluntary services is expected.

The Greek EU-project partner also stated that the characteristics of Greek civil society related to support of volunteering management in sports clubs is that there is a strong intervention of the State and the Orthodox Church in the provision of social services, that there is a weak support of the government towards NGOs and that the Greek society is rather an individualist society dependent on strong family ties. Therefore, the total number of regular volunteers - according to the Greek EU-project partner representative - is estimated about 30,000 to 32,000 persons. This represents 0.3% of the total population and approximately 0.5% of the adult population (as a reference, Finland has the highest volunteer involvement in sport with app. 16% of the population. Greece has a National Agency for Volunteering Citizen in Deed (Ergo Politon, but there would be no specific legal framework for volunteers or for voluntary organizations in Greece. There would neither be any legal provision concerning insurance and protection of volunteers. The protection of volunteers against the risk of accident, illness or third party liability is therefore to be borne by the voluntary organization themselves.

Before the Olympic Games in Athens in 2004, volunteering in sport was apparently even less widespread in Greece than nowadays, there was no significant tradition on volunteering in the country. Athens 2004 Olympics saw a gloom on volunteering in sport, with 39,494 volunteers in the Olympics and 11,089 volunteers in the Paralympics.

The conclusion of the Greek EU-project partner representative is that there is no contemporary support of volunteering management in sports clubs in Greece.

4.3.7. Hungary

To understand how support for sports clubs today in Hungary is organized, it is important to understand how the support for sports was organized in the past century in Hungary; and how a major change in the politico-social system in Hungary at the end of the 20th century leads to building a new way of supporting the Hungarian sports clubs.

History of the support of sports in Hungary.

Before World War I, Sport mostly was for the wealthy citizens. During the Inter-bellum (between World War I and World War II), physical activity then was considered very important. E.g. all companies and organizations with over 1,000 staff members mandatorily had to organize physical activities to its staff members. There though was a large revisionist visons on these physical activities. According to Levente, only half of the reason of the importance on physical activity was based care about the well-being of the people, the other half were purely military reasons.

After World War II, the political ideology of showing the greatness of the socialism dominated the organization of sport. Hungary then had big sports clubs which were supported and financed by ministries and the big state owned companies. At that time, it was not allowed to create civil organizations (they were dangerous for the regime) and hence there were no independent or federative sports clubs.

Big changes came in 1990, with the fall of the politico-social regime, leading to the ministries no longer providing donations to sport and the big state owned companies being sold and also finishing their donations to sport.
A new system for support to the support of the sports clubs is developed in the young Hungarian society, finding its way in a set-up which is majorly different to what has existed during over 70 years.

The types of contemporary volunteering support to sports clubs in Hungary are described by the Sport Secretary of State Mr. Attila Czene as
- Voluntary work at big sporting events
- Student volunteering
- Volunteering during University (practice/clinic/experience)
- Volunteering of the elite athletes
- Senior volunteering
- Volunteer support of the handicapped people

The economic support of the volunteering management is constituted of
- National Civil Fund – finances projects also in the sport field
- Hungarian Olympic Committee – donation for elite sport federations and sometimes for clubs (mostly volunteers are in the governing body)
- National Sport Federation – donation for every federations
- Sport federations – donation for the elite clubs and youth programs
- Local governments – donation for the sport clubs on all levels (depends on their sport strategy)

The vocational and informational support of the volunteering management in sports clubs is foreseen by
- The National Sports Federation
  - Clinics relating to sport events
  - Guidance in judiciary cases (individual request)
  - Further education program for managers and coaches
- The Hungarian Olympic Committee
  - Vocational discussions with Federations (problem solving)
  - Further education for the federations especially from the aspect of elite sports’ problems
  - Donation of books and notes – free of charge for the organizations
- The Semmelweis University - Faculty of PE and Sport Sciences
  - Free of charge further education programs
  - Conferences for managers
  - Guidance in sport management
  - Students volunteer work as practice

4.3.8. Slovakia

Employment in Slovakia is regulated by law. For people working in sports clubs, four types of education are organized
- Formal education
- Non-formal education
- Certificated educational activities
- Informal learning

Through a survey held in 2004, the following problems were identified in sports clubs
- Increased administrative tasks and professional outputs
- Lack of knowledge on legislation
- Lack of knowledge on financial issues
- Conflict of time

Consequently, the Ministry of Education, Science, Research and Sport of the Slovak Republic set up along with the National Sports Center sport management courses for the following target groups
- Top managers in sport
- Representatives of the national federations
- Representatives of the sport clubs

In 2005, seminars organized for the highest level managers were the first educational activities in this field started and went through further educational activities in this field in which participate the top management of the Slovak Olympic Committee, the Slovak Paralympic Committee, the National Sport Centre, the Centre of State Sport Preparation (Ministry of Interior), the Army Sport Centre (Ministry of Defense) and the University Faculties of Sport and Physical Culture. Later on, certified educational programs were organized for sports managers (seven modules/50 hours/final presentations of the projects) under the authority of the National Sport Centre and financed from the state budget. These programs are accredited by the Ministry of Education, Science, Research and Sport of the Slovak Republic and accessible for different target groups: employees of the National Sport Centre, representatives of the national federations and representatives of the sport clubs.

Workshops and presentations are held on finance, accountancy and administration (workshops) and on partial aspects of sport management (presentations). These workshops and presentations are meant for and open to anyone interested in these topics.

Thanks to the fruitful cooperation with the Slovak Olympic Committee, certified educational programs are organized for sports organizers (again modular systems) under the authority of the NOC and financed from the state budget. Though these programs were not accredited by the Ministry of Education, Science, Research and Sport of the Slovak Republic, they were largely attended. These certified educational programs are accessible for different target groups: employees of the Slovak Olympic Committee, representatives of the national federations (e.g. for the World Championships in ice-hockey held in Slovakia) and representatives of the sport clubs.

Within the National Sport Centre, informal learning in sport is possible since 2004 through means such as access to the library, the study centre and on-line facilities (e-library). The main interested people here are sport officials within the national federations, sport officials within the sport clubs, the broad diversity of volunteers and top-athletes.

The aim to increase the level of knowledge of sport officials within the national federations and the sport clubs is the common feature of mentioned educational activities.

The stakeholders of the educational programs are the Ministry of Education, Science, Research and Sport of the Slovak Republic, the National Sport Centre, the Slovak Olympic Committee, the non-formal educational accredited bodies and the non-governmental sport organizations, the national federations and the athletes themselves.
The EU-project partner representatives’ recommendations on support of the management in sports clubs through education are RECOMMENDATIONS

- To further support and develop the educational program for volunteers in sport within the National Sport Center
- To further enhance educational programs for volunteers in sport within the non-governmental sport organizations/national federations
- To recognize and validate the educational activities for volunteers in sport within the educational system in sport
- To recognize informal learning in legislation on sport education
- To create an internet based social network concerning the educational programs and activities for volunteers in sport
- To create partnerships with businesses initiated by the Ministry of Education, Science, Research and Sport of the Slovak Republic in cooperation with the National Sport Centre and the Slovak Olympic Committee

4.3.9. Wales

The voluntary sports clubs have a committee of members including: chair, secretary, treasurer, coach. This committee deals with and develops the legal, fiscal organizational and policy matters for the Club. The members of the committee usually are members of the National Governing Bodies of Sport. One specific element of this committee is to ensure that all people working with young people are Criminal Record Bureau (CRB) checked.

The National Governing Bodies of Sport (NGBs) are in charge of the support the management in sports clubs. They provide advice on safeguarding young people and vulnerable adults. They also provide the tools for good quality coach training. They encourage the development of the volunteers in the sports clubs. They ensure appropriate competitions at all levels. Another of their duties is the recognition and the support of talented athletes. The NGBs run an accreditation scheme.

The local authorities support the sports clubs by providing and maintaining the sports infrastructures and facilities. Along with the NSGBs (as pre-mentioned) the local authorities also provide advice to the committee members of the sports clubs on developing their clubs. The local authorities also are involved with the support of the sports clubs in their research of financial funds. Another very important of their roles is the encouragement of partnerships on sport with schools. The local authorities e.g. organize and deliver a number of sessions and activities at schools and facilities. And last but not least, the local authorities run initiatives to increase the number of volunteers to support sports clubs in their programs.

Sport Wales being the sports umbrella organization of Wales, supports the sports clubs in the following ways

- Policy development
- Equality Standards
- Framework for the ‘Safeguarding Action’
- Strategic planning
- Financial funding to the Local Authorities and the National Sports Governing Bodies (NSGBs)
- Development of coaching strategies
- Deliverance of specific programs (such as currently a media campaign on coaching strategy)
The coaching strategy 2010-16 aims at achieving four goals by 2016. The first goal is to have at least 10% of the adult population actively involved in coaching and volunteering in sport (RECRUIT). The program also aims to have all coaches qualified to a level appropriate for his or her role (TRAIN). Moreover, every newly qualified coach should be deployed and active in delivering coaching sessions (DEPLOY). Finally, all coaches in Wales must be valued with access to opportunities to develop their coaching skills (RETAIN).

The purpose of this coaching strategy is double: to raise awareness of coaching and volunteering as well as to encourage the public to volunteer and coach in their communities. A media campaign puts this specific ‘Behind every Star’ program in the spotlight. This includes a travelling photographic exhibition across Wales of 11 athletes and their coaches, an ATV advertisement and a separate website www.behindeverystar.org.uk

The direct support of Sports Wales to sports clubs includes
- Funding (small grants of up to £1,000 and development grants up to £25,000)
- Training on safeguarding, pitch maintenance courses and ‘running sport’ courses
- Advice and support on sports club development

4.3.10. Conclusion on the organization of the support of the volunteering management in sports clubs in the EU-project partner countries

As pre-mentioned in the conclusion to the EU-project partner presentations on the organization of sport in the different regions/countries, this organization is from a great diversity and to an important extent influenced by the broader societal culture in which it is embedded (chapter 4.1.10.). At the same instance, it was also concluded that - regardless the great diversity on how sport is organized in the regions/countries - the sports clubs are in all regions/countries the predominant bases for the organized sports. Also, it was concluded that the board members of the sports clubs in the EU-project partner countries almost all offer their time and energy to the sports clubs on a volunteering bases.

Great diversity in the support of the volunteering management in sports clubs

The presentations of the EU-project partners on the support of the volunteering management of the sports clubs in their regions/countries make clear that this is done in broad number of ways, on very different levels and on a variety of bases. The support of the volunteer management in sports clubs in the EU-project regions/countries is as diverse, that it can in global hardly be understood in a bi- or even tri-dimension. Hence, looking at the support of the volunteering management in the EU-project regions/countries is easier to understand when approached either from a specific angle or in partiality.

Since the pilot of the EU-project left it entirely open for the EU-project partners on how to present the support of volunteering management in sports clubs in their region/country, the consequence is that these presentations also - as pre-mentioned - reflect the topic from a spread of different angles.

Before all, some EU-project partners expressed that hardly any external support to the volunteering management in the sports clubs is provided in their regions/countries, their sports clubs being almost stand-alone units. Other EU-project partner representatives showed how the sports clubs in their regions/countries are imbedded in a societal web with substantial support of the volunteering managers from a variety of different inputs.
The three main angles of approach found in the partners’ presentations start from ‘what is provided as support’ (on finances, legal, management tools, ICT, VAT and many more issues) or ‘how the support is organized’ (process approach, tools, programs, projects) or ‘who provides the support’ (structural approach - authorities, umbrella organizations, sports federations, corporate entities). The partners’ presentations nevertheless almost all touch all three substantial elements (what, how, who) but from a pre-dominant angle of one of these three approaches.

On ‘What support is provided to the volunteering managers in a sports club’ the most recurrent aspect in the EU-project partners presentations is the financial support.

The EU-project partners’ presentations here again show that this external financial support to the volunteering management of the sports clubs in their regions/countries can be very diverse
- within a range from almost none to substantial
- from unconditioned to a tool depending on the management effectiveness
- from the only financial support to one of the many financial supports
- from structural financial support over event financial support to ad hoc financial support
- from financial support for the sports itself to support for its functioning (infrastructures, administration)
- from factual financial support (cash) to benefits in kind (sports materials)
- from direct financial support to the club to fractioned support (via a federation, an umbrella organization; from the national/regional level going via a local authority)
- and many more substantial different levels, ways and bases of financial support

This financial support can be given by private entities (e.g. corporate companies). Apart from the above mentioned already very diverse approach of the financial funding, the financial support of specifically the private entities is also given on a variety of bases. In some regions/countries, it is a common tradition that the sports club president or board member invests his/her money or the money from his/her company or (family) foundation in the sports club. Private funding is also made under the form of sponsoring, without an explicit clause of return on investment. Private funding can also be made under the form of marketing programs, where return on the investment is demanded (by visibility, results, merchandising, etc.). Private funding furthermore can be based on liaisons (a family member being part of the sports club). Private funding may also find its reason in networking possibilities (being part of the community, a societal obligation, etc.).

Financial support to the sports clubs can also be governmental (the authorities). Apart from the above mentioned already very diverse approach of the financial funding, the state financial support is here as well provided on a variety of bases. The financial support can be national, regional, from the district or municipal. Within all of these levels, the funding can be provided by a variety of sources: education, culture, youth, well-being and other governmental entities. The money can also come from an administrative unit (e.g. the ministry, the municipal authority) or it can be provided by a decision-maker (in the same context e.g. the Minister or the Lord Mayor).

Other forms of financial input to sports clubs can only indirectly be considered as support to the volunteering management. These are membership fees, entrance money, merchandise sales, outfits, etc.

Other ‘What support is provided to the volunteering managers in a sports club’ major fields in the EU-project partners presentations are obviously facilities and infrastructures, but also very important for almost all EU-project partners is the support through education opportunities in diversely areas. Education opportunities mentioned in their presentations by the EU-project partners are on coaching, general club management, volunteer management, statutorily and
legal matters, accountancy, ICT-tools, general administration and support in the research for partnerships and funding. The most important of these issues will have been handled in the course of the EU-project symposiums and are thus written out in-depth further in this report.

On the approach from the angle of ‘How the support of the volunteering managers in a sports club is organized’ references were made especially from the umbrella organizations under the EU-project partners.

Examples of these are the ‘Dynamo project’ with educational and practical support from Flanders/Belgium, the ‘BISS’ Brandenburg Information and Training system, the ‘Behind every Star’ 2010-2016 coaching strategy from Wales, the Sinettiseura Quality Seal program from Finland, the Typology Questionnaire researching the desirability and feasibility of change enhancement and many others.

These process approaches, tools and programs will have been addressed as specific topics in the course of the EU-project symposiums, where these will be in-depth described.

On the approach from the angle ‘Who provides support to the volunteering managers in a sports club’ (this basically is the organizational structuring of the support) the EU-project partners’ presentations again show the wide variety of organizational types of the support of volunteering management in sports clubs.

Depending from region/country, the support can be organized by the national and/or regional authorities (government institutions) themselves, by a central administration or institute, by a governmental umbrella body, by an independent organization pre-dominantly funded by the authorities, by the sports federations, by district/provincial and/or municipal authorities, by corporate initiatives (paid by the authorities, in partnership with the authorities or partially under a service-sponsor/partnership).

In case the authorities are involved at national, regional, sub-regional or local level, the authorities in charge can be policy-responsible for education (e.g. the Minister or Ministry of Education or the Alderman for education), for youth, for culture, for well-being, for economy, even for nutrition (Greek Ministry for Nutrition) and obviously for sport (in most regions/countries, sport resorts as a department under culture and/or youth and/or education). The involvement from commercial partners can come from big consultancy companies as well as SMB’s (Small and Medium Businesses - such as for website support or accountancy support).

The support can be structural (a department or dedicated person), as part of a temporary program or project, ad hoc on a needs bases or in case of changes (e.g. a change in the VAT-legislation).

The EU Commission’s principle of subsidiarity in sport and autonomy of sports clubs & its policy on Intercultural dialogue

In the context of the EU’s focus on subsidiarity in sports, its policy of non-interference in the national sporting events that take place in the 27 Member States and the autonomy of the sports clubs (White Paper - 2007, July 11), the presentations on what, how and who provides support to the volunteer management in sports clubs was majorly important for the EU-project partners in respect of a) a better understanding on the support in sports clubs in each region/country and b) intercultural dialogue for the benefit of one’s proper regional/national sporting programs and c) the creation of possibilities to enhance transnational collaboration. On this bases, the EU-project
partners’ presentations on the support of volunteering management in sports clubs wildly met the intentions of the Preparatory Actions in the Field of Sports of the Directory General Education and Culture Unit Sport, i.e. developing a European dimension in sport by:
   - Providing policy support for the identification of future policy actions in the area of sport through studies, surveys, conferences and seminars.
   - Testing the establishment and functioning of suitable networks and good practices through calls for proposals.
   - Optimization through the reciprocal exchange of information (rather than a converging Europe to have standardized structures in sport) and indeed of regarding European diversity at all levels as enrichment.
(http://ec.europa.eu/sport/preparatory_actions/doc745_en.htm)

4.4. Facts & figures on support of the volunteering management in sports clubs - question list-based results from the EU-project partners

4.4.1. Introduction

After the presentations of the EU-project partners on how sports is organized in their region/country (chapter 4.1.) and the determination of the terminology by the EU-project partners of the key-terms of this EU-project (chapter 4.2.), the previous chapter (chapter 4.3.) concentrated on how the support of volunteering management in sports clubs in the EU-project partner regions/countries is globally organized.

Consequent to the comprehension of the above rather general information and determinations, it is important to scrutinize this information with facts & figures.

This paragraph therefore is the rendition of a closed question-list on facts & figures of the topics handled here before, i.e. the main issues of this EU-project. The closed-question list concentrates on facts and figures in the EU-project partner countries/regions on:
   - Sports clubs
   - Volunteer management in the sports clubs
   - And mainly on the major item of this EU-project: the support of volunteering management is ports club as a mean to promoting and securing volunteering in sport

The results of the question-list also comprises estimations on requirements vis-à-vis sports clubs and their Board Members in domains such as
   - Legal
   - Finance and administration
   - Service deliverance
### 4.4.2. Question-list (result totals)

Here under is the result of the facts & figures question-list on support of the volunteering management in sports clubs as per EU-project partner as in total.

<table>
<thead>
<tr>
<th>Question</th>
<th>Always</th>
<th>Often</th>
<th>Even</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>101. Are a legal entity</td>
<td>5</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>102. Are a direct member of a sports federation</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>103. Are a direct member of the National Olympic Committee</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>104. Are directly organised by the authorities (municipality/police/...)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>105. Have employees</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>106. Offer more than one sport (multi-sports clubs)</td>
<td>0</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>107. Have an own club and top- and amateur- and recreational sport members</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>108. Are internet-based (e.g. chess)</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>109. Offer physical activities other than classical sports (zumba, tai chi, ...)</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>110. Are 100% self-financing private clubs (zero support from authorities)</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>111. Are predominantly financed through private funding (sponsors)</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>112. Are predominantly financed through membership fees</td>
<td>0</td>
<td>3</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>113. Are predominantly financed through organizing events</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>114. Are predominantly financed by the authorities (e.g. subsidies)</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>115. Need to enter an activity or like plan/report to the authorities</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

### Volunteer management of sports clubs in our country

<table>
<thead>
<tr>
<th>Question</th>
<th>Always</th>
<th>Often</th>
<th>Even</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>201. Our sports clubs are managed by a Board of Directors (BoD)</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>202. The BoD of the sports clubs are controlled by a General Assembly</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>203. Apart from the BoD, our clubs have an Executive Board</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>204. Our sports clubs have a volunteer General Director</td>
<td>0</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>205. Are the members of the BoD volunteers</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>206. BoD members receive financial compensation (fee, wage) for their tasks</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>207. BoD members are paid back the expenses they make for the club</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>208. BoD members represent another organisation on the sports club BoD</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>209. A database of sport club BoD members is available</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>210. It is easier to find volunteer BoD members than other volunteers</td>
<td>1</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>2</td>
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<tr>
<td>211. Volunteer BoD members stay more than 7 years on the sports club BoD</td>
<td>0</td>
<td>3</td>
<td>5</td>
<td>4</td>
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<tr>
<td>212. Sports clubs have difficulties finding (capable) volunteer BoD members</td>
<td>0</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>0</td>
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<tr>
<td>213. There is an increase in administrative tasks in sports clubs</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>214. * There is an increase in legal requirements for sports clubs</td>
<td>1</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>215. * There is an increase on financial reporting (VAT, annual accounts, etc.)</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>216. * There is an increase of the demand in service delivery from members</td>
<td>1</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>217. There is an increase in professional output requirements from authorities</td>
<td>1</td>
<td>6</td>
<td>0</td>
<td>1</td>
<td>0</td>
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<tr>
<td>218. There is a growing interest of volunteers to be a sports club Board member</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>219. * Economic figures of volunteer Board management investment is available</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>0</td>
<td>3</td>
</tr>
</tbody>
</table>
### Management support offered to the sports clubs in our country

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>Often</th>
<th>Even</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>On finance administration (e.g. bookkeeping), is available</td>
<td>1.5</td>
<td>2.5</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>On how to raise funding, is available</td>
<td>1</td>
<td>3.5</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>On legal and constitutional matters, is available</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>On strategic development, is available</td>
<td>1</td>
<td>1.5</td>
<td>2.5</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>On tax issues (e.g. VAT), is available</td>
<td>1</td>
<td>3</td>
<td>2.5</td>
<td>1.5</td>
<td>0</td>
</tr>
<tr>
<td>On IT-issues (e.g. website, data management), is available</td>
<td>1</td>
<td>1.5</td>
<td>2</td>
<td>2.5</td>
<td>1</td>
</tr>
<tr>
<td>On staff (employees, HR), is available</td>
<td>0</td>
<td>2</td>
<td>1.5</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>On how volunteers can be managed, is available</td>
<td>2</td>
<td>1</td>
<td>3.5</td>
<td>0.5</td>
<td>1</td>
</tr>
<tr>
<td>On administrative matters, is available</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Is provided by the umbrella sports federation</td>
<td>1</td>
<td>4.5</td>
<td>1.5</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Is provided by a sports organisation</td>
<td>0</td>
<td>1.5</td>
<td>1.5</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Is provided by the &quot;national&quot; authorities (e.g. ministry)</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Is provided by the &quot;regional&quot; authorities (e.g. provinces)</td>
<td>0</td>
<td>1</td>
<td>3.5</td>
<td>2.5</td>
<td>1</td>
</tr>
<tr>
<td>Is provided by the &quot;local&quot; authorities (e.g. cities/communities)</td>
<td>0</td>
<td>2</td>
<td>2.5</td>
<td>2.5</td>
<td>1</td>
</tr>
<tr>
<td>Is provided by private companies</td>
<td>0</td>
<td>1.5</td>
<td>2</td>
<td>2.5</td>
<td>0</td>
</tr>
<tr>
<td>Is provided by others</td>
<td>0</td>
<td>0.5</td>
<td>4.5</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Is provided to the members of the Board of Directors of sports clubs</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Is done in group sessions</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Is done on individual bases</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Is done via e-learning (website and others)</td>
<td>0</td>
<td>3.5</td>
<td>1.5</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Needs to become more important</td>
<td>5.5</td>
<td>2.5</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Can best be provided by private companies (outsourcing)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Can best be provided by the umbrella sports federation</td>
<td>1.5</td>
<td>2</td>
<td>4.5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Can best be provided by a sports organisation</td>
<td>1.5</td>
<td>2</td>
<td>3.5</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Can best be provided by the &quot;national&quot; authorities (e.g. ministry)</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Can best be provided by the &quot;regional&quot; authorities (e.g. provinces)</td>
<td>0</td>
<td>1.5</td>
<td>1.5</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Can best be provided by the &quot;local&quot; authorities (e.g. cities/communities)</td>
<td>0</td>
<td>2.5</td>
<td>1.5</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>There is a need for European exchange on best practices</td>
<td>6</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>There is a need for academic research on sports clubs management</td>
<td>3</td>
<td>4.5</td>
<td>0.5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>There should be a EU platform on management support in sports clubs</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Management support to sports clubs is free (not to be paid)</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
### Question-list on "Supporting volunteer management in sports clubs"

<table>
<thead>
<tr>
<th>Number of sports clubs in our country</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of &quot;members of Board of Directors&quot; per club</td>
<td></td>
</tr>
<tr>
<td>Average volunteer hours spent per &quot;member of the Board&quot; per week</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

**Further details**

| 215 Should you consider there is an increase in legal requirements for sports clubs, then please mention here in what fields (e.g. statutory, insurance, etc.) | yes(7) |
| | statutory (4) |
| | insurance (4) |
| | administration (4) |
| | legislation (3) |
| | contractual administration (3) |
| | equality & child abuse (3) |

| 215 Should you consider there is an increase in financial requirements for sports clubs, then please mention here in what fields (e.g. bookkeeping, reporting, budgeting, annual accounts, etc.) | yes |
| | VAT |
| | budgeting requirements |
| | reporting |
| | accounting |
| | audit |
| | tax |
| | yes |

| 216 Should you consider there is an increased demand of service delivery from the stakeholders, then please mention here in what fields (e.g. coaching, communication, etc.) | yes |
| | training |
| | coaching |
| | management |
| | infrastructures |
| | safety & hygiene & integrity |
| | information & communication |

| 219 If economic figures of volunteer Board management investment is available, then please either add this information or refer to the source where this info can be obtained | apart from Cyprus/a |
### 4.4.3. Question-list (country results)

#### 301. On finance administration (e.g. bookkeeping), is available

#### 302. On how to raise funding, is available

#### 303. On legal and constitutional matters, is available

#### 304. On strategic development, is available

#### 305. On tax issues (e.g. VAT), is available

#### 306. On IT-issues (e.g. website, datamanagement), is available

#### 307. On staff (employees, HR), is available

#### 308. On how volunteers can be managed, is available

#### 309. On administrative matters, is available

#### 310. Is provided by the umbrella sports federation

#### 311. Is provided by a sports organisation

#### 312. Is provided by private companies

#### 313. Is provided by the ‘national’ authorities (e.g. ministry)

#### 314. Is provided by the ‘regional’ authorities (e.g. provinces)

#### 315. Is provided by the ‘local’ authorities (e.g. cities/communities)

#### 316. Is provided by others

#### 317. Is provided to the members of the Board of Directors of sports clubs

#### 318. Is done in group sessions

#### 319. Is done on individual bases

#### 320. Is done via e-learning (website and others)

#### 321. Needs to become more important

#### 322. Can best be provided by private companies (out-sourcing)

#### 323. Can best be provided by the umbrella sports federation

#### 324. Can best be provided by a sports organisation

#### 325. Can best be provided by the ‘national’ authorities (e.g. ministry)

#### 326. Can best be provided by the ‘regional’ authorities (e.g. provinces)

#### 327. Can best be provided by the ‘local’ authorities (e.g. cities/communities)

#### 328. There is a need for European exchange on best practices

#### 329. There is a need for academic research on sports club management

#### 330. There should be a EU platform on management support in sports clubs

#### 331. Management support to sports clubs is free (not to be paid)
<table>
<thead>
<tr>
<th>Task</th>
<th>Finance Administration (e.g. bookkeeping)</th>
<th>Raising Funding</th>
<th>Legal and Constitutional Matters</th>
<th>Strategic Development</th>
<th>Tax Issues (e.g. VAT)</th>
<th>IT Issues (e.g. website, data management)</th>
<th>Staff (employees, HR)</th>
<th>Managing Volunteers</th>
<th>Administrative Matters</th>
</tr>
</thead>
<tbody>
<tr>
<td>301</td>
<td>provided by the umbrella sports federation</td>
<td>provided by sports organisations</td>
<td>provided by the 'national' authorities (e.g. ministry)</td>
<td>provided by the 'regional' authorities (e.g. provinces)</td>
<td>provided by the 'local' authorities (e.g. cities/communities)</td>
<td>provided by private companies</td>
<td>provided to the members of the Board of Directors of sports clubs</td>
<td>provided by others</td>
<td>provided by others</td>
</tr>
<tr>
<td>302</td>
<td>is done in group sessions</td>
<td>is done on individual bases</td>
<td>is done via e-learning (website and others)</td>
<td>is needed to become more important</td>
<td>can best be provided by private companies (outsourcing)</td>
<td>can best be provided by the umbrella sports federation</td>
<td>can best be provided by a sports organisation</td>
<td>can best be provided by the 'national' authorities (e.g. ministry)</td>
<td>can best be provided by the 'regional' authorities (e.g. provinces)</td>
</tr>
</tbody>
</table>

There is a need for European exchange on best practices and for academic research on sports club management. There should be an EU platform on management support in sports clubs.
### Management Support Offered to the Sports Clubs in Our Country

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>301. On finance administration (e.g. bookkeeping), is available</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>302. On how to raise funding, is available</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>303. On legal and constitutional matters, is available</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>304. On strategic development, is available</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>305. On tax issues (e.g. VAT), is available</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>306. On IT-issues (e.g. website, data management), is available</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>307. On staff (employees, HR), is available</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>308. On how volunteers can be managed, is available</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>309. On administrative matters, is available</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>310. Is provided by the umbrella sports federation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>311. Is provided by a sports organisations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>312. Is provided by the national authorities (e.g. ministry)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>313. Is provided by the regional authorities (e.g. provinces)</td>
<td></td>
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<td></td>
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<tr>
<td>314. Is provided by the local authorities (e.g. cities/communities)</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>315. Is provided by private companies</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>316. Is provided by others</td>
<td></td>
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<td>317. Is provided to the members of the Board of Directors of sports clubs</td>
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<td>318. Is done in group sessions</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>321. Needs to become more important</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>322. Can best be provided by private companies (out-sourcing)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>323. Can best be provided by the umbrella sports federation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>324. Can best be provided by a sports organisations</td>
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<tr>
<td>325. Can best be provided by the national authorities (e.g. ministry)</td>
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<tr>
<td>326. Can best be provided by the regional authorities (e.g. provinces)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>327. Can best be provided by the local authorities (e.g. cities/communities)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>328. There is a need for European exchange on best practices</td>
<td></td>
<td></td>
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<tr>
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<td></td>
<td></td>
</tr>
<tr>
<td>330. There should be a EU platform on management support in sports clubs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>331. Management support to sports clubs is free (not to be paid)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.4.4. **Conclusion**

The conclusions here under are an analysis and or synthesis of the results of the above question-list on supporting volunteering management in sports clubs in the EU-project partners countries.

**On sports clubs**

In most countries, the sports clubs are a legal entity; in some countries they can be either a legal entity or an incorporate society.

The sports clubs are often or always member of a sports federation.

The sports clubs are almost never directly linked to the National Olympic Committee.

The sports clubs are seldom resorting under the direct responsibility of a local community.

In all countries, some clubs have paid staff and some have not.

In all countries, some clubs offer only one sport, whereas others are multi- or omni-sport clubs.

In most countries, the clubs can have as well elite as recreational sporting members, all member of the same club.

Intellectual based sports (e.g. chess) are seldom considered as sports clubs.

Also ‘physical movement’ type of activities (such as e.g. Zumba) are seldom considered as sports clubs.

The sports clubs are sometimes but rather seldom self-financing.

Private funding is available in all countries sports clubs, sometimes to a larger or a lesser extent.

Membership fees are overall often or equally the major source of income of the sports clubs.

Major sports events form rather seldom or sometimes a major source of income for the sports clubs.

The funding by the authorities as pre-dominant source of income for the sports clubs is varied per country, leading to an overall result of often, sometimes and seldom.

Most sports clubs need to enter a plan and/or report of their activities to the governing bodies or authorities.

**On volunteer management in sports clubs**

The sports clubs always or almost always have a Board of Directors.

The General Assembly is overwhelmingly the pre-dominant leading organ of a sports club.

Almost all partners report that some of sports clubs also have an Executive Board and some have no Executive Board.
Also, the sports clubs have either often or seldom a volunteering General Director, depending per country.

The members of the Board of Directors of a sports club overwhelmingly are not paid for their duty.

The Board members seldom receive a remuneration (wage, fee, commission) for their duties.

They are - depending per country - often, sometimes or seldom reimbursed for the cost the engage related to their duty (e.g. on telecommunication or travel).

The Board members merely represent themselves (as an individual) on a sports club, they seldom have a seat in the Board of Directors representing another organization or authority.

Having data on the members of the Board of Directors of sports clubs show a very varied picture; from always (Germany, Finland), over merely (Cyprus, Hungary), sometimes (Wales), seldom (Greece, Slovakia) or never (Flanders/Belgium).

The EU-project partners overall consider finding volunteers for management functions in the sports clubs to equally be difficult/easy as other volunteers; it is neither less nor more difficult.

However, the EU-project partners consider it hard to find ‘capable/suitable’ Board members.

Volunteering members of the Board of Directors tend to stay - not always but often - more than 7 years on the Board.

There is a strong ‘very often’ or ‘yes’ answer to the question if the administrative tasks for sports clubs did raise over the past years.

Also the legal requirements for sports clubs are considered to have raised.

Such as the requirements on financial budgeting, -administration and –reporting is considered to have raised over the past years.

Sports clubs also merely consider that the demand of service delivery (good infrastructures, adequate coaching, etc) has also raised over the past years.

Finally, there is also an affirmative reply to the question whether the authorities have become more demanding in their requirements.

The five above findings show a very clear raise in tasks and responsibilities for the Board members of the sports clubs.

On the contrary, the EU-project partners report a clear decline in interest from volunteers to become Board members.

However, the partners must admit that totally no or very rare economic or statistical information is available on volunteering management in sports clubs.
On management support offered to the sports clubs

Support on finance administration varies very much from one to another country; ranging from always over merely and sometimes to rarely.

Support on fundraising is often available.

Also support on constitutional matters is often available.

Support on strategic development in sports clubs is less available.

Board members consider medium being supported on tax issues.

IT-support is very much dependant from country to country; ranging from very strong to very weak.

Support on HR-matters is considered too low.

Support on how to manage the volunteers is ranged from medium to low.

But support on administrative matters is considered high.

All of this support is pre-dominantly provided by the sports federations, sometimes by other sports organizations, rather seldom by the national/regional/local authorities, rarely by corporate/private companies.

The support is mostly delivered to the Board members of the sports clubs.

The support is in the countries is either often or seldom delivered in groups sessions, it is never sometimes foreseen.

Individual support to the sports clubs Board members is also delivered in most countries at individual level.

Many Board members also find their way to management supportive information via e-learning (e.g. via a website).

The partner countries overwhelmingly subscribe a strong need for more management support to sport the sports club members than currently available.

This information is welcome from any source: umbrella sports organizations, sports federations, national/regional/local authorities, corporate/private companies or any other sports organization. In order of importance, the EU-project sport partners consider that the support can best be provided by a) the sports federations b) an umbrella or specialized sports-related organization c) a private company d) the national authorities e) the local authorities.

Very important for the partners is the need of academic supported research on management support in sports clubs.

Most pre-dominant is the vast demand from the EU-project partners for exchanges on best tools and good practices on support of the management in sports clubs at EU-level!
Further reflections

The questionnaire also left space for the EU-project partners to out further ‘open’ reflections on management support in sports clubs in their countries.

On higher legal requirements, the partners mention domains such as statutory, insurances, administration, legislation, contracts, equity of opportunities and prevention of child abuse.

On higher financial requirement, the partners mention domains such as VAT, budgeting, reporting, accounting, audit and tax issues.

On service deliverance, the partners mention domains such as training, coaching, management, infrastructures, safety, hygiene, integrity, information providence and communication.

4.5. **Interactive group session cc the general findings of the EU-project partners on the support of volunteer management in sports clubs in their region/country**

Two discussion rounds were held amongst the EU-project partners’ representatives on the general findings on the support of volunteer management in sports clubs in their region/country. At each of these group discussions, three groups were constituted of app. 6 people each. Care was taken that at no time two or more persons from one region/country were present in the same group, thus creating the opportunity of diverse and cross-pollinating discussions.

Introductory to the discussion rounds, it was stressed again that the EU-project ‘Promoting and securing in sport. Focus on sport management in sports clubs.’ is not on sports or on clubs or on management or on volunteering; but only about the scrutinized area where each of these four fields form an integrated part. Even more, the EU-project is not about ‘volunteering management in sports clubs’ on itself, but on ‘the support to’ the volunteering management in sports clubs. Hence, the group discussions needed always to focus on this theme.

Furthermore, taking into the account the focus of the European Commission’s Directory General Education and Culture Unit Sport’s cc the ‘Preparatory Action in the Field of Sports’ on autonomy, subsidiarity and intercultural dialogue, it was made clear that not only the presentations but also the group discussions needed to be guided by the idea of networking and mutual learning. In the introductory PowerPoint presentation to this first group discussion of this EU-project, this was visualized as follows:
Contemporary situation
on the support of the volunteering management in sports clubs in the EU

EU-project phase
on the support of the volunteering management in sports clubs in the EU

Post EU-project sustainability
on the support of the volunteering management in sports clubs in the EU
In order to keep further keep the focus in the discussions on the topic of the EU-project, these first group discussions were moderated on the bases of selected topics, which are

- What information on volunteer management of sports clubs is available
- A SWOT-analysis of volunteer management in sports clubs
- The contemporary support of volunteer management in sports clubs
- The desirable support of volunteer management in sports clubs
- The project in the broader context of the EU
- Future liaison amongst the partners and even with other regions/countries

The aim of these first discussion rounds was to bring to light the key-notes on what for the EU-project partners on these topics is from primary importance.

4.5.1. Information on the support of volunteering management in sports clubs

The EU-project partners in general find that there is too little information available on support of volunteering management in sports clubs in the EU-countries (organization, best practices, tools, etc.). Per consequence, they are eager to learn about this from all partners and share their experiences with the other partners. All EU-project considered the presentations made by the partners on the organization of the sport in their regions/countries as revealing; as well as the presentations made by the partners on how the support of volunteering management in sports clubs were considered as inviting for in-depth explanation on some topics.

Since more information is welcomed by all of the EU-project partners, it was decided to both launch an open question list on the terminology of ‘sports clubs’, ‘volunteering management’ and ‘support of the volunteering management in sports clubs’ as well as a closed question-list on facts and figures cc the support of volunteering management in sports clubs; both to be completed by the EU-project partners. These questions have been further worked out in the group, completed by the partners in-between the 1st and the 2nd symposium of this EU-project (Spring 2011) and have been published in the paragraphs here-above.

The idea behind these questions in general was triple: what could we learn from others which could show fruitful when implemented in our region/country, where could collaboration be entailed amongst our region/country and specific other regions/countries on specific subjects, would there be issues which cannot be dealt with by just our region country but which could be successful if worked out or supported by a large majority of the EU-countries. All on support of the volunteering management in sports clubs.

4.5.2. SWOT-analysis on the support of volunteering management in sports clubs

4.5.2.1. Strengths

The main strengths of support to the volunteering management in sports clubs were considered by the EU-project partners to be

- To strengthen sport as a tool for youth work
- To strengthen sport as a tool for inclusion
- To strengthen sport as a tool for intercultural learning
- To strengthen sport for all as a lifelong healthy lifestyle
- To offer more and better organized sports activities
- To assure well maintained sports facilities
- To marketeering the benefit of volunteering management as social investment
- To create added-value opportunities for the volunteering managers

In short: professional volunteering managers simply are an add-on to a sports club

4.5.2.2. **Weaknesses**

The main weaknesses of support to the volunteering management in sports clubs were considered by the EU-project partners to be

- How to cope with the with increased demands from
  - Coaches
  - Volunteers
  - Parents of the young athletes
  - Financial resources
  - Material resources
  - Infrastructures (conditions and access)
  - Finance and administration matters (accountancy, insurances, legal status, ICT, etc.)
  - Authority obligations
- How to cope with the tendency of professionalizing in sports clubs in rural areas where the possibilities of finding professional volunteering managers is less due to
  - Decreasing population
  - Access to facilities
  - Travelling time to the facilities
- How to cope with volunteering parents who leave as their kids leave the club
  - They take away knowledge and work undertaken which was not done some decade ago
- How to cope with a social change in volunteering from lifelong in one club to short term serial in consecutive clubs
- How to cope with the danger that so much is to be undertaken for sustainable support management tasks that the core management (coaching) is threatened
- How to cope with the drop-out of the older club managers who are demotivated by the too demanding management realizations
- How to cope with managers who are willing to but do not have the skills and/or education to fulfill the higher demands

In short: how to cope with the paradox of volunteering and professionalization in sports clubs

4.5.2.3. **Opportunities**

The main opportunities of support to the volunteering management in sports clubs were considered by the EU-project partners to be

- To create a balanced structure of sports club support by
  - The authorities (offered by the city/district/regional/national)
  - The sports federations
- The importance for volunteering management in sports clubs to be rewarded, since sports is an ideal tool for
  - Lifelong healthy lifestyles
  - Social inclusion, crime reduction, job learning, etc.
- Sports clubs have an and-on when joining up with other clubs to share resources for management related issues (facility maintenance, insurances, accountancy, etc.)
- Linking to business may help the volunteering sports club management more feasible
- Funding and grants
- ICT-possibilities making the management less time-taking and more suitable
  - Network
  - New media
  - Management

In short: developing the volunteering management in sports clubs can be obtained in four ways
- Invoke external support of all kind
- Collaboration amongst the clubs
- Set-up of programs facilitating the volunteering management
- Providing education on management in the sports club

4.5.2.4. **Threats**

The main threats of support to the volunteering management in sports clubs were considered by the EU-project partners to be
- The economic crises reduces the interest in volunteering
- The decrease in young population threatens their take-over of volunteering management
- Less employment opportunities pushes young people to study instead of volunteering
- The demand on professional sports club management creates larger clubs pushing away smaller/local clubs
- Evolution of sports to business makes the feeling in a club less social/familiar, this makes volunteers stop their activities
- Growth of interest in individual sports (jogging, skate boarding, street dancing, swimming, gym) - especially with youngsters - where no volunteers are involved and they do not get to know the clubs/volunteering investment/advantages

4.5.3. **The contemporary support of volunteer management in sports clubs**

Most EU-project partners representatives in this 1st discussion round expressed the wish for an in-depth academic survey to be held on what support to volunteering management in sports clubs is available in their country. A survey is desirable - said most participants - because they do have the hands-on information, but not a specific study of the support offered they could rely on.

The support was somehow considered in the following types:
- External services they can rely on
- Externally developed tools they can use within the club
- Education on sports club management (brochures, tools, individual guidance, information sessions, training courses, workshops)

The domains of support to volunteer management in sports clubs were here summed up and included
- Finance
- Tax & VAT
- ICT
- Statutorily
- Volunteer management
- Insurance
- Legal matters
- Strategy development
Interaction Board of Directors, General Assembly, Executive committee, management team, managing or general director
- Interaction with the authorities
- Interaction with the sports federations and/or unions and/or umbrella organizations and/or Olympic Committee
- Funding-related issues
- Integrity (inclusion, anti-racism, gender-equality, countering sexual harassment, the right to play for all - even the weaker, age attention, etc.)
- How to equilibrate in one club the recreational sports for all, amateur sport and top sports
- Governance by the volunteering management
  - Tasks and responsibilities of the Board of Directors
    - Governance
      - Vision and mission
      - Strategy
    - Management
      - General director (appointment and support)
      - Activity planning and reporting (including budget)
      - Contracting (major contracts)
      - Troubleshooting
    - Advocating - promotion
    - Organization of the Board of Directors
      - Composition of the Board of Directors
      - Board minutes
      - Statutorial requirements
    - Rights & duties of the individual members of the Board of Directors
    - Compilation of the Board of Directors
      - Talents = profile (leader, participator, expert, etc.)
      - Competences = acquired competences (financially, marketing, etc.)
    - Culture within the Board of Directors
      - Presences
      - Retention
      - Renewal
      - Collectivity vs. dominancy of the president

4.5.4. The desirable support of volunteer management in sports clubs

During the group discussion amongst the EU-project partners on the desirability’s on support to the volunteering management in sports clubs appeared not so much the ‘who’ or the ‘what’ or the ‘how’ this support should develop, but what tools could be used to promote and secure volunteering management in sports clubs.

Tools considered by the EU-project partners were
- Organizing a cross-European ‘Day of the volunteering sports club manager’ to obtain as well the respect of their undertakings by putting them in the spotlight and at the same time organize during this day hearings, seminars, educational projects, surveys and many more
- The creation of a volunteering database with abilities/experiences and seal marks (type EQF)
- Ensure that on recurrent bases statistic information is collected (e.g. via the Eurobarometer) on volunteering management in sports clubs, this being the bases for actions to be launched
- The set-up of internships for volunteering managers to learn in other regions/countries on the tools and best practices available on support of volunteering management, this thus allowing for those to bring the experience back home for possible development in their proper region/country
- The creation of a permanently updated database on tools and best practices in the support of volunteering management in sports clubs, as well as the creation of recurrent possibilities for this intercultural dialogue (e.g. a yearly seminar, symposiums, etc.)ross-pollination.

4.5.5. The project of promoting and securing volunteering in sport focused on management support in sports clubs in the broader context of the EU

All EU-project partners’ representatives consider that they have little knowledge on sport and the EU. The issues at stake are considered on the following.

The EU & sport: what is the history, what are the contemporary trends and what are the probable evolvements in the future. And related to this EU-project: why is and how can remain ‘support of volunteering management in sports clubs’ on the agenda.

The Directory General Education and Culture (the DG EAC) and its Unit Sport: what are its responsibilities, what are its tasks, what are its challenges, what is its role, how is it constituted, what are its activities. And related to this EU-project: how to liaise and how to remain in liaison with the DG EAC Unit Sport on ‘support of volunteering management in sports clubs’; will it be kept and how can it be kept on its agenda.

The publications pre-dominantly important in relationship to this EU-project appeared to be known only by some partners, i.e. publications such as
- the EU-Commission Communication (2011, January the 18th)
- the Study on volunteering in the EU(2010), an ENGSO-study made by GHK
- the Aarhus declaration on volunteering in sport
- the EU joint declaration on the social value of sport for the youth
The EU-project partners are eager to acknowledge what the pre-dominant publications are made by the EU. This includes the findings or decision taken by the Sports Forum, the European Parliament, The Committee of the Regions and many more.

The Preparatory Actions in the Field of Sport: why are these launched, what is expected from the outcome of these preparatory actions, what are the future intentions cc these actions. And related to this EU-project: might the results of this EU-project ‘support of volunteering management in sports clubs’ lead to the development of further preparatory actions based on the results of its final report?

EU-institutions: which other EU-institutions than the DG EAC are active in fields which are related to or impact the ‘support of volunteering management in sports clubs’: the DG Health and/or other DG’s (and if so what departments, commissions, programs, projects or other); the European Council and/or the Council of Europe and/or the European Parliament (and if so what departments, commissions, programs, projects or others); any other? And related to this EU-project: how can these be contacted to have special attention on ‘support of volunteering management in sports clubs’.
Funding provided by the EU on which research, actions, surveys and other activities could call on in relation to ‘support of volunteering management in sports clubs’: what are the Grundtvig and the Da Vinci programs. Are there any similar programs. What do these offer and what do these demand. How and under what conditions can be applied for funding from these programs. How can these be reached and how can be followed up what their future undertakings will be.

Non-EU organizations within the EU: what organizations do exist to further develop to ‘support of volunteering management in sports clubs’ (such as ISCA, ENGSO, SOKOL, the European Volunteering Center, Sports and Citizenship, etc.) and what intercultural dialogue opportunities do these offer (networking, hearings, seminars and others). What legacies have these already left behind in the domain of this EU-project (databases, academic findings, marks, etc.).

The EU-project partner’s representatives consider that it would definitely help them in a very significant degree cc the support of volunteering management in sports clubs if they would have an insight on the access to this means on information and support. This is why the partners will/have addressed this knowledge as a specific topic in a latter symposium of this EU-project.

4.5.6. **Future liaison opportunities amongst the EU-project partners and even with other regions/countries**

The preliminary ideas on legacies of this EU-project on support of volunteering in sports clubs expressed through the first discussion round included

- A platform should be created post the project. A platform is different to an organization, putting intercultural dialogue, networking, trans-national collaboration upfront; contrary to an organization leading to structured and possibly rather top-down development.
- Some regions/countries aim at sending youngsters to the regions/countries where the support of the volunteering management in sports clubs is relatively well-developed. These internship with experience-based learning, will allow them to transfer the obtained hands-on knowledge in their home region/country.
- Thoughts were given about a yearly activity, sort of an annual or biannual symposium, where recent tools and best practices on support of volunteering management in sports clubs are presented and shared.
- Some regions/countries considered it advisable to link in with an existing organization, association or platform for the creation and maintenance of a database with information related to the support of volunteering management in sports clubs such as: tools, best practices, statistical information, educational initiatives and academic findings.
- Almost all partners considered it important to in the final report also take position on an issue they consider as a major for contemporary sports clubs management: the VAT; as well as cost element and in the context of its complexity making it very vague (even obscure) when a sports club is liable and to what extent.
- Snowpolis from Finland considers it important to create sort of a Facebook database where on the one hand volunteering managers can bring in their skills, experiences and interests; and on the other hand sports clubs can bring on-line their search for specific volunteer profiles they search for.

Obviously, these are but preliminary thoughts on possible legacies of this EU-project, which have been worked out in proposals in the latter symposiums; and thus detailed further in the report.
4.5.7. Compliance of the group discussions - following the presentations and the open and closed question list - with the EU-project grant agreement objectives

The grant agreement of this EU-project mentions that
- ‘The start-up phase {i.e. at the 1st symposium} consists of the acquisition of essential information from each partner organization on the sports policy and the state of affairs of management support for sports clubs. This information will be gathered through questionnaires and online interviews. This information will be shared by the participating partners at the kick-off of the project during the first workshop organized by the leading partner. The objective of the first symposium is to obtain insights into the situation in other European countries concerning management support of volunteers. Good practices will be shared during the first symposium in order to encourage new initiatives and actions in the partner organization countries.’

The undertakings of the 1st symposium as written out in the preliminary paragraphs, i.e.
- the EU-project partners presentations on the organization of sports in their region/country
- the EU-project partners presentations on the organization of the support of volunteering management in sports clubs in their region/country
- the open questions on the EU-project partners terminology determination of ‘sports clubs’, ‘volunteering management’ and ‘support of volunteering management in sports clubs’
- the closed question-list completed by the EU-project partners on ‘support of volunteering management in sports clubs’

As well as the annotations of
- the group discussions annotated in this paragraph clearly meet the EU-project requirements set out in the grant agreement.

Moreover, these 1st symposium discussion rounds - as well as its preliminary presentations and question lists - comply with the initial goal of this project as set out in the same grant agreement, i.e. ‘to create a transnational project that fosters exchanges of best practices regarding legal, fiscal, administrative, funding-related and other relevant aspects of managing voluntary sports clubs within the EU by voluntary board members. {…} The exchange of these best practices will lead to new ideas, new tools and new initiatives to support these volunteers.’ A good step is hereby made – as again mentioned in the grant agreement on this EU-project ‘…. to change the declining interest of European citizens to engage volunteer activities. By offering management and administrative support to board members of sport clubs and acknowledging their indispensable efforts, the profession of becoming a volunteer board member should be upgraded.’

4.6. Quality Seal for sports clubs

4.6.1. Best practice presentation on quality seals for sports clubs by Jouni Leppäsaajo (General Manager) of Puistolan Urheilijat (City Athletes) on the Nuori Suomi (Young Finland) Seal Mark

The introductory summary on the symposium agenda mentions that the Nuori Suomi ‘Seal Club Quality System’ provides a path of development - enhancement and diversification - of sports club activities and a set of quality criteria for clubs for organizing sport for children and youngsters.

Nuori Suomi

Nuori Suomi
The activities of Nuori Suomi (the Young Finland Association) started in 1987 as a program to enhance and diversify sports club activities aimed at children and young people. The organization today addresses 54 national sports organizations and their sports clubs.
- In day-care: 125,000 children and 23,000 early childhood educators
- In schools: 180,000 pupils and 10,000 teachers
- In sports clubs: 110,000 children and 15,000 supervisors
- In young people’s home environment: 100,000

Nuori Suomi hereby reaches in total 300,000 families with children.

The organization has 30 staff members and an annual budget of around € 5 million.

Nuori Suomi wants to encourage every boy and girl to get on the move and enjoy sports and exercise. Physical activity is of paramount importance in the growth and development of children and young people. It is recommended that under 13-year-olds should engage in varied physical activities appropriate for their age for at least two hours every day and 13-to-18-year-olds at least one to one and a half hours a day. Children have a natural tendency to move. A child that is physically active is likely to grow into a physically active adult. Physical activity offers joy and supports well-being and healthy self-esteem, while also developing social and learning skills.

**Nuori Suomi and the sports clubs**

Sports clubs are the most popular form of organized free time activity among children and young people. Nearly half of the Finnish 7-to-18-year-old boys and girls are involved in a sports club. Nuori Suomi subscribes the principle that every child and young person should have access to participate in sports clubs activities that motivate them and support their growth and development. Nuori Suomi supports the establishment of new sports clubs to allow more children and young people access to sports club activities that suit their needs. It also supports coaches’ and supervisors’ initiatives and competencies through, for example, training. It supports sports federations and clubs in the quality assurance of the activities of children and young people.

**The Nuori Suomi Seal Mark for sports clubs**

Nuori Suomi considers that the sports clubs should meet sufficient standards in qualitative terms, be diverse and offer new experiences and challenges. One of the measures hereby taken is the Nuori Suomi Sports Club Seal Mark.

The seal mark is attributed to the sports clubs based on 12 criteria in in total 4 domains:

**A. Community and individuality**
1. The sports club activities are orientated to get the best out of each child and young person
2. The sports club atmosphere is supportive rather than imposing
3. The activities are imbedded in a broader environment than focused on sports only
B. Training and development
4. The trainings are varied, equilibrate in number and take into account the different levels of development of the children and youngsters
5. The trainings are inspiring and challenging
6. The trainings are educational and provide opportunities to measure ones’ evolution

C. The guidance and coaching
7. Is open-minded and vivacious
8. Considers the differences of the individuals (celebration of differences)
9. Encourages a sportive lifestyle

D. Communication and organization
10. An open and interactive communication and organizational culture
11. The roles, the rules and the regulations are clear and adhered to
12. A willingness to develop

The Nuori Suomi Seal Mark currently is attributed to app. 500 top-quality sports clubs.

The full guidebook (20 pages) is attached in the content details of this final report.

The meaning of the Nuori Suomi Sports Club Seal Mark for a sports club such as Puistolan Urheilijat

Jouni Leppäsaajo is the General Manager of Puistolan Urheilijat, an omni-sports club addressing Helsinki citizens. The sports club is open to anyone and has 1,200 active members aged in-between 1 and 96 who are active in a variety of sports, but especially football, tennis, badminton & fitness. His organization is one of the 500 sports club having been awarded the Nuori Suomi Sports Club Seal Mark.

Jouni Leppäsaajo reports that the seal mark is very important for his club, because it assures the Board of the club that they are meeting high standards in the 12 required quality domains. He also reports that the seal mark is highly evaluated by the 1,200 active members as the proof that they can practice sport in a qualitatively strong environment. Mr Leppäsaajo also says the 20 pages document on the Nuori Suomi seal mark offers the club a good reference of the criteria to meet for having a highly qualitative sports club. He says that these criteria helps the club in working out the 5 years strategic development plan. He confirms that the bi-annual control by Nuori Suomi on the seal mark criteria in his club keeps the club alert to remain on the right track. He also specifies that encounters with as well Nuori Suomi and the other owners of the Nuori Suomi Sports Club Seal Mark enhance further evolutions in the quality of the sports clubs in Finland in its multiple facets. He confirmed that the seal mark does not lead to direct extra funding or the absence of it to financial sanctioning.

4.6.2. Open questions on quality seals for sports clubs

Consequent to the presentation by Jouni Leppäsaajo, the EU-project partners answered three open questions on quality seals for sports clubs as follows.
4.6.2.1. How can a quality seal be an add-on in the support of volunteer board members of a sports club?

The answers from the EU-project partners on how a quality seal can be an add-on in the support of volunteer managers of a sports club are hereunder categorized by similarity and in order of importance (number of replies).

- As a prove of quality (Flanders/Belgium)
- As an inventory of the state of affairs on certain criteria within the club (Flanders/Belgium)
- Providence of recognition of high standards (in coaching, safeguarding of children, etc.)
- As an acknowledgement for a well-run organization making it easier to attract and retain volunteer Board members (Cyprus)
- Transparency (Hungary)
- It provides comfort to the partners on good governance of their funds (Cyprus)
- More attractive for the partners (Hungary)
- It creates a pathway for running the club (Cyprus)
- Enhancement of skills of the club management (Slovakia)
- It provides structure/rules to work to (Wales)
- As a tool and authority of the management towards the athletes (Finland)
- It provides equal opportunities for all - gender wise, all ages, etc. (Wales)
- As support to the professionalization of the club (Flanders/Belgium)
- More possibilities for sponsors (Hungary)
- The governing body (federation) should award financial support along with the seal
- As a motivation for the volunteers of the club (Flanders/Belgium)
- It generates a new competition amongst the clubs (Hungary)

4.6.2.2. What are the conditions for the quality seal to be reliable for volunteer managers of a sports club?

The answers from the EU-project partners on what the conditions are for the quality seal to be reliable for volunteer managers of a sports club are hereunder categorized by similarity and in order of importance (number of replies).

- Should contain criteria on
  - organized sport and youth sport (Slovakia)
  - both sports and management of the sports club (Flanders/Belgium)
  - quality of coaching and safeguarding of children (Wales)
  - the culture within the club (Wales)
  - an appropriate system to manage the volunteers (Wales)
  - the constitution/structure of the sports club (Wales)
  - capacity in deliver quality sports and administrative capacity (Cyprus)
- Must be controlled and clubs must be sanctioned if no longer adhering (Hungary)
- Monitory and follow-up (Cyprus)
- Pre-determined evaluation tools (Cyprus)
- Should be reliable (Flanders/Belgium)
- Not too easy to obtain (Hungary)
- They have to be implemented and controlled by a higher body (Finland)
- Should be done by an external organization (Flanders/Belgium)
- Ruled by an overall governing body which has connection with the sports clubs (Hungary)
- Should be adapted to the culture of the country and the culture of sports (Flanders/Belgium)
- Administratively feasible (Cyprus)
- Recognition (Cyprus)

4.6.2.3. **How could a quality seal be a burden in the support of volunteer board members of a sports club?**

The answers from the EU-project partners on how could a quality seal could be a burden in the support of volunteer board members of a sports club are hereunder categorized by similarity and in order of importance (number of replies).

- Burden in case of no need to further develop (Wales)
- Change of people in the club leading to no longer meeting the required standards may destabilize the sports club (Wales)
- Lack of individual recognition if only a seal for club recognition (Hungary)
- Criteria are too high for a club to fulfill (Finland)
- Too many criteria which a club cannot meet (Slovakia)
- Too much focus on getting/maintain the seal at the discredit of the progress in the club (Flanders/Belgium)
- Dangerous if used as an evaluation tool (Flanders/Belgium)
- Unclear criteria (Finland)
- Administrative requirements (Cyprus)
- Paperwork (Wales)
- Time consuming (Cyprus)
- Not practical at use (Finland)
- Fine at the launch but difficulties to maintain (Slovakia)
- Lack of recognition due to lack of promotion via the media (Hungary)

4.6.3. **Discussion round amongst the EU-project partners on quality seals for sports clubs**

The EU-project partners also joint together in separate small groups to discuss on three topics related to quality seals for sports clubs. The content of these discussions follows hereafter.
4.6.3.1. **What kind of quality seals for sports clubs in our country do exist?**

The EU-project partners answered these questions as follows hereafter.

**Flanders/Belgium** has a seal mark equivalent label known as Double Pass. It is awarded and controlled by a commercial organization. The focus is laid upon youth. The seal is preferably awarded per project to one federation only (confinement). The criteria are effectively controlled before and post the awarding. The seal could in future be adapted so that it can be used on a sports club level.

**Hungary** has a seal mark for horse riding. The criteria are about the facilities only. There is a ranking for those who are involved. Plans are elaborated for having a seal mark for the ice hockey clubs within the ice hockey federation as well.

**Slovakia** has no seal marks for sports clubs. The Ministry of Education, Science, Research and Sport of the Slovak Republic however is developing an idea for sports in schools; setting its priorities on a label for the after school sport activities. Nevertheless, the Ministry of Education, Science, Research and Sport of the Slovak Republic is not directly involved with sports clubs, this seal thus passing by the interest of the sports clubs.

**Wales** has an accreditation system for football teams; and to a much lower extend sometimes also in other sports federations. Criteria are amongst others set on the coaching standards and gender friendliness (are there lady teams). Each federation is responsible for the development of possible seal marks. Sports Wales being the umbrella organization on sports in Wales - can assist the federations in the development of this seal marks. When it comes to quality labeling, Sports Wales actually is more pro-active in sports at school level than for sports clubs. Sport Wales and the Association for Physical Education is recognizing those schools who are putting PE at the top of their agenda by awarding them the ActiveMarc Cymru (see also ActiveMarc Cymru http://www.sportwales.org.uk/our-programmes/about-activemarc.aspx). In general, Wales sports clubs only offer one sport (very little sports clubs in Wales are omni-sport or multi-sports clubs). These clubs are merely managed by a pre-dominant president/manager/director. Seal marks in Wales therefore are to a relatively important extend linked to the personal management of 1 person and not to the overall club management.

**Germany** has no quality seal as such for sports clubs. Germany however has a trademark system. This trademark is for more than just sports only.

**Cyprus** has no quality seal mark for sports clubs. Actually, the seal mark for the sports federations and the sports clubs is included within the recognition and funding criteria by the Cyprus Sports Organization. These hereby form an integrated part of the system.

**Finland** knows no overall quality seal mark for sports, neither for sports federations and nor for sports clubs. In other words, there is no cross-country quality seal mark. There however are several organizations largely using quality seal marks. Such as the Nuori Suomi seal mark as presented in the course of the symposium held in Helsinki and in-depth described under paragraph 4.6.1. above.

4.6.3.2. **Why have these quality seals been created?**

The EU-project partners answered these questions as follows hereafter.
For **Belgium**, the answer was that the main reason for the sports clubs to improve their output (professionalization). Federations also sometimes use quality evaluations as one of the criteria to allocate their funding to the clubs. Clubs are though afraid that quality management is no so much a tool for positive improvement but of financial sanctioning when the quality criteria are not met. Also, awarding a quality seal is fine, but the follow-up of the compliance is a problem.

For **Hungary**, as mentioned above, the only seal mark really applied is in horse-riding, more specifically evaluating the infrastructures. The seal is considered important by the horse-riding clubs mainly to attract new people from outside the club. It thus is a business element.

For **Slovakia**, no answer was possible, since Slovakia has no quality seals for sports clubs (see paragraph above).

For **Wales**, the seal mark used by some federations is merely for three reasons: for youth development, for lifelong sports (from young to old) and for assuring the compliance with the legal requirements. Although it cannot be marked as a ‘quality seal’, some federations organize regular audits of their clubs. These audits deliver information which can enhance policies, measurements, campaigns; though not leading to the set-up of and awarding of quality seals.

For **Germany**, the authorities provide money in accordance with preliminary set criteria. Clubs which do not comply with these criteria receive less money. Criteria are such as the educational level of the clubs. Here again, effective quality seals are rather unknown to the German sports federations, sports clubs and overall sport sector. Nevertheless, criteria for the sports clubs are set up-front and the compliance with these criteria are positively sanctioned.

For **Finland**, the quality seal marks at use by a number of sports federations and sports umbrella organizations for the sports clubs are organized as a tool and authority of the management for the benefit of the athletes. These are used as a benchmark and a reference. No direct financial benefits or related to the awarded clubs.

**Cyprus** has no quality seal mark for sports clubs. Actually, the seal mark for the sports federations and the sports clubs is included within the recognition and funding criteria by the Cyprus Sports Organization. These hereby form an integrated part of the system.

### 4.6.3.3. Who uses these quality labels? Especially the volunteer management?

The overall conclusion is that where quality seals are at use in the E-project partner countries, these are mainly used:

- By sports federations to enhance good sports governance within their sports clubs
- By sports clubs
  - to work towards a good sports governance within their club
  - to out their good governance to all of their stakeholders (athletes, parents, sponsors, authorities, etc.)

### 4.6.4. Conclusion on the use of quality seals for sports clubs

From the discussion rounds and the open question lists amongst the EU-project partners on the use of quality seal marks for sports clubs, it appears that in none of the EU-project partner countries these seals are applied on an overall level. Some countries have no quality seals at all, others only have some quality seals awarded by federations, hence merely under the discretion
and control of the sports federations for their clubs. In none of the countries, neither the national/regional sports umbrella organization, nor the authorities are at the bases of quality seal marks for sports clubs.

From the discussion rounds and the open question lists amongst the EU-project partners on the use of quality seal marks for sports clubs, it also appear that three major objectives for these seals to be awarded must be distinguished:

- On the governance of the club as an organization (management, financing, etc.)
- On the quality of the sports coaching and sports facilities
- On integrity-related issues (gender-equality, all ages participation, child safeguarding against sexual abuse, inclusion, safety and hygiene of the infrastructures, etc.).

It is remarkable that Finland has by far the most developed quality seal marks. Finland has a policy and tradition of large sports clubs (exceeding hereby the average size of the sports clubs in the other EU-project partner countries). The sports clubs in Finland also all are officially registered and thus have a legal status (which is in no other EU-project partner mandatory). Here from deriving, all Finnish sports clubs have at least one paid staff member, outsourced finance and administrative services, are tax-liable, etc. The above mentioned quality in governance of the sports clubs thus is not at stake for the sports federations or sports umbrella organizations; it lies in the overall professional compliance requirements for organizations. In Finland, the quality seal are hereby installed rather as a stimulator to obtain good sports governance (not overall governance) for the benefit of the athletes in the sports clubs.

From the discussion rounds and the open question lists amongst the EU-project partners on the use of quality seal marks for sports clubs, it also appeared that countries such as Germany, Cyprus and Wales and Flanders/Belgium do not or hardly have quality seals, but that these countries have quality requirements embedded in the accreditation or funding policies of the sports federations and/or the sports umbrella organizations and/or the sport authorities. These systems are thus alike but still different to the Finnish system.

The issue of criteria set forward by the sports authorities, the sports umbrella organizations and the sports federations for the accreditation and funding of the sports clubs will be treated in a latter symposium.

4.7. **E-governance IN sports clubs**

4.7.1. **Best practice presentation on E-governance IN sports clubs by Pia Pekkonen (coach educator) of Vierumäki (Sport Institute of Finland)**

The Sports Institute of Finland serves sports by operating as the leading sports training center in Finland. Its mission is to provide both educational and developmental services, in both training and coaching, for both specific sports related education (such as on coaching) and for sports leadership. The training center cooperates closely together with sport associations and international partners to develop and carry out its programs. Its education reaches out to sports leaders, students and can be attended by leaders from the non-sportive private and public sector. The institute organizes vocational, adult, supplementary, specialist vocational and sports-specific education and training. The training center arranges different levels of educational programs for coaches and everyone interested in coaching regardless of the sport. The services include, among others, video and online training, as well as a variety of training and exercise analyses. It serves as
a training center not only for Finnish sport but also regularly hosts international seminars, courses, meetings and symposiums. The Sports Institute of Finland began its operation in 1927.

As mentioned in the introductory summary of the symposium agenda, the focus of the presentation by Pia Pekkonen is about E-learning in coaching, education and development offered by Vierumäki (Sport Institute of Finland). One key area hereeto is the use of ‘Vierumäki Media Workshop’, the internet e-learning environment of the Sport Institute of Finland. The Institute hereby enforces its learning and education vocation through bringing it on-line 24/7. More information is available on www.valmentajainstituutti.fi

The Vierumäki Media Workshop enhances its on-line services not as uni-lateral information source, but as a tool, the use of video hereby being essential. The Media Workshop offers quality audio visual on-line services, replacing the visual face-to-face and experimental learning of courses and training sessions. These materials overcome the shortcoming/imperfection of the traditional on-line information.

The video information is available for a broad sort of applications including courses, assignments, discussions, guidelines, training, coaching, education, best practices, tools, performance analyses, video-assistance on how to complete forms (both documents and on-line), etc. The Vierumäki Media Workshop hereby develops to sort of FAQ on-line video database. Moreover, the Media Workshop also serves as a social media E-platform with interactive communication amongst the stakeholders on sports training and coaching.

Vierumäki Media Workshop also has an audio-visual center to both assist the sports clubs in or to produce for the sports clubs all video-making stages such as brainstorming, planning, script-writing, image shooting, editing, producing, graphic design, scoping and cutting a stylish final product, compiling it into a DVD, making copies and uploading the video clip online. The production equipment includes camcorders, multi camera systems, a versatile TV studio / teaching room, editing software and a professional radio broadcasting unit. Vierumäki Media Workshop can work closely together with coaching and AV production professionals and journalists in their fields.

The Vierumäki Media Workshop thus aims at developing the Finnish sport by creating interactive social media based training and education to the management of sports clubs and federations.
This is an absolute add-on for a sports-minded country such as Finland with a relatively small population living in a vast territory.

4.7.2. **Best practice presentation on E-governance in sports clubs by Jani Järvinen (Senior Consultant) of Inter Techno Training Oy**

Inter Techno Training Oy is an IT consultancy and training agency serving customer groups from end users to professionals and management with international and international services. The company has over 20 years of experience in IT training and consulting.

The introductory summary as per the symposium agenda mentions that the presentation is about free (or almost free) digital solutions for easy communications, information sharing and collaboration. Key is the modern digital possibilities that help any organization, regardless of size, to share information to a broad audience with free or very cost-effective solutions. Products or services discussed include Second Life, Microsoft Office 365 and Doodle.

During his presentation, Jani Järvinnen introduced the audience to examples of free or very cheap recent tools which are available and how they work for the benefit of the E-management in sports clubs. These are tools such as

- **Active Directory, Exchange, SharePoint, Office 365, BPOS, VMware, Citrix, .NET, C#, Visual Studio, Facebook, Twitter, YouTube, TypeWith.Me, Evernote, Skype, Instant Messaging, OneNote, Live Mesh, Doodle, Second Life, Hobo Hotel, Lync, Google Apps, Microsoft Office Live**

and other new technologies from Microsoft and Oracle on

- **SAP, Symantec, Outlook, Calendar, software development and mobile solutions**

Special attention was given to Microsoft Office 365. This is a brand new collaboration and communication suite from Microsoft. It is available on the Internet. It includes Excel, Word, Ppt, E-mail, SharePoint, Lync (for video conferencing). The cost is € 5,- per month, meaning that you do not need to buy these programs any longer.

Special attention also was given to Second Life, Hobo Hotel and alike virtual presence and virtual world tools. Second Life is a free 3D virtual world where users can socialize, connect and create using free voice and text chat.

Per conclusion, we are at the edge of what again is a wide step forward on new E-tools. These tools are characterized by their ‘integration’ of applications and often nominated as platforms (referring to a platform where you can access a variety of different applications/destinations/purposes) and for which the bases is the allowance of a lot more interactive usage. Many of those are free or cheap to use. These tools will offer large opportunities to sports clubs.

More E-tools have been developed or are under development for the benefit of the sports sector, though expensive and therefore rather at use for specific sectors, such as for the medical care of athletes and thus not so much at use for sports club management.
4.7.3. **Closed question list on E-governance IN sports clubs**

The project partners completed a closed-questions list on E-governance in sport clubs.

**Question-list on E-governance IN sports clubs provided to the EU-project partners**

**Promoting and securing volunteering in sport**

Focus on management support in sports clubs

**E-governance in sports clubs** - question-list

Your answers are  A = Always  -  B = Mostly  -  C = Sometimes  -  D = Seldom  -  E = Never

**E-tools used by the sports club**

1. Sports clubs use E-mail in the communication with their stakeholders (athletes, coaches, volunteers, ...)
2. Sports clubs make use of a website to communicate with their stakeholders
3. Sports clubs place all sports results on a website
4. Sports clubs place training schedules and other information on a website
5. Sports clubs communicate via interactive new social media (Facebook, Twitter, etc.)
6. Sports clubs send out E-newsletters
7. Sports clubs use a computerized bookkeeping program
8. Sports clubs have an E-database (on athletes, referees, volunteers, etc.)
9. Registration for presence at contests (as athlete, referee, other) or other activities is done on-line
10. Other important tools used by the club
   a.
   b.
   c.

**Management of the E-tools within the club**

11. The hardware (desktops, laptops, printers, etc.) is property of the club
12. The hardware (desktops, laptops, printers, etc.) is rented or leased by the club
13. The hardware (desktops, laptops, printers, etc.) used for the club is a person’s property
14. The ICT (hardware & software) is managed by (a) dedicated person(s) from the club
15. The ICT (hardware & software) is managed by an outside company
16. The website (if available) is built in-house
17. Some software (databases, etc) is built in-house
18. The website has a protected zone where users only have access with a password
19. Other important reflections on the management of the E-tools in our country
   a.
   b.
   c.
### Promoting and securing volunteering in sport

**Focus on management support in sports clubs**

#### E-governance 'in' sports clubs - answers per country

<table>
<thead>
<tr>
<th>Slovakia</th>
<th>Hungary</th>
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#### E-governance in sports clubs - question-list

- Sports clubs use e-mail in the communication with their stakeholders (athletes, coaches, volunteers)
- Sports clubs make use of a website to communicate with their stakeholders
- Sports clubs place all sports results on a website
- Sports clubs place training schedules and other information on a website
- Sports clubs communicate via interactive new social media (Facebook, Twitter, ...)
- Sports clubs send out e-newsletters
- Sports clubs use a computerized bookkeeping program
- Sports clubs have an E-database (on athletes, referees, volunteers, ...)
- Registration for presence at contests (as athlete, referee, other) or other activities is done online
- The hardware (desktops, laptops, printers, ...) is property of the club
- The hardware (desktops, laptops, printers, ...) is rented or leased by the club
- The hardware (desktops, laptops, printers, ...) is owned by the club
- The ICT (hardware & software) is managed by (a) dedicated person(s) from the club
- The ICT (hardware & software) is managed by an outside company
- The website (if available) is built in-house
- Some software (databases, ...) is built in-house
- The website has a protected zone where users only have access with a password
### Promoting and securing volunteering in sport

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#### E-governance in sports clubs - question-list

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<th>E-governance in sports clubs</th>
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4.7.4. Discussion round amongst the EU-project partners on E-governance IN sports clubs

The EU-project partners also joint together in separate small groups to discuss on three topics related to E-governance IN sports clubs. The content of these discussions follows hereafter.

4.7.4.1. What are the most important E-tools for volunteer managers in sports clubs?

The EU-project partner’s representatives in a discussion round considered the contemporary used most important E-tools for volunteer management in sports clubs to be on different layers.

**Communication** is one important contemporary use of E-governance in sports clubs. The importance hereof is classified from broad and general information to specific information hereunder.

- The website of the sports club is, becomes or should become a standard E-tool for providing the basic and the key common information of the sports club at the benefit of the athletes, the volunteers, the parents and all other stakeholders.
- The homepage of the website is a key-tool for providing the most recent and urgent to be transmitted information to all those who should be informed (such as delayed games or trainings, etc.).
- Websites get more used and should serve more for more specific or intimate information for specific stakeholders only. The use of a password and a user name herby is the ideal solution.
- E-mails are very large at use in all EU-project partner countries. These generally are the main way of corresponding on information which the club wants to assure the concerned members must be informed of. It also allows ensuring the exclusion of those who are not intended to be informed. E-mails have therefore specific advantages over websites, even websites with a password and username.
- Facebook is much at use by the younger generation for faster, more direct and more specific information. Its advantages also include that it is more interactive and it is less official (leaves more freedom of opinion).
- Twitter is less in use but is rather for small and very immediate information amongst the members of the club, but not so much to benefit the sports club management.

**Database exchanges** are another important contemporary important use of E-tools for volunteer management in sports clubs is related. Such as on members, participants, coaching models, etc.

**E-tools for administration and finance** are seldom used in sports clubs in the EU-project’s partner countries. In Finland for instance, the Helsinki area Football Association has developed an administrative E-tool with all match details (players, referee appointment, game information, etc.). In Belgium, an on-line available bookkeeping program is available. Most EU-project partners however report that the development of E-tools on administration and finance are either being just developed, in development or are planned to be developed; hereby appointing the development of E-tools to for administration and finance to be majorly important.

**E-learning** is developed very rarely. E-learning is different to almost uni-lateral E-information as provided e.g. via the website. In general, the EU-project partners consider that E-learning could be the next step in E-development after E-tools is well introduced.
4.7.4.2. What are the most important future tools (not yet available in most clubs) to support the management of sports clubs?

The EU-project partners pointed out that - such as for the in the previous paragraph mentioned contemporary E-tools at use - the development of future E-tools in sports clubs can be very different.

These differences can depend on
- The E-development in general in the country/region
- Sports clubs being based in villages or in cities
- The size of the sports club (generally more E-tools are at use in larger sports clubs)
- The hazard availability of an E-adept in the sports club
- The wealth of the sports club
- The sports federation the club belongs to putting or not at disposition E-tools

In general, the EU-project partners consider that E-tools in support of the management of sports clubs will in near future consist of administration and finance tools.

Also, E-learning on a wide variety of matters related to the functioning of sports clubs will probably be developed in the future. This will be more than just the current ‘information’ found on the websites. These might be 3D tools such as in computer games are applied today.

Very important hereby will be the training to use the new E-tools, i.e. convey the skills to use these tools. It will need strategic decisions to decide how these skills can best be explored. Will this be done by the sports federations? By the umbrella or governing sports organization? By a contracted E-company? How will it be funded? Who will take the lead? Or is it wiser to rather let it evolve along with the needs and the market?

Social media will in general become more important in the future, i.e. in the broader community. These communications will be more interactive, allow access to more applications and be more virtual. These social media will also effect and offer further possibilities for the management of sports clubs in E-communication, E-learning and E-management of the sports club.

4.7.4.3. What E-applications in sports clubs can endanger volunteer management?

The EU-project partners consider that E-tools can endanger the volunteer management of sports clubs in the following ways.

E-applications are too difficult, causing a drop out on management volunteers; especially the ageing managing volunteers, but also managing volunteers who rather join the sports club for human contact.

E-applications are too rigid, not flexible enough for a complex and human based organization.

E-applications cost too much.

E-applications that need to be set up by the volunteers themselves are too much time and energy taking.

E-applications are from an enormous variety, making integrated use difficult. Volunteering managers may e.g. use different Microsoft or Apple software, or they may use non-compatible
versions (upgrades) of the same program. Also - for bookkeeping only - hundreds if not thousands of software systems are at use in the EU.

E-applications undergo rapid changes leading to E-inexperienced volunteer managers of sports clubs to be disinterested to learn over and over again new skills to cope with these new technologies.

All of the above possible burdens are relatively more technical integration of, than human problems from the managing volunteers in sports clubs.

Nevertheless, some EU project partner’s representatives also consider that E-governance in sports clubs may jeopardize the human contact amongst the volunteering managers and towards the stakeholders in the sports club.

4.8. **E-support TO the volunteer management in sports clubs**

4.8.1. Best practice presentation on E-support TO sports clubs by Risto Rissanen (Head of the Competition) of the Finnish Football Federation (Helsinki District)

The introductory summary as per the symposium agenda mentions that the presentation is about the electronic service and information management to clubs.

![Helsingin Piiri](image)

The Helsinki District of the Finland Football Association counts 135 clubs with 2.000 teams in competition (incl. 550 futsal and 400 recreational) and 20.000 players (from which 6.000 recreational) for which it organizes app. 12.000 games per year (incl. 2.500 futsal games).

PalloVerkko (Football online) is an interactive digital online system which was developed by the Helsinki District of the Finland Football Association. It is now being spread to all football districts in Finland.

Pallo Verkko is a tool which serves practically all stakeholders of the football federation and its sports clubs. It is a tool that digitally organizes

- The database of the football clubs, the football teams and the team leader requirements
- The players’ registration
- The players’ transfer
- The competition details
- The games and other statistics
- The disciplinary sanctions
- The ticketing
- The referee organization
- Training schedules
- Training examples
- Educational tools and best practices
- The marketing
- Courses
- Event registration
- Administration (online documents)
- Invoicing
- Payment settlements
- Etc.

**eTaika** essentially is the database of the football clubs and its teams. The database records all the personal details of the football club members and its team leaders. The update of the data is done by legitimate persons via a dedicated password.

The database is linked into a module which serves for the organization of the games’ match cards (with all details of a football game: date, time, place, referee, players, yellow/red card, referee reflections, etc.).

The database also is linked to a module which serves for the management, announcement or reporting of organization of practices, courses, events (such as the football cup, tournaments), etc.

Another module linked to the database is the finance administration. This module allows the automated make-up and registration of invoices, based on the import of information from the other modules. Over 2,000 invoices are hereby annually proceeded.

**Tasso** essentially is the E-tool which manages the football organization at club and federation level. The planning of the games, the games card registration and its overview, the players transfer settlement, the referee appointments, and many more settlements at federation and/or club level are hereby organized in a far develop automatic digital way.
A good example hereby is the organization of the referees. The referees are appointed to specific games via a computerized program. The program takes into account the possible membership of the referee of a club, the competition which the referee’s club plays in, the distance between the home place of the referee and the place the game is played, the number of games of the teams already led by the referee, etc. After the computerized appointment of the referee, an SMS is automatically forwarded to the referee a few days before the game. The referees then have to confirm they will lead the appointed game. The referees can also offer to ‘buy’ or ‘sell’ games to each other. This buying and selling happens online, the system not allowing any change not accepted consequent to the previous mentioned exclusive criteria. Also, the payment due to the referees (fee and transportation costs) are calculated automatically and the payment of the money due to the referees is transferred automatically onto their account (no cash payment to be made any more thus by the club to the referees). Even more, the amounts to be declared to the tax authorities are also forwarded automatically to as well the referees as to the tax authorities.

Another example of the automated organization of Finnish football are the game cards. The players which will play at the game can be ‘ticked’ in the computer. If they are not allowed to compete (due to red card e.g.) the appointment is impossible. Before the start of the game, both teams and the referee confirm the match card online. Any details of the game (the final result, goals marked, yellow and red cards, player changes during the game, possible injuries, remarks from the referee and/or the team leaders, the referees fees and transportation costs, etc.) are entered online immediately after the game. This final match card is then to be approved online by the referee and both the team leaders. All the introduced details then immediately find their way in the numerous databases of the system (the ranking, players exclusion, insurance follow-up, finance administration, statistics of the top scorer, etc.).

The system also has some automated check points which traditionally are difficult to follow-up on-hand. Referees in Finland e.g. need to follow course once a year. Thos who have not attended this course are automatically marked in the system. This allows the maintenance of the database of the referees effectively still active and up-to-date with the latest rules and regulations.

Building the automated football database and management was not a sinecure. It all started in 1998. Originally, it was meant to serve the referees only. The system was thus built over a relatively long period, being worked out more and more in-depth and in width. The system is still being further worked out with supplementary facilities. It obviously is regularly updated.

The cost for the start-up-face in the late ‘90’s was € 34.500. Today, keeping the e-tool up-to-date costs on an average € 2.000,- per year. In this amount is included the acquirement or rent of the required hardware, software and consultancy support. Not included in this amount is the staff cost for app. one person to have the system further developed and kept up-to-date. Financial gains of the system are on paper, print cost and stamps. Other benefits compared to 10 years ago include: that it almost never happens anymore that a referee does not show up for a game, that the information on the games is a lot faster available, that the information is a lot more accessible for anyone at any moment, that the time investment for the referees and team leaders is significantly reduced.

4.8.2. Closed questions on E-support TO sport clubs

The EU-project partners were all asked to complete a closed-questions list on E-governance in sports clubs.
Question-list to the partners on E-support TO the volunteer management in sport clubs

Promoting and securing volunteering in sport

Focus on management support in sports clubs

E-support to the sports clubs - question-list

Your answers are  A = Always  -  B = Mostly  -  C = Sometimes  -  D = Seldom  -  E = Never

E-facilities
Do organizations from outside the sports club offer to the sports clubs

1. Hardware facilities (desktop, laptop, server, external memory, etc.)
2. Traditional software facilities (Microsoft office, etc.)
3. Bookkeeping programs
4. Data management programs (e.g. for the data on the athletes)
5. E-letter facilities
6. E-service to link-in with the authorities (e.g. for tax-declaration)
7. E-hosting possibilities (cheap access to easy to maintain websites)
8. E-information (a database with training modules, physical caretaking, etc.)
9. E-platforms (e.g. for athletes/coaches/etc. to inter-actively exchange knowledge)
10. Integrated E-management (linked E-modules for E-mails, database, bookkeeping, etc.)

E-learning support
Do organizations from outside the sports club offer to the sports clubs

11. E-learning support on collective level (group lessons)
12. E-learning support to individual clubs (personal lessons)
13. E-learning support by help desk
14. E-learning support on typical management level (legal, accountancy, administration, etc.)
15. E-learning support on sports level (athletes database, contests, coaching, reservations, etc.)

E-partners (who offers the above mentioned E-facilities and E-learning)

16. The authorities
17. Private companies
18. A national/regional sports umbrella organization
19. The sports federation to which the clubs belongs
20. An independent agency especially set up for this support to sports clubs

E-development (do the authorities promote the acquisition of E-support in the sports clubs)

21. By financial support on E-support by the sports clubs
22. By organizing and providing the E-support themselves as authority
23. By contracting specialized private companies to offer this E-support to the sports clubs
24. By funding sports umbrella organizations and/or sports federations to E-support sports clubs
25. By recognizing and funding (an) independent agency/ies to offer E-support to sports clubs
### 4.8.2.1. Answers per EU-project partner on the closed-questions list on E-support TO the volunteer management in sports clubs

**Promoting and securing volunteering in sport**  
Focus on management support in sports clubs

#### E-support TO the volunteer management in sports clubs

### E-facilities
Do organizations from outside the sports club offer to the sports clubs

<table>
<thead>
<tr>
<th>Facility</th>
<th>Slovakia</th>
<th>Cyprus</th>
<th>Wales</th>
<th>Hungary</th>
<th>Finland</th>
<th>Belgium</th>
<th>Germany</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware facilities (desktop, laptop, server, external memory, etc.)</td>
<td>Sometimes</td>
<td>Sometimes</td>
<td>Seldom</td>
<td>Sometimes</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Seldom</td>
</tr>
<tr>
<td>Traditional software facilities (Microsoft office, etc.)</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Never</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Seldom</td>
</tr>
<tr>
<td>Bookkeeping programs</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Never</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Seldom</td>
</tr>
<tr>
<td>Data management programs (e.g. for the data on the athletes)</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Mostly</td>
<td>Seldom</td>
<td>Never</td>
</tr>
<tr>
<td>E-letter facilities</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Mostly</td>
<td>Seldom</td>
<td>Never</td>
</tr>
<tr>
<td>E-service to link-in with the authorities (e.g. for tax-declaration)</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Mostly</td>
<td>Seldom</td>
<td>Never</td>
</tr>
<tr>
<td>E-hosting possibilities (cheap access to easy to maintain websites)</td>
<td>Seldom</td>
<td>Never</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Sometimes</td>
<td>Seldom</td>
<td>Seldom</td>
</tr>
<tr>
<td>E-information (a database with training modules, physical caretaking, etc.)</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Sometimes</td>
<td>Seldom</td>
<td>Seldom</td>
</tr>
<tr>
<td>E-platforms (e.g. for athletes/coaches/etc. to inter-actively exchange knowledge)</td>
<td>Seldom</td>
<td>Never</td>
<td>Seldom</td>
<td>Never</td>
<td>Mostly</td>
<td>Seldom</td>
<td>Never</td>
</tr>
<tr>
<td>Integrated E-management (linked E-modules for E-mails, database, bookkeeping, etc.)</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Never</td>
</tr>
</tbody>
</table>

### E-learning support
Do organizations from outside the sports club offer to the sports clubs

<table>
<thead>
<tr>
<th>Learning Support</th>
<th>Slovakia</th>
<th>Cyprus</th>
<th>Wales</th>
<th>Hungary</th>
<th>Finland</th>
<th>Belgium</th>
<th>Germany</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-learning support on collective level (group lessons)</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Sometimes</td>
<td>Seldom</td>
<td>Never</td>
</tr>
<tr>
<td>E-learning support to individual clubs (personal lessons)</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Sometimes</td>
<td>Seldom</td>
<td>Never</td>
</tr>
<tr>
<td>E-learning support by help desk</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Sometimes</td>
<td>Seldom</td>
<td>Never</td>
</tr>
<tr>
<td>E-learning support on typical management level (legal, accountancy, administration, etc.)</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Sometimes</td>
<td>Seldom</td>
<td>Never</td>
</tr>
<tr>
<td>E-learning support on sports level (athletes database, contexts, coaching, reservations, etc.)</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Sometimes</td>
<td>Seldom</td>
<td>Never</td>
</tr>
</tbody>
</table>

### E-partners
Who offers the above mentioned E-facilities and E-learning

<table>
<thead>
<tr>
<th>Partner</th>
<th>Slovakia</th>
<th>Cyprus</th>
<th>Wales</th>
<th>Hungary</th>
<th>Finland</th>
<th>Belgium</th>
<th>Germany</th>
</tr>
</thead>
<tbody>
<tr>
<td>The authorities</td>
<td>Seldom</td>
<td>Mostly</td>
<td>Seldom</td>
<td>Mostly</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
</tr>
<tr>
<td>Private companies</td>
<td>Sometimes</td>
<td>Sometimes</td>
<td>Seldom</td>
<td>Mostly</td>
<td>Seldom</td>
<td>Mostly</td>
<td>Sometimes</td>
</tr>
<tr>
<td>A national/regional sports umbrella organization</td>
<td>Mostly</td>
<td>Never</td>
<td>Never</td>
<td>Mostly</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Mostly</td>
</tr>
<tr>
<td>The sports federation to which the clubs belong</td>
<td>Mostly</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Mostly</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Always</td>
</tr>
<tr>
<td>An independent agency especially set up for this support to sports clubs</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
</tr>
</tbody>
</table>

### E-development
Do the authorities promote the acquisition of E-support in the sports clubs

<table>
<thead>
<tr>
<th>Development</th>
<th>Slovakia</th>
<th>Cyprus</th>
<th>Wales</th>
<th>Hungary</th>
<th>Finland</th>
<th>Belgium</th>
<th>Germany</th>
</tr>
</thead>
<tbody>
<tr>
<td>By financial support on E-support by the sports clubs</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Sometimes</td>
<td>Never</td>
<td>Never</td>
</tr>
<tr>
<td>By organizing and providing the E-support themselves as authority</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Never</td>
</tr>
<tr>
<td>By contracting specialized private companies to offer this E-support to the sports clubs</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Sometimes</td>
<td>Seldom</td>
<td>Never</td>
</tr>
<tr>
<td>By funding sports umbrella organizations and/or sports federations to E-support sports clubs</td>
<td>Mostly</td>
<td>Never</td>
<td>Seldom</td>
<td>Mostly</td>
<td>Mostly</td>
<td>Seldom</td>
<td>Never</td>
</tr>
<tr>
<td>By recognizing and funding (an) independent agencies to offer E-support to sports clubs</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
<td>Seldom</td>
<td>Seldom</td>
<td>Never</td>
<td>Never</td>
</tr>
</tbody>
</table>
### 4.8.2.2. Overview of the answers of the EU-project partner on the closed-questions list on E-support TO the volunteer management in sports clubs

**Promoting and securing volunteering in sport**

**Focus on management support in sports clubs**

**E-support TO the volunteer management of sports clubs**

**E-governance ‘to’ the volunteer management in sports clubs**

<table>
<thead>
<tr>
<th><strong>E-facilities</strong></th>
<th>Do organizations from outside the sports club offer to the sports clubs</th>
<th><strong>Always</strong></th>
<th><strong>Mostly</strong></th>
<th><strong>Sometimes</strong></th>
<th><strong>Seldom</strong></th>
<th><strong>Never</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hardware facilities (desktop, laptop, server, external memory, etc.)</td>
<td></td>
<td>3</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Traditional software facilities (Microsoft office, etc.)</td>
<td></td>
<td>2</td>
<td>4</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Bookkeeping programs</td>
<td></td>
<td>1</td>
<td>5</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Data management programs (e.g. for the data on the athletes)</td>
<td></td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>5. E-letter facilities</td>
<td></td>
<td>3</td>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. E-service to link-in with the authorities (e.g. for tax-declaration)</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. E-hosting possibilities (cheap access to easy to maintain websites)</td>
<td></td>
<td>1</td>
<td>5</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. E-information (a database with training modules, physical caretaking, etc.)</td>
<td></td>
<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. E-platforms (e.g. for athletes/coaches/etc. to inter-actively exchange knowledge)</td>
<td></td>
<td>1</td>
<td>4</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Integrated E-management (linked E-modules for E-mails, database, bookkeeping, etc.)</td>
<td></td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>E-learning support</strong></th>
<th>Do organizations from outside the sports club offer to the sports clubs</th>
<th><strong>Always</strong></th>
<th><strong>Mostly</strong></th>
<th><strong>Sometimes</strong></th>
<th><strong>Seldom</strong></th>
<th><strong>Never</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>11. E-learning support on collective level (group lessons)</td>
<td></td>
<td>1</td>
<td>2</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. E-learning support to individual clubs (personal lessons)</td>
<td></td>
<td>1</td>
<td>2</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. E-learning support by help desk</td>
<td></td>
<td>1</td>
<td>2</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. E-learning support on typical management level (legal, accountancy, administration, etc.)</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. E-learning support at sports level (athlete database, contests, coaching, reservations, etc.)</td>
<td></td>
<td>1</td>
<td>4</td>
<td>2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>E-partners</strong> (who offers the above mentioned E-facilities and E-learning)</th>
<th><strong>Always</strong></th>
<th><strong>Mostly</strong></th>
<th><strong>Sometimes</strong></th>
<th><strong>Seldom</strong></th>
<th><strong>Never</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>16. The authorities</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. Private companies</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. A national/regional sports umbrella organization</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. The sports federation to which the clubs belongs</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>20. An independent agency especially set up for this support to sports clubs</td>
<td>3</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>E-development</strong> (do the authorities promote the acquisition of E-support in the sports clubs)</th>
<th><strong>Always</strong></th>
<th><strong>Mostly</strong></th>
<th><strong>Sometimes</strong></th>
<th><strong>Seldom</strong></th>
<th><strong>Never</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>21. By financial support on E-support by the sports clubs</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. By organizing and providing the E-support themselves as authority</td>
<td></td>
<td>2</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. By contracting specialized private companies to offer this E-support to the sports clubs</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. By funding sports umbrella organizations or sports federations to E-support sports clubs</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25. By recognizing and funding (an) independent agency(ies) to offer E-support to sports clubs</td>
<td>3</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.8.3. Open questions on E-support TO sports clubs

Consequent to the presentation by Risto Rissanen and the closed-question list, the EU-project partners answered two open questions on E-support TO sports clubs as follows.

4.8.3.1. What are the key-factors for the successful implementation of ‘supra club’ E-tools for the benefit of volunteer management in sports clubs?

The answers from the EU-project partners on what the key-factors are for the successful implementation of ‘supra club’ E-tools for the benefit of volunteer management in sports clubs are hereunder categorized by similarity and in order of importance (number of replies).

Must be easy to use (Flanders/Belgium)
Simplicity (Cyprus)
Ease of action (Finland)
User friendly (Finland)
Easy to use (Germany)
A user-friendly tool: easy to handle – easy to learn – intuitive (Slovakia)

Training (Cyprus)
Trained staff (Finland)
Training to be able to catch the benefits (Hungary)
Appropriate IT background (Hungary)
Clubs having appropriate IT-skills (Wales)
Human resources who can operate them (Hungary)

Must be an added value compared to the current situation for the sports club (Flanders/Belgium)
It must be obvious the tool has clear advantages for the user (Slovakia)
Time management (Germany)
Less paper work (Germany)
Cost efficient (Finland)

Promotion (Cyprus)
Proper promotion (Finland)
Appropriate ‘education workshops’ to inform partners of tools; how to use and benefits (Wales)
Sell benefits to clubs: e.g. time management, cost saving, better communication tool (Wales)
Openness of partner institutions (clubs, other federations, etc.) (Hungary)

Financial support (Hungary)
Free accessibility/availability to/of the tool (Slovakia)

Reliable database (Hungary)
Reliable and improved competition system available to everyone (Germany)

Security system (Hungary)

Exchange of information (Germany)
4.8.3.2. **What are the main resistances against ‘supra club’ E-tools for volunteer management in sports clubs?**

The answers from the EU-project partners on what the main resistances are against ‘supra club’ E-tools for volunteer management in sports clubs are hereunder categorized by similarity and in order of importance (number of replies).

- The fast evolution of the E-tools (Hungary)
- Frequent changes (Cyprus)
- Quickly changing hard- and software (Germany)

- Lack of ‘appropriate’ hardware (Hungary)
- Inappropriate hardware (Wales)
- Not enough or no adequate hardware (Germany)

- Resistance of those who should use it (Hungary)
- Preference to remain with the existing and/or self-developed recording system (Wales)
- Conservative generation (Finland)

- Difficulties in usage of the software (Belgium)
- Not flexible software (Belgium)
- Complexity - not user-friendly (Finland)

- Missing skills to use the E-tools (Germany)
- Lack of knowledge (Cyprus)

- The unpreparedness of the possible users (Hungary)
- Lack of IT-skills within the club (Wales)

- Expensive tools (Hungary)

- Back-up and similar technical problems may cause damages (Hungary)

- Hackers (Hungary)

- Total control (Germany)

- More work for the end user (Belgium)

4.8.4. **Discussion round**

The EU-project partners also joint together in separate small groups to discuss on three topics related to E-support TO sports clubs. The content of these discussions follows hereafter.

4.8.4.1. **What E-tools can be delivered on a ‘supra club’ level to the clubs?**

The main tools often mentioned by the EU-project partners which would best serve the volunteering management of the sports clubs are on a) administration and b) communication.

Key hereby is that the tools must be
- Simple at use.
- Installed step by step. Building an E-environment is like building a wall: brick by brick and layer by layer. Then only the E-environment of a sports club can be sustainable and ‘safe’ to live in.
- Implemented under thorough guidance. The guidance should cover multiple issues such as: how does it work, why is it an add-on, how can people be assisted in using it, what are my possibilities to remain functioning if I do not use the E-tool, etc.
- Effective
  - The right tool for the right purpose.
    - On communication. Websites, home pages on websites, E-mails, E-mail attachments, Facebook, Linked-In, chat rooms, Twitter, blogs, SMS and so many more E-communication tools have been developed consequent to specific needs. It is important that these tools are used in the right way for the right purpose and to meet the right people.
    - On administrative simplification. E-bookkeeping requirements for non-registered sports clubs with only a few recreational athletes is totally different to E-bookkeeping requirements for omni-sports clubs with over 1,000 members including some who participate at international championships. The same is valid for a whole set of other finance and administration E-requirements of sports clubs (documents to be completed, games schedules, referee pages, etc.)
  - No overkill on information. E.g. E-newsletters can demand a lot of work and hardly everyone reads the letters. Much more interesting is to send an E-mail with maximum 7 headings and two lines content description and including a picture. Such as actually is done in newspapers and magazines. If the interest is attracted by the reader, he/she can then click on the title and read the full article. This is a good combination of the information being placed on the website (with no-one knowing it and thus no-one reading it) or in a long E-mail (where you have to scroll through all the pages to find the headings) or in an E-mail attachment.
- Avoid pitfalls for the volunteers
  - Drop out on volunteers because E-tools change to quickly, or to diverse, create extra work, become a focus replacing the focus which should remain on sports, etc.

It was stressed that developing E-tools may never be the goal, but should always remain a mean for upgrading the volunteering management in sports clubs. The upgrade of the E-tools in a sports club resulting in half of the volunteering management leaving the club (due to this upgrade only) is no add-on to sports.

The EU-project partners also concluded that E-tools may not replace but must be combined with face to face contact. The social environment and purposes of a sports club should not be forgotten.

Main software tools which the EU-project partners consider preferably to be delivered on a ‘supra’ club level include for the EU-project partners: hardware, software of all kind, E-learning materials, databases, education on guidance, training, remaining E-support, linkage with the new social media, education through best practices.

4.8.4.2. Why is it important to be delivered on ‘supra club’ level?

The EU-project partners mentioned the following to be important for the deliverance of E-tools on ‘supra club’ level.
Scale. Sports clubs are often too small to acquire/develop E-tools.

Comparative advantages. Several stakeholders can bring supplementary views on complex matters. Wide variety on tools should evolve to implementation by umbrella organization.

Intercultural dialogue. E-tools are in constant evolution. Sharing knowledge is important.

Uniformity. There is a huge number of possibilities in E-tools. It is not necessary so that all sports clubs should use the same E-tools, must the E-tools should be tending to be compatible.

Sustainability. Some clubs have external support, some have nothing. Some federations have tools, other have nothing.

The EU-project partners also expressed two contradictory concerns on the deliverance of E-tools on ‘supra club’ level. Some EU-project partners consider this should be enforced onto the sports clubs; the main reason to avoid that clubs retreat into the old routines. Other partners pledge by the rule of subsidiarity and autonomy; the main reason being that E-tools are only functionally if they fit as a glove onto the clubs’ needs and that E-tools only will effectively function along with its volunteering managers being ‘ready for it’.

4.8.4.3. Which ‘supra club’ organization can best deliver this?

The EU-project partners above all consider that external help on the deliverance of E-tools is mandatory. Different models were brought forward by the partners.

The Finnish partner considered the E-tools to best be developed by the private sector, obviously in close relationship with preferably the sports federation or the sports umbrella organization the club belongs to. Training & educational support then again is considered to best be developed by the umbrella organization/federation.

The German partner reflects that sport is not state-owned, but works independent as a person-related social undertaking. They consider that the E-tools can best be developed by the sports umbrella organization, acquiring tools and sub-contracting services from the market. They pointed out that E-tools must to a significant extent be developed for both the use of the sports federation and the sports club, so that emerging into a new way of communication, administration and education is possible.

The Cyprus partner reflects that it is advisable to positively enforce the sports clubs to E-development. The best way to do this is a double approach. First of all to inform the clubs of the possibilities (what is available, who can develop it, etc.). Secondly is to underbuilt the E-efforts of the sports clubs by specific financial funding.

4.8.5. EU-project partners presentation on E-support TO sports clubs in their region/country

The EU-project partners all delivered an app. 15’ PowerPoint presentation on the situation of the E-support in their respective regions/countries. The presentations focused on the following questions
- What does exist, how does it work and who provides it?
- What is planned, how will it work and who will provide it?
- What would we like to enhance?
4.8.5.1. **Flanders/Belgium**

**The current situation on E-support to volunteer Board members of sports clubs in Flanders/Belgium**

**Before the Dynamo Project** was launched, sports clubs already had - sometimes desperate - needs on external management support for matters such as accountancy, VAT, legal issues, volunteering management, insurances and many more. These needs on management support were merely not specific for only one or another sports(club), these were needs which sports clubs had regardless the sports they organized. External management support to the sports clubs was then sometimes offered by the sports federations and/or the local authorities and/or commercially inspired initiatives (such as Double Pass, Assist Online, Club Info). Sports clubs hereby often were confronted with a diversity of information. Moreover, it was often a ‘quest’ for sports clubs to find adequate external management support or they had to be ‘lucky’ to resort under a sports federation or be based in a region offering (affordable) external management support. Consequently, sports clubs were often found un-deliberately in or unaware of not complying to laws, rules and regulations they should adhere to.

This structural need of management support in sports clubs in Flanders/Belgium was noticed by private companies. At the same time, sports federations looked for opportunities for these management support needs to be satisfied. A match between the sports federations and the private companies though was seldom successful, sports federations overall being relatively too small to be able to afford the cost for the services offered by the private companies. This definitely was rarely feasible for the sports clubs, having limited resources and wanting/needling to spend their money on the sport itself.

**The Dynamo Project** was hereupon launched under the umbrella of the Flemish Sports Federation by the Flemish Government (in 2009) to answer the need on management support to sports clubs. Dynamo Project thus operates for all sports clubs, regardless the sports federation or local organization the sports club resort under. The major advantage hereby obviously being the concentration of knowledge and didactic opportunities across multiple sports disciplines.

In Flanders/Belgium, sports clubs do not need to be officially registered. The sports clubs do neither need to have a minimum of members. Sports clubs in Flanders/Belgium therefore often have no legal status and are thus unincorporated associations; whilst the vast majority of the clubs albeit being registered have the legal status of a social-profit (not for profit making) association. This is why Flanders has an estimated number of over 17,000 sports club for a population of only app. 6 million.

Out of the above-mentioned follows that the obligations for the sports clubs are often difficult to be adequately met by the Board members of the sports clubs. These obligations mainly concern accounting, VAT, insurances, legal and statutory requirements. Apart of support to comply with these obligations, sports clubs also often search for support on non-mandatory tools such as on volunteer management, website-building, etc.

**The E-support delivered by the Dynamo project** focuses on the fields of
- Website building
- Data management systems (e.g. for member/volunteer registration)
- E-documentation (.pdf, Word, Excel, …)
- E-tools (for accounting, VAT, …)
The Dynamo project assists the sports clubs by offering them web-hosting. The sports clubs hereby only need to contribute approx. € 30,- for one year hosting (1Gb web-space & 50 GB traffic).

The Dynamo project puts at the disposal of the sports clubs the possibility to obtain a standard website. The content management system is Drupal. This system offers easy to add functionalities such as the introduction of texts, pictures, videos, calendars, etc. The sports clubs are in charge for the development of this standard website (colors, content, ...).

The Dynamo project also provides information to the sports clubs on possible solutions of CRM-data management systems on the market for the registration of its athletes and/or volunteers.

The Dynamo project as well offers the sports clubs the opportunity to use financial administrative support. An E-based extended accounting system hereby is developed in partnership with an external private company. The cost for the sports club to use this accountancy-tool only is € 90,- per year.

**Dynamo project accountancy cash book example**

![Dynamo project accountancy cash book example](image)

**Dynamo Project accountancy financial report example**

![Dynamo Project accountancy financial report example](image)

This accountancy tool is evaluated, based on the past year’s experience as follows:
- Pro’s
  - User-friendly
The Dynamo Project offers all these E-services through a variety of approaches. This counts for the different supports it offers (website, E-tools such as for accountancy and VAT, etc.). Information can be found on the Dynamo Project website. Didactic brochures are delivered. Online support (E-mail) is provided. Group seminars are organized on regular bases all over the Flemish region. E.g. for the excel-based accountancy tool, ca. 35 seminars have been held over the last year, attended by in total over 700 sports clubs volunteer Board members (thus an average of 20 participants per seminar). A help desk collaborator can be consulted by phone during the working hours.

The bases of the E-support is to keep the offered tools as user-friendly as possible for the sports clubs volunteer Board member. For the accountancy tool for instance, the use of Excel is preferred above Access.

At the start of the Dynamo Project in 2009, its main task was to find out the needs on E-support which the sports clubs most were in need of. Today, based on 2 years experience in close collaboration with the ‘work field’ and a lot of feedback from the volunteering sports clubs Board members, a number of tools in a variety of areas have thus been developed (website, VAT, …).

Future plans on E-support to volunteer Board members of sports clubs in Flanders/Belgium

The Dynamo Project now looks to evolve in offering a more integrated supply of the E-support to the sports clubs, i.e. from a more global angle/perspective.

An on-line tool is to be developed with integration of accounting tools, VAT tools, athletes and volunteer registration tools, all in 1 application. This application should also provide more functionalities than currently in the separated tools available. Dynamo Project is in the course of negotiating with private companies for the outsourced development/maintenance of such an integrated tool.

The advantages of this integrated tool will be an increased transparency (e.g. user & rights system), a time- and human energy saving digitalization (e.g. tax return and extended annual financial report derived from the accountancy) and a decrease in administration.

The disadvantage will probably be the fee which will need to be charged to the sports clubs for the use of this integrated tool.

Opportunities for E-support to volunteer Board members of sports clubs in Flanders/Belgium

Opportunities in the area of E-support to the volunteering Board members of sports clubs include
- On-line didactic materials
- User-friendly didactic support (e.g. on-line video tutorials on the use of the Dynamo Project E-tools)
- An E-market for volunteers (where volunteers can build a profile and where organizations can specify their possible search for volunteers)
- An E-platform with social media integration (click & play technology)
- A more extensive promotion of the use of already existing E-tools
  - e.g. Google Docs, Doodle, ...
- Promotion of freeware
- Further development of administrative E-tools (e.g. in the domains of certifications, registration documents, etc.)

4.8.5.2. **Cyprus**

**Current situation**

The **Pancyprian Volunteerism Coordinative Council** is the supreme coordinating Body on voluntary social welfare. It has 53 members, all representing pan Cyprian social welfare voluntary organizations /NGO’s. Only one of these 53 organizations is a sports club (the Dromeas Racing Club). The aim of the Council is to promote the principles and the values of volunteerism, to identify and to address the needs of the voluntary sector and to support voluntary non-governmental organizations to meet the volunteerism & social objectives.

On E-governance, the Pancyprian Volunteerism Coordinative Council has a well structured E-Volunteering Portal with application forms, information on legislation, member data, information on funding support, an education center, data on research and development, a volunteer center, a variety of publications, it brings out a newsletter and provides European related information. This information is available on volunteering in global, but there is an absence on this portal of specialization in sports issues.

The **Cyprus Sports Organization** is the highest Sports Authority in Cyprus. It provides annual financial support to Federations and Sport Clubs. It also organizes an annual financial and operational audit of the sports federations and hence the sports club functioning within the sports federations. The CSO’s Sports Academy provides support on other sport administration issues, e.g. education and training seminars on sport management.

A Volunteering Committee under the umbrella of the CSO – uniquely focusing on volunteering in sports thus - was only very recently appointed by the CSO’s Board of Directors in March 2011. This committee has 6 members, representing CSO’s board members, the Director General and Officials. The aim of this new organization is the development of organized Volunteering in Sports on national level. This support in development includes E-governance support.
What is planned cc E-tools in sports in Cyprus?

**Objectives and means**

<table>
<thead>
<tr>
<th>Short Term</th>
<th>Long Term</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td><strong>Means</strong></td>
</tr>
<tr>
<td>Provide immediate support by utilizing CSO’s current structures</td>
<td>Survey addressed to the management of Sport Clubs</td>
</tr>
</tbody>
</table>

**Provider**

- CSO
- Volunteering Office
- E - Volunteering Portal

**Operational plan**

- Membership
- Federations and Sport Clubs, Individuals
- Stakeholders
- Educational Institutions, Audit Office, IS support, Sponsors, etc.

CSO’s VOLUNTEERING OFFICE

E – Support
Focus on interrelation between CSO and Sport Clubs
Operational process

Services

The offered services are

- E-learning and education
- Legislation
- CSO’s Financial Support
- Accounting Software/Support
- E – Athletes Health report
- Registration of new Sport Clubs
- Volunteers database
- Feedback from users
- Information/Announcements
- EU Issues
- FAQ/ Help line

Future development on e-governance in sport in Cyprus

Not yet planned but future developments of E-governance support to the volunteering management of sports clubs are related to the enhancement of a modern E-functioning of the CSO’s Volunteering Office, the improvement of the functioning of the management of sports clubs, to launch better communication channels with sport clubs thanks to E-tools, to create a strong database in regards to sport clubs management in all areas/levels, to combat bureaucracy and to identify best practices in E-governance in sport (clubs).

4.8.5.3. Germany/Brandenburg

Existing E-support to the volunteering management in sports clubs

Website-based data management
The Landessportbund of Brandenburg works with a website-based database. The information available on this website/database is quite extensive. It concerns data on the club, on the members, on club board information and a set of other management data.

Eligible persons can/must have the data updated, hereby using a password and username.

The information must fully updated by a specific date once a year, in January. The system is then closed for a few days, no additional information online can then be entered.

The database serves as a policy tool. Analyses are being made on the gathered information. Also, funding to the clubs depends on the results of the information introduced in the database (obviously audited in a later stadium).

**BISS**

BISS stands for ‘Beratung-Information-Schulung mit System’ (Advice-Information-Training Framework).

This educational database system intended for online consulting via the website has a large variety on topics

- Legal affairs
- Insurance matters
- Youth-related information
- Practical Information (documents, rules and regulations)
- Seminar proceedings
- Opinion forum
- Employment in sport
- Sports and environmental issues
- LSB-Website
- A help desk
- FAQ’s
- Downloads from third parties
- Contact details of and links to key-players in relation to sport

The BISS-address is [http://lsb-brandenburg.de/](http://lsb-brandenburg.de/)

**Who provides it**

The BISS website is developed and maintained in cooperation with the Sports Confederation North Rhine Westphalia. Nord Rhine Westphalia is one of the other 16 German federal states.

**What is planned**

An important ‘next generation’ upgrade is planned to be launched in February 2012.

The website will have mainly 2 subpages
- Management in sport clubs (see the top left red page marker on the left above slide)
- Practical information for sports clubs (see top left yellow page marker on right above slide)

This important updated website will provide
- Examples of training units
- Video’s as a practical aid
The impact will thus above all be on educational aspects.

This BISS-update is also developed and maintained in cooperation with the Sports Confederation North Rhine Westphalia. Nord Rhine Westphalia being one of the other 16 German federal states (just as Brandenburg is.

**What would we like to enhance**

The Landessportbund Brandenburg awaits the results of the above-mentioned important upgrade of the BISS database/website before thinking of launching further E-evolutions.

**4.8.5.4. Greece**

**Current situation on E-support to volunteering management in sports clubs**

The website of the General Secretariat of Sport provides access to organized information on

- The legal framework of sport in Greece
- The organizational framework for Sport for All activities
- Issues relating to sport clubs, facilities and coaches

On the legal framework of Sport in Greece by the publication on-line of the Sport Law Review with sports and sports related legislation, case law, administrative and budget/reporting obligations, etc; as well as the publication of the Sport Acts (i.e. the text of all laws relating to sport).

On the organizational framework of Sport for All, information on: categories and types of programs, funding opportunities, proposal submissions, coach selections, implementations, monitoring and evaluation tools.

On issues related to sport clubs, facilities and coaches: the requirements, procedures and documents for special sport recognition of sport clubs by the state; information on sport club mergers; sport facilities specifications; coaching licensing.

**Initiatives in the course of development on E-support to volunteering management in sports clubs**

The ‘Special Secretary for Sport & Nutrition’ and the ‘General Secretary for Sport’ are planning a new approach to volunteering in sport, aiming at the formation of a national policy, a national strategy and a regulatory framework for the organization and development of volunteering in sport.

The first steps of the new approach to volunteering in sport include the exploitation of the databases of volunteers contact details of Special Olympics Athens 2011, the development of web applications for organizing and supporting volunteers and volunteer services in sport and the establishment of procedures for measurement and evaluation of key figures concerning volunteering in sport.

A ‘Support Service for Volunteers in Sport’ section is added by August 2011 to the website of the Special Secretary of Sport & Nutrition, aiming at the creation of an interactive environment for information and knowledge with the objective to substantially enhance the efficient operation and continuous improvement of sport organizations. The ‘Support Service for Volunteers in
Sport’ section is divided into the 3 following categories of sport organizations, according to their legal entity and mission and the type of sport activities they practice:

Each category will be structured as follows

The provided support is planned to cover the main thematic areas of volunteer services to sport organizations, such as administration, accounting, financial management, legislation, marketing, communication, volunteering, sport development, coaching, infrastructure management and sport and society.

**Future ideas on E-support to volunteering management in sports clubs**

The future enhancement of the e-support system for services to volunteers in sport will based on:
- the final assessment of the operational test period of the system
- the users evaluation of system performance
- the evaluation of suggestions and proposals of the authorized staff which operates the system

**4.8.5.5. Hungary**

**E-tools and volunteering activity** in sports in Hungary

The fields in which e-tools for promotion of volunteering activity are mainly used in Hungary are for volunteering at big sporting events and volunteering of sports activities of people with a disability.
E-tools to promote the volunteering in the above activities then are focused mainly at students during University education (practice/clinic/experience), at elite athletes (for promotion goals, Attila Vajda for instance is a major ambassador of Sport Volunteering) and at seniors.

The goals of using E-tools in volunteering in sports in Hungary are
- Systemizing the information about volunteers in databases
- Recruiting volunteers
- Educating volunteers
- Informing volunteers

A good example hereby is the kayak-canoeing World Championship 2011 at Szeged.

http://www.talentumonkentes.hu/program.php

**E-tools and sports management** in sports in Hungary

The types of E-tools used in the field of sports management in Hungary are
- Web-pages (clubs, governing bodies, federations, etc.)
- Informative e-tools such as blogs, Facebook, YouTube, etc.
- E-learning programs (Sulinet, net-learning) and online video conferences (NSF, universities)
- Sport information systems

**Web pages of the federations.** The sport federations have relatively well developed web pages. These websites are mainly to provide information. Only some websites of the sports federations have interactive possibilities and profound content (e.g. kayak-canoe, handball, rowing, etc.) which are useful for the volunteers (event scenarios, competition calendars, training guidelines, etc.). The federations’ websites are rarely used for the recruitment of day-to-day volunteering; nevertheless, this websites are often used for recruiting volunteers for sporting events (e.g. www.handball.hu).

YouTube (e.g. www.youtube.com/watch?v=wJqnamjH3dk&feature=related) is a very popular e-medium used for sports

**Web pages of sport clubs.** Only the bigger clubs host a web page (an example hereof is http://www.vidi.hu/index.php?set_lang_code=en). The main role of these websites is to provide information. The main content of these websites is a club members’ database and information on events, news, forums. Volunteer recruiting through web pages is rare.
Informative e-tools (Benyhe, 2011)

www.nemzetisport.hu - www.nepsport.hu is the Hungarian media e-tool for sports with over 150,000 hits per day and its Facebook also has 80,000 viewers per day.

www.pepsi foci.hu has over 30,000 hits per day. This website provides news, interviews, online broadcasting, forums, videos, rankings, blogs.

http://www.fourfourtwo.hu/ has over 10,000 hits per day. This website provides news, interviews and blogs.

www.index.hu - www.sportgeza.hu is another informative website on sports in Hungary.

E-learning

The National Sports Federation broadcasts online information and so does the Hungarian Leisure Sport Federation. They have the best such developed programs. These tools have useful topics for sport managers and trainers.

E-learning systems start to be at use in the university programs. The Budapest Student Sport Federation also uses scientific video-conferences e.g. for clinics.

These tools are quite new and are in the course of being properly developed.

At school-level, the Sulinet program is relatively well-known and well-developed. It is an E-learning program for schools. It is organized as sort of a virtual classroom. The information provided mainly are contributions from teachers.

Sport information systems are run at the following levels

- The National Sport Federation
- The regions (regional sport information systems)
- The universities (Sport Scientific Database (MSTT))

The data hereby available on Hungarian sport is on

- Sports clubs (public, private)
- Athletes (amateur/professional, adult/youth)
- Facilities (governmental, private)
- Regional differences

These information systems are still quite under development.

4.8.5.6. Slovakia

There are currently 3692 sports clubs in Slovakia and probably 90% of their management works on a voluntarily basis. So, if we want to talk about an e-support or any kind of support to the management of sports clubs in Slovakia, in fact we talk primarily about the support of volunteers.

Existing support to the volunteer management in sports clubs

The 3692 sports clubs in Slovakia are gathered within the Association of Sports Clubs of Slovak Republic that was established in 1990 with its main purpose to provide support and services to sports clubs in Slovakia. Talking about the electronic forms of support, we can highlight the magazine Sportinfom that the association issues 8 – 10 times a year since 1991 and is available not only in a printed version, but also online at the web site www.sporting.sk. It is intended as a sort of informational support to officials and board members of sports clubs, providing information and methodological materials about management of a sports club, such as legislation, economical issues etc. It also gives information on the current issues in Slovak sport movement, advices related to doping, health care etc. The magazine is financially supported by the Ministry of Education, Science, Research and Sport of Slovak Republic.
Another form of an existing support to sports clubs is provided by sports federations. However, the form of support varies with each federation. There are federations that provide limited support to its sports clubs, so the clubs are in fact left on their own in terms of their management and general functioning. If there exists any sort of e-support, than it is primarily confined to informational support through the web site of particular sport federation. For example the Slovak canoeing federation provides through its web site informational basis related to different activities of its sports clubs, e.g. calendar and overview of all events, result service, contact information (members of SCF, all sports clubs within SCF, other SF, sports media), economic guidelines and methodological materials, catalog of hotels, etc.

Another way how sports clubs may improve their management is available through the web site www.darca.sk (in English “donor”). It is a project run by a private foundation Pontis and brings together successful corporate companies with primarily nonprofit organizations in order to provide/donate their know-how, products or financial grants to facilitate work of those organizations. The project is still in its development phase and generally it is not known within the sports sector. However, it definitely gives an interesting fundraising opportunity and/or informational support that might be very useful for a sports club. The programs, which are currently available provide for example: free legal services from private companies, helping organizations to find solutions in their legal issues, online software donations, assistance in developing marketing programs, grants for building sports venues etc.
Planned support to the volunteer management in sports clubs

Regarding the arrangements that are planned in terms of sports club management, we can mention the Information system in sport (ISS) that is currently in its development phase. It is planned that the ISS will be operated by the National sports centre (a governmental organization) and should contain different kinds of information separated in specific registers:

a) register of persons (information on athletes, coaches, lecturers, other specialists etc.)

b) register of organizations (information on sports federations, clubs, governmental and non-governmental organizations)

c) register of sports venues

d) register of sports events

e) register of financial grants and subsidies

The second register of sports organizations will gather information on all sports clubs in Slovakia such as list of officials and board members including their function within a club, contact persons, name of a club, logo, legal form, list of athletes and coaches, list of sports and teams within a club, documents, bank accounts. For the management of sports clubs, the ISS might be a useful tool in terms of having a single access point to a complex set of information in order to better organize its activity, e.g. information on sport events of other sport federations, information on financial flow within the sport movement in general or within particular sport federation, availability of sport venues, different contact information etc.

 Desired support to the volunteer management in sports clubs

Generally, as we mentioned in the beginning, sports clubs in Slovakia are not used to be a matter of interest to any supra-club level organizations. They simply work predominantly as independent entities and in fact do not expect anything of an added value that is the subject of this symposium. The reason for that is probably, they do not have the experience and knowledge of the possibilities that might be provided to them. The other reason is probably also the fact that they know about the financial costs and personal demands that development and provision of such e-tools may require and that the public institutions have limited possibilities to facilitate that. However, considering our experience with education activities that the National sports centre organized in the past also for the representatives of club sector, they would definitely appreciate any kind of assistance and helping hand in that respect. As we mentioned already in the first symposium, this project might be very useful for Slovak sports clubs in gaining experience and knowledge about the different kind of support that can be provided to them. Our task, as participants in this project representing those supra-club level organizations, is to find out what kind of support already exists, inform about that to the club sector or sports federations in Slovakia and consider what we are able to apply and put in praxis within existing circumstances.

4.8.5.7. Wales

Sports clubs in Wales

Wales counts approximately 4,500 sports clubs. Most sports clubs in Wales are for one sport. Welsh sports clubs are relatively small. An average club in Wales has 88 adult members, of whom 63% take part in sport, 58 are junior members and 15 are volunteers. The sports clubs are managed by very few volunteers.

The sports clubs receive most of their support from the National Governing Bodies of Sport (NGB’s; which is the equivalent to sports federations) and from the Local Authorities (equivalent to municipalities).
Sport Wales is the national organization responsible for developing and promoting sport and physical activity in Wales. Sport Wales provides support to sports clubs through funding, and through working with NGB’s and local authorities, but thus very seldom in a direct way (only for large grants).

The ‘House of sport’ is a relatively new initiative. It is based at the Sport Wales National Centre and accommodates many NGB’s by now. It offers the opportunity for better cross-fertilization as well as combined support e.g. on HR and IT.

**What does exist, how does it work and who provides it?**

Most E-tools used within the sports clubs are those which can be found on the market (Microsoft tools e.g.) or if so developed in-house.

Some E-tools are also offered by the NGB’s and the Local Authorities. These tools are merely unilateral information provision (e.g. examples of forms, policies and practical solutions) and ‘how to’ guides, and thus neither E-tools to work with (e.g. on-line registration), nor E-tools for interactive collaboration.

There are no E-tools developed or offered by the sports clubs on a ‘national’ (Wales) level. Neither is there an effective ‘national’ coordination of specific E-tools used by the different NGB’s. Apart from the ‘informative’ Sports Wales website, there is thus no single source of information for the sports clubs.

Examples of E-support to the Welsh sports clubs are detailed hereunder

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**Sports Clubs Wales**

**Welsh Council for Voluntary Action**

**Welsh Sports Association**

**Running sports**
**Sports Clubs Wales**

Sports Club Wales is the online resource developed by Sport Wales to support people in setting up and running sports clubs. The site provides guidance through each stage of the club development process. As can be seen from the picture above, various documents (especially examples of forms) can also be downloaded for clubs to use. These downloads are forms, rather than online tools for running clubs. There have been approximately 600,000 hits to date on this website.

**Welsh Council for Voluntary Action**

The Welsh Council for Voluntary Action (or WCVA) is the national organisation supporting voluntary organisations in Wales. The website consists of around 100 general (not sport-specific) ‘how to’ guides, on everything from finance to hiring volunteers to marketing and applying for funding, which volunteers can use to guide them in how they run their club. Here as well, it is rather an ‘informative’ than an interactive or on-line working tool.

**Welsh Sports Association**

The Welsh Sports Association is the body representing Wales’ NGB’s. As the screenshot above shows, they provide lots of guidance (including templates for policies, employment-related documents and so on) on how to run governing bodies, but they do not provide this service to the clubs themselves.

**Running Sports**

Running Sports was set up by Sport England (the equivalent body to Sport Wales, in England) to support volunteers and people who want to become volunteers. They provide resources to clubs and volunteers, which also relate to a range of training courses that they run. They also run courses in Wales. The ‘tools and resources’ section of their website provides information on their training courses and resources, including (yet more) ‘how to’ informative guides.

**Other tools and resources**

Sport & Recreation Alliance, is the umbrella organization for the governing and representative bodies of sport and recreation in overall UK. Again the website provides advice, but no on-line tools. They also have a Business Support Line which Organisations can call regarding advice on tax, payroll and HR. Sport Wales have previously worked with Sport & Recreation Alliance and our neighbouring countries (Scotland, Ireland and England) at developing best practice and learning.

There are also a number of tools available to support team and player management online. For instance teamer.net.

Facebook in general is a medium found hugely at use by sports club members (including managing volunteers) for sharing information.

**What is planned**

E-tools for the benefit of the volunteering management of sports clubs are emerging. These develop in general though on a case-to-case bases and at the level of the sports club. There is no mapping (planned) of the E-tools at use in the sports club. Sport Wales has no plans to develop new E-tools for volunteers to support them in running the club. E-tools put at the disposition of
the sports clubs by the the NGB’s and the Local Authorities are rather ‘informative’; any evolution to interactive E-tools depending on the individual NGB or Local Authority.

There is no current master plan at national level neither for the development an nor for the integration/streamlining of the E-support to the management of sports clubs.

**What would we like to see enhanced in Wales?**

Our focus is on increasing participation at sports (every child hooked on sport for life), a nation of champions and increasing the number of volunteers (the ‘Behind every Star’-campaign).

This means our focus is on increasing the numbers of people participating in sport, and (through our Coaching Strategy) having more volunteers to support people in participating.

The provision of E-tools should be a mean to support the volunteering management of sports clubs to attain these goals.

4.8.5.8. **Conclusion on the E-support TO the sports clubs in the EU-project partner countries**

E-support to the volunteering management in sports clubs in the project partners regions/countries are contemporarily very much rather informative than tool-providing or interactional. In some countries ‘providence’ of on-line tools to be used are being developed (accounting, database, ...). Only very exceptionally ‘interactive’ on-line working with E-tools is provided to the volunteering management in sports clubs (e.g. the Finnish Football Association and in Germany the main data of the sports clubs is introduced by the clubs into a main system).

E-support to the volunteering management in sports clubs in the project partners regions/countries are contemporarily delivered in generally by tools available on the market to anyone (Microsoft tools, accountancy systems, Facebook, CRM databases, ...). Sports federations sometimes provide support to the sports clubs by delivering E-tools specifically at use for the sports clubs which are member of the federation (mainly on reporting issues). E-support from the umbrella sports organizations or the (local/regional/national) authorities is currently exceptional. Sports clubs often develop E-tools themselves for proper use (especially websites and rather easy at use databases). Any external support related to the E-tools in sport clubs is merely provided by the private market (maintenance and service contracts); though often funded by the authorities.

There is an overall acknowledgement and an eagerness from the EU-project partners to emerge to E-support to the volunteering management in sports clubs on at least a supra-club and even a supra-federation level, since sports federations (exclusion made maybe for football) are too small for the development of E-tools for their associated clubs only. Almost all EU-project partner countries currently undergo steps in the developments in E-support to the volunteering management of sports clubs on a supra-club level (authorities, federations, umbrella organizations). The way to the desired E-support and effective E-interactive use of E-tools still being long.

4.8.6. **Interactive session amongst the EU-project partners on E-support TO sports clubs**

The EU-project partners finalized the theme on E-support TO sports clubs managing volunteers with a group session where three topics related to E-support TO sports clubs volunteer management were addressed. The content of these discussions follows hereafter.
4.8.6.1. What have we learned from this symposium?

✓ Cyprus
  o E-support to the volunteering management in sports clubs is important, but face to face contact may not be forgotten.
  o Starting E-support with simple things & then build everything step by step is the pathway to follow.

✓ Wales
  o In the offer of E-support to volunteering management of sports clubs, not only the coaching/sports technical aspects matter, but also the administrative side. We will (need to) develop more support on that matter in the future.
  o Development of E-support tools to the volunteering management in sports clubs can be very helpful.
  o E-support to the volunteering management in sports clubs is important, but face to face contact may not be forgotten.
  o Starting E-support with simple things & then build everything step by step is the pathway to follow.

✓ Belgium
  o Keep it short & simple (KISS) is the way how the E-tools must be delivered to the volunteering management in sport clubs.
  o The challenge for the future is to get more integration of the spread on E-tools in the long term for all kind of (sports) organizations. The issue hereby will be getting different stakeholders on the same track.

✓ Germany
  o There can be a large difference in-between sports clubs depending on the region, the sport, the largeness of the club, the focus of the club on top- or recreational sport, the type of athletes in the club. It is important to know and consider these points of view when developing E-support to the volunteering management in sports clubs (who will use it? how will it be used, are the stakeholders ready to use it, etc).
  o The symposium has lead us to new ideas, new contacts; new cooperative developments can emerge from this symposium on E-support to the volunteering management in sports clubs.

✓ Hungary
  o E-databases should be organized more efficiently, i.e. more user-friendly. They also need to be correct, i.e. regularly updated.
  o E-support to volunteering management in sports clubs should evolve from informative to providing effective tools (e.g. data-base management, bookkeeping) and interactive tools (e.g. Facebook, on-line databases as unique databases).

✓ Finland
  o There is a potential to save resources in global by providing E-tools to the volunteering management in sports clubs. These resources can then be used for sports-specific matters.
  o There is a need of ‘streamlining’ the E-tools currently at use in sports clubs. But ‘we need the resources hitherto provided’; view the scope of the issue, this needs to be done on/with different levels/countries.
  o Be aware of the use of E-tools: there should be balance with the physical/human contact.
Working together instead of just focusing on the exchange of information/best practices is not the way to move on. With learning an exchange, the risk is that sports clubs/organizations hereby remain on an island; whilst the scope for E-tools is too large for sports clubs/organizations to develop E-tools on their own.

- Slovakian
  - The intercultural dialogue on the deliverance of E-support to the volunteering management during the symposium was very interesting. Apart of having learned a lot during the symposium, we do know who to get in touch with for the exchange of best practices.
  - Some regions/countries are very behind and some are more advanced in their E-support to volunteering management in sports clubs. The question should be raised how information can be spread on how regions/countries can learn from the more advanced ones.
  - Does E-support to volunteering management in sports clubs benefit the sport and the clubs? This should always be the question before delivering E-support. E-tools may not be a purpose on itself.

4.8.6.2. What do we think we can do with this information in our country?

- Cyprus
  - We are currently developing new E-tools for the sports sector and will not re-invent the wheel but take home the lessons learned and the partners which in certain fields are a step ahead on our developments.

- Wales
  - Based on the very varied and in-depth information we obtained we might consider to ‘revisit what we already got’; perhaps with a different approach based on the opportunities we learned that can be offered as E-support to the volunteering management in sports clubs.

- Belgium
  - We are eager to look at the European aspect: what can be developed from which all countries benefit?

- Germany
  - We will look at possibilities to cooperate with EU-project partners to develop E-support to the volunteering management in sports clubs; either for joint developments (e.g. volunteering database) or for applying/adapting existing E-tools (e.g. on bookkeeping).

- Hungary
  - We learned that E-support to the volunteering management in sports clubs can be delivered at different levels (e.g. administration, sport-technical, educational), by a set of new tools (Facebook, E-platforms, virtual learning programs) and by different instances (federations, authorities governments). We will emphasize on involving youngsters in developing E-support to sports clubs (e.g. through the means of education platforms) since they have a lot of knowledge here about.

- Finland
  - A bases for a general European campaign should be created, going beyond the national level, creating opportunities for youngsters to take on volunteering management roles in sports. A trans-European E-tool should be developed to assure youngsters a reliable
and thrust worth volunteering management experience. This would be good for the volunteering youngsters, for the sports clubs and especially their events, to create European networks and as a learning bases for intercultural dialogue on best practices.

- Social inclusion in developing E-support to the volunteering management in sports clubs is important. The idea must always be the human benefit. Specific givens cc e.g. migrants and older people must be considered. E-tools must not create/raise the drop-out in sports of specific societal groups. E-tools must therefore be simple and easy at use.

✓ Slovakia
  o We will pay more attention to assuring volunteers benefit from all E-support to the sports clubs.

4.8.6.3. Idős on cross-Europe collaboration/information/sharing?

✓ Cyprus
  o Cooperation between countries is the first step to take; learning things from each other follows from the collaboration.

✓ Wales
  o We can learn a lot from what exists in other countries.

✓ Belgium
  o Setting up at European level of a coordinating organization or platform.

✓ Germany
  o European funds can be applied for to enhance trans-European exchange of experiences, tools and best practices on E-support to volunteering management in sport clubs.
  o EU-recognition of certifications for sports clubs/federations should include the adequate use of E-applications.
  o We will discuss E-support tools we learned about during the symposium with the individual EU-project partners.
  o There are a lot of things we should do and a lot of things we can get support for to be done. The issue is that we just have to prioritize E-support to volunteering management in sports clubs as a hallmark improvement for the sports sector in global and then do it.

✓ Hungary
  o A webpage in all EU-languages should be developed with as content best practices, tools and all E-support to volunteering management in sport clubs related information and references.
  o An international E-database should be developed promoting the exchange of young volunteers in sport management roles; they are key to transnational learning and cooperation.

✓ Finland
  o An EU-organization for volunteerism specifically in sport should be set up. E-support to volunteering management in sports clubs could then be an important branch of this entity.
  o An E-portal with a website, Facebook, virtual learning platform, etc. on E-support to volunteering management in sports clubs should be created.
Steps need to be undertaken now. Budgets can be applied for at EU-level (Grundtvig, Leonardo da Vinci, ...) and presumably also in the private sector. Launch is important now to fit in the framework of the EU 2020 objectives.

Slovakia

A virtual forum should be created by key-players from a couple of EU-regions/countries. They should take the lead on providing information and organizing all sorts of initiatives (meetings, conferences, academic research, transnational volunteering exchange of youngsters, website, Q&A, etc.). This few countries must take the lead. Creating a platform is not the correct approach, a platform is too large and will not be efficient.

4.8.7. Supplementary presentations related to E-support TO the volunteering management in sports clubs

4.8.7.1. Innovative Tools for Volunteer Activity

The presentation was given by Danny Silva (Project Manager) from the EU-project partner Snowpolis Vuokatti of Finland. The presentation handled about a web-based portal to develop solutions to meet the ever growing needs of a demanding society and government in multiple areas of volunteerism (management, accountancy, events related matters, coaching); so that different needs are served with the right people.

The concept is to develop solutions to affordably meet the ever growing needs of a demanding society and government. I.e. to develop a web-based portal servicing multiple areas of volunteerism: management, accountancy, events related issues, coaching related issues, etc. based on 'Serving different needs with the right people'.

The product would be an Ltd structured web based portal offering services such as expert advice, volunteer advertisement, volunteer activation, virtual learning, activity support systems for individuals and organizations and 'Oriented Vocational Volunteerism'.

The volunteer could hereby register him/herself, build his/her volunteer profile and have access to benefits such as free access to didactic materials, contact or be contacted for volunteering, obtain recognition and participate in E-volunteer events.

The organization could mainly register itself and build its organizational profile, have access to remote services and to the volunteer market/offers and have access to didactic materials and administrative tools (such as on-line accounting, on-line filing, useful links and e-learning).

How it works
4.8.7.2. Migrants challenges in volunteering including web tools and web accessibility

The presentation was given by Christian Thibault (Director) from the EU-project partner Liikkukaa of Finland. The presentation handled on the challenges for minorities, migrants and minority language groups in particular facing services and communication going more and more on-line. Some solutions to the problems and new possibilities opened up by technology were also addressed.

Liikkukaa!

Immigrants in Finland face the following global problems
- The structural development of immigrant inclusion in the Finnish society takes a long time.
- Even more, structural discrimination and indifference are still widespread.

Immigrants in Finland face the following problems on volunteering in sport
- Voluntary work may seem to immigrants overwhelmingly complicated and demanding.
- Migrants may feel volunteering requires resources they as yet don’t have spare.
- Negative experiences piling up, create frustration and aggression, which often leads to immigrants giving up on volunteering.
- Immigrants consider themselves sometimes to be ‘outsiders’. They do not believe it is welcomed if they offer their participation.
- The club is not sure if the migrant would like to participate and does not ask them as they would do for Finnish natives.
- The club is not sure whether the immigrant will be able to perform as a volunteer along with the general expectations on volunteering in sport in Finland.

Liikkukaa’s research in 2009 nearby the traditional Finnish sports clubs whether its efforts to increase immigrants participation in volunteering in sport showed an unsatisfactory result. The main reasons for this lack in increase of immigrants to volunteer in sport were pointed out by the sports clubs to be:
- Migrants’ economical challenges for participation.
- Language problems.
- Cultural differences.
- Insufficient involvement of immigrants parents in the sporting activities in the sports clubs.

The conclusion for immigrants on volunteering in sport is that their poor access and participation in voluntary work creates more and deeper gaps in society than already existing. Their absence is thus another element of new inhabitants in Finland evolving apart from native Finnish people.

The benefits of integrating immigrants into volunteering in sport are
Immigrants, e-accessibility and volunteering in sports

The increasing importance of e-communication creates more misunderstandings and greater gaps between the native Finnish and the new Finnish people. The reasons therefore are:

- Transnational communication via e-application is applied more and more (e-mails, website, e-newsletters, etc.). Immigrants however in global use less the e-services than native people and thus drop out more than before as well as in as well being informed as in interactive communication.

- E-services allow immigrants to use e-services of their native country or area, rather than those in their new country Finland. The contact with their original country/area is therefore enforced via the new media, for the deficit of contact with their new country. This is comparable to watching decades long the ‘home-country’ television and not watching the ‘local’ television stations. They litteraly live today more in a ‘virtual’ world than before.

- Immigrants more than other people have writing and reading problems, if even not analphabet, due to poor education in their youth. Whereas in the past, lots of communication could still be done orally, this is now only permitted via e-tools; leading to a further drop out of inclusion of immigrants in society.

- There is an important Swedish minority in Finland. Many immigrants who arrived in Finland learned Swedish and not Finnish. Though theoretically Finnish and Swedish are used side by side, the reality is that in e-application in Finland the Finnish language is the dominating language, often solely Finnish is used in e-communication. This leads to immigrants having learned Swedish and not Finnish, being cut off from information more than before. Even if the immigrants learn Finnish, their knowledge will allow them to consult e-information, but they will drop out in e-communication because they will make many mistakes in writing and either be excluded for this reason or auto-censor themselves by not communicating via e-services.

- On official website, the language used is often technical or even bureaucratic text. Since the e-tools hardly allow further consultation, this is another problem immigrants need to overcome; whereas in the past they could easier consult with the authorities whom they had to deliver these documents to manually.

- The responsibility of the buyers of web solutions, web designers and producers of e-content

What can organizations (such as sports clubs) do to improve e-accessibility for immigrants (and hereby their possible volunteering in the sports club)

Plain and simple language makes a site more accessible to immigrants and even also other groups of people with intellectual disabilities, elderly as well as ordinary busy people with mobile access or short attention span. The Center for Plain Language in Virginia (USA) has developed ‘Plain Language: information you can find, understand, and use’ (http://centerforplainlanguage.org/).

Secondly is to involve immigrants in the process of acquisition and design of e-tools. E-services are too important today to be left for ‘professionals’ only.

4.9. Club structures and support

4.9.1. Typology Questionnaire of the Dynamo Project from the Flemish Sports Federation

Mission of the Typology Questionnaire

The Dynamo Project of the Flemish Sports Federation focuses on support to the volunteering management for all Flemish sports clubs. This implicates 18.000 possible sports clubs.
The bases of developing the questionnaire is to find out and categorize the needs of the sports clubs.

**Goal of the Typology Questionnaire**

The intention of the Typology Questionnaire, for the Dynamo Project, is the creation of a higher efficiency and effectiveness in its support of the volunteering management of the sports clubs.

It is about delivering *the right service* to the sports clubs and having real changes and impact on the professionalization or the working of the clubs. It also is about *the diversification of services* rendered along with the different necessities depending on the status of the sports clubs.

In order to be able to raise the efficiency and effectiveness through offering diversified and the right services to the sports clubs, it is important to define the nature of the sports clubs one is dealing with.

Consequently, the questionnaire might also be a tool for the sports clubs themselves to better understand their status and act accordingly in their evolvement to the future.

**Approach of the Typology Questionnaire**

The fundamental approach of the Typology Questionnaire is that every sports club has its value and that the service of Dynamo Project should be organized along with the kind types of sports clubs which are identified.

In order to obtain a good analysis and definition of the different types of sports clubs, it is considered important to set up the questionnaire specifically according to the world of organized sports clubs, rather than to copy paste or adapt questionnaires already at hands for other types of social profit organizations.

**Development of the Typology Questionnaire**

The Dynamo Project of the Flemish Sports Federation developed the questionnaire in cooperation with the Ghent University. Also, an Advisory Committee was installed to supervise and steer the project. A half-time academic employee was engaged during one year on the development of the project. A diversity of stakeholders was regularly invited to reflect on the project.

**Development phases of the Typology Questionnaire**

There were two major phases in the development of the Typology Questionnaire:

1. The theoretical conceptualization of the project
   “what do you want to know”
2. The operational phase of the project
   “how are we going to identify how we can get to know what we want to know”

**Definition of a sports club**

The first step taken was to define what for the Typology Questionnaire is to be considered as a sports club. The selected definition is:
‘A sports club is an organization that allows people to participate on a regular bases in one or more recreational or competitive sports in an organized setting.’

**Definition of the ‘typologies’ of sports clubs**

The preliminary step made is to define sports clubs with a pre-dominant focus on social profit and those with a pre-dominant focus on commercial or financial profit. For the purpose of the Typology Questionnaire, only the sports clubs with a pre-dominant focus on social profit are withheld. The reason hereto is that the services to be delivered are meant to benefit the social profit sports clubs.

The first dimension of the theoretical concept deals with the readiness of sports clubs to change. If sports club is willing to change, we define it as ‘open sports clubs’. It sports club is not willing to change, we define it as a ‘closed sports clubs’. It can be compared to Obama’s ‘Yes We Can’ as opposed to resistance to change.

The second dimension of the theoretical concept, is the capacity of the sports club to change. If the sports club has the capacity to evolve, we define it as ‘a club with capacity to change’. If the sports club indicates to have insufficient capacity to evolve, we define it as ‘a club with insufficient capacity to change’. This dimension is applied to both types of the first dimension.

This is the bases of the theoretical concept of the Typology Questionnaire.

The combination of the 2 dimensions and the initial division between social profit and commercial profit sports clubs, leads us to the identification of 5 types of sports clubs.
Type 1

The characteristics of the type 1 sports club are
- Social profit focus
- Sufficient capacity to evolve
  o No fundamental problems concerning accommodation, finances, volunteer policy,…
- Readiness to change, ‘open sports club’
  o Effort prepared to invest in evolvement
  o Ambition to evolve

For the Typology Questionnaire, this is an excellent type of sports club.

Type 2

The characteristics of the type 2 sports club are
- Social profit focus
- Insufficient capacity to evolve
  o Some fundamental problems preventing the sports club to change or renew (can be on accommodation, finances, volunteer policy, …)
- Readiness to change, ‘open sports club’
  o Effort prepared to invest to evolve
  o Ambition to evolve

For the Typology Questionnaire, this inclines to be an excellent type of sports club.

Type 3

The characteristics of the type 3 sports club are
- Social profit focus
- Sufficient capacity to evolve
  o No fundamental problems concerning accommodation, finances, volunteer policy,…
- Resisrance to change, ‘closed sports club’
  o Not making any effort to invest in evolvement
  o Ambition to keep things as they are

For the Typology Questionnaire, this is a sport club which is difficult to work with and for which it is not always necessary to invest in guidance to evolvement.

Type 4

The characteristics of the type 4 sports club are
- Social profit focus
- Insufficient capacity to evolve
  o Some fundamental problems preventing the sports club to change or renew (can be on accommodation, finances, volunteer policy, …)
- Resistance to change, ‘closed sports club’
  o Not making any effort to invest in evolvement
  o Ambition to keep things as they are
For the Typology Questionnaire, this is the worst case scenario type of a sports club. It is difficult to work with this type of sports club, but it is necessary to invest in the guidance to evolvement of these sports club.

**Type 5**

The characteristic of the type 5 sports club is commercial profit focus

For the Typology Questionnaire, this type of sports club goes beyond the scope of the services intended to be delivered by the Dynamo Project.

**Operationalization of the Typology Questionnaire**

Consequent to the above theoretical framework characterization, the next phase is to define ‘how to measure which kind out of the 5 type a sports club is most related to’. Here to:
- 8 relevant factors for each dimension were selected
- In total initially 102 and in a later stage 55 items were defined to the 8 factors
- The questionnaire is set up according to the Likert scale (1 to 5: totally to not agree)

**Test phases and further development of the Typology Questionnaire**

There were several steps in the development of the questionnaire, e.g. on content analysis, statistical analyses, ... Also, the first valid questionnaire contained 102 items and was considered too long, a second questionnaire was therefore shortened to 55 items.

<table>
<thead>
<tr>
<th>WANT</th>
<th>CAN</th>
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<tbody>
<tr>
<td>factors</td>
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<tr>
<td>board</td>
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<td>policy</td>
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<td>Finances</td>
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<td>external focus</td>
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</table>

**Overview of the 8-factored and the 55-itemized Likert-scale questionnaire**

1st questionnaire research results

A first Typology Questionnaire was launched
- in May-August 2011
- in an electronic version
- to an elaborated sample of 1500 sports clubs

The results of this 1st Typology Questionnaire are shown hereunder.

1015 sports clubs filled in the questionnaire, 94% of those were member of a sports federation.
Number of club member
Typology Questionnaire 2011 (responding clubs)

Knowledge and use of the Dynamo Project services
Typology Questionnaire 2011 (responding clubs)

<table>
<thead>
<tr>
<th>Need for assistance</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorship</td>
<td>34.70%</td>
</tr>
<tr>
<td>improving recruitment of members</td>
<td>31%</td>
</tr>
<tr>
<td>non profit association law</td>
<td>29.70%</td>
</tr>
<tr>
<td>motivation of volunteers</td>
<td>29.60%</td>
</tr>
<tr>
<td>searching and finding volunteers</td>
<td>29.20%</td>
</tr>
<tr>
<td>volunteer legislation</td>
<td>27.80%</td>
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<tr>
<td>accountancy of non profit association</td>
<td>26.70%</td>
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<tr>
<td>insurances</td>
<td>23.60%</td>
</tr>
<tr>
<td>policy plan</td>
<td>22.80%</td>
</tr>
<tr>
<td>accountancy program</td>
<td>21.10%</td>
</tr>
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</table>
Need for assistance
Typology Questionnaire 2011 (responding clubs)

<table>
<thead>
<tr>
<th>Need for education and training</th>
<th>Percentage (%)</th>
</tr>
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<tbody>
<tr>
<td>Subsidies</td>
<td>37,3</td>
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<tr>
<td>Marketing and sponsorships</td>
<td>27,6</td>
</tr>
<tr>
<td>Approaching the media</td>
<td>25,3</td>
</tr>
<tr>
<td>Searching and finding volunteers</td>
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</tr>
<tr>
<td>Motivation of volunteers</td>
<td>24,8</td>
</tr>
<tr>
<td>Non profit association law</td>
<td>23,2</td>
</tr>
<tr>
<td>Accountancy for non profit associations</td>
<td>21,2</td>
</tr>
<tr>
<td>Coaching &amp; motivation of members &amp; volunteers</td>
<td>19,6</td>
</tr>
<tr>
<td>Leadership</td>
<td>19,3</td>
</tr>
<tr>
<td>Policy plan</td>
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</table>

Need for education and training
Typology Questionnaire 2011 (responding clubs)

Need for individual guidance
Typology Questionnaire 2011 (responding clubs)

<table>
<thead>
<tr>
<th>Topics of individual guidance</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>Sponsorships</td>
<td>15,20</td>
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<tr>
<td>Policy plan</td>
<td>10,0</td>
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<tr>
<td>Accountancy</td>
<td>9,2</td>
</tr>
<tr>
<td>Marketing</td>
<td>9,1</td>
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<tr>
<td>Website building</td>
<td>7,8</td>
</tr>
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</table>

Topics of individual guidance
Typology Questionnaire 2011 (responding clubs)
Types of sports clubs
Typology Questionnaire 2011 (responding clubs)

Unincorporate association
Legal entity (social profit)

Typology according to the status of the sports clubs (legal entity vs unincorporated association
Typology Questionnaire 2011 (responding clubs)
Use of the services of the Dynamo Project

Sports clubs using the services of the Dynamo Project Typology Questionnaire 2011 (responding clubs)

Need for assistance

Sports clubs needing assistance to evolve Typology Questionnaire 2011 (responding clubs)
Support to the Volunteering Management in Sport Clubs
EU DG EAC PrepAct 2010
1324
Final Report

<table>
<thead>
<tr>
<th></th>
<th>Yes, we want</th>
<th>Yes, we can</th>
<th>No, we won't</th>
<th>Yes, we can</th>
<th>No, we can't</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need for education and training</td>
<td>Subsidies</td>
<td>Marketing and sponsorships</td>
<td>Approaching the media</td>
<td>Commercial Profit focus</td>
<td></td>
</tr>
</tbody>
</table>

**Sports clubs needing assistance to evolve**

*Typology Questionnaire 2011 (responding clubs)*

**Conclusion of the first Typology Questionnaire**

There are four conclusions resulting from this 1st questionnaire.
- The Dynamo Project must focus on the type 1 sports clubs that are ready and able to change. I.e. assistance in their change.
- The Dynamo Project must invest in the type 2 sports clubs. I.e. assistance in looking at how to overcome the disability to change.
- Dynamo Project could invest in the type 3 sports clubs. I.e. assistance in overcoming the resistance to change.
- Dynamo Project should not invest in the type 4. I.e. refuse assistance, which is avoiding needless time and energy spend.

**Questions raised by the EU-project partners on the Typology Questionnaire**

Can you see which kinds of sports clubs (e.g. tennis, soccer, golf,...) are in which type?
- Answer: Yes, this is possible.

Should clubs who come out of the Typology Questionnaire as not wanting to change somehow be forced to change?
- Answer 1: Some clubs can see clear through the results of the Typology Questionnaire that there is resistance in their club to change as well as what level exactly this resistance is situated. This may help the sports club to work on taking away this resistance.
- Answer 2: If the sports club is rather an informal club with not many members and not unique in its environment, there then are reasons to working on turning down the resistance. If however it is a sports club with a lot of members with certain obligations – such as the sole subsidized athletic club in town with 600 members – then it is probably necessary to support the club in its developing by assisting it in overcoming the resistance.
Are the results of the Typology Questionnaire used to be proactive?
- Answer: Yes, these will lead to fine-tuning of and defining new approaches to supporting the volunteering management in sports clubs.

How were clubs motivated to fill in this 1st Typology Questionnaire?
- Answer: Majorly important was the cooperation of the sports federations and the governing bodies. Also important is that it has been made easy to fill in the Typology Questionnaire. Finally, the sports clubs might have been challenged by some prices they could win.

4.9.2. Accreditation Schemes

4.9.2.1. Presentation by
Peter Drew, Chief Executive of Tennis Wales
Sophie Curthoys, Club Development Manager of the Lawn Tennis Association
Julie Williams of Tennis Development Manager of Tennis Wales

Tennis accreditation schemes to improve standards, support local volunteers, and grow the sport

Accreditation Schemes in England and Wales

Accreditation schemes for sports clubs were set up 3 to 4 years ago set by Sport England. Over 30 National Governing Bodies have meanwhile joined the accreditation scheme programs. These schemes are primarily focused on creating safe environments for children in the sports clubs. Obviously for themselves, but also for the parents to know what they can expect. The schemes also aim at imposing diversity in participation in the sports clubs. For each of the criterions in the accreditation schemes, resources (not only funding but also support such as e.g. training and educational programs) are made available. So, the accreditation schemes are about sustainability rather than about control or funding.

Tennis in Great Britain and in Wales

For tennis, there are five types of ‘places to play tennis’
- Registered ‘open’ tennis courts for recreation (in parks, etc.)
- Community Beacon Sites
- Tennis Clubmark clubs
- Performance Centres
- High Performance Centres

It is estimated that 4% of the population plays recreational tennis. The aim is to raise this to 5%.
Two accreditation schemes for ‘Growing the Game’

Two accreditation schemes were developed in England and Wales to ‘Grow the Game’ of tennis
- Community Beacon Sites accreditation
  Supporting community tennis facilities in parks and schools
- Tennis Clubmark accreditation
  Supporting traditional tennis clubs to evolve and develop

The current situation in British tennis along these criteria is
- Registered ‘Places to Play’ 2,632
- Beacon Site accreditation 165
- Clubmark accreditation 877

The current situation in Welsh tennis along these criteria is
- Registered ‘Places to Play’ 95
- Beacon Site accreditation 10
- Clubmark accreditation 25

Accreditation objectives

The aim of the accreditation along these five criteria’s is to provide a support framework to also enable the local tennis clubs, community tennis facilities, and local volunteers to become successful, sustainable, growing and vibrant COMMUNITY CENTRES.

Community Beacon Sites

The community Beacon Sites are accredited, organised and sustainable community tennis venues. These are located in parks, leisure centres or on school courts. Qualified and licensed coaches offer at these sites coaching, competition, social tennis, family open days etc. Very important within the scheme is the linkage laid between the Beacon Sites and the surrounding schools. The accredited sites are funded and supported by Tennis Wales and the LTA (Lawn Tennis Association)

The benefits of Beacon Site accreditation are
- National recognition as a quality, affordable park or community tennis centre
- A plaque recognising the site as a Beacon
- Face to face support from local TDM
- Recognition & promotion on the LTA website
- Support in generating publicity
- Opportunity to apply for capital and ‘kick start’ revenue funding
- Windbreaks from the LTA’s lead partner, AEGON

A best practice example of the Beacon Sites tennis development is the Diamond Tennis Academy which was launched in 2008 at two main parks sites in Cardiff: Heath Park & Canton. The academy organized coaching programmes and developed low-scale competition. Canton today has a fully fledged Community Club with a club committee. The club has 115 members: 95 juniors & 20 adults. It is linked to 5 schools with tennis offered at the schools all year through. Canton has 6 coaches. Its holiday camps are attended by over 200 children.

The Beacon Sites clubs merely often offer free intro and free coaching. The children then pay a share via fundraising activities such as car wash. This might raise a question on equity: rich
children do not have to work to pay-off their participation, they just get the money, whereas poor children need to work for it. On the other hand, the children put in what they consider to be ‘value for their money and abilities’.

**Clubmark accreditation**

The Clubmark accreditation is based on
- Management
- Polices and procedures
- Tennis Programmes
- Planning

Each criterion is supported by a resource guide
- Management
  - Supporting volunteers to work effectively with their coach
- Policies and procedures
  - Ensuring appropriate child protection and equity plans are in place.
  - Safeguarding etc
- Tennis programmes
  - Supporting places to play to ensure they have the right programmes to retain and attract participants in the sport – competition, improvement, fitness, social
- Planning
  - Action planning and business planning – sustainability; clear plan for the future

The assessment of the clubs is done via
- A network of trained Clubmark Assessors
- A mixture of volunteers and Tennis Wales and LTA staff
- A Clubmark folder submitted for assessment
- An on-site visit to the club

The benefits of Clubmark accreditation have been detected to be generally
- More members
- Active and vibrant club
- More productive volunteers
- Focussed committee working in partnership with coaches
- Increased income from membership
- Ability to apply for funding
- Ability to apply for capital funding (Clubmark accreditation is hereby a prerequisite)
- Enhanced on-line web presence at the Lawn Tennis Association
- More support from the our field team
- Clubmark plaque and use of logo
- Raised involvement of fieldworkers’ assistance (most time spent by field workers is on Clubmark Clubs)

Rainford Tennis Club testifies that ‘We are currently enjoying one of the most successful seasons in their history. Since achieving Tennis Clubmark at the start of 2009, the club has doubled its membership, have record numbers of juniors attending coaching and competitions and have delivered tennis to thousands of children in schools across St Helens. Although it’s early days, the club has benefited from the team spirit stimulated by the challenge of working towards and achieving Tennis Clubmark. It provides a great framework to enable Matt and Marc - our junior coaches - to build a successful junior section and programme. They have great commitment,
enthusiasm and talent and we look forward to that rubbing off on the juniors and hopefully it will encourage children of all abilities to get involved and play tennis.’

The benefit for the Tennis governing bodies is that Clubmark clubs must submit information about the clubs. E.g. individual membership schemes enables LTA to track info to further sustainably develop tennis by adapted support and educational programs. This information remains difficult to obtain from non-club-registered recreational tennis. This recreational tennis information is somewhat collected via the general government statistics.

Encouragement to club membership is important to especially steer grassroots tennis. Clubs need to think about ways to make low entry participation possible. Informal membership could hereby be included. The ‘carrot’ here is e.g. that club membership is required to be able to apply for Wimbledon tickets (the disadvantage here could be that people register solely in a tennis club to apply for Wimbledon tickets; without ever intending to play, be a coach or volunteer in tennis). Other possibilities to ensure people are not excluded from playing tennis are the ‘pay & play’ formulas with aligned informal membership.

Nevertheless, there is no real goal to move players from Beacon Sites to Clubmark clubs. The purpose of the LTA is to let the sport of tennis grow and be sustainable, which includes a broad offer. Youngsters playing at Beacon Sites and even the Beacon Sites themselves may not be interested for good reasons to move to Clubmark clubs. And that’s okay.

Outcomes of the Clubmark accreditation scheme so far include
- The number of registered players grew over 50,000.
- Tennis clubs which have gone through the process of gaining Clubmark accreditation are by far the most successful Tennis Clubs in Wales and overall in Britain.
- 35% of the ‘Places To Play’ Tennis have achieved Clubmark Accreditation.
- These 35% have 60% of the total number of tennis members in British tennis and they have 80% of the juniors who are competing regularly.
- More high quality clubs delivering high quality on court programmes – coaching, competition, talent ID and development.
- More young people playing the game at clubs through improved club school links
- Improved coach committee relationships.
- Sustainable clubs with great facilities.
- Tennis clubs more active in their community and growing the sport.
- More productive volunteers.
- More organised opportunity to play tennis.

4.9.3. Audit

4.9.3.1. Presentation by Jason Lewis from the Welsh Rugby Union

The goal for the Welsh Rugby Union (WRU) audit is to interact more effectively with the clubs. One tool hereby is that, over the years, the by the WRU developed ‘database recording’ computerized system developed to what is now an ‘interactive communication’ tool between the WRU and the rugby clubs. Everything in the database is linked.

The next step taken by the WRU is the launch of a permanent audit system of the club governance by means of the data recorded on the on-line system. In Wales, £ 2.3 mio is distributed by the WRU to over 300 rugby clubs per year. The goal and even the self-evident task
of the audit of the rugby clubs is to ensure the good governance of the rugby clubs, which is sanctioned by here upon depending WRU funding. An on-line audit system has hereto been launched in 2010. The system thus is only in its start-up phase and still fully in deployment. The number 1 challenge hereby is to communicate on this tool with the right people in the club. By getting on the right persons to complete the audit data, gaps are avoided, errors minimized and duplicates reduced. The introduction of the data and the communication on this audit at club level is merely the role of the secretary of the club. Training – definitely in the current start-up phase of the audit system – is also pre-dominantly important. Whilst the WRU also realizes that the on-line audit is a new tool which may demand in some clubs the necessary time for new secretaries with the profile and ability to use the on-line tools to get on board or for the secretaries to engage assistance from an adequate volunteer in on-line computer use within the club. The WRU realizes all this takes time. Finally, the WRU wants the audit system to be commonly accepted, which stands for being open to input from the clubs to proposed corrections and amendments. By all means, the training on the audit tool, purposes and governance consequences is according to the WRU taken up very good. The next phase of the audit system will be for the secretaries, coaches or other people from the rugby clubs to input their data on a regular bases, with some information to be mandatorily completed, so that the audit is not a once-a-year but date-to-date governance tool. In a later stage, the audit could lead to making some areas to be permanently on-line.

The audit tool might be considered to have elements of an accreditation scheme. A fundamental difference being that the WRU audit tool is meant to control and to develop good governance and not in first instance as a set of criteria to get funding such as an accreditation scheme can be.

The WRU audit tool is thus mainly to
- Shape rugby in Wales (from grassroots to top-level participation)
- Identify trends
- Control good governance
- Ensure the WRU/rugby community role (e.g. link with schools, inclusive participation, community based opportunities)

Since the launch of the WRU audit tool in 2010, the number of rugby club members remained status quo. This is to be considered as logic, as the audit tool is indeed intended to be a good governance tool and not a strategic development tool in the sense of wanting to have a growth in participation. It is rather a qualitative than a quantitative tool.
Your info page / my profile

Here is an example of the screen you would see when you login, your tabs will show you what you have access to when you login to the system.

Club Audit / Grant Submission

Above when you click on “Club Audit” tab, this is the screen you see. You are able to on this screen. View and Insert Data, view points summary and submit details into the WRU – only nominated people in your club will have access to this – Club Secretary by default but they can nominate others with your rugby club to have access.

Club Information

Here a club can complete the information and confirm information if already populated.

Web site?
Number of District Meetings?
Number of Junior District meetings?
Number of Club members, excluding players linked to their club?
**Team Information**

Running points total displayed in white on every screen of the club audit, you can click on this to go to summary page.

Fixtures and results and adding coaches to the system is done here.

**Add a coach / Fixture management**

Link your coaches up to your teams here, view all coaches linked to your club.

Update and add fixtures and results for your teams in your clubs.

**Personnel and Volunteers**

In this section you can add your referees linked to your club, your coaching coordinator as well as first aiders, and rugby safeguarding officer.
The lessons learnt one year after the launch of the WRU audit system are
- The role out is dependent on good leadership of the system, education on the system, support in the use of the system and interactive development of the system
- The link of the information in mywruf is a prerequisite for an effective audit system
- More users of the on-line audit input per club lightens the load of work
- All information is subject to human error! The system and its data must be treated with caution!

4.9.4. **Club structures and support - EU-project partner’s Group Round Table**

4.9.4.1. **Belgium/Flanders**

Accreditation schemes
In Flanders/Belgium, the sports clubs are financially supported via grants awarded by the local government. This is regulated in a decree set out by the Flemish government.
- Local communities receive € 1,50 per inhabitant from the Flemish government.
- For each inhabitant, the local community adds on € 0,75 from its own resources.
- At least 50% of the above total of € 2,25 per inhabitant must be directly assigned to the sports clubs according to a grant regulation.
- The grant regulation is made by the local authority sports office, together with the sports council of a community. It is approved by the Board of the Mayor and the Aldermen of the community.
- The domicile of the sports club defines to which local community the sports club belongs.
- The grant regulation must be conform with the regulations of the decree of the Flemish government.
  - The criteria used in the grant regulation may not only be quantitative, they must include qualitative criteria.
  - Examples of qualitative regulations are:
    - To have certified trainers
    - The organization of (a) tournament(s)
    - The organization of activities to improve the attractiveness of the sports club
    - To have a clear structure (with a chart,..)
    - To be a member of the Sports Council of the community
    - Board members following professional and/or educational training
- Each sports club gets rated according to its fulfillment of criteria listed up in the local community grant regulation. The number of points of each club determines how much funding the club receives.

**Audit**

Audit is often approached with some reluctance by the sports clubs, federations and associations in Flanders/Belgium. The reason for this reluctance is the fear of especially the end-user sorts entities to be touched in their autonomy and self-regulation and the principle of subsidiarity not being considered. Sports entities are vigilant for audits to lead to be factual tools of determining the funding streams from the governing bodies and authorities.

One corporate company in Flanders/Belgium focuses on auditing specifically sports clubs: Double PASS. Double PASS is specialized in the management of quality and performance inside the sector of sports. Special attention is given to the traditional sport club and to the youth academy of such a club as a special niche.

The three core goals of Double PASS are
- to evaluate and advise
- to certify sports club with a quality label
- to inform and assist

The Double PASS evaluation contains 7 dimensions
- strategic planning and policy
- procedures and internal communication
- external communication and image building
- atmosphere and culture
- board and structure
- human resources management
- effectiveness

The audit by Double PASS. For this reason, as well as the reasons of reluctance mentioned at the start of this paragraph, some federations have developed own systems of audit. Which consequently is the to be defined as internal audit.

**Strategic consultancy tools**

There are no strategic consultancy tools developed specifically for sports clubs. However, tools have been developed at the benefit of the wider social profit sector (including social profit organizations in the areas of well-being and culture). Also, some organizations focus almost 100% at assisting the strategic development of – again – social profit organizations in a wider sense than sport only. Exceptionally, corporate consultancy bureaus are involved with strategic consultancy in sports, but this is then rather at federation level and only for the ‘richer’ federations such as football. Education in strategic development in sports – which is not strategic consultancy – is available in bachelor and master studies at university, high-school or post-graduate level as well as in specific seminars regularly organized by the sports governing bodies or umbrella organizations.
4.9.4.2. **Cyprus**

**Accreditation**

To obtain their sport identity clubs need to register with the Cyprus Sports Organisation. The registration allows the clubs to become members of their sport federation and makes them eligible for funding by the state. Hereby, the federations must report on 14 categories. One of the categories is on how they must spend the money received (policy measurement at the yearend). Funding of the sports federations goes via the Cyprus Sports Organization and is partly depending on these criteria. The funding is not given in one time for the whole year, but in pre-payments and a final payment.

**Audit**

All sport clubs and sport federations in Cyprus are registered under the “Club law”. This law is for all kind of clubs not just for sports clubs. Based on this law all clubs need to prepare audited financial statements which have to be approved by their Annual General Meeting. This audit is primarily of financial nature and it verifies the income and expenditure of the club. It does not involve any management review. The primarily goal of these audits is thus to provide independent reporting on the sports federations. It also at use to find ways to improve the structure and organization of the sports federations. There is a manual to assist with procedures. The sport federations are expected to implement the recommendations from these reports within a year. Financial sanctioning can follow upon the (non-)fulfilment of the recommendations.

**Strategic consultancy**

With regards to federations (which are also registered as clubs) beyond the statutory audit mentioned above the Cyprus Sports Organisation in recent years has started performing operational audits. These audits go beyond the financial audit and aim to ensure that sport federations utilise the governmental grants they receive for the purpose they receive them for.

4.9.4.3. **Finland**

**Accreditation schemes**

Sport clubs receive funding via the sports federations they are affiliated with. The federations receive the money from the SLU (Suomen Liikunta ja Urheilu - the Finnish sports overall umbrella organization). SLU receives the money from the Finnish Ministry of Sport. The money to the clubs is distributed a number of criteria such as the number of members in the club, the number an educational level of the coaches, the programs run by the club, its grassroots and/or performance activities. The accreditation of the clubs at the sports federation goes along these lines.

Not new but at present in a rapid is the impulse within Finland for the sports clubs to become autonomous through activity organization. This autonomy is actually ordered by the government. The target for all clubs to be autonomous is 2013. Sports clubs are hereby heavily encouraged to generate income by organizing national and international camps and events. SLU underpins this autonomy through the organization of workshops on entrepreneurship. Accreditation and consequent funding will probably depend as from 2014 on the extent of autonomy of the club.
Audit

All sports clubs in Finland have to provide a yearend financial report which mandatorily needs to be audited. This is an external and independent audit. No audits are organized by the sports federations. The audit thus is purely a control – it is no bases for financing – unless of course out of the audit it would appear that the club is not okay with legislation, rules or regulations in a national context. Audits are also used when an important funding is requested by the club.

Strategic consultancy

Strategic consultancy tools are offered by umbrella organizations. There is not much financial support foreseen for sport clubs in undertaking these strategic consultancies. Sport clubs mostly have to pay for these services. Financial support for sport clubs strategic development however is given by Veikkaus (Finnish National Lottery). An example is detailed in the following slides.
### 2. Strategy

- **Mission and purpose**
  - Club's mission and purpose
  - Implementation and development

- **Strategic planning**
  - SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) or other evaluation
  - Activity planning
  - Long-term planning

- **Financial planning**
  - Club level
  - Team level
  - Guidelines
  - Responsible persons

### 3. Player Survey

- Sinivalkoinen Tie (Blue & White Road)
  - OR
  - Leijonatie (Road of Lion)
- Development program for enthusiastic and talented players
- Attention to the different age groups
- Organising of player survey
  - Internal
  - External
  - Communication

### 4. Training

- Objectives of club's sports activities
  - General guidelines
  - Guidelines for competition activity

- Guidelines of coaching
  - Transfer into practice

- Team plans
  - Common models, in use

- Educational level of coaches
  - Training cards for coaches

### 5. Club's supportive activities

- Health education
  - Systematical and consistent
  - Health surveys / inspections
  - Health information systems
  - Trainings / info
  - Utilization of the specialized knowledge inside club

- Education and social support

### 6. Operating environment

- **Facilities**
  - Is there adequate and effective facilities?

- **Training conditions**
  - Training opportunities (summer, winter)
  - Ice halls and football halls
  - Match- and training equipment
  - First Aid supplies

- **Environment and conditions**
  - Are environmental issues took into account?
  - Is there a plan to develop conditions?

### 7. Communication

- Development discussions
  - Instructed discussions:
    - when player enters the club
    - during his/her career
    - when players move inside the club
    - when player moves from the club

- Internal and external communication
  - Webpages, contacts to newspapers, other media
  - Managers and departments
  - Rules

- Cooperation plans
  - Organized cooperation
    - with schools
    - with other sports
    - with other clubs

### 8. HR management

- Utilization of resources
  - Development discussions

- Training and rewarding
  - Training plan and possibilities
  - Salary and reward systems
  - Reward systems for staff

- Staff safety
  - Contracts
  - Insurances

### 9. Efficiency

- How we ensure that players and staff will stay involved with the sports?
  - Drop out - statistics (players)
  - Staff statistics (amount of staff + years in club)

- Amount of own players:
  - in own first team
  - in other club's first teams
  - in district- or national teams
  - Is there monitoring of how players are placed after leaving the club?
4.9.4.4. Germany

Audit

By-laws of the sports federation manage the election to the executive board in clubs. The representation in the sport clubs and the audits are the private responsibility of the executive board of the sports clubs.

Accreditation schemes

‘Wissen Online’ is a new online system which will serve the Brandenburg Landessportbund Brandenburg as a database with very many information elements on the sports clubs. It will be implemented as from the 1st of January 2012. It is already at use in another German state (Rhine Westfahlen). Once a year, a ‘state of the club’ will be taken (each year in January). Based on this info, the funding is spread to the clubs on pre-determined criteria. One of the criteria e.g. is that the number of graduate coaches in a club must be at least 1 per 50 members.

Strategic consultancy

Webinare is a special program of the Landessportbund Brandenburg which offers online seminars on amongst others strategic consultancy.

4.9.4.5. Greece

Audit

All audits in sport clubs are regulated by the Sport Act, carried out by the competent authorities of the General Secretariat of Sport and Special Secretariat of Sport and Nutrition and include mainly:
- membership registry
- official records of general Assemblies and meetings of the Board
- monitoring the compliance of regulations for athletes, games, referees, coaches, anti-doping with the regulations of the International Federations
- incomes and expenses
- assets
- the supervision of the establishment and the implementation of the budget of a sport club by the competent departments of the General Secretariat of Sport and Special Secretariat of Sport and Nutrition

Failure to comply with the provisions of Sport Act regarding audits in sport clubs can result in the withdrawal of the accreditation of the sports club and the suspension of state funding and all privileges, incentives and facilities to the support their sport activities.

Accreditation schemes

All sport clubs are entitled to request accreditation (special sport accreditation) for each sport they practice. The request for accreditation is submitted by the Board of the sport club to the General Secretariat of Sport or Special Secretariat of Sport and Nutrition and if all conditions are met, the accreditation is granted by the competent Deputy Minister of Sport or the Deputy Minister of Health respectively.
The main conditions for granting accreditation are:
- at least three years membership of a sport federation and participation in games organized by the sport federation
- constitution approved by the competent Court of first instance
- the name of the sport club should not be a name or trade name or commercial name of a commercial firm

The withdrawal of the accreditation might occur in a number of cases of violation of provisions of the Sport Act, such as a case of a club that doesn’t provide the number of sports that is stated in its constitution.

Sports club which are not accredited are not funded by the state and cannot participate in championships or other games organized by the sports federations.

**Strategic consultancy**

Consultancy tools are provided to sport clubs by the General Secretariat of Sports and Special Secretariat of Sport and Nutrition and a number of social profit academic associations for sport management and sport economics, such as the Hellenic Sport Management Association, the Panhellenic Association of Sport Economists and Managers.

Also, the General Secretariat of Sport and Special Secretariat of Sport and Nutrition provide web access to the sports clubs to documentation in the framework of strategic consultancy.

Further specialized counseling may be provided by the services of General Secretariat of Sports and Special Secretariat of Sport and Nutrition on issues regarding the relations with the state, the obligations under the legislative framework and funding opportunities.

Sport sciences associations offer general information on the organization and administration of sports organizations through presentation of best practices and seminars.

The expenses for the use of consultancy tools by the sport clubs can be state funded.

**4.9.4.6. Hungary**

**Audit**

Audits in sports clubs or federations is not common in Hungary. It may exceptionally happen.

The Central Office of Statistics collects data about the sports clubs, but it is not an audit and it is not used by audit organizations.

Audits can be organized by a governing body (ministry, local authority, etc.) on specifically sports related issues or corporate entities on rather business related entities.

However, with the introduction of the new law on the company tax (TAO) the governing body founded a monitoring institution to execute the required controls, which again is not really an audit. The TAO only started in September 2001, so, it is too early to make conclusions on its activities. The documentation controlled by this institution will be on
- Sports activities
- Membership
- Financial figures related to budget/funding requests
- Administrative follow-up
- Tax matters
- Individual and societal development issues, such as
  - Trainings take into account the different levels of development
  - The trainings are educational, varied, equilibrate
  - The roles, the rules and the regulations are clear and adhered to

Consequences of this controls may be the exclusion from the tax system for the next year and the donations received to be paid back with interest.

Accreditation scheme

Accreditation schemes are installed by the governing bodies (ministry, local authority, etc.) and the sports federations.

The advantages of being accredited are the membership of a sports federation, funding and possibly attribution of infrastructures and attribution of staff.

Strategic consultancy

Overall consultancy (including strategic consultancy) is offered by
- the Hungarian National Sports Federation
- some sports federations
- the Hungarian Olympic Committee (but only for Olympic sports related clubs)
- a university institute or research bureau (which is especially E-learning)
- corporate entities (TAO consultancy by private enterprises)

The tools can be for internal use such as an online questionnaire and best practice stories. Also external guidance is sometimes offered by the National Sport Federation, Sport Federations and the Hungarian Olympic Committee.

Pre-dominantly researched in these strategic consultancy tools are
- sports related issues
- financial related issues
- legal, tax and other administrative compliance to the rules and regulations
- strategic development
- problem solving

No financial support is foreseen for sports clubs in undertaking these structural consultancies.

4.9.4.7. Slovakia

Audit

In Slovakia, an audit is organized mostly on demand from the clubs themselves, in case of change management as well as in case of problems. The sport clubs themselves usually ask for these audits. These audits are organized mostly by the sport clubs themselves and by a dedicated private entity. Financial figures related to budget or funding requests as well as tax matters are pre-dominantly researched in the audit. The audits of the sport clubs in Slovakia are mostly for information only.
Accreditation scheme

In Slovakia, there is an accreditation scheme for the sports clubs applied for a selected number of clubs, i.e. those depending on sports federations. The accreditation scheme is installed by the sports federations and is implemented and controlled by the sport clubs themselves. Consequences related to the accreditation scheme are membership of sport federations and funding.

Strategic consultancy tools

Nowadays, there is no systematic approach in strategic consultancy for sports clubs and it depends on individual initiative. However, till 2008, strategic consultancy tools were provided by the National Sport Centre, which is a government funded institution of the Ministry of Education, Science, Research and Sport of the Slovak Republic. These were external guidance based. The consultancies were open to representatives of any sport institution, but targeted mainly on sports federations support. These strategic consultancy tools were offered by a dedicated private entity in co-operation with the National Sport Centre. These strategic consultancy tools were predominantly focused on research in financial related issues and governance issues.

4.9.4.8. Wales

Audit

There is no national audit system or audit requirement.

Some national governing bodies (NGBs) operate some form of annual audit, such as presented in the Cardiff symposium and described above from the Welsh Rugby Union.

Periodically some sports will conduct specific audits when reviewing their operation plans e.g. coaching audit, facilities review (football, rugby and hockey currently undertaking facilities review), for affiliation purposes (e.g. number of members, coaches, officials, teams, equality, ethnicity, age etc) and for safety factors. The majority of these audits are requested and conducted by the Welsh NGBs (sometimes British Governing Bodies will request information).

Accreditation schemes

Accreditation schemes for sports clubs are in general optional, although clubs are encouraged to apply for an accreditation. Accreditation is in general open to all sports clubs who meet the preset criteria.

Many Welsh NGBs develop and deliver accreditation schemes. Sometimes, it is the British NGB which develop and administer the schemes (e.g. for tennis and gymnastics). Some local authorities (LAs) also develop and deliver accreditation schemes for sports clubs too.

The accreditation schemes can be at use for
- For quality control, to ensure sports clubs have appropriate policy and procedures in place; i.e. health and safety, child protection policies, etc.
- As a form of contact with the sports clubs; i.e. sending information regarding funding.
- As an allowance to play in leagues.
- As an allowance to use local authority facilities.
e.g. FOOTBALL: i) Requirement for junior clubs to be accredited to a standard level in order to play in leagues. They can then work up through bronze, silver and gold as they provide additional options (e.g. girls sections, disability sections etc).

ii) Larger Senior football clubs go through a licensing scheme (which includes facility requirements, development of academies etc).

e.g. TENNIS: Larger tennis clubs are encouraged to become ‘Clubmark’ accredited (see presentation here before).

MERTHYR TYDFIL CBC: All clubs wishing to use the local authority’s facilities (leisure centres, swimming pools etc) will have to complete the FSM accreditation scheme. Benefits include advice on funding opportunities, coach education opportunities. (Newport CC, RCT CBC also run accreditation schemes)

Strategic consultancy tools

There are no specific tools on strategic consultancy on offer to the sports clubs.

Occasionally, individual project are launched. The Cardiff Council e.g. developed ‘Sporting Hubs’ with the objective to build a sustainable Parks sporting infrastructure by developing ‘Sporting Hubs’ and Community Sports Associations in Cardiff.

4.9.5. Club structures and support - conclusion

The concepts treated in this topic all are related to structural support to the volunteering management of sports clubs. These are concepts such as - Audit - Accreditation schemes - Consultancy tools
to which actually also the sports club marks (seal marks) are related. The latter having been a separate topic discussed and described earlier in this report.

All these topics are about offering external support to the volunteering management of sports clubs in order to enable them to establish athlete deployment centered activities, efficiency, effectiveness, self-reflectivity, success, sustainability, strategy compliancy and good governance in their sports club.

These topics being related to each other, it became clear from the presentations that there can be some overlap between these topics or that the content of each concept depends from cultural or regional interpretation.

Essentially, structural support to the volunteering management of sports clubs is present in all of the EU-project partners’ countries; though steered by sometimes totally different initiators or addressed and addressed in a wide variety of angels.

Audit is more about controlling the control how a sports clubs operationally function, say it, often in consideration of its vision or strategic plan.

Accreditation schemes are pre-set rules and regulations with which sports clubs must comply in order to get structural support (money, goods, materials, infrastructures or services) are then
Consultancy is essentially about offering pivotal tools to the sports clubs. The above in detail described Flemish Sports Federation’s Dynamo Project ‘Typology Questionnaire’ hereof is a good example.

Club marks (or commonly called seal marks) are sort of ‘best practice’ or ‘good governance’ criteria which are not-binding but form an important recognition of the sports clubs strategic and operational functioning.

4.10. Corporate support

4.10.1. Partnerships with corporate entities

4.10.1.1. Presentation by Gerwyn Owen from the federation of Disability Sport Wales (DSW)

Why create a partnership between a sports organization and a corporate entity

To create a partnership between a sports organization and a corporate entity can be fruitful for mainly the 4 following reasons

- The creation of a strategic alliance.
- Clear and tangible benefits to both partners, a win-win situation.
- For the corporate partner a positive brand alignment to the sport organization’s activities.
- For the sports partner accessing otherwise unavailable resources.

An alliance from a sports club with a corporate entity is thus no longer (only) about money. ‘Sponsorship’ has evolved to ‘Partnership’ where strategic and operational collaboration aiming at win-win situations.

What will the partnership bring to the sports club (in casu DSW)

Before a sports club look into engaging itself in a partnership with a corporate identity, the club must at strategic level clearly define what the partnership should bring. What are the priorities and how and with whom does the club want to have these met.

- Money?
- Value in kind?
- Human resource?
- Differing skill sets?
- Credibility by association?
- Reduced core and/or general supplies costs?
- Access to wider strategic partnerships?

What the DSW preliminary to its partnership with Deloitte was determined to look for in terms of strategic needs was
- To evolve along a business model whilst also becoming a charity.
- To cooperate with a corporate sector partner to support its business model and charity aims.
- To gain governance added value.

What the DSW preliminary to its partnership with Deloitte was determined to look for in terms of clear and tangible benefits in so far unavailable resources was
- To reduce core business costs
  o staff travel costs
  o squad travel costs
- To reduce all kinds of suppliers costs via a rapprochement to the corporate sector
- Raise core programme activities by cost intervention from the corporate sector on
  o athlete interventions
  o workforce development
- Buy in from London 2012 legacy programs such as
  o 16 - 24 year old athlete development
  o inclusion training schools
- Skills acquisition for all layers of DSW, especially in
  o governance
  o legal
- Fundraising such as amongst others
  o access to existing foundations
  o live bid programs
  o online donations

96% of DSW’s funding preliminary to its partnership with Deloitte came via Sports Wales. The DSW obviously is most happy with this support and DSW’s primary goal of looking for a partnership with a corporate entity is not to not seek for a higher income. The main goal of the partnership with Deloitte for the DSW is to find ways to be supported in its strategic development by experts (which Sports Wales does not have in-house) and to engage in supplementary projects which fall out of the scope of Sports Wales’ support abilities.

**Why did Disability Sports Wales and Deloitte get into partnership negotiations**

Strategically from Deloitte’s perspective
- Deloitte is a London 2012 Partner
- Deloitte has a commitment to Paralympics and disability sport
- Deloitte looks for community engagement

Strategically from Disability Sports Wales perspective
- Provider of professional services
- Global expertise in company development/re-structuring
- Knowledge of public sector
- Public and private audit experience
- Specialist services e.g. taxation

**How did the partnership process evolve**

The possible partnership discussions evolved along the four following mean lines
- Both organisations identified their requirements.
- Both organisations were clear with partnership outcome desiderata.
- Both organisations assessed the risks involved with a partnership.
- In business terms it was a ‘win - win’ which was sought (and attained).

A ‘Strategic Alliance’ was in the end obtained based on
- Trust and respect emerged between the two partners.
- The agreement for both partners to factually deliver on agreed engagements.
- Deloitte’s wish for its brand reputation at stake to be safeguarded, even confirmed.
- DSW’s wish to strategically and operationally evolve along its vision and goals set.

Deloitte was positively surprised by 1) DSW’s attitude to look for added-value through the partnership rather than asking for money 2) DSW’s pro-actively asking on a permanent bases what Deloitte saw ‘to be in it for themselves’ and 3) the sustainable way in which both DSW’s were not a ‘opening door mask or real politic’ attitude but a strategic attitude.

**Clear and tangible deliverance of the partnership**

**For Deloitte**

Deloitte has four pillars for deliverance along the partnership agreement for 2012
- Deloitte People
- Deloitte Community
- Deloitte Clients
- Deloitte Firm

**Deloitte People**
- Providing staff opportunities such as
  - co-opted board membership in the DSW organization and affiliated clubs and activities
  - staff support deployment in running the DSW business
- Engaging office staff with 2012 athletes

In global it is having the Deloitte people be ambassadors for the 2012 Games by ‘Making it happen’!

**Deloitte Community**
- Volunteering investment in the community (40 staff in 2011)
- Volunteering investment in the 2012 London Olympic Games

**Deloitte Clients**
- Inspiring new and existing business from the 2012 Games
- Introducing new clients to DSW
- The means applied hereto are
  - local events programme
  - state of Play Games readiness
  - tracking athletes we support
  - internet site

**Deloitte Firm**
- Corporate identity of engagement visibility
- Right across Britain leverage
- 3rd Party Secondments to LOCOG

Making the Cardiff Office part of the journey to the 2012 - and beyond!
For Disability Sport Wales

The clear and tangible benefits of the partnership in line with the strategic options and consequent operational goals are
- Deloitte staff engagement
- corporate governance support
- company re-structuring input
- co-option of governance specialist
- access to the wider Deloitte expertise
- credibility through business alignment
- access to Deloitte client network
- athlete opportunities
- sustainable relationship

The clear and tangible achievements of the partnership in number are
- Deloitte is the provider of professional services to 2012 Games
- 220,000 Deloitte staff hours of support have been delivered up to mid 2011
- 2.220.000 Deloitte staff hours of support planned to be delivered by the end of 2012 (mainly delivered in preparation of and during the London 2012 Games time)
- 40 partners invested in advisory work
- 400 Deloitte people will have an Olympic and/or Paralympic deployment CVs’
- 80 secondment roles

4.10.2. Providing support to sports clubs liaising with corporate entities

4.10.2.1. Presentation by Zoe Thacker and Dilwyn Griffiths from the Golf Union Wales

Golf Development Wales

Golf Development Wales was formed in 2002 as a result of the successful bid to bring the Ryder Cup to Wales. The golf development legacy of staging the Ryder Cup was an integral element of the Team Wales bid. Golf Development Wales is in effect the development arm of the Golf Union of Wales. The funding partners are Sport Wales, The Golf Foundation and The Professional Golfers Association.

Golf Development Wales has 6 staff members: 1 general manager, 1 manager of coach education, 2 development officers, 1 legacy fund facility officer and 1 administrator

Key successes of Golf Development Wales

The key successes of GDW (Golf Development Wales) are
- There are currently 145,000 participants in GDW schemes.
- The number of participants has steadily been growing over the past years.
- Almost 10,000 women & girls have been through female beginner group coaching.
- Women and Girls scheme saw a 40% conversion to full membership.
- There are over 50 new or improved beginner golf facilities since 2002.
- 5 new Regional Centres of Excellence have been installed.
- Over 3,500 coaches & volunteers have been trained.
- Junior membership reached an all time height.
- The creation of cutting edge resources for clubs & volunteers.

The strategic evolution of Golf Development Wales

<table>
<thead>
<tr>
<th>Strategy phase 1</th>
<th>2002 - 2007 ‘Making a Move’</th>
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</thead>
<tbody>
<tr>
<td>Aim</td>
<td>Broaden participation base</td>
</tr>
<tr>
<td></td>
<td>‘more’ golfers</td>
</tr>
<tr>
<td></td>
<td>‘better’ golfers</td>
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<td></td>
<td>junior focused</td>
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<table>
<thead>
<tr>
<th>Strategy phase 2</th>
<th>2008 - 2010</th>
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</thead>
<tbody>
<tr>
<td>Aim</td>
<td>Build on success of ‘Making a Move’</td>
</tr>
<tr>
<td></td>
<td>provide more club support</td>
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<td></td>
<td>expanded remit to include adult initiatives</td>
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</tbody>
</table>

Current situation

GDW is increasingly aware that golf clubs are facing new challenges, such as the worldwide trend of decreasing golf club membership, due to probably cultural reasons such as
- There are more than 1 million ‘nomadic’ golfers (increase of sporadic playing).
- There is more ‘visitors’ golf (less binding with the club).
- People change easier from sporting environment (decreasing retention rates).
- Demand on flexibility (not always having to play a few hours on the mandatory 9/18 holes).
- Lack of change of culture in the golf clubs (remainder doing it ‘as always’).
- Inconvenient price-setting (high entry fee).
- Running the club has become professional and thus demanding.
- Children have a broader choice of sports to participate at.
- A raise in reluctance of professional golfers to deliver outreach work.
- Volunteers are more difficult to recruit and retain (no longer life-long volunteers).
- More competition amongst the clubs to recruit members (bargaining amongst clubs).

THEREFORE: The business model has changed!

New strategy

The phase 3 strategy was adopted upon a 9 months rigorous consultation and pilot review process in 2010, it is called
It was clear from global research, and the decline in club membership in Wales, that the new strategy needed a fresh focus. It was formulated through consultation with key partners, board members, clubs and representatives who have all been involved in golf development

<table>
<thead>
<tr>
<th>Strategy phase 3</th>
<th>2011-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aim</strong></td>
<td></td>
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<tr>
<td>Develop a network of thriving clubs to ‘secure the future’ of Welsh golf and generate opportunities for all to take up and remain within the sport of golf for life.</td>
<td></td>
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<tr>
<td>- focus on membership and retention</td>
<td></td>
</tr>
<tr>
<td>- work smarter</td>
<td></td>
</tr>
<tr>
<td>- focus time on less but more streamlined clubs</td>
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</table>

**Golf Development Wales - Business Support Scheme (GDW-BSS)**

GDW-BSS is an intensive business development and mentoring programme. It was developed by industry expert Jane Carter of Golf Unlimited. It is commissioned to help design and deliver corporate support to golf.

The key activities of GDW-BSS
- Business and marketing audit including SWOT and competitor analysis.
- 2 day training course led by Jane Carter for the key club members.
- 4 club visits conducted by Jane Carter as well as the GDW staff.
- Assisted completion of a business and marketing plan per club.
- Bag tags and data collection tags are provided to each club (marketing package).
- The option for new website design by Gemini Network Media (subsidised).
- For the follow-up, monthly analysis and monitoring forms to be completed by each club.

The application process. With the above clearly defined programme in place, 176 golf clubs in Wales were offered the opportunity to apply for the Business Support Scheme. A clear indicator that GDW was on the right track was that the number of clubs submitting an application far exceeded GDW’s best estimate. In total 51 golf clubs applied for the package. Unfortunately, due to both financial and time constraints, GDW initially was limited to leverage 10 golf clubs. The 10 clubs were selected on the bases of the standard of their application and their willingness to address the key issues facing the sport.

**Case studies**

**St Deiniol Golf Club** is a traditional golf club, located in the North Wales City of Bangor which had a declining membership and limited secondary income through visiting golfers. Unlike most golf clubs St Deiniol does not have a professional golfer in residence and neither do they have any suitable area for coaching. The Club employ a part time secretary/manager who is responsible for the day to running of the club. Financial matters at St Deiniol were not good, with a consistent loss during the course of the past few years. An extensive exercise was put in place to assess whether they were purchasing all material from the cheapest and most competitive suppliers, things like – Scorecards / alcohol / turf / soil / seed / electricity

The targets of GDW-BSS support was to stop the club making a financial loss by
- Modernisation of the Clubhouse
- Website
- Online booking
- Club committee restructuring
- Increase in membership across all sections
- Improvement of the golf courses
- Signage on the main approach roads
- Advertising & sponsorship
- Increase in revenue from the visitor players

Also, an extensive exercise was put in place to assess whether the club was purchasing all material from the cheapest and most competitive suppliers (scorecards / drinks / turf / soil / seed / electricity)

The GDW-BSS supported program has contributed to substantial savings and higher income, it is predicted based on the intermediate 2011 financial results that this year will end with a small operating profit.

**Holywell Golf Club** is a traditional 18 hole golf course located in the Northern County of Flintshire, an area abundant with golf facilities. The club has a good staffing structure with a professional golfer in residence who also carries out the duties of the secretary, with the support of an assistant. Although the Club was in a stable financial position, it has seen a decline of its memberships not at an alarming but certainly at a steady slow rate.

The targets of GDW-BSS support were
- Creation of a 3 year strategic plan
- Organisation and management screening and where require to be changed
- IT hardware improvements
- Website development
- Data collection policy
- Green fee and visitor players’ revenue increase
- Stabilize and preferably raise the membership of the club
- Review the membership fee structure

**Results of the GDW-BSS**

Since the phase 3 strategy of Golf Development Wales (Business Support Scheme) was launched in 2010, the for many years declining number of members did raise again. The 10 BSS pilot clubs saw so far in 2011 an increase of 177 members (4.7%). The evaluation of the 10 involved golf clubs just 6 months of the launch of the GDW-BSS program are very positive.
Further deployment of the GDW-BSS

The plan is to have 10 new clubs delivered GDW-BSS services as from September 2011, with another 15 new clubs receiving a less intense version of the scheme delivered by GDW staff. The target is to have the GDW-BSS services delivered by 2013.

Conclusions

Golf Development Wales feels it had to battle to ensure its Business Support Scheme (strategic phase 3 program) could be deployed. Many clubs, their representatives and other stakeholders of the sport of golf considered the GDW-BSS too radical and feared it would negatively impact the golf club memberships. Golf Development Wales feels it had to ‘persevere’ in delivering its GSW-BSS.

For GDW-staff, it was frustrating to see the running of the club kept on being done ‘the old way’, i.e. one poor volunteer doing all the running about at a club, with hardly any support; especially evident for junior programs organisers. The BSS has ensured that the whole club (especially the management team of the clubs) buys in to the deployed GDW-BSS development project in their club.

Golf Development Wales is ‘preaching’ about the importance of community outreach projects and the GDW-BSS has opened eyes of the club representatives to what a golf club can offer, what the thresholds for beginners are and how new trends in society must be approached at club level (rather than to remain doing the same old thing considering the society should return to how it was). All of the clubs involved in GDW-BSS have worked tirelessly to succeed with all of their objectives. All the GDW-BSS supported clubs have a clear vision of where they fit in the marketplace and they also know where they want or need to be in 3 years and how they will get there by thinking SMART (Specific - Measurable - Attainable - Relevant - Time-bound).

‘There is no two ways about it, the GDW-BSS will generate members, retain members, increase revenue, create community links and secure the club for the future.’

4.10.3. Corporate support - EU-project partner’s Group Round Table

4.10.3.1. Belgium/Flanders

The Flemish Sports Federation and its Dynamo Project do not have pre-dominant financial support agreements with corporate companies. Only its Golden Partners KPMG (business consultancy company) and Arena (insurance company) provide some financial support to the Flemish Sports Federation. Since the Flemish Sports Federation is an umbrella organization with over 90 affiliated sports federations and over 17,000 affiliated sports clubs, some corporate companies provide services through the Flemish Sports Federation or its Dynamo Project at reduced rates (such as mentioned hereunder) for the advertising return in the publications, on the websites and on banners of the Flemish Sports Federation and the Dynamo Project.

The Flemish Sports Federation and Dynamo Project though has a couple of partnerships with corporate companies to cooperate on certain themes in support of the sports clubs.
- **KPMG** (one of the global Big Four business consultancy companies) Dynamo Project organizes support to the volunteering management of sports clubs on mainly tax administration and VAT matters specifically for the sports clubs. The consultancy is
provided under the form of individual support (one club at a time), at group level (seminars and information sessions), through the elaboration of diversely documentation (booklets, newsletter and website publications) as well as assisting the Flemish Sports Federation in addressing the governing bodies and administrative authorities on developing the legislation on tax and VAT related to sports clubs.

- **Win IMS** helps the Dynamo Project of the Flemish Sports Federation with its support of the volunteer sports club managers on accountancy matters. Win IMS has developed an accounting program specifically for social profit organizations. The Dynamo Project provides a forum to Win IMS via initiation sessions on the program to the interested sports clubs. An online version of this program is under development to be launched at the end of 2011. This program is a great help to the sports clubs, because it is tailor-made for the sports clubs and they are assured to herewith comply with the legislation, rules and regulations on accountancy in Flanders/Belgium; including all periodical upgrades. The utilization of the accountancy system is supported via website on-line information, group training sessions, an online help desk, telephone support or individual in-house support.

- **VIBIT** is a hosting company for websites. The same kind of collaboration as here above mentioned cc Win IMS is applied for the benefit of the volunteering management of sports clubs. The utilization of the web hosting is also supported via website on-line information, group training sessions, an online help desk, telephone support or individual in-house support.

Almost all sports federations and sports clubs have to very little or some large extent partnerships with corporate companies. These partnerships are very varied in kind and support. There is no research, no statistics, no recording of these partnerships. To provide information on these partnerships would be pure guesswork.

### 4.10.3.2. Cyprus

Cyprus has no tax beneficiary settlements for the corporate companies which support the sports clubs. However, lobbying is done these days to have tax breaks for corporate companies supporting sports clubs.

Sports clubs can have financial support from the corporate companies. This will then be on marketing bases (advertising on the sports T-shirts for instance in return for money to the sports club).

### 4.10.3.3. Germany/Brandenburg

Also Germany has tax beneficiary settlements for corporate companies which support the sports clubs.

The sports clubs have financial support from the corporate companies in return for their advertising on apparel, on billboards in the stadiums and in the publications and on the website of the club. Football is by far the major beneficent of this type of corporate support.

Local sports clubs also have support, but this is rather based on value in kind or little money to support the sports club events for instance.

In Germany, sport is considered to be an individual or societal matter in which financial profit entities should not be too dominant. Autonomy is a very important principle in organized sports in Germany.
4.10.3.4. Greece

A large part of partnerships between companies and clubs developed in the context of corporate social responsibility, during the last decade. In the majority of these partnerships big-sized companies and groups provide financial support to sport clubs and athletes which are distinguished in various fields such as sportsmanship, athletes with special needs, exceptional performance, fair play, organized sport development etc; and also to federations.

In this type of partnership companies offer financial support directly to sport clubs to cover part or whole of their expenses or to federations for the organization of large scale games, championships and tournaments.

The motivation for this type of financial support is that business recognizes sport as a social good and the sport club as a critical element for the improvement of the quality of the life of citizens.

However, for many years, the main and most effective type of partnership has been established between sport clubs and small and medium-sized enterprises at local level.

Each enterprise is a living member of the local community. The investment activities in the context of corporate social responsibility, are not aimed to indirect increase of profits, but to reinforce and support of local social wellbeing.

Small businesses support the functioning and development of sports clubs, who in their vast majority are very small but play a crucial role in the local society since they participate, at significantly high levels, in many areas of local social life.

The support of sport clubs in this type of cooperation is implemented in various ways, such as the concession of facilities to be used for the purpose of the clubs, free technical infrastructure and apparel provision, voluntary services to arrange administrative, operational and sports issues, etc.

Sport is regarded as a much more influential channel than the arts; reaching and engaging with more people from across the entire social and demographic spectrum.

Whilst pure sports sponsorship can often be based on hard-nosed marketing and business decisions, any CSR investment is based more on how a business can improve the communities, both at national and local level, in which it operates.

Sport is an effective CSR medium because it boasts values that any socially-responsible business should be striving for. These include fair play to everyone involved including employees and suppliers, transparency and opportunities for all to succeed, as well as good community relations.

The future development of cooperation between business and sports clubs will be based mainly on improving the design and implementation of corporate social responsibility programs in small and middle sized enterprise, so partnerships are viable and effective with measurable results.

The role of the state in shaping a more effective development environment of corporate social responsibility actions is important, particularly in the SME (Small and Medium Enterprises) sector.

Through education, legislation, the tax system, establishing state awards and other areas of social responsibility, the central government has the potential to limit the difficulties encountered in developing partnerships between business and sports clubs.
Also very important is the role of local authorities to develop cooperation between business and sports clubs, through
- the information of local businesses and sport clubs about the benefits of implementing CSR
- the education of business and sports clubs representatives on CSR
- the development of communication channels between business and sports clubs
- the information of local community about CSR and its impacts on local social life

4.10.3.5. Finland

Social welfare (including sport) is considered a corporate society matter and thus rather to be supported by the state. There is a general reflections that sports – especially grassroots sports – should not be dependent on corporate interests, i.e. that the corporate companies must not determine the sports clubs deployment. In this philosophy, corporate companies in general believe that they already contribute through their taxation contributions. In this same philosophy, Finnish sports club managers do not focus on asking for sponsorship in Finland. The consequential is that the SLU (Sports Umbrella Federation in Finland) and the Finnish Sports Federations do not directly help sports clubs to engage in corporate partnerships.

Nevertheless, small scale sponsorship is very common in Finland, but the mostly via parents, board members and/or their business friends donations; commonly as offers in kind (e.g. business car donation, apparel, support from a building company for facility upgrade, etc.).

An important factor in corporate related matters in Finland is on another level than building partnerships. It is the prominently present help sports clubs to be run as semi-business units. Partnerships are hereto developed
- with corporate companies in business orientated training for club administrators
- with higher education institutions and vocational schools offering courses oriented towards small businesses with programs on
  o Marketing
  o Business management
  o Entrepreneurship

The main issue in business support is to find right co-operation tools.

4.10.3.6. Hungary

Sponsorships can for sports club development only depend on locally (Hungary) imbedded companies. This is currently not obvious because the Hungarian economy is weak and very dependent on companies directed from abroad.

The National Sport Federation recently tried to help sports clubs to find support in their search for business partners but herewith had little success.

Existing partnerships between sports clubs and corporate business in Hungary can take the form of
- A business enterprise founded together with a sport club a private company to build the sports club facilities and run the facilities or even the sports club. An example hereof is MKB Euroleasing (corporate company) and Vasas (a sports club) founding Vasas-Pasarét Kft (a new sports entity with new facilities).
- Donations.
- Knowledge-sharing.
- Material support.
- Volunteer work by company staff.

A new tax system (TAO) will be launched. This has caused in 2011 quite a big problem for the sports clubs, because the companies are waiting for the new tax law to be implemented in order to donate under the TAO to the sports clubs through the new tax system. With the TAO, sponsorship is eliminated. Team sports are not allowed any more to get sponsorship. In replacement of the sponsorship, there is a system where companies can choose to which organization a part of the taxes they pay have to go. It is thus an indirect way of funding which only is viable for corporate companies which effectively are tax-paying. The corporate companies are not allowed to seek a marketing return for their contribution (e.g. publicity, advertisements,...) since it is considered not to be corporate company money but tax money. However, ‘people will know what company supported the club’. Only 5 team sports will be allowed to obtain corporate support in this way. The law also foresees that there are more advantages for corporate companies to decide for their tax money to go the sport than to the general tax income pot. Other forms of sponsorship obviously remain allowed, but the corporate companies cannot enter these costs are not tax-deductable for the corporate companies.

4.10.3.7. Slovakia

Partnerships between sport clubs and business are individually agreed on different levels. These can be pure financial support, financial support to cover a specific investment or service support such as insurance, IT-support, consultancy, audit, bookkeeping, human resource management, education, administration, etc.

These partnerships are mostly directed at the benefit of the sport clubs. These partnerships deals are mainly with both sports federations and directly with the sports clubs. The business partners invest out of marketing reasons, social reasons and network consequences upon individual conditions.

There is no specific systematic approach of support nowadays in finding business partners, sports clubs usually build on individual support. Further development depends on the new legislation which is in the process of preparation.

4.10.3.8. Wales

Most partnerships between sports clubs and businesses are financial or support for in-kind goods (e.g. free or reduced price kit/equipment). Quite popular is the financial or in-kind corporate business support for sports clubs events (emotive character and visibility). Sometimes partnerships are about services e.g. allocation of free legal advice. Even much rarer are about informal business or mentoring advice (such as FDSW).

Businesses thus tend to invest for various reasons, including marketing, social reasons, networking opportunities (more common at the local level). More seldom it is done on the one hand for business opportunities or on the other edge out of charity.

Sport Wales used to have a scheme called ‘SportsMatch’ whereby Sport Wales would match £ for £ the money/in-kind support a club had received from a corporate company. The Sport Wales money had to be spent on eligible items. This program is no longer run whilst the principle of corporate support to sports clubs is still supported by Sports Wales.
Generally speaking most clubs are thus left to their own resources in finding business partners.

National Governing Bodies and Local Authorities also often are charged with finding business partners, which can radiate to the benefit of the sports clubs.

4.10.4. Corporate support - conclusions

Strategic partnership with one pre-dominant partner

Partnerships between a grassroots sports club and a corporate entity are seldom in Europe. This is different to partnerships between elite sports clubs and a corporate entity (in many countries, the club stadiums even have the name of their pre-dominant partner). However, in e.g. Greece, this type of partnership is frequent also at grassroots sports club level, although this is then rather a corporate entity ‘owning’ the sports club rather than a ‘partnership’.

Partnerships between a sports federation or governing body radiating at the sports clubs also seldom exist. A good example hereof though is the partnership between Disability Sports Wales and Deloitte (see in detail in an above paragraph).

Such partnerships between sports clubs and corporate entities aim at
- the creation of a strategic alliances
- clear and tangible benefits to both partners, a win-win situation
- for the corporate partner a positive brand alignment to the sport organization’s activities
- for the sports club accessing otherwise unavailable resources

A partnership between a sports club and a corporate entity is thus no(t longer) only about money.

Partnerships aim at strategic and operational collaboration to obtain win-win situations.

Before a sports club looks into engaging itself in a partnership with a corporate entity, the sports club must at the strategic level clearly define what the partnership should bring.
- Value in kind?
  - To reduce core business costs
    - staff travel costs
    - squad travel costs
  - To reduce all kinds of suppliers costs via a rapprochement to the corporate sector
- Raise core programme activities by cost intervention from the corporate sector?
  - athlete interventions
  - workforce development
- Governance skills acquisition?
- Administrative support?
  - accountancy
  - legal
  - insurance
  - general administration
- IT deployment?
  - IT-tools for interactive registration, help-desks, etc.
- Human resources?
- Differing skill sets?
- Credibility by association?
Access to wider strategic partnerships?

A strategic partnership is about
- Trust and respect emerged between the two partners.
- The agreement for both partners to factually deliver on agreed engagements.
- Deloitte’s wish for its brand reputation at stake to be safeguarded, even confirmed.
- DSW’s wish to strategically and operationally evolve along its vision and goals set.

In the partnership, the corporate companies’ desiderata are as important to be considered as the sports clubs desiderata. These corporate company desiderata in general can include staff input opportunities (social profit instead of financial profit), community involvement (volunteering), corporate identity (CSR), networking (introducing new clients or buying in positive attitude from the authority people incl. politicians) and business opportunities (social profit is ever growing since a few decades).

Partnership with a few pre-dominant partners

Partnerships amongst one sports club and a few corporate companies are less ‘equivalent’, i.e. more dominantly steered by the sports club. They tend therefore at ‘grassroots’ sports club level to rather be in the sphere of sponsorship (see hereunder).

Governance partnership

Sports clubs often still are conservatively managed, i.e. the ‘old boys’ and ‘we always did it this way’ mentality. Sports participation grew enormously over the past decades but is reaching its natural limits. Also, very many new sports have emerged, as well as different types of physical activity. Moreover, the time frame has changed in volunteering from life-long to flexible, volunteers today tend to switch their input from one to another organization overtime. The sport participants as well as the stakeholders of the sports clubs are today in general more demanding on quality deliverance. Also authorities are pushed and willing for sports clubs not just ‘to be what they are’ but to ‘deliver along societal demands’. On top of that, we live in an age of ‘professionalization’ (both sports technically, financially/administratively and in governance). Sports clubs today all over Europe almost all challenge the pressure to do better and to become ‘evolving’ entities rather than ‘concreted or rusted’ entities.

Many quite different forms of similar effective support to the volunteering management of sports clubs have been allocated by the EU-project partners to cope with the above mentioned challenges. The Golf Development Wales Business Support Scheme (GDW- BSS) has been described in detail in a preliminary paragraph. The Flemish Dynamo Project also was described in detail here before. Such as the Finnish SLU initiatives, the Sport Wales ‘SportsMatch’, the Greek ministerial support to the sports federations for partnerships between sports clubs and especially the community based SME’s (Small and Medium Enterprises) in the context of CSR (Corporate Social Responsibility) and the LSB’s (Landessportbund Brandenburg) initiatives in Germany.

These programs merely are not conducted by the Governing Bodies (GB’s), the Sports Federations (SF’s) or the Local Authorities (LA’s) themselves, but by separated or affiliated entities embedded in these GB’s, SF’s or LA’s.

The targets of these initiatives commonly include
- Creation of a strategic plan
- Governance policies
- Organisation and management
The bases on which these initiatives are often built is the assignment of sports club being run ‘the old way’, i.e. with one or a few volunteers doing all the running about at a sport club, with not much adequate support; at the disgrace of the individual and societal desiderata expected from the sports club.

**Sponsoring**

Sponsoring is rather about a sports club getting money for the corporate entity getting marketing opportunities and advertising benefits.

At grassroots sports club level this support is very often obtained at relatively small scale via the parents being in corporate business, board members and/or their business friends; commonly as offers in kind (e.g. business car donation, apparel, support from a building company for facility upgrade, etc.).

Sponsorship is very common or at least very common to be worked to in sports clubs in all EU-project partner regions/countries.

**Donations**

Donations are very similar to the re-described sponsoring, but then without any or at least without significant marketing opportunities or advertising benefits for the corporate company.

**Charity**

Charity is about giving money or in-kind support for sports clubs aiming at special target groups (such as people with physical, social and intellectual disabilities).

These programs often run via either foundations or fundraising activities from large corporate entities.

**Tax benefits**

Almost all EU-project partner countries have legislation facilitating corporate entities in their support of sports clubs. Sometimes no more than the tax deductibility of the money/goods/services provided to the clubs. Sometimes even in a more profitable way, such as in Finland with a 120% deductibility. Hungary has a new and quite unique system, where companies can opt for part of their taxes to dedicated straight to sports clubs with the corporate entity hereby though not being allowed to ‘advertize’ their support (since it is considered that this support is tax money).

4.11. **Volunteering governance**

4.11.1. **Volunteering governance - support**
4.11.1.1. Presentation by Jonathan Roberts from Sports Wales on coaching, recruitment and retention

Why the Sports Wales ‘Coaching and Volunteering Strategy’ was developed

The Sports Wales ‘Coaching and Volunteering Strategy’ was developed to identify how to meet the aspirations of every child who is hooked on sport for life in Wales as a ‘Nation of Champions’. And in particular how to address the key priority of growing a skilled and passionate workforce to obtain this aim.

The program provides
- a framework for the Sports Wales partners to use
- outcomes that can be measured

The program was financially supported by the Welsh Assembly.

How the Sports Wales ‘Coaching and Volunteering Strategy’ was developed

Findings were used from the ‘Sports Volunteering in Wales’ research project, the ‘Coaching Plan for Wales Review’ and consultations with the Sports Wales partners.

The ‘Coaching and Volunteering Strategy’ was launched in September 2010 to last till 2016.

The ‘Coaching and Volunteering Strategy’ baseline

According to the 2008-09 Active Adults Survey
- 7% of the adults receive sports coaching or instruction
- 5% of the adults volunteer in sport of which 2% are volunteer coaches
- on average sports volunteers contribute 3 hours of their time per week
- 9% of adults would like to volunteer more often

These are the results on volunteering from the Active Adults Survey which is conducted every 2 years and is used as the starting baseline.

The ‘Coaching and Volunteering Strategy’ aspirations

The new ‘Coaching and Volunteering Strategy’ aspirations are to

Recruit double the annual number of coaches and volunteers in order to reach 10% of the Welsh adult population coaching and volunteering in sport. This is a participation growth from 113,000 to 240,000 people.

Train the coaches (and volunteers) to be qualified to a level appropriate for their role.

Deploy every newly qualified coach.

Retain coaches (and volunteers) by assuring they are valued and have opportunities to develop their skills.

In general the ethos is for ‘more coaches...better coaches’.
The Sports Wales ‘Coaching and Volunteering Strategy’ wants to create a culture whereby coaching and volunteering in sport is commonplace.

**Recruit**

On recruitment, some of the areas of work Sports Wales looked into to support and encourage our partners and the clubs are:

- **The Behind every star campaign.** This was an awareness raising and recruitment campaign.
- **Encouraging a culture change.** The purpose of this area of work is to identify examples of good practice and share these with our partners, such as
  - **Volunteer co-ordinator roles.** This is about encouraging clubs to have a person identified as a volunteer co-ordinator, whose role is to recruit and look after the volunteers. This involves identifying the volunteer roles within the sports club structure, i.e. Chairman, coach, official, grounds man etc. and to support their training needs. A number of the Sports Wales governing bodies have produced resources to support this area of work (Cricket, Welsh Athletics).
  - **Simply better at asking.** Sports Wales needs to encourage the culture of asking people to volunteer, accepting that several ‘no’s’ along the way will be received. Some sports clubs proactively ask parents what commitment they can give to the club when they sign up their child to the junior teams. Opportunities for assistance are to provide transport to and from matches, to write articles, to assist at updating the website, to help coaches on training nights, etc.
- **Engaging and encouraging our large businesses to allow employees time off to volunteer.**
  - Lloyds TSB for instance sponsors the National School Sport Week. This is a weeklong sporting celebration in primary and secondary schools. Lloyds TSB staff are encouraged to volunteer their time at their local schools during this week. The roles they take up vary but typically involve presenting awards at the end of the day. Sports Wales is looking at how to engage the business staff to take up more meaningful opportunities in coaching and volunteering which can benefit the school/clubs beyond the National School Sport Week.

**Train**

Sports Wales promote a number of courses such as

The **UK Coaching Certificate (UKCC)**, which is delivered by 22 sports governing bodies. It is the recognised qualification for coaching within the UK. The issue for Sport Wales cc these courses is to look at ways to encourage the sports governing bodies to deliver these courses more
effectively (it is, to reduce the number of participation cancellations). Sports Wales also looks at how these trainings can be delivered more locally.

**Running Sport** is an organisation which provides support to sport volunteers. They produce resources and run a number of workshops aimed at Club officials. Workshops include ‘Making the most of your people’, funding for your sport club, the role of the volunteer co-ordinator and valuing your sports volunteers.

**Child protection courses** are well attended as most accreditation schemes require sports clubs to have policies on such matters. The courses are delivered via local authorities, national governing bodies and local sports councils (the latter are voluntary run organisations that support volunteer sports clubs).

**The Institute of Groundsmen** (IOG) is the recognised body for training opportunities for groundsmen (volunteer and paid). They deliver a range of courses from basic maintenance of pitches to scientific details on various grasses. Sport Wales, IOG, the Welsh Rugby Union and the Football Association for Wales work in partnership to promote and deliver 4 founding courses across Wales to football and rugby club groundsmen. Cricket Wales in partnership with IOG also deliver courses for cricket pitches.

For all of the above courses, sports clubs can access funding through Community Chest funding to help the costs being subsidized.

**Deploy**

Traditionally, Sports Wales, the national governing bodies, the local authorities and a number of other sports stakeholders and sports organizations are fairly active in recruiting and training volunteers. However, there is a significant drop-out each year. This suggests that the sports sector in Wales needs to place more emphasis on deploying and retaining the sports volunteers.

A couple of initiatives have been set up and monitored to deploy the sports volunteering. Two examples hereof are mentioned hereunder.

- Sport Wales is currently funding 3 local authorities to employ volunteer co-ordinators to look at improving the deployment opportunities for volunteers for both sports club activity and local authority sports initiatives. It is a 3 year programme and is outcome focussed. One of these three local authorities is Flintshire Council, which was 9 months into the project in September 2011. They had to that date mapped out club needs by engaging with clubs using funding sessions, found out what the needs are in terms of coaches and volunteers, designed and delivering the appropriate courses for the sports clubs and linking the volunteers to these courses.

- Millennium Volunteers Sport is a national initiative to support volunteering opportunities for 16 to 24 year olds. Millennium Volunteers Sport was introduced early 2011 to specifically target youngsters into sports volunteering. The award is a recognition tool of the youngster’s commitment to volunteering.

**Retain**

**Mentoring opportunities.** A review of mentoring has taking place to explore the impact it can have on the retention and development of new and existing coaches, the quality of coaching and on increasing participation and participatory opportunities. To date, templates aimed at measuring the impact of mentoring on these areas have been completed and returned for 8
initiatives that had been identified as potential case studies. This information will be evaluated and shared with partners to stimulate interest and raise awareness to encourage the development of coach mentoring and mentors who can be deployed within sporting settings to retain coaches/leaders and instructors within sport. Future plans on mentoring include:

- Provide online information and resources for sports clubs and prospective mentors to download and utilize to develop mentoring at a local level. This includes case studies, information on courses and web links.
- Raise the profile of mentoring within sport in Wales in order to increase the quality and quantity of mentors and mentoring initiatives.
- To ensure that there is an adequate supply of tutors to meet an increase in demand for mentor training.

Sports Wales also currently is investigating the merit of a pilot scheme to offer financial support to local authorities, national governing bodies, sports clubs and other sports ‘bodies’ to develop mentors. The fund will support successful applicants to attend the First for Sport, Level 3 Mentoring for Sport Course.

The priorities hereby are

- Supporting and developing new and current coaches in the system.
- Provide coaches with opportunities to develop through a coaching pathway from grassroots through to performance coaching.

**Coach of the Year** is an opportunity to recognise and celebrate the work of our volunteers. Clubs, local authorities and governing bodies are invited to submit volunteer names to 9 (or more) various categories which include: coach of the year, volunteer of the year, etc.

**Moving forward**

Moving forward in the area of recruiting, training, deploying and maintaining volunteers stand for Sports Wales for ‘developing a culture whereby coaching and volunteering in sport is commonplace’.

Sport Wales will

- Embed coaching and volunteering in all the work that it undertakes.
- Assure that all pathway sport has an appropriate coaching structure.
- Invest £5 million into coaching each of the 2012 to 2016 years: £2.2m into supporting a nation of champions (paid opportunities) and £2.8m to supporting the aspiration of every child hooked on sport for life.

At the core of all this work is the role of the Welsh local communities. This is where sport happens. Local sports clubs and organisations have a pivotal role in recruiting, supporting and nurturing coaches and volunteers. The purpose of the strategy is to develop a seamless pathway for coaches and volunteers which is easy for sports clubs to understand and follow.

“**More Coaches/Volunteers  ...  Better Coaches/Volunteers**”

4.11.1.2. **Presentation by EU-Project partner Liikkukaa from Finland**

As advantaged as Finland is by means of use of electronic tools, as behind it is concerning volunteer-support. Training is offered for team-managers, coaches and other volunteers, but it is all very costly, whilst only half of these costs can be recovered under certain conditions from the
municipalities. Training for referees is the only form of training that is free of charge because they are really needed.

Support to the volunteering management of sports clubs in supporting their volunteers in Finland is done on the bases of

- Finnish Sports Federation respect-thinking philosophy
  - thoughts, examples and ideas for developing supportive sport culture
- Rewards
  - sport gala’s
  - decorations (club(wo)man of the club, volunteer of the year, etc.)
  - etc.
- Training opportunities
  - training of coaches is organized by the sports federations with the support Finnish Sports Federation regional departments

Financial support of the volunteering support programs is very difficult in Finland. Sports clubs in Finland are promoted to be self-financing. Most sports clubs need to collect important shares of money from their members. Most finances in sports clubs is thus coming from the parents of the children in the club. Another way for clubs to fund itself by running events and training camps. Individuals have the possibility to receive social aid in order to participate in sports-activities. Sports clubs can get financial aid through the municipality if they meet certain criteria. Sports clubs can also get financial aid for special projects from different sources, but it is very difficult to get any support for ongoing and long-term basic activities. In order to gain financial support from private sector, clubs need to be very inventive. It is very difficult to get any support for ongoing and long-term basic activities. The volunteers expenses can be covered up to ca. € 1.500 a year, but a volunteer then again is supposed to pay all his expenses from his own pocket: the sports club membership fee; the insurances, the required clothes; and the paid volunteers also collect money for the club.

Because of this poor financial support to the sports clubs in Finland, voluntary work is very precarious in Finnish sports.

Volunteering in sports clubs is therefore not so much a systematic supported issue. It is rather about everyone pulling up their sleeves and doing something together for the sports club. Self-organization in volunteering is pre-dominant in volunteering in sports club in Finland.

Liikkukaa provides

- training on intercultural issues to clubs and volunteers
- promotion and support of volunteers in P2P-action inside sports clubs
- training camps on issues like doping, health, nutrition, first aid, etc.
- administrative support to member organizations on a case to case bases by appointment

All these Liikkukaa activities are free of charge.

4.11.1.3. Presentation by EU-project partner Dynamo Project (Flemish Sports Federation from Flanders/Belgium

Sports clubs in Flanders/Belgium are supported in their recruitment, coaching and retaining volunteers in the following ways.
Help on recruitment

Via a volunteers online database, organizations and candidate volunteers can offer/ask volunteer work. This website (www.vrijwilligerswerk.be) is not reduced to volunteering in sports (clubs) only.

Many sports federations support sports clubs on recruitment of volunteers via their website.

The Dynamo Project of the Flemish Sports Federation organizes seminars and develops documentation on volunteer management with experts on volunteer work. In these seminars the board members of sports clubs can learn how to attract volunteers and how to make their organization attractive to volunteers.

Help on coaching

The Dynamo Project of the Flemish Sports Federation organizes seminars on volunteer management with experts in volunteer work. In these seminars the board members of sports clubs can learn how to deal successfully with their volunteers, how to keep them motivated, how to reward them (which is far from always financial remuneration/compensation). Also documentation (books, articles, research) on coaching is promoted by the Dynamo project.

The Dynamo Project of the Flemish Sports Federation also assist the sports clubs on administrative tasks in order to get their volunteer policy organized in a legally correct way. Dynamo Project provides volunteer contracts and volunteer registration forms such as models of a volunteer contract and of a volunteer register (a register in which the names, the time daily or monthly spent as a volunteer for the organization, the eventual remuneration, are annotated).

Help on retention

Belgium has an ‘Act on Volunteers’ (dated July 3rd of 2005) which defines
- the definition of a volunteer
- the liability of the organization and of the volunteer
- the required insurances on volunteer work (*)
- the expenses made by the volunteer which (s)he can recover from the organization

The Volunteer Act gives the volunteer a specific status which gives him/her protection.

(*) Important to retain volunteers is to avoid that they can be charged for non-volitionally accidents or damages they would provoke. Therefore, the Belgian legislator decided that it is the responsibility of the organization for who the volunteer works to take on an insurance on civil liability for the volunteer. An insurance on physical injuries isn’t obligated by the law, but most organizations will provide this insurance for their volunteers as well.

In Belgium, volunteers can on top the reimbursement of their expenses also receive a tax-free remuneration of maximum of € 30,- per day and € 1.200,-. There though is no obligation for the organizations to pay a remuneration to the volunteers.

The Dynamo Project of the Flemish Sports Federation also organizes seminars specifically drawing attention to the retention of the volunteers. In these sessions people are learned that it is very important to reward their volunteers. This rewarding opportunities go far beyond financial rewards and are actually essentially about appreciation. Many reasons why and ways how the
volunteers are to be rewarded are provided to the sports clubs management in these seminars. Again, documentation on retention of volunteers also is promoted by the Dynamo Project.

A commonly used way of rewarding volunteers in Belgium/Flanders is the election of a ‘Volunteer of the Year’ or ‘Coach of the Year’, etc. These elections are organized by the full range of municipalities, regions, sports services, sports federations, etc. and even foundations, financial and corporate companies.

The yearly ‘Week of the Volunteer’ with numerous activities in this framework also provides the volunteers a lot of promotion and appreciation.

Since sports clubs in Belgium (and probably in the EU) would simply not exist without volunteers, support to the volunteering management of sports clubs in recruiting, coaching, deploying and retaining volunteers will remain extremely important in the future.

4.11.1.4. Presentation by EU-project partner Cyprus Sports Organization

Recruitment

Volunteers in sports clubs in Cyprus are recruited through personal contact with friends, family or individuals already involved in a sport club and also through public announcements.

A recruitment scheme will be included in the Cyprus Sport Organization’s Strategic Plan on Volunteering in Sport. But currently, no systematic organized recruitment system/strategy for volunteers is in place.

In Cyprus, the number of required volunteers in sports clubs outnumbers the offer from individuals to volunteer. This is why specifically for major sport events and activities volunteers are called on through announcements and publications.

Few Sport Clubs maintain volunteers’ database.

Coaching

Coaching isn’t related with the voluntary support of sports clubs. Coaches offer their services upon payment. Although these payments in small clubs are lower than their market values.

A minor exception is notified in the organization of major sports events, e.g. Games of Small States of Europe 2009.

Retention

There is a lack of specific retention and support schemes or benefits to individual volunteers in sport or other organizations engaged in voluntary activities.

Only few sport organizations provide education and training courses (such as, leadership courses, mentor training, umpiring and coaching, packages seminars explaining particular roles and responsibilities) as a means to encourage and motivate the retention of volunteers.
The retention of volunteers is maintained through effective communication channels between umbrella sport organizations, federations and sports clubs, since they ensure that the needs of volunteers are met and they have the required resources to complete their mission.

Certificates and symbolic gifts are given as a reward for the provided voluntary work aiming also to the retention of volunteers (e.g. participation in sport events).

A retention scheme will be included in the Cyprus Sport Organization’s Strategic Plan on Volunteering in Sport.

**Laws, rules, regulations and agreements**

The responsibility terms of volunteers in the Board of Directors of each sport club, derive from the statute of the club, the statute of the sport federation and the Cyprus Sport Organization Laws of 1969 to 1996 and Regulations of 1970 regarding the accreditation of the sports clubs.

4.11.2. **Volunteering governance - identification**

4.11.2.1. **Presentation by Richard Harry from Sports Wales on research work on volunteers**

‘Sports Wales is a unique body in-between the Central Government and the volunteering sports sector.
The philosophy of Sports Wales at all levels is not just to be good, but to be great.
The attitude of Sports Wales towards the sports sector is ‘what can we do better for you.’
(Quoted by Mr Huw, president of Sports Wales during his welcome speech at the Cardiff EU-project symposium).

In this context, two researches were conducted by Sports Wales in relation to identifying the sports volunteers in Wales:

**The 2008-09 Active Adults Survey**
- who volunteers?
- how do people get into volunteering and why do they volunteer?
- who is prepared to volunteer and how can they get into volunteering?
- what are the challenges for volunteering

**The Active Adults Survey ‘follow-up’ study, with over 100 interviews with:**
- sports volunteers (including coaches)
- those who wish to volunteer (coach)
- participants who receive sports coaching/instruction
- people who don’t want to volunteer

The ‘Sports volunteering in Wales’ research project thus consists of two related research studies. The first being a series of questions on coaching and volunteering in the Active Adults Survey. The second being a follow-up study involving over 100 people who took part in the Survey; they were in-depth interviewed over the telephone to get further insight on their experiences of volunteering and coaching.

In the report hereunder, focus is laid on:
- who currently volunteers
- how people get involved in sports volunteering
- how more people might be engaged in sports volunteering
some of the issues faced by volunteers and those starting out

Who volunteers in sports in Wales, findings from the researches

Volunteering decreases with the social class. The lower the social class, the lower the degree of volunteering. The similar pattern is valid at school sports level and club sport level.

Males are more likely to volunteer than females at club sport level, but not at school sport level. Men and women volunteer in different settings and undertake differing roles. Although both men and women are equally likely to volunteer in after-school sports clubs, men are much more likely to volunteer in community sports clubs. Men are also three times more likely than women to coach.

Students and parents are the most likely social groups to volunteer. Overall, five per cent of adults in Wales volunteer in sport. Parents of school-age children, sport participants and young people - particularly students - are amongst the groups most likely to volunteer. People tend to volunteer more in rural areas than in city areas.

Active sports people are more likely to volunteer than non-sports people.

People who participate at sports for the following reasons are more likely to volunteer than other sports participants: competition, to learn new skills, for fun, for socialising.

How do people get into volunteering in sport and why do they volunteer

People usually ‘fall into’ volunteering

Most people do not proactively seek opportunities for volunteering, even when they are interested in volunteering. Students are the only proactive ‘type’ in engaging into volunteering. Other people are rather ‘roped into’ supporting activities that they already had some involvement in. They step in volunteering as opportunities arise within clubs/classes and existing social networks. People are most likely to respond to a specific need expressed to them directly in their local community.

Qualitative research: four routes into volunteering

<table>
<thead>
<tr>
<th>Students</th>
<th>Active parents</th>
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<tbody>
<tr>
<td>▪ Looking for experience and development opportunities that come with ‘volunteering’ (usually coaching).</td>
<td>▪ A parent whose child is involved in an activity, and is already on the sidelines.</td>
</tr>
<tr>
<td>▪ The only type that proactively seeks out opportunities to volunteer/coach.</td>
<td>▪ Gets involved because the club/class expresses a need.</td>
</tr>
<tr>
<td>▪ A volunteer base or future workforce?</td>
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<table>
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<tr>
<th>Sport lovers</th>
<th>Skilled volunteers</th>
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Someone with a passion for their particular sport and has an existing involvement in a club/class.

- They get involved as they become older, can no longer participate/compete or have reached a certain level of expertise.

Someone with skills that the club needs (e.g. administration, accounting, driving).

- Usually hear about the club’s need through friends or family and respond to that need.

With the exception of students, most people within these groups fall into volunteering ‘because they’re asked to help’. Often, their reasons for continuing to volunteer will change over time. Initially, they may start because they’re asked to help out. As whilst volunteering they see the benefits of volunteering to themselves and to the sports participants, they continue for these benefits rather than the initial instep of ‘helping out’.

Students are much more likely to coach than undertake any other role, and are motivated to volunteer for distinct reasons - often to boost their CV, or gain experience of delivery as they work towards a career in sport. As such, we need to think about whether students are likely to form a solid volunteer base in future, or if they are the future paid workforce for sport. The Active Adults Survey data suggests a drop-off in volunteering from the age of 25 onwards, until volunteering picks up again later, particularly as parents later in life.

Sport lovers are sports participants who wish to retain an involvement in their sport. This wish does not often lead to them being proactive in seeking opportunities to volunteer, being asked is what engages them.

Active parents volunteer because of the needs of their children’s activity, and are again unlikely to be proactive in seeking out opportunities.

Skilled volunteers also get involved when asked. Members of this group may not even be directly attached to a club, but are asked to get involved through existing networks because they are known to club members as having particular skills which the club wish to utilise.

‘My son was learning so I started by helping out with the under-nines ... I started off helping out two coaches. One coach moved on with his boy to the under 12s. The other coach I was helping has two children and wanted to spend time with his daughter, so didn’t continue. Consequently I became the lead’.

This quote (from a research interviewee, a rugby coach) is a typical example of an ‘active parent’, whose involvement deepens over time. Starting by helping out, this coach becomes more involved as others fall away.

‘... I’ve just not looked into it. There is nothing stopping me except me. I suppose if I was approached by the school or a club that would probably be enough for me to get involved but it’s really because I haven’t done anything about it. It’s one of those things that you would like to do but just never get round to it.’ This quote (from a research interviewee interested to but currently not volunteering) is from someone who expressed a wish to volunteer in our Active Adults Survey, but who did not currently volunteer. As they had not been asked to help out, they had not done so, despite being willing to.
Who is prepared to volunteer and how can they get into volunteering

This chart shows the percentage of adults who currently volunteer in sport, and to what extent this would increase if all those who responded to the survey saying that they would be interested in volunteering were engaged in doing so. Getting all those who are interested involved would take Sports Wales beyond the target set in the Coaching Strategy, of 10% of adults volunteering in sport by 2016.

The easiest way to get more volunteers involved in sport is therefore simply to ask those around sport to help out more – be they participants, parents, or others who are known to have useful skills.
Challenges on volunteering coming forth from the researches

Challenges on volunteering development

Wales needs a culture of engaging more people in volunteering by asking. It needs to be defined what ‘deployment’ means in the context of locally engaged volunteers. Other than students, most other coach volunteers are engaged through their clubs for a particular purpose, and will therefore train as a coach or become a volunteer to meet an existing need. Those people don’t need to be deployed, suggesting that when we talk about coach deployment, we are talking about distinct groups of volunteers - in particular students - with particular motivations, rather than volunteers as a whole.

It should be looked at how sports clubs can be more built around young leaders and students; as well as how they can remain engaged in the longer term. We need to know more about where young leaders and student coaches go, and whether they can be engaged long-term, and – if not – whether this matters to us.

‘Pure’ sports clubs are a male volunteering environment, ways to clear the gender gap in volunteering in ‘pure’ sport club participation and volunteering need to be found and worked out.

Challenges for the club development

The purpose of developing the volunteering base is ‘larger, stronger and more sustainable’ clubs. According to the research, there is a pool of potential volunteering who are willing to volunteer, but will not proactively seek opportunities. They need to be asked.

Coaches and volunteers feel adequately supported in their day-to-day volunteering roles by ad-hoc support within clubs and (sometimes) from governing bodies. But, the support is not always adequate enough for the club to grow, initiatives needed to be taken on:
- Volunteers often end up feeling overloaded leading to ‘volunteering burn-out’ with them consequently leaving the volunteering. This leads to a loss of support, to a higher workload for the remaining volunteers and is a burden for club growth.
- Sports clubs need support in deciding who to ask, when to ask, and having the confidence to ask whilst accepting that many will say no on the question of volunteering.
- Potential volunteers do not always know what roles exist or what they could do. This should be ameliorated.

Bridging these gaps between sport clubs and (potential) volunteers could make a big difference.

Other challenges related to volunteering coming forth from

Child protection and other safety regulations. Existing volunteers pronounced the perception that child protection rules, and the risk of false accusations, put people off volunteering. Interestingly, however, this was not an issue flagged up by those who were interested in volunteering.

Parents using sports clubs as childcare providers. The two main issues here being that children are ‘dropped’ at the sports club even when the child isn’t interested in the sport; and that the ‘childcare’ task is different to the core business of a sports club.
Conclusions

There is potential to increase the number of volunteers in sport, by asking them (and doing so appropriately).

Think about why people get involved in volunteering, and how: this will help to determine whether they will stay with a club or activity later on.

Opportunities arise within sports clubs.

People are most likely to respond to a specific need expressed to them directly in their local community.

4.11.2.2. Presentation by EU-Project partner Semmelweis University from Hungary

Who does volunteer

Sporting event volunteers. At big sporting events (also from sports clubs), people involved or interested in that sport do volunteer. These are mainly young people.

Secondary school volunteers. To finish their secondary studies, students must complete a 50 hours voluntary work. This can be in sports (clubs) or in any other branch.

University practice/clinic/experience is obtained by some mandatory volunteering in sports (clubs).

Senior volunteering in coaching or management of the sport clubs.

Why do people volunteer

- to gain professional experience
- to make good relationships
- to support sport
- to support their children or relatives
- to have fun
- to practice foreign languages

What do volunteers specifically do in the sports club

- manage the sports club
- organize events, competitions
- organize traveling or training camps
- clean up the facility
- train the children
- make some lobby, etc.

Laws, rules, regulations, agreements on this topic

- Sports Law
- Law on Volunteer Work
- Law on Association
University practices in volunteer work from the Semmelweis University, Department of Physical Education and Sports Sciences

Web pages for volunteer recruitment

www.onkentestoborzo.hu/ founded in 2012 during the inundation in Borsod

www.onkentes.hu foundation for the support of volunteer work in Hungary
Who does volunteer?

Definition

The 2009 Law for the establishment of the Pan Cyprian Volunteerism Coordinative Council provides definitions for “volunteering”, there is no specific definition of volunteering in sports. One definition, used by the Cyprus Sport Organization (CSO) in the EU Study on Volunteering in Sport issued in 2010, is that a volunteer is “a physical person who offers his or her services free of charge to sport organizations for the benefit of these organizations”. This is commonly the understood description of a volunteer in sport – the key factor is that the person provides services out of an altruistic willingness to give and does not receive any financial remuneration.

Level of Volunteering

The EU Study on Volunteering in Sport (Cyprus National Report), indicates that the level of volunteering in Cyprus is relatively low, as 10%-19% of adults carry out voluntary activities.

Number and profile of volunteers in sport

According to a survey undertaken by the CSO in 2006, there were approximately 12,500 volunteers in sport in Cyprus, which amount to 1.5% of the population. All federations and clubs rely on volunteers, including 50 clubs who also employ professional staff. Around 80% of volunteers are involved through clubs while the remaining 20% participate through federations.

A general profile of volunteers is that in their majority are sport fans, athletes’ parents, former athletes, people with financial capacity (especially those holding positions in supra-clubs) and political influence. Some volunteers hold the posts for a very long time, often more than 10 years, creating a barrier for new volunteers to get involved into the management of sport organizations.

Age

There are no statistics recording the age distribution of volunteers in Cyprus. In the above-mentioned study, it is referred that empirical estimates made by the CSO and Cyprus Olympic Committee (COC) indicate that the majority of volunteers are 35 years old or older with only 5% of all volunteers being youth (16-24).
Gender

According to the EU Study, the CSO estimates that 88% of volunteers in sport are male while 12% are female. The COC estimates that the split is 85% male to 15% female. This gender imbalance reflects general assumptions about participation in sport in general which is much higher among men and boys compared to women and girls, due to football dominance in sport activities.

More accurate figures result from a recent study on “Women and Sport in Cyprus – 2011”, carried out by the Cyprus Sport Organization and the Women and Sport Committee. The study shows that 83.8% of the posts within the Board of Directors of the sports clubs held by men while 16.2% are women. The same study shows that 74.2% of the posts within the several committees of the sports clubs held by men as 25.8% held by women.

Level of education

No data source records the education level of volunteers in sport in Cyprus. The CSO estimates that most volunteers are medium to highly skilled.

The CSO runs a specific program for the formal and informal education of volunteers in sports clubs. Education and training courses on sport topics, addressed to the Volunteer Board Members of Federations and Sport Clubs, are organized and partly financially supported by the “Sport Academy” of the Cyprus Sport Organization in co-operation with educational institutions and other associations.

Socio-professional status

No data source records the socio-professional status of volunteers in sport. CSO estimates that most volunteers are in employment – both full time and part time.

Volume of voluntary work

The CSO’s 2006 survey estimates that 4 million hours are spent annually on volunteering in sport. That amounts to 320 hours per year per volunteer or just under 27 hours a month.

Share of volunteers and paid staff in the sport sector

According to both CSO and COC estimates, there are 10 volunteers for every paid staff in the sport sector. All sport clubs rely exclusively on volunteers. The professionalization of some sport (mainly football) has been identified as a factor that has resulted in the decrease in the ratio of volunteers to paid staff in the sector. However, this is the case only for a small minority of sport disciplines and clubs.

Why do people volunteer?

Many different types of factors motivate individuals to volunteer in sport, such as:

- Parents’ willingness to support their children involvement in sports.
- Support for their club; desire to put something back into a club or sport, often by former athletes.
- Interest in the sport and affiliation to a club.
- Locality or political causes associated with club.
- Consideration of volunteering as a path to a future career in sport management or administration (personal development).
- Social benefits like friendship, solidarity, and being part of the club.
- Opportunity to interact with famous athletes and sport personalities.

**What do volunteers specifically do in the sports club**

The responsibilities of volunteers primarily derive from the policies set by the statute of the each sport club and the legislative provisions referred to the operation of the sport clubs and sport federations (The Cyprus Sport Organization Law of 1969 to 1996).

Most of the volunteers undertake multiple roles in the sport club because of the volunteer’s shortage and limited number of employed staff.

The types of activities carried out by volunteers include:

- Administration and management of clubs
- Organization and supervision of sport activities and events hospitality organization, transportation, administration, media and press, sales and technical assistance.
- Media/marketing
- Sales/fundraising
- Technical maintenance (rarely)
- Instructing and coaching (rarely)

**Laws, rules, regulations, agreements on this topic**

**Institutional Framework for Volunteering in Sport**

There is no public body or any other organization responsible for volunteering in sport from a regulatory or institutional perspective or to oversee volunteering in sport.

Sport Club have facilitated and promoted volunteering in sport through organizing, promoting and administrating volunteering drives for major or minor events.

**Policies**

The benefit and value of volunteering in general and specifically in sport is recognized by the state. However, there are no official policies or programs to promote or support volunteering in sport.

**Regulatory Framework for Volunteering in Sport**

There is no specific or general legal framework concerning voluntary activities in sport and neither legal provision concerning individual volunteers in sport.

The legal framework for sport organizations engaging volunteers does not differ from the legal provisions for sport organizations not engaging volunteers. As all sports organizations engage volunteers at some level there is no difference in legal provisions between professional and amateur sport clubs.
Code of Ethics in Sports

Conflict of interest is one aspect of governance that has the potential to damage both a sport organization/federation/club and those who govern that entity. Board directors of sport organizations federation/club are faced with a number of influences particular to sport business, which can impact on the process of managing conflict of interest.

Potential establishment of the Sport Code of Conduct by the Cyprus Sport Organization will set out the principles of conduct and ethics for all the participants in sports, including volunteers.

4.11.3. Volunteering governance - promotion

4.11.3.1. Presentation by Jonathan Roberts from Sports Wales on the ‘Behind Every Star Campaign’

Some Sport Wales ‘Coaching & Volunteering Implementation Plan’

To meet the Strategy’s challenging headline target, Sport Wales are currently developing a number of ways to increase the numbers of volunteers. These include identifying (and then disseminating) ways in which clubs can change the volunteering culture in their clubs – finding ways in which the recruitment of volunteers, and the act of volunteering, becomes much more commonplace in our clubs. The goal thus is to embed coaching and volunteering into all of the work of Sport Wales and its partners.

Sports Wales is also working to ensure that all ten of its ‘pathway sports’ have an appropriate coaching structure, with introductory level courses to provide a first step onto the coaching ladder, plus clear coaching pathways that are communicated to coaches and potential coaches, and a full programme of coach education available. A number of small project groups are here to looking at the issue of retention and coach development. These are testing ideas to increase the number of coaches and volunteers on

- changing the volunteer culture in the Welsh sports clubs by creating a culture of ‘asking’ people to volunteer
- all pathway sports to have an appropriate ‘coaching’ structure
- ‘retention’ development through online learning, mentoring, local authority volunteer coordinators

Finally, Sports Wales has the’ Behind Every Star’ campaign, which had two aims. Its primary aim was to raise the profile of sports coaching and volunteering in Wales (raising awareness). Its second aim was to encourage people to sign up to volunteer in sport (recruitment).

Raising awareness

In order to raise awareness on promoting volunteering in sports clubs, Sports Wales organized

- A touring photographic exhibition: photographs of leading Welsh sportspeople alongside a coach who has supported them in their participation in sports.
- Press coverage: articles in national, regional and local newspapers, in magazines and on the website
- Social media advertising

All these were linked to the launch of the Sport Wales’ Coaching Strategy and Coach of the Year Awards.
The key outputs from campaign elements relating to raising awareness of the value of sport’s volunteers include:
- Press coverage of the campaign generated 18,980 square centimeters of press coverage, with an advertising value equivalent (AVE) of £124,000 across national, regional and internet outlets, plus newswires and trade press - with a total circulation of 24,245.347.
- The Behind Every Star campaign won the Best Use of Photography award at the Chartered Institute of Public Relations Cymru Awards in October 2010.

The photographs were a key driver for the volume of media coverage obtained through the campaign (http://www.youtube.com/watch?v=NSL0zlcPLEA)

It is difficult to measure the effect of Behind Every Star on awareness of the value of sports’ volunteers. The high quality of Sport Wales’ work with the media - as judged by media representatives - and the value of press coverage garnered as a result suggests that the campaign is likely to have had some positive impact.

**Recruitment campaign**

Alongside the awareness-raising aspect of the campaign, a secondary aim was to recruit volunteers into sport. A six-week television advertising campaign was backed up by additional media work.

The result of the campaign on the recruitment of volunteers
- 238 recruits signed up to volunteer specifically through the campaign’s registration process.
- Six months after the launch of the recruitment element of the campaign, just under half of the recruits had begun the process of deployment as sports volunteers.
- 31% of the overall recruits in sports clubs who responded to a follow-up survey stated that they were volunteering as a result of signing up to Behind Every Star.
- The campaign identified an additional route into volunteering, a route ‘back into’ volunteering.
- The recruitment panel was very well received by the recruits and all stakeholders.

**Lessons learnt from the ‘Behind Every Star’ campaign**

The evaluation report draws out a series of lessons that should be used to inform future campaign work, as well as initiatives to increase the number of sports volunteers in Wales.
Be clear with partners on how a campaign adds value

Be clear with partners on how a campaign adds value. Some partners felt that the campaign duplicated their efforts and was not needed, even though the campaign was wider in scope than what they recognized. Sport Wales therefore needs to demonstrate that we appreciate the current efforts of partners, and what added value a campaign will bring to those efforts.

The ‘sale’ of a campaign and its key messages with partners needs to be supported by the area and the national teams. This implicates working with and challenging partners to establish how national campaign work can be applied locally in the most effective way. Equally, however, partners need to be more open to ideas and consider more fully what opportunities national campaigning can open up for them locally/for their sport.

Campaigns need to be planned and targeted more tightly

Campaigns need to be planned and targeted more tightly. While the campaign was developed in line with a clear need, it is vital to consider in detail who is most appropriate to target (audience size and value), what might motivate them to act (in terms of media type and message content), and whether a communications campaign is the most appropriate way to get them to act.

Many of the Behind Every Star campaign materials were targeted at parents of school-aged children, who - research shows - are much more likely to volunteer when asked to help by someone running their child’s activities, rather than in response to a general call for help. Students, however, tend to be much more proactive in seeking out volunteering opportunities so that they can gain experience, and will therefore be attracted to general calls.

Work to recruit more volunteers needs to be more nuanced, focusing on routes and motivations into volunteering. National campaign work is well suited to raising awareness. Any media-based initiative designed to increase the number of volunteers should be pitched specifically at those more proactive groups who are likely to respond to general calls for volunteers - in particular students, and lapsed coaches/volunteers who would like to get back into sports volunteering but who are lacking the opportunity to do so.

Other key target groups - such as parents - tend to volunteer only because there is a specific need for volunteers within an activity in which they are already involved in some way. These groups need to be targeted at a club/school level, although there may be a role for Sport Wales and partners in developing resources to support clubs/schools in how to recruit volunteers effectively.

A single ‘brand’ may not be able to deliver multiple outcomes

A single ‘brand’ may not be able to deliver multiple outcomes. The recruitment element of the Behind Every Star campaign may have suffered as a result of using a strong awareness-raising brand and message set (on how volunteers support and develop elite performers) alongside a recruitment campaign focused on recruiting volunteers to support grassroots sport. More careful planning of the messages associated with particular outcomes will also help to prevent similar confusion in future campaigns. Using elite athletes to raise awareness is fine, but does it inspire volunteering in clubs?
Overall evaluation of the ‘Behind Every Star’ campaign

‘There is potential for Sport Wales to lead on strategic campaigns which aim to shed light on big issues facing the sector, and support action to address these issues.’

But,

‘For these campaigns to have a direct and immediate impact on delivery on the ground, however, will require more nuanced action, as well as the engagement and support of those who deliver sport locally.’

Next Step: an annual recruitment campaign

A year-on-year campaign is now proposed, to help ensure greater partner engagement and shared responsibility for delivering on the ambitious Coaching Strategy. As an annual campaign, it will be noted and scheduled in the wider ‘sporting calendar’ and therefore feature in partners’ own planning.

An annual recruitment campaign will be different in nature to Behind Every Star; a single-objective, week-long campaign, aimed at recruiting and growing the volunteer base in Wales, with the focus on encouraging and informing local action through our partners, in line with the findings of the Behind Every Star evaluation. The annual campaign will form part of a broader action plan for delivery against the Coaching Strategy.

4.11.3.2. Presentation by EU-Project partner the Ministry of Education, Science, Research and Sport of the Slovak Republic

In Slovakia, there is no specific systematic approach on promotion of volunteering in the sports club nowadays and sports clubs are usually individually agreed in this field. However, new legislation on volunteering is in the process of preparation and we do believe that we’ll be able to give you more detailed information on it during the next meeting.

The organizations which promote volunteering in sports clubs in Slovakia are

Governing bodies at national and local level
- The Ministry of Education, Science, Research and Sport of the Slovak Republic
- National Sport Centre
- Local governing bodies - municipal level

Sports umbrella organizations
- The Slovak Olympic Committee
- The Slovak Confederation of Sport Federations

Sports federations and sports clubs

Educational institutions
- Primary schools
- High schools
- Universities
- Non-formal education accredited subjects
How the promotion of volunteering in sports clubs is organized, by

Governing bodies at national and local level

Preparation of the legislation is the essential step of systematic approach in this field on the national level. There is a process of preparation of the resolution on volunteering at European level which hopefully will be approved by the Council of Education, Culture, Youth and Sport in November 2011. The preparation of the legislation in Slovakia is in alignment with this European process. The important topics on promotion of volunteering deal with education issues and its recognition within EQF, where it is indicated to correspond to the levels of 1 - 4 of EQF. The values as fair play, team-work, responsibility, tolerance, respect, the ability to overcome the obstacles, etc. are listed in this document.

At local level, the local authorities are the significant stakeholders for promotion of sport volunteering and it is necessary to increase their awareness on this issue. The National Sport Centre will launch in November 2011 an information system in sport, i.e. an online database with information on sport related matters including the promotion of volunteering in sports (clubs).

Sports umbrella organizations

The National Olympic Committee and the National Sports centre organize educational activities for volunteers. An example hereof could be the ‘volunteer of the year’ award within the within the Ceremony of the Sports(wo)man of the year.

Sports federations and sports clubs

Sports federations and sports clubs use media impact from the high level athletes who are recognized as role models. A good example hereof is the parents of Christophe Lemaitre (a 100 meter dash runner) who spontaneously spoke about volunteer work in sports directly after his Athletics World Championships 2011 win. It was so sincere and honest; it was an absolute promotion of volunteering in sports. Other examples include promotion from Olympic/Paralympic volunteers such as Lenka Habasová from the National Sport Centre and Ladislav Mravec from the Ministry of Education, Science, Research and Sport of the Slovak Republic and the ice-hockey championships in Slovakia, emphasizing the work of the volunteers.

Educational institutions

Recognition of volunteer work in sport clubs could be provided through giving credits for university study.

Tools of promotion

Internet - websites, online databases.
Mass-media - TV clips, radio advertisements, newspaper articles. These must be something extra, not just promotion of volunteering, but e.g. volunteering famous athletes.
Billboards - in Slovakia, there was a huge campaign on volunteering within the 2011 Year of Volunteering to attract the public to coming to activities where volunteering is promoted.

In general, it is necessary to increase awareness of volunteer work and to promote it, because it is worth of it!
4.11.3.3. Presentation by EU-project partner the Ministry of Sport from Greece

The promotion of volunteering in sport is mainly operated by sport clubs themselves and local authorities, only secondly by the sports federations. Volunteer programs from municipalities usually work as the first step to encourage people to volunteer in a sports club in their area. Large sports clubs for popular sports have begun to develop special services to promote the importance of volunteering.

The incentives used by sports clubs for the promotion of volunteerism are
- out of love for the club
- the willingness to offer
- the need for social integration through participation in groups
- to acquire experience and knowledge

The organized promotion of volunteering in sports clubs started in recent years from large clubs which are practicing sports at professional level, while they were developing sport departments for practicing at amateur level. The promotion of volunteering in these clubs is aiming at the cultivation of sport culture, education, cooperation and sportsmanship, apart from the opportunity offered to volunteer to be found near the team they love and support.

In 2010 also started the promotion of volunteering by some sports federations of especially popular sports such as football and basketball, to highlight the importance of volunteerism in preparing and organizing games of national teams, thus developing both voluntary movement in each sport and enhancing the preparation of experienced executives who can play a role later on in sport clubs.

The promotion of volunteering in sports clubs is conducted through
- The web sites of the sports clubs and the local authorities.
- Events at schools, universities and other places where there are youngsters; mainly by the local authorities.
- Distribution of brochures, newsletters, announcements, presentations to local press and radio broadcasts.
- Cooperation with institutions of decentralized administration that have direct communication with citizens.
- Cooperation at local level with voluntary bodies in other areas.

4.11.3.4. Presentation by EU-project partner the Ministry of Sport from Cyprus

Who promotes volunteering in sports clubs

Volunteering is primary promoted through the recognition by the State of the vital role of Volunteering (in general): more precisely via the Pancyprian Welfare Council Law (152/89).

The Cyprus Sport Organization, as a governing body, promotes the value of volunteering in sport clubs and recognizes the contribution of volunteers’ board members in sport clubs.

Sports Federations and Sport Clubs are based on volunteers contribution and support, since all sport clubs rely exclusively on volunteers.
How volunteering in sports clubs is promoted

Volunteering in sports clubs in Cyprus is promoted
- Official references
- Usage of mass media (TV, radio, newspapers, internet, newsletter and press releases)
- Publication of informational material (brochures, flyers)
- Personal contacts

The motivations put forward to promote volunteering in sports clubs

The arguments used for motivating people to volunteer in sports clubs are
- Altruism
- Support of Sport as a principal
- Support of the sport club
- Interaction with athletes and sport personalities
- Service to the society
- Opportunity to acquire new knowledge and skills (skill development)
- Recognition and Contribution acknowledgement
- Socialization,
- Solidarity
- Fun

4.11.4. Volunteering governance - management

4.11.4.1. Presentation by Gary Lewis and Aled Lewis from Urdd

What is the Urdd

Urdd is Wales’ largest youth organisation. It has 50,000 members aged between 8 and 25.

Urdd organizes a wide range of sporting, cultural and community activities. Its Hallmark event is the ‘Eisteddfod’ a large youth cultural event.

Urdd Sports Department

The Urdd sports department is the largest provider of sports for young people in Wales. It organizes over 400,000 sports sessions every year, to an important extent in the framework of Primary and Secondary School provision.
The Urdd sports department has 11 staff members with the following functions:
- Sports Director
- 7 Sports Development Officers
- National Sports Coaching Officer
- National Sports Officer
- National Events Manager

**Urdd sports strategy**

The Urdd sports strategy is to increase the opportunities and access for young people to take part in sport across Wales.

In 2010...
- 35.291 took part in Urdd Sports Taster sessions (lasting up to 6 weeks)
- 27.714 took part in Urdd Weekly sports clubs
- 61.067 took part in Urdd Sports Events - local and national
- 1.078 volunteers and Staff received sports and coach training by the Urdd

**Urdd main sports activity ...**

... is a 3 day multi-sport Olympic style event, held each year in July, with 9 different sports in 2011 (athletics, boccia, canoeing, girls football, gymnastics, netball, rugby 7 a-side, swimming and triathlon). All event activities are based in Cardiff, the ‘Athlete Village’ being based in Glamorgan University. It is a ‘showcase’ of the best of Welsh school aged sporting talent. Over 1,000 competitors and 150 volunteers participate at this sport event. It is a partnership between 3 players in the field of sports, aiming to capture the Olympic spirit and deliver a lasting legacy for Wales. The event is co-sponsored by the Welsh Olympic Sponsor such as Coca-Cola, Deloitte, GE, John Lewis, McDonalds and WAG.

**Urdd volunteer development**

Urdd aims at recruiting, training, deploying and developing coaches and volunteers to facilitate the Urdd sports program.

**Recruitment**

The majority of the Urdd our coaches and volunteers is recruited from Welsh speaking Secondary schools and Universities.
Training
Urdd offers a number of coaching qualifications to its coaches, the majority of which are tutored and facilitated by Urdd itself.

Deployment
Urdd deploys its recruited and trained coaches in numerous recreational sports clubs, holiday programmes as well as at competitive level.

Development
Through its monitoring and development techniques, Urdd is able to identify opportunities for its coaches to develop and receive further training.

Recruitment
As a Welsh language organisation, all the Urdd coaches have to be able to speak Welsh.

The majority of the Urdd recruitment is done through the Welsh medium secondary schools and universities as there is target Welsh speaking audience within those institutions. Urdd has a very good relationship with Welsh medium secondary schools as they recognise what Urdd can provide in terms of training and volunteer opportunities, which is a key aspect of their curricular and extra-curricular programmes. University students are regular contributors to the Urdd sports programs, especially as graduate courses become more vocational. UWIC and Glamorgan University e.g. both have volunteering modules as part of their sports courses. Urdd utilizes these modules to recruit new volunteers. University is a setting where most students look at avenues of improving their career prospects. Volunteering and gaining qualifications is considered by the universities, bu Urdd and most of all by the students as an excellent way to do so. As Urdd works with young people up to the age of 25, educational organizations are a natural setting for Urdd to target new coaches and volunteers. Urdd thus regularly attends schools and Universities to advertise its volunteer opportunities. Everybody who is interested in volunteering will receive a volunteer pack. Those wanting to volunteer need to register at Urdd.

Training
The Urdd coaching courses vary between each area, depending on the Sport Development Officer’s work program and need for coaches in a particular sport.

Urdd organizes 80% of the courses they offer and tutor 70% of these courses with their own staff.

Where possible training is conducted through the medium of Welsh.

Courses are often provided free of charge or at a reduced rate, providing the attendants commit themselves to fulfilling a number of coaching hours in return for receiving their qualification.

The courses Urdd provides are equivalent to Level 0 (Leaders Awards) and Level 1 (Assistant Coaches) coaching qualifications on the ‘UKCC Coaching Pathway’.

Coaches are given the opportunity to complete Level 2 (Lead coach) qualifications through the National Governing Bodies.

The Sports Leadership Courses organized by Urdd (in partnership with Sports Leaders UK) are
- Day Certificate in Sports Leadership
- Young Leaders Award
- Level 1 Award in Sports Leadership
- Level 1 Award in Dance Leadership
- Level 2 Award in Community Sports Leadership
- Level 3 Award in Higher Sports Leadership

These courses develop generic leadership skills within our coaches.

The majority of these courses are organised within a school setting as it provides Urdd with a regular opportunity to recruit new coaches. It also provides a strong foundation for young coaches and helps Urdd in maintaining a good relationship with secondary schools.

**Sports specific courses** organized by Urdd (in partnership with the National Governing Bodies) are
- Starting Out Netball
- Q Umpiring Award (Hockey & Netball)
- Hockey Organiser Award and Level 1
- Rugby Tag Award
- Rugby Referee Course
- Tennis Leaders Award
- Football Leaders
- Tri Golf Leaders and Level 1
- Athletics – Run, Jump & Throw

**Deployment**

Urdd deploys its activities as follows in

**Weekly clubs**
- Primary and Secondary community clubs in a number of different sports such as canoeing, dance, gymnastics, football, rugby, athletics, netball, hockey, swimming, rock climbing.
- The clubs constitutions and activities vary between different areas.

**Regional and National competitions**
- Primary and Secondary competitions in the following sports; rugby, football, gymnastics, swimming, cricket, netball and biathlon.
- Gemau Cymru (Welsh Games).

**Holiday programmes**
- Multi-sport festivals.
- Activity trips.

The training received by the participants will determine their role in the Urdd clubs, being Assistant Coach or Lead coach.

Daily management of the coaches is done by the Urdd Sports Development Officers; whilst the Sports Coaching Officer manages the systems in place to look after our coaches.

**Development**

As Urdd has clubs based all across Wales, it is difficult for the Urdd central services to have regular contact with the coaches. Urdd therefore relies on its Sports Development Officers to
assess what up skilling the Urdd coaches require. The Sports Coaching Officer will advise on training opportunities and courses.

If coaches are of a high standard, Urdd will look at ways of funding their training. Again, coaches will need to commit to a certain number of coaching hours in return for receiving training.

**Monitoring**

Urdd has two databases at use to monitor its coaches:
- the National Database - updated by the Sports Coaching Officer
- the Regional Database - updated by the Sports Development Officers

The databases have certainly improved the Urdd Coaching and Volunteer Program. However, there are some issues that remain:

**National Sports Programme.** It is difficult to keep track with new coaches and clubs working all over Wales. Reliance to update the information is laid in the hands of the Sports Development Officers.

**Monitoring.** To improve the use of the database, Urdd is looking at ways of improving the evaluation service. Urdd has started using questionnaires for its coaches to complete every year, questionnaires which offer them the opportunity to state what training they would like to receive.

**Efficiency.** There are always ways of improving a database and making it more user-friendly and efficient. It is important to identify what one wants to use the database for, before creating one.

4.11.4.2. *Presentation by EU-Project partner Landessportbund from Germany*

In Brandenburg, the election to the executive board in sports clubs is managed through the by-laws of the sports federations.

The representation of the sports clubs legally resorts under the private responsibility of the executive board. But the sports federations offer insurances for the executive board members.

Support to the management of the volunteers in sports clubs will be offered by the ‘Wissen Online’ interactive IT-tool which will be launched in February 2012. It is an important update to the system currently at use. It will be an interactive online management system serving as a tool for e.g. sports clubs compliance with legislation and insurances. It will also provide management tools such as interactive database building and content for training/exercise sessions for trainers and coaches. The Wissen-Oline IT-system will also provide online sports clubs management (and other) seminars; under the specific module called ‘Webinare’.

4.11.4.3. *Presentation by EU-project partner Snowpolis from Finland*

Under the current economic atmosphere, volunteerism has taken a blow as more individuals search for more permanent and financially sound employment. This has lead to the development of ‘volunteer recruitment’ which not only contributes to the activity in question but also contributes to the volunteer’s career aspirations.
Currently, recruitment and volunteer placement attempts to give the opportunity for the volunteer to practice activities related to his/her professional/educational background or their own wishes.

Retaining volunteers is more challenging. A future project seeks to develop exchange programs between national and transnational organizations that would motivate young volunteers to continue the activity through parallel motivating factors (travel, curricular experience, and contact with different societies).

At present financial contributions are awarded to volunteers which may, in the long term, not be the most sustainable model (less active society, economic uncertainty,...).

It is a priority to develop new mean to retain volunteer activity.

**4.11.4.4. Presentation by EU-project partner Cyprus Sports Organization**

Volunteers management at sport club level, derive from the statute of the club, the statute of the sport federation and the Cyprus Sport Organization Laws of 1969 to 1996 and Regulations of 1970 regarding the accreditation of the sports clubs.

Important from a technical point of view for volunteer management at sports club level is the maintenance of a database for volunteers. These databases are mostly available either by the sports clubs or their sports federations. The data kept on these databases depends on the scope of the provided voluntary service.

- Personal details (name, sex, age)
- Contact details
- Educational background
- Professional status
- Abilities and skills
- Preferred scope of voluntary service
- Previous voluntary experience
- Availability

Members of the Board of Directors

Participation in Sport Events

New general provisions on these topic will be introduced by the Cyprus Sport Organization in the Strategic Plan on Volunteering in Sport on:

- Costs incurred by volunteers. In general costs incurred are remunerated but there are no official regulations. Each federation might have its own set of rules.
- Insurances. Currently, in general, volunteers are not insured.

**4.11.5. Volunteering governance – conclusions**

Before concluding on the presentations and discussion rounds amongst the EU-project partners, it is important to refer to a few pre-dominant publications in the field of volunteering and sport.

Graham Cuskelly, Russell Hoye and Christopher John Auld e.g. published in 2006 a book at Taylor & Francis called ‘Working with Volunteers in Sport’. It is a comprehensive guide to the issues surrounding the management of volunteers in sport organizations. The book emphasizes on ‘the contribution of volunteers at all levels - from local clubs to national governing bodies, right up to the Olympic Games - being at the heart of sport throughout the world. Yet changing policies and increasingly professionalized approaches to running sport are putting volunteer cultures at risk.'
Good management and a clear understanding of the way volunteers work in sport are essential to protect and develop the role of this core group of people. The book links theory with research to provide clear guidelines for good volunteer management. Other books from such as Sport Governance from Hoye and Cuskelly, dated 2006 and published by Heinemann, Butterworth - also are key academic literature helping to understand the going together of sport and volunteering.

Also pre-dominantly important in understanding the EU in relation to sport and volunteering are the September the 9th of 2011 ‘Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions’ on ‘EU Policies and Volunteering: Recognizing and Promoting Cross-border Voluntary Activities in the EU.’ As well as the January the 18th of 2011 Communication ‘Developing the European Dimension in Sport’. This is the first policy document issued by the Commission in the field of sport after the entry into force of the Lisbon Treaty. These fundamental communications on sport and volunteering in the EU can be downloaded for free from the EU Commission’s Unit Sport website.

Also important to be mentioned in this context is the 2011 Polish EU Presidency Council of the EU document ‘The role of sports volunteering in promoting active citizenship.’

Finally, the findings and recommendations of the 3 other EU Commission Sport Preparatory Actions in the Field of Sport on the topic ‘Volunteering’ are expected to importantly highlight issues at stake of volunteering and sport in the EU.

Differences. The overall conclusion of this EU-project topic on volunteering governance in general and the 4 sub-topics identifying, supporting, managing and promoting volunteering in sports clubs is that there is:

- An enormous difference in approach amongst the EU-project partners, often depending on cultural differences.
- A spread in actual organization of the volunteering from very weak (Greece) to very structured (Finland).
- The actors involved in volunteering in sport are numerous in each country (clubs, federations, the authorities, the local governments, umbrella organizations, volunteering organizations, the governmental authorities, etc.) with relative different impact from one country to another country.
- Even within each region/country, the important issues related to volunteer in sport can definitely not be determined in a list and even not in a matrix. Volunteering in sport is to be considered as an atomic structure including elements such as education, experience, inclusion, empowerment, employment, social benefits, individual benefits and so many more; which are all inter-related.

Similarities. Regardless the major differences described here above, two matters are very similar in all countries:

- Organized sport is practiced in all countries pre-dominantly in sports clubs.
- Organized sport is organized by volunteers. Without volunteers, organized sport s would simply not exist.

Volunteering thus is universal in general terms, but particular in its specificity. The EU-project partners in their discussions stress that it is important for the EU in its 2014-2020 policy to consider volunteering in organized sport is ‘homogeneous’ but not ‘standard’. Autonomy, subsidiarity and self-regulation are considered very important in the framework of volunteering in sport as well.
The EU-project partners consider it important that the EU continues creating the opportunities for the volunteering management in the organized sport sector to cross-pollinate at EU-level on matters related to volunteering in sports, rather than to determine specific rules and regulations.

4.12. Composition of the Board of Directors in relation to their status

4.12.1. Presentation Landessportbund Brandenburg on club structure and Board composition

Legal requirements for the founding of a sports club

Foundation meeting

The first steps in the founding of a club is the ‘resolution of the statute’ and the name-giving of the club. Hereafter, the Board of Directors needs to be elected. The original statutes need to be signed by at least 7 - thus founding - members. They need to sign the statutes, the founding meeting protocol and the election protocol.

Notarization of the Board (Board pursuant to § 26 BGB)

The charge for the notarization of the sports club is around € 20,- to € 40,-.

Application for registration in the Register of Associations

The application for registration in the Register of Associations needs to include the statutes (original and copy), the protocol of the founding meeting (original and copy), the election protocol (original and copy) and the address list of the members of the Board of Directors.

Application for recognition as a social profit organization

The application for recognition as a charitable organization includes the application for exemption from income tax. Documents to be entered hereby are the statutes of the organization, the protocol of the foundation meeting, the election protocol, the attestation of the registration in the Register of Associations. Also to be prepared for obtaining a recognition as a social profit organization is a subscription scale and a progress report.

Application for membership of the Landessportbund Brandenburg (LSB)

After the previous steps successfully completed, the application as member of the Landessportbund Brandenburg includes the providing of the statutes of the organization, the protocol of the foundation meeting, the election protocol, the attestation of the registration in the Register of Associations, the address list of the members of the Board of Directors, the attestation of inscription in the Register of Associations, the proof of corporation tax exemption as a social profit organization. Also mandatory is a declaration of recognition of statutes and regulations of the LSB. Furthermore needed is a ‘membership numbers’ questionnaire. Hereupon follows the confirmation of membership in the district and city federations.
Flow charts on the sports clubs in Landessportbund Brandenburg

Sports clubs member of the Landessportbund Brandenburg

Classification of the Landessportbund Brandenburg sports clubs according to their size

- bis 50 (1,422 Vereine)
- bis 100 (657 Vereine)
- bis 300 (720 Vereine)
- bis 500 (117 Vereine)
- über 500 (67 Vereine)
4.12.2. Countries

4.12.2.1. Belgium/Flanders

Club status

Types of sports clubs by number

Flanders has about 23,000 sports clubs. There are different ways to classify those sports clubs.

Sports clubs can be classified according to the number of members. Academic research provides the following results:

  - Small clubs (<60 members): 46% of the Flemish sports clubs
  - Medium clubs (60-199 members): 35% of the Flemish sports clubs
  - Large clubs (> 200 members): 19% of the Flemish sports clubs
- Scheerder (2009)
  o Small clubs (<60 members): 53% of the Flemish sports clubs
  o Medium clubs (60-199 members): 30% of the Flemish sports clubs
  o Large clubs (> 200 members): 17% of the Flemish sports clubs
- University of Ghent (2011)
  o Small clubs (<50 members): 33% of the Flemish sports clubs
  o Medium clubs (50-150 members): 34% of the Flemish sports clubs
  o Large clubs (150-500 members): 26% of the Flemish sports clubs
  o Very large clubs (> 500 members): 4% of the Flemish sports clubs

**Types of sports clubs by legal status**

Looking at the legal status of Flemish sports clubs, we can roughly distinguish three types of sports clubs (Scheerder, 2009).

- The first type are the sports clubs without legal status (42%). Usually these are smaller clubs, but there are also large sports clubs without a legal status.
- The majority of the sports clubs are social profit associations (49%). These are thus sports clubs with a legal status.
- A minority of sports clubs have a different legal status (9%). These are usually large, profit making sports clubs often with paid staff members.

A similar research (Ghent University, 2011, Continued Research on typologies of Flemish sports clubs) was found that 36% of the sports clubs are associations by facts, 63% are social profit legal entities and 1% has a different legal form.

**Types of sports clubs by source of income**

Sports clubs receive the bulk of their revenues from membership fees (84% of the sports clubs have membership fees) and direct municipal grants (72%). Slightly more than half of the clubs can count on revenues from sponsorship (53%) and 47% have self-generated revenues through all kinds of cash activities. Approximately one quarter of all clubs can count on revenues from canteen and their income from matches and/or tournaments. A minority of the surveyed clubs (10%) received grants from the sports federation (Scheerder, 2009).

**Board of Directors sports clubs**

In almost all Flemish sports clubs, the Board of Directors consists only of volunteers. The gender composition is on three female and five male members.

70% of the Flemish sports clubs indicate that they have a shortage of volunteer Board members (Van Lierde, 2003).

Almost all sports clubs have a President and a Board Secretary, 90% also have a Treasurer and 60% have a Vice-President apart from other board members.

The average age of the board members is 49 years. The chairman usually is the oldest person in the Board of Directors (Scheerder, 2009).

The majority of the Board members (92%) receive no financial contribution whatsoever for their Board duties (Scheerder, 2009).
The needs at the level of the Board of Directors according to the club status

There are not much statistics available on the specific Board composition requirements related to the typology of a sports club.

A clear correlation was found between the size of the Board of Directors and the size of the sports clubs in Flanders. Sports clubs with less than 60 members have an average of 4,5 members, mid-sized clubs can count on the commitment of 6,4 board members and sports clubs with more than 200 members have an average of 7,2 members in their Board of Directors (Scheerder, 2009). In other words, the larger the number of club members, the larger the Board of Directors.

Small sports clubs have an average of 7 to 8 collaborators who are almost always volunteers. Medium sports clubs have on average 16 collaborators consisting of 15 volunteers and 1 paid member. Large sports clubs have on average 31 collaborators: 28 volunteers and 3 paid members (Van Lierde, 2003).

For the majority of the sports clubs, there is a correlation between the revenues and the size of the sports clubs. The proportion of clubs that generates revenue from membership fees, direct subsidies from the municipality, sponsorship, canteen sales and matches and / or tournaments is systematically higher in sports clubs that have more members (Scheerder, 2009).

4.12.2.2. Cyprus

Under the Registration of Clubs Law, Cap 112, the District Officer of every District in Cyprus has the authority to register and renew the registration of sports clubs with the provision that the statute of the club is signed by at least 21 members. No distinction hereby is made between sports clubs only/mainly offering recreational and competition sports. All sports clubs need to have a legal status.

In addition, according to the Cyprus Sport Organization Laws of 1969 to 1996 and Regulations of 1970 to 1996, “sport club” shall mean any club or organization, which has legally been established in the Republic with a view to promoting the physical education and sports outside school in Cyprus in broader terms and shall include the physical education clubs. It shall be accredited in the sport context, it shall be recorded in sport registry which shall be kept for this purpose indeed and shall therefore be delivered an accreditation certificate for this accreditation and registration provided that: it has a sport team/s composed of athletes (the minimum is 21 athletes/per team), the sport teams have participated in friendly or other kind of nature completions for at least a whole completion period, it has its own accommodations and training facilities, and it has a ratified statute in which it shall be clearly stated that the main objective of the club shall be sports. A Sport Club, which is accredited by the Cyprus Sport Organization shall be entitled to become a member of the relevant sport federation, which is also should be accredited according to the Cyprus Sport Organization Laws of 1969 to 1996 and Regulations of 1970 to 1996.

The Board of Directors of the sport clubs is composed by at least 5 to 9 members. Board members are solely volunteers. The phenomenon of conflict of interest is noted when a staff member also holds a post in the Board of Directors. According to the provisions of the statute of a Sport Federation, it is noted that member/s of a sport club can also be elected to the Board of Directors of the Federation.
Board Members are in their majority sport fans, athletes’ parents, former athletes, people with financial capacity (especially those holding executive positions in supra-clubs) and political influence. Some volunteers hold the posts for a very long time, often more than 10 years, creating a barrier for new volunteers to get involved into the management of sport organizations. Board Members offer their services without being paid. Rarely, they are compensated for their travel costs.

There are no figures available in sort of statistics of the number of members on the board of Directors in sports clubs in Cyprus. There thus in neither a view on the roles these people have. There are no academic researches on this topic ‘as things are’; apart from articles as things ‘should be’.

The actions of any volunteer member are defined by the statute and the regulations of the club and shall be complied with the instructions given by the Cyprus Sport Organization and the relevant federation. The size of the club, the type and the amount of activities and the qualifications of volunteers are the determinants of the size and the length of the volunteer management program.

In order to obtain better management of the sport club and due to the professionalization of sports, the Board of Directors choose to incorporate a section of the club (usually football or basketball). The company’s main activity is the management, operation and commercial exploitation of the club.

The Board of Directors convenes annual general assembly for the approval of the annual financial statements prepared by an independent auditor.

4.12.2.3. Hungary

Sports clubs in Hungary can take on 5 different types of structures.

Informal sport fellowships

Sports clubs in the form of an informal fellowship are very common in recreational sport in Hungary. These clubs are not registered by the court. It is the type of set-up where friends regularly do sport together similarly to a sport club activity (for example they rent a court and play basketball every Tuesday and Thursday).

Social-profit sports clubs (Egyesület 1 – Union 1.) (amateur, youth, recreational)

Social-profit sports clubs are the traditional organizational form of the Hungarian sports clubs. Social-profit sports clubs are registered by the court. They have a Board of Directors and statutes. They are not orientated to making financial profit. Any financial profit is to be divided amongst its members and along the rules laid down in its statutes. These sports clubs can be league members and only provide competitive sport or they can also solely and only provide recreational sports; or a mixture of both. The traditional social-profit sports clubs in Hungary commonly have more sections (3-4), but the big clubs (FTC - 14, UTE - 13) have many more sections.

The social-profit sports clubs in Hungary can be: Basic social-profit organizations. These are founded on the basis of the 1989 Act on Associations. Public benefit organizations. Social-profit organizations can become public benefit organizations if they fulfill a number of requirements related to the contents of the statutes, budgeting,
objectives, publicity, etc. These organizations can receive state support and 1% of the income tax of the corporate enterprises as well as direct funding from these corporate enterprises (with the corporate enterprises allowed to lower their taxes for the state because of the donation).  {1997/CLVI. Law about public benefit organization}.

**Emphasized public benefit organizations.** Similar to the previous form of organization, but with even more valuable qualifications and hence more beneficial regulations on state-tax related reductions.

**Professional sports clubs (Egyesület 2 - Union 2.)**

Professional sports clubs are profit orientated. They are tax-paying entities. They might have professional athletes on the payroll. They may gain profit through their activity.

**Foundations - sport academies**

Sports activities can also be pursued in sport foundations. This however possible in a limited number of sports. Sport academies - which are a field for youth development - are typical examples of sports foundations. The advantages of these foundations are the same as for the pre-mentioned ‘emphasized public benefit organizations.’

**Sport enterprises as sport clubs**

In some sports (for example in football, handball, basketball, ice hockey and water polo) the first league teams are mandatorily by law corporate enterprises (latest sport act). Usually, these clubs only are about one sport only. They can be differentiated in two types of organizations.

**Limited (LTD) sports clubs.**
These are created with a registered capital of minimum 500,000 Forints (app. 1.600 Euros). The responsibility of its members is limited.

**Public Limited Company (PLC)**
These are shareholders companies.

**Private companies**
The shareholders are from a limited number, i.e. a ‘closed organization’. These are created with a registered capital of minimum 5.000,000 Forints (app. 16.300 Euros). This is the common kind of high-level sports club in Hungary.

**Public companies**
These are created with a registered capital of minimum 20,000,000 Forints (app. 65.300 Euros). This kind of PLC is not very common in the Hungarian sport. These public companies PLC’s are though in some case the preferred structure for municipalities for sports such as tennis and golf.

**4.12.2.4. Finland**

In Finland, all sports clubs are a legal entity. They are hereby submitted to the Finnish Law on Associations. The Law on Associations hereby stipulates that at board level the following positions are mandatory: a chairman, a vice-chairman, a treasurer and a secretary. Additional members and positions on the board are possible. The Annual General Meeting (AGM) is a meeting of all members of the association. The AGM decides on the specific rules and regulations of the association, obviously within the framework of the law. A typical example of such a rule is the AGM’s decision whether the chairman can represent (sign for ) the association on his/her own or whether in any combination with another board member.
In Finland, there is no special status required for board members. Anyone can become board member of any association. There are no specific degrees or competences required.

Finnish associations may have special policies on board membership, such as gender quota or quota for the representation of the different departments within the club on the board. Experiences with those quota are mixed.

In order to receive municipal funding and to use municipal facilities, a sports club needs to be registered as an association and also registered as an sports-association to the municipality.

In order to participate in a league, the club needs to be registered as an association.

**Governance guidelines for the board of an association**

In order to be supported clubs need Credibility, Trust and Respect (CTR). The advantages of a strong CTR governance are:
- Financial support by the federations, the municipalities and the local authorities.
- Representation and participation facilities in federations, umbrella organizations, governing bodies, etc.
- Access to information and influence.

CTR can only be gained in the long term and by hard work, but it can also easily be lost.

**Governance rules**
- The board is aware of its tasks
- The board takes its leading role and fulfills its responsibilities
- The board establishes the financial auditor and allows him/her to accurately work
- The board follows the Annual General Meeting decisions
- The Board allows the sports club management to plan, suggest, carry out and take responsibility for its work
- The board stands for stability, continuity, yet openness to innovation and transparency; i.e. safeguarding the integrity and strategic development of the sports club

**Board tasks**
- To build a dedicated and competent board
- To communicate with the global environment
- To strategically develop the sports club
- To nominate the general director/manager
- To supervise the management
- To follow up and control the clubs’ legal and financial administration as set out by law
- To facilitate and report its meetings carefully
- To ensure/consolidate the cooperation with third parties

**The traps**
- Loans, gifts and ‘deals’
- Too big allowances
- Inadequate personal expenses and travel allowances
- Placing friendship above governance
- Breaking confidentiality
- Sexual harassment
- Discrimination
- Taking personal advantage of one’s position in the organization
- Falsification and manipulation of information

4.12.2.5. Slovakia

Information about forms of sports clubs and composition of the board of directors

According to the Act on the Organization and Support of Sport (Zákon č. 300/2008 Z. z. o organizační podporu sportu), sports clubs can be either civic associations or trade companies founded for other purpose than a purpose of entrepreneurship.

In Slovakia, the most traditional and common form of the sports clubs are civic associations which are created in accordance with the Act on Association of Citizens (Zákon o združování občanov – Zákon č. 83/1990 Zb. – úplné znení). Minimum three persons are needed to create a new such civic association. Hereby, a preparatory committee begins a process by approving the statute of the sports club. This statute has to be registered by the Ministry of Interior of the Slovak Republic, in order that the sports club becomes a legal entity with an identification number and a tax number which allows the association to have a bank account and assure financial operations.

Sports clubs can also be founded as government funded organizations (rozpočtové alebo prispevkové organizácie).

Sports club can, according to the above mentioned act, create their trade companies as well.

There are also other forms of sports clubs which are not recognized within the Act on Organization and Support of Sport, such as informal sports fellowships (not registered by the Ministry of Interior of the Slovak Republic), foundations (non-profit organizations oriented usually rather on educational matters) and professional clubs (profit oriented).

In general, there is no specific accreditation required for sports clubs. However, they are usually registered within the national sports federations.

Sports clubs act in accordance with their statute. The annual report on activities and the budget are approved by the annual general assembly. Boards of Directors are usually composed of five till nine persons. They usually are volunteers. They often can be parents of the athletes, former athletes and sponsors. Civil servants may act as members of a Board of Directors only with a written approval of their respective ministries (in accordance with the act on civil service) in order to prevent the conflict of interest.

Recommendations on how the Board of Directors in sports clubs should be composed

Recommendations of the Department of Education and International Affairs in Sport of the Ministry of Education, Science, Research and Sport of the Slovak Republic on how the Board of Directors in sports clubs should be composed concerns the minimum number of persons and their positions/roles as well as some other suggestions.

The Board of Directors should be composed of minimum five persons with these positions/roles:
- President/Chairman - decisive voice, representing the club to the public.
- Secretary/Secretary General - executive role within the sports club.
- Financial Manager - responsible for the economic and tax issues as well as the financial transactions.
- Representative of the athletes - elected/appointed by the athletes.
- Representative of the coaches - head coach of the sports club or - elected/appointed by the coaches.

It is recommended to have also other representatives in the Board of Directors in accordance with the individual needs of the respective sports club. For example an educational advisor, a volunteer coordinator, a PR manager, an international affairs expert, etc.

If the sports club is composed of more than one sport, there could be more persons in the Board of Directors. In such a case it is recommended to have a representative of each sport in the board of directors.

It is highly desirable to assure gender equity in the board of directors, or at least having a certain representation of both genders. Heterogenic composition of the board of directors with representatives of different age groups and working environments could have a positive impact on effective work of the Board of Directors in sports clubs. Diversity in the Board of Directors should have a significant influence on dynamic fulfilling of needs of the sports clubs members.

4.12.2.6. **Wales**

We have (informally) identified four types of sports clubs, based on our experiences of dealing with clubs of various sizes and structures around Wales.

- Informal teams
- Sports clubs run by individuals
- Traditional sports clubs
- Enterprises

There is no specific academic research and there are no statistic figures on these different types of sports clubs and on the consequent requirements at the level of the Board of Directors.

Data on the composition of the Board of Directors in sports clubs is definitely not held centrally. Some sports federations may have some data on this.

**Informal teams**

*Introduction and structure*

Informal teams - such as those who meet to take part in indoor football, touch rugby, or mixed netball - are focused on informal recreational sport, with little organisational structure. They are very flexible in nature, usually just groups of friends wishing to play informal, but competitive, team sport. One person will usually act as manager for the purpose of organising entry to competitions. There is no legal requirement for a club of this size to be constituted as a legal entity for any purpose; indeed, they would be unlikely to be considered to be a club in Wales. These clubs are rather organized amongst themselves.

**Needs of club management**

Although very common in Wales, the lack of need for such teams to have any legal or organisational basis means that their needs are specific and operational – do we have enough
players, which competition are we entering this year etc. No formal support is therefore offered to these teams.

**Sports clubs run by individuals**

*Introduction and structure*

This type of club is built around a single person, usually a specialist coach. Clubs of this type may be constituted or registered for insurance purposes, but in practice rely on a single individual to run the club. The club is therefore unlikely to have a Board of Directors, but may operate in a quasi-commercial manner, making small profits for the coach/manager. These clubs tend to have in-between 10 and 30 members. They usually have no own infrastructures.

*Needs of club management*

Research has indicated that those running this type of club are generally comfortable undertaking key administrative tasks and delivering activities, often because they have developed methods for managing their affairs over time. These clubs struggle when the coach/manager, who has previously managed alone, wish to grow their club as they may not know how to recruit volunteer support to take on particular tasks.

National Governing Bodies (sports federations) are the most likely source of formal support, along with local authorities (municipalities). Support is likely to be provided on an ad-hoc, reactive basis.

**Traditional sports clubs**

*Structure*

‘Traditional’ sports clubs tend to be bigger clubs, often providing opportunities for junior and senior players, and are organised on a more formal basis. A number of legal structures exist for this type of sports club. Often, the club will exist as a constituted entity owned by its members. Clubs may also choose to become limited companies, particularly if they own significant assets. This requires legal registration and (depending on turnover) may also require the filing of annual accounts. In general, support from NGBs and local authorities is not provided for this element of administration.

Alternatively, clubs which can demonstrate that they are inclusive and meet other criteria can apply for either Community Amateur Sports Club or charitable status. The latter has additional tax benefits, but has higher audit requirements.

These clubs have in general in-between 100 and 500 members.

These clubs tend to own proper or manage community-based infrastructures.

*Needs of club management*

These clubs are likely to have a committee (Board of Directors) responsible for the running of the club. The club may choose to have employees for specific purposes, such as to manage any facilities that it owns, but few amateur clubs in Wales employ people to run sport at their club on a long-term basis.
The Board of Directors will traditionally be composed as follows: a chairman, a secretary and a treasurer. Other positions on the Board can include representatives per age, per gender, per type of sport in case of a multi-sport club or per sports discipline (in athletics e.g.).

The clubs also tend to have committees managing the running of the club.

A number of tools and resources are available to more formally constituted, larger clubs. National Governing Bodies often develop club management resources to support club management, particularly when NGBs also run club accreditation schemes. Other guidance is available from organisations such as Sport Wales and the Welsh Council for Voluntary Action, both of which have produced web-based guidance notes for sports clubs, and voluntary organisations more generally, respectively.

Larger clubs, in larger sports, are also likely to receive more proactive support from development officers in National Governing Bodies and Local Authorities, due to their size and relative importance to participation and the resources that those sports have to provide support. This support is likely to come in the form of tailored advice and guidance, rather than direct funding.

**Enterprises**

**Structure**

Increasingly common in some sports, in particular gymnastics, are newly-founded enterprises dedicated to delivering sporting opportunities as clubs. Enterprise-based clubs have a variety of structures, but in practice are likely to be built around one or two key individuals who run and are employed by the club. Also commercial football clubs resort under this type of sports club.

One common model is social enterprise: organisations with three key objectives - social, environmental and economic. As a result, they provide significant benefits for individuals, communities and the environment. A social enterprise can take various different legal forms, such as a community interest company, as well as different operational models, such as a co-operative or development trust. The chosen structure will determine whether or not a Board of Directors exists for the club.

**Needs of club management**

Business support is a major consideration for this type of sport. Although some National Governing Bodies have some expertise in this area, those wishing to set up an enterprise are more likely to go to specialist business support services (such as business.wales.gov.uk, operated by the Welsh Government) for support on business-related issues, and to their governing body for sport-specific advice and guidance.

4.12.3. **Group discussion rounds and conclusions on composition of the Board of Directors**

The composition of the Boards of Directors in relation to the sports club status was discussed in three different groups. The groups were composed with representatives from resp.
- Discussion group 1: Germany, Wales, Finland, Slovakia and Belgium
- Discussion group 2: Germany, Wales, Finland, Hungary, Cyprus and Belgium
- Discussion group 3: Germany, Finland, Hungary, Cyprus and Belgium
Discussion group 1

Three types of sports clubs and consequent composition of the Board of Directors were considered to be pre-dominant in the EU-project partner countries in this discussion group 1.

Informal sports clubs

Characteristics of the informal sports clubs are
- No legal status.
- Few people.
- No Board of Directors.

These informal sports clubs can be of two different typologies
- Type 1: Associations by facts.
- Type 2: Virtual ‘come together’ (community initiatives: jogging, cycling, soccer in the park, …)

Formal sports clubs

Characteristics of the formal sports clubs are
- They have a legal status.
- They have a Board of Directors.

These formal sports clubs can be of three different typologies
- Type 1: small clubs, which have in general
  o less than 50 members.
  o 1 sport offered.
  o 3 members of the Board of Directors: a president, a secretary, a treasurer.
- Type 2: medium clubs, which have in general
  o 50 to 200 members.
  o 1 or more sports offered (multi-sport).
  o 5 to 9 members of the Board of Directors:
    ▪ Always a president, a secretary and a treasurer.
    ▪ Other positions usually include a vice-president and people in charge for youth, volunteers, sports sectors, age/gender (masters, women).
- Type 3: large clubs, which have in general
  o More than 200 members.
  o 1 or more sports offered (multi-sport).
  o 9+ members on the Board of Directors:
    ▪ Always a president, a secretary and a treasurer.
    ▪ Other positions usually include a vice-president and people in charge for youth, volunteers, sports sectors, age/gender (masters, women).

Commercial sports clubs

Characteristics of the enterprise sports clubs are
- They have a profit-making focus.
- They have a legal status (which can be from divers kinds).
The enterprise type of clubs does not fall under the scope of the project.

**Discussion group 2**

Three types of sports clubs and consequent composition of the Board of Directors were considered to be pre-dominant in the EU-project partner countries also in this discussion group 2.

**Informal sports clubs**

The composition of the Board of Directors in this type of sports clubs was not discussed in this discussion group 2, since it falls outside the scope of this EU-project.

**Social profit sports clubs**

Characteristics of the social profit sports clubs
- They are registered
  - Either registered as member of a sports federation
  - Either registered in a legal sense
  - Or registered in both above senses
- On the composition of the Board of Directors there is no formal research (academic or other) on the exists in any of the EU-project partner countries.
- Based on experience, the partners in this discussion group 2 estimate that the composition of the Board of Directors in the EU-project partner countries is as follows
  - Minimum (merely in smaller clubs)
    - Chairman or president
    - Treasurer (person in charge for the finances)
    - Secretary (person in charge for the legal, statutorily and other administrative matters)
      (with binding authorities vis-à-vis third parties 2 by 2)
  - Extra (rather in larger clubs)
    - If the sports club has paid staff, the key ‘managing’ responsibilities will in first instance include the role of a general manager or a secretary-general or a chief executive with possible supplementary ‘managing roles’ roles for a finance & administration director/manager and a sports director/manager. The Board of Directors in this case will then have more typical Board responsibilities. I.e. strategic development on the one hand and control/steering of the paid staff on the other hand.
    - If the sports club has no paid staff, the key responsibilities of the sports club will be more hands-on (in an executing way) covered by the Board members.

**Professional enterprise sports clubs**

The composition of the Board of Directors in this type of sports clubs was not discussed in this discussion group 2, since it falls outside the scope of this EU-project.

**Discussion group 3**

Three types of sports clubs and consequent composition of the Board of Directors were considered to be pre-dominant in the EU-project partner countries in this group.
Non-organized sports clubs

The composition of the Board of Directors in this type of sports clubs was not discussed in this discussion group 3, since they normally have no - at least official - Board of Directors.

Traditional sports clubs

Characteristics of the traditional sports clubs
- They have a legal status and are member of a sports federation.
- On the composition of the Board of Directors there is no formal research (academic or other) on the exists in any of the EU-project partner countries.
- Experience based knowledge on the composition of the Board of Directors in the EU-project partner countries
  - A Board of Directors will always have the three following positions
    ▪ President
    ▪ Treasurer (for finance matters)
    ▪ Secretary (for administrative matters)
  - A Board of Directors can have up to 12 other positions
  - The members of the Board of Directors are overwhelmingly volunteers with sometimes cost remuneration of the expenses they make (merely travel and communication).

Professional clubs

The composition of the Board of Directors in this type of sports clubs was not discussed in this discussion group 3, since it falls outside the scope of this EU-project.

General conclusion on the composition of the Boards of Directors of sports clubs

Although the discussion groups were split in three different meeting areas, it is remarkable that the key reflections of the three discussion groups on the composition in the Boards of Directors are very similar. These are:
- Three types of sports clubs can be distinguished. The names given to these types being different, the content is relatively similar:
  - Informal sports clubs - informal sports clubs - non-organized sports clubs
  - Formal sports clubs - social profit sports clubs - traditional sports clubs
  - Commercial sports clubs - professional enterprise sports clubs - professional sports clubs
- The informal and the enterprise sports clubs are considered to not resort under the scope of this EU-project study. The reflections hereunder thus only being valid for the formal/traditional/social-profit sports clubs
  - These all are registered in some way either legally and/or in a sports federation.
  - Laws do exist in the EU-project partner countries on the necessity for registered sports clubs to have a Board of Directors, in some case stipulating the minimum number and their roles.
  - No laws, rules or regulations do exist in the EU-project partner countries on how the Boards of Directors must be composed, apart from sometimes the stipulation of the necessity to have a president, a treasurer and a secretary.
  - Only a very little number of countries have centralized data on the members of the Board of Directors Board composition (Germany) or may have discretionary data in some of their federations (Wales, Finland). I.e. information which is not directly available, but which could be distracted from a database. No research (academic or
other) on the composition of the Board of Directors hence has been made in the EYU-project partner countries and no straight forward (direct) statistics are available.

- Three positions are always filled in at the Board of Directors: the president, the treasurer and the secretary.
- The Boards of Directors tend to have in-between 3 and 15 members. The Boards of Directors are overwhelmingly consisted of volunteers.

4.13. **Online club info data management and help desk**

4.13.1. **Nord Rheinland-Westfahlen**

The Management of Sports Clubs and Federations of Sports are supported by VIBSS-Online.

**Introduction**

The principal aim of the digital framework of www.vibss.de is to support all the managers and trainers within the sports clubs. The aim is to help those people to do a good job without wasting a lot of time. The managers in the sports clubs have to cope nowadays with a large range of duties and responsibilities that can be difficult to do a good job. Most of them are volunteers and therefore they are not professional expert in questions of taxation, law, marketing or personal development as to quote just a few big points within the context of sports clubs.

Different but at the same level of engagement can be described by the situations of the trainers in the clubs. They have to work with a lot of people that want to be trained and guided in a very good and modern way. They want to rely on the person that makes the trainings. To rely on the trainers means that they believe that the exercises are good for the health and at the newest standard of the sports sciences. As well as the managers, the trainers are mostly volunteers too. Besides their daily work, the trainers have to find new ways how to train the sporting activists.

These two main conceptions are realized in the web based knowledge management system.

**The Design of the Website**

**The target group**

There are two sections of content that represent the managers in the clubs on the one hand and the trainers on the other hand. Each group member can choose the right content by themselves. In a lot of cases one person has to fulfill duties in both directions: to work as the treasurer of the club e.g. and as the trainer of the children exercise group once a week.

**Usability**

One does not need any deep experience with the internet technologies, one can just use the website in an intuitional way. On the left side one will find - as the navigation system - all the well-known technical terms that represents the special content of every section. As a first step you will use the one-click top level navigation that brings you to the second level of a more specific range of navigation terms. And if you click now on one of the navigation points you will find a very specific range of articles that represent the content of one of the specific topic you have selected. The logic of the navigation is equal in every part of the website. So, if one gets used to it, one will understand the usability of the whole system.
The Articles

The structures of the articles are organized by using the knowledge of modern online-publishing advices: each article is short and therefore easy to read. There is a headline, a sub headline and a summary that explains in a few words the main information. If a specific theme needs more information to be understood, one will find the adequate number of articles that explains the topic sufficiently. Of course, one can do his/her own desktop publishing in a way that one can print each article, store it on a hard disc, send it to friends or keep it in the system to read it later. Furthermore one can realize his/her personal booklet by putting the articles one has read all together in a PDF-booklet.

Also, courses are produced using multimedia content such as podcasts, videos and similar.

Technology

The Typo 3 technology is used as the content management system and the Solr search engine is used for the retrieval. The website is hosted by a professional web hosting company that is specialized in typo 3.

Who writes the articles?

The content is produced by well-chosen experts. Most of the authors are professionals in the field of a specific area. For example, the articles on legal matters are written by lawyers. A very specific add-on is that the writers are not only experts in theory but experts in practical use of the
knowledge too. The authors all are working in their leisure time as adviser for sport clubs. Therefore they know the problems the sport clubs cope with in a very practical way. The combination of expert knowledge and practical experience lead to information at a high level of practical value that is needed by the managers in the clubs.

More or less the same can be said about our authors that are writing content for the trainers. They have a scientific formation on the one hand and they are skilled in using their knowledge in practical ways. Furthermore they are aware of the importance of a good didactical structure within the articles for the trainers.

An online redaction looks for the best way to publish the very precise articles to be understood even by non-experts and the volunteers.

**Networking for a strong System Maintenance**

To maintain the advantage of the system, partners are sought to use the system. At a very early step, the Landessportbund Brandenburg became one of the partners. Each partner can link its own pages of content. This content will not be seen by the other partner’s websites. The partner’s adopted corporate design carries the image that this service is a web service of the LSB Brandenburg.

The aim is to maintain the service by creating synergistic productive awareness. That means to keep a strong partnership for the reason to share resources by all partners of the digital network. In times of internet technology and digital networking it is a necessity (“must have”) to share knowledge that is produced once for the reason to support the engagement of the volunteer around the sports societies.

At the end of 2012, 12 partners joined in as networking partners.

4.13.2. **Verminet – a web-based administrative facilitation tool from the Landessportbund Brandenburg**

Verminet is an on-line web-based tool to facilitate the administrative requirements for the sports clubs and stakeholders.

Verminet was developed by the Landessportbunden from the regions of Sachsen, Mecklenburg Vorpommern, Thüringen and Brandenburg.

The aim of the program is to facilitate the administrative tasks of the volunteering Board members in the sports club by conversing the work on paper to on-line.

The main users of Verminet are:
- Sports confederation of Brandenburg (LSB)
- City and district associations
- The sports clubs

Currently, about 50% of the sports clubs in Brandenburg use this program. The target is that all sports clubs use this system in the long term.
Verminet is mainly used by the sports clubs for the following reasons:
- General use for on-line inventory registration (such as membership administration).
- The electronic output of loads of information on the club in diverse formats.
- Source of statistics (number of youngsters, masters, gender equity, etc).
- The easy automatic output of the basic prerequisite for financial support.

Verminet is also at use for the Landessportbund Brandenburg as well as the city and district associations for determining their policy and funding basics.

4.13.3. Group discussions about online sports club data management, info and help desk

Questions

The ‘Landessportbund Brandenburg’ presented a brand new on-line tool called ‘Wissen on-line’ providing club data management, info and a help desk system.

The EU-project partners hereupon shared information on similar on-line systems in their region/country.

The specific questions raised were
- Do club data management, info and a help desk systems exist in our region/country?
- If so, what the experiences with this system?
- Do you as a partner consider such a tool to be beneficiary for the support of volunteering management in sports clubs?

Belgium/Flanders

Sport in Belgium is managed for over 40 years now within the 3 regions (Flemish, French-speaking and German-speaking region). What is mentioned underneath only counts for Flanders, since Flanders as a region is represented in this EU-project.

Important to mention is the pre-dominant importance of the Ministry of sport and its administration in the decision-making and policy-determination of the sports landscape. This includes the funding hereof.

Currently, there is no overall on-line Flemish sports club data management system. However, data is collected by the sports administration of the authorities via the sports federations. Namely the federations’ policy-plan and report they have to submit to them. The information hereby collected is on sports infrastructures, sports clubs, athlete and coach members, etc. Sports federations factually rely within their federations very much on their own tools, the output being submitted on paper-type documents. There is not much co-operation between the sports federations on applying a unified system. It is not possible thus to easily collect information from a unique data base.

The Flemish Sports Federation as the umbrella organization of 89 out of the 90 Flemish sports federations with focus on representing, informing and sustain the Flemish sports federations tries to improve cross-federation collaboration; based on the principles of autonomy, subsidiarity and self-regulation of the Flemish sports federations.
The Dynamo Project, fully supported and funded by the Flemish authorities, is the key-player in supporting the volunteering management in sports clubs.

Though there is no unique on-line data management system of the sports clubs, the Flemish sports administration (BLOSO), the Flemish sports federation as a whole and the Dynamo Project offer as well on-line info and helpdesk.

**Cyprus**

Cyprus has an old sports data management system. A new on-line tool is under development.

The sports clubs will be encouraged to put their data online or at least deliver the data digitally by the providence of financial rewards.

The idea of the new system is to reduce administration and possess better information for the policy building.

The Cyprus Sports Organizations realizes that this will lead to bring young people in the sports club management or at least giving support to the older sport club managers.

**Finland**

The Finnish EU-project partner reports that there is in Finland a unified data management system with the Finnish sports federations building it out specifically in accordance to their needs. The sports clubs then again use their own database.

The data management system on sports federation and -club information is reported to be in need of an update. The major shortcomings of the system is that it is not enough customer-orientated and that moreover there is not enough education on how to use it and what for it can be used. However, upgrades of the data management of sports clubs in Finland are not really planned.

Online educational tools for sports clubs are in comparison to the rest of Europe relatively well developed. The online Moodle system is the bases of the educational tools.

**Germany/Brandenburg**

Germany has, as per the presentation of the EU-project partner from the Landessportbund Brandenburg in the previous paragraph, a new and very modern online data management, info and helpdesk online tool in - at the beginning of 2012 - 5 out of the 16 German regions.

The main issue at stake reported is the requirement of a lot of PR through ‘word of mouth’ to have the system accepted, understood and implemented.

Another issue is taking care that the cost of the system are affordable to the clubs. The cost per year per club in Brandenburg is € 2,-.

**Hungary**

Hungary reports to have no overall online data management system of the sports clubs.
The data management is mostly organized via the sports federations.

A new data management system however is developed by the confederation for elite teams, since more interest and users outcome is expected from the elite sports clubs. The system will collect data about athletes, sports clubs and infrastructures.

E-learning is used in universities and also in the stronger sports federations. This includes a variety of tools including web-conferences.

**Slovakia**

A new data management system for sports federations was launched in November 2011. It at first instance was not very warmly welcomed. It is too early yet to evaluate the system because there is insufficient data yet and also because still many improvements are foreseen over the coming months. The system was launched by/with the support of the governmental authorities.

Information and help desk support to the sports federations and the sports clubs is provided by the National Sports Centre.

Most sports federations have their own website, these however rather providing one way information (not interactive).

**Wales**

Sports Wales has a website providing a variety of information, on top of other tools such as amongst others brochures and lectures, but Sports Wales provides no E-learning to the sports federations (governing bodies) and sports clubs and has no on-line data management system.

Sports federations (governing bodies) have their own website and some have membership and other registration tools online.

There though are reasons to consider for a unique or at least an integrated sports federations’ and sports clubs’ data management system. Setting up such a system is however somewhat contrary to the tradition and culture of ownership from the sports federations over their sports clubs. Reluctance to set up such a general data management and possibly info & helpdesk system are considered to Board members’ resistance (since they are ageing and could be afraid to drop out by not having the required E-skills) and the sports federations (governing bodies) fearing a loss of autonomy.

Rugby, Wales’ national sport number one, is reported to have a good data management system as well as on-line info and help desk system.

4.13.4. **Conclusion**

The questions for this discussion round about online data management, info and help desk tools were:

a. Does your region/country have such tools?

b. If the answer on a. is yes, what is the evaluation of these tools?

c. Do you consider these tools are or could be a support to the volunteering management of the sports clubs in your region/country?
The overall answers during these discussion rounds from the EU-project partners were:
a. Few regions/countries have an online data management tool of the sports clubs. Most regions/countries have an online info and help desk management system. These systems though vary from very basic and run by only a few sports federations to well developed (including film/image build E-learning) organized and thus available for all sports federations and sports clubs.
b. Almost all countries report that the systems at use in their region/country need to be further developed or upgraded; user-friendliness being the main development wished.
c. All EU-project partners report to consider online data management, info and help desk tools to be required for building the support of the volunteering management in sports clubs in the future.

Important matters to be considered in building out online data management, info and help desks:
- There must be a benefit for the end user (Board member and sports club).
- The sports clubs must be part as end-users of the ownership of these tools.
- It must be developed for the benefit from the sports club and the sports federation. It must e.g. provide information considered important (such as statistics) to the sports clubs.
- The tool must ideally be included to the webpage.
- The tool may not be too complicated.
- Communication on the why’s is extremely important.
- Training of the end-users is pre-dominantly important (online, courses and helpdesk).
- Enough time and money needs to be foreseen for the development.
- The development must be seen as a process (not as a one-off installment). Thorough strategic planning, enough time and sufficient money are to be foreseen.
- It must be made attractive (e.g. including symbols).
- It must be build so that sports federations or sports clubs can easily add on extra tools to the specific benefit of their federation/club.
- It must be build so that it is at use for a large variety of sports clubs (small/large - recreational/elite - teams with migrants - etc.)
- A Q&A module is important
- It must be developed so that everyone uses it. The more users, the more relevant it is for the information to be pulled out of the system at all levels.
- It might probably be the best to first develop the tool for the federations, though already foreseeing the latter extension to be implemented also by sports clubs.

4.14. EU-programs and opportunities for the support of volunteering management in sports clubs

4.14.1. Presentation by Stephan Dietzen of the EOC EU-office

Before discussing opportunities for post-project collaboration, the EU-project partner considered it important to have a glance of the current opportunities of EU-support programs in the field of support of the volunteering management in sports clubs and even more of the perspectives for 2012-2013 and the EU policy period 2014-2020. Mr Stephan Dietzen was found prepared to give an exposé on these opportunities.

The opportunities considered possible for further collaboration amongst the current and future partners were considered to be
- Bi-lateral. One partner providing support to another partner on a specific good practice or best tool.
- Joint initiatives. A number of partners starting up jointly a new initiative.
- Intercultural dialogue. Ensuring a network to allow the partners to regularly exchange new evolutions.
- Platform. Sort of a formal initiative which could create a database, set up symposiums, promote research, etc.

In order to discuss these possibilities, knowledge needed to be acquired on the current and future EU-supported programs.

**Current situation**

The currently are no specific sport funding programs. After the entry into force of the Lisbon Treaty, some expected that sport specific funding would be created as of 2012, but due to internal resistance the Commission had to postpone this idea.

However, other EU funding programs from different policy areas, such as youth, education, regional policy, health, etc. can also be used by sport organisations. These programs run until the end of 2013, as they are linked to the EU financial budget policy period covering the years 2007-2013.

There also is a budget line for ‘Special Annual Events’. Every year, a number of hallmark European sport events, e.g. the European Olympic Youth Festival or the Special Olympics Europe-Eurasia Games receive financial support from the EU.

In 2009, the EU-Commission has set up the program ‘Preparatory Actions in the field of sport’. This program has been renewed in 2010 and 2011. The EU-Commission has hereby funded 42 large scale cooperation projects in several areas. The first evaluation carried out a few months ago of these projects was positive and recommended even the creation of a specific sport funding program. The current program (as run in the period 2009-2011) cannot be renewed again due to legal constraints.

Pure sport events, e.g. international non-grassroots sport events and competitions, are not supported by the EU.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Funding</th>
<th>Programmes</th>
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<tbody>
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<td></td>
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<tr>
<td>Youth exchanges, initiatives, EVS</td>
<td>✔</td>
<td>Youth in Action</td>
</tr>
<tr>
<td>Education and Training</td>
<td>✔</td>
<td>Lifelong Learning</td>
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<tr>
<td>Active Citizenship</td>
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<td>Physical Activity</td>
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<tr>
<td>Sport specific measures in different fields</td>
<td>✔</td>
<td>Preparatory Actions</td>
</tr>
</tbody>
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*EU-funded program opportunities currently available*
**Perspectives**

What are the perspectives on EU-funding for programs in the support of volunteering management in sport clubs?

In 2012, the EU will fund a number of pilot projects in different areas. The Budget Committee of the European Parliament has earmarked 4 million for 2012. Funding priorities are not yet entirely clear. The program will be implemented by the EU-Commission. In the course of next year, the EU-Commission will publish a Call for Proposals.

In 2013, the EU might go for the same support as described above for 2012.

In the EU policy/budget period 2014-2020:
- The EU is going to set up a Sport Funding Program (Sub-Program) as part of a wider Education program.
- The EU will reform a large number of 2007-2014 funding programs (e.g. structural funds, the Europe for Citizens’ Program, etc.) to introduce these in a streamlined funding program. Sport funding will then also be able to benefit from these mainstream funding programs (e.g. Erasmus, Life Long Learning, etc.).

**Sub-program sports**

Decisions still are to be taken for the EU policy/budget period 2014-2020, but the EU-Commission recommendation is to include sport in the single program for Education, Training, Youth and Sport, with a special chapter on sport. On the 23rd of November of 2011, the EU-Commission published a detailed priorities proposal for the overall budget on Education, Training, Youth and Sport to be €15.2 billion (which is a 75% increase compared to the 2007-2014 period) with the sub-program sport to be foreseen with €210 million (which is €30 million per year).

**Structure**

![Diagram of ERASMUS FOR ALL]

The new program would thus combine the previous Youth in Action, Lifelong Learning, Erasmus Mundus programs. The name has been changed from Education Europe to Erasmus for All.

**Funding priorities**

The funding priorities for this new program would concentrate on
- Good Governance
- Voluntary sport structures
- Health enhancing physical activity
- Social Inclusion and equal opportunities
- Fight against violence, racism, intolerance
- Dual career
- Fight against doping

The funding will be reserved for grassroots sports, professional sport will not be supported.

The implementation of these programs is intended to be done by an Executive Agency in Brussels.

Thoughts are launched for the following to be included in the EU-support funding programs
- To create national focal points to close the gap between Brussels and the local areas.
- To also allow transnational programs to be funded, i.e. small scale projects (involving 2-3 partners) at club level.
- Capacity building: Operational grants: financial support to cover the running costs of European networks.

**Timetable**

The next steps for the 2014-2020 EU policy period is for the European Parliament and Sport Ministers to adopt the Commission’s proposal. Hereby, obviously, modifications along the way are possible. Also, the final budget depends on negotiations on the multi-annual financial framework.

**Selected programs**

Here under are presented some specific programs at use for the sports sector which are supported by EU-programs. The underneath detailed programs are but a selection of many more opportunities.

**General rules**

Before getting into details, it is important to understand the overall general rules for obtaining support for EU-funded programs.

Sport has to be used as a tool and contribute to the general objectives and priorities of these programs.

Co-financing. The EU never covers all the costs of a project, but only a certain percentage, usually between 60 and 80 percent. The rest has to be covered by additional funding (e.g. grants from local or regional authorities, foundations, sponsors or own resources.

The project must be transnational and involve partners from other EU member states.
Centralised programmes, e.g. European for Citizens or the PA, are managed at EU level by the European Commission or an Executive Agency. Decentralised programmes, e.g. Youth in Action or LLP, are managed by the National Agencies. Structural funds are managed by national and regional authorities.

Projects usually can only be submitted following a call for proposals.

It takes on average 6 to 12 months for the whole process from your first project idea to the actual start of the project.

**Lifelong Learning Program**

The Lifelong Learning Program has a budget of € 7 billion for the period 2007-2013. The program essentially is about
- Education and Training
- Learning mobility (visits and stays abroad)
- Personal development of skills and competences

**Sub-programs of the Lifelong Learning Program**

Sub-programs of the Lifelong Learning Program are
- Comenius - aimed at schools
- Erasmus - aimed at higher education level
- Leonardo da Vinci - aimed at vocational education and training
- Grundtvig - aimed at adult education
- Transversal Program - aimed at education in languages and ICT
- Jean Monnet - aimed at European integration promotion

**Grundtvig program**

The Grundtvig program is very open.

Volunteering is a priority in the Grundtvig projects.

The main type of projects which Grundtvig can support is the following:
- Visits and exchanges. Sport organisations can send their staff, employees, trainees abroad for training courses, participation in conferences and seminars, job shadowing (up to 3 months), work placements (3-10 months).
  ➔ In the framework of this EU-project, voluntary board members can get funding to allow them to develop their skills and knowledge e.g. in EU related sport matters, administration, accountancy etc.
- Workshops. This is focussed on adult learners aged 18 or older. The lump sum in general is € 7.000 for the organisation and additional financial support to cover accommodation and travel costs.
  ➔ In the framework of this EU-project, a workshop could be organized on a special theme, i.e. training for volunteers on how to manage sport clubs.
- Learning Partnerships. This is focussed on small scale projects involving organisations from at least 3 MS to deal with themes of mutual interest, to share experience and best practice. The funding here for ranges from € 10.000 to 22.000.
In the framework of this EU-project, funding could be obtained for the promotion of best practices regarding volunteering management support.

- Multilateral project. This is focused on large scale projects for the development and transfer of innovative methods or programmes. These programs run 1-3 years and can be funded up to €150,000.

- Thematic networks of experts and organizations working on specific issues. This is for large-scale cooperation projects involving at least 10 different partners from 10 different countries.

- Preparatory visits. This program fosters the search of new European partners or to discuss project ideas. Funding is foreseen for up to 5 days activity in another country. 100% of the costs are covered for 2-3 persons.

- Senior Volunteering Projects (50+).

In the framework of the EU-project, a program could be funded for the creation of a network on management support for sports clubs.

In the framework of the EU-project, a program could be funded for the development of a new or specific topic in relation to the support of the volunteering management in sports clubs.

Contact

For most of these actions, there is one deadline a year.

Most applications have to be submitted at the National Agency, which can also be contacted for the providing of further information. The contact details of these agencies can be found on the following web-site http://ec.europa.eu/education/lifelong-learning-programme/doc1208_en.htm

Large scale applications (for e.g. multilateral projects and networks) have to be submitted at the Education, Audiovisual and Culture Executive Agency (EACEA), see www.eacea.ec.europa.eu.

Europe for Citizens

The Europe for Citizens program has a budget of €215 million for the period 2007-2013. The program essentially is about

- Active citizenship
- Democracy and participation
- Debate on European issues

Funding priorities

The funding priorities of the Europe for Citizens program are

- Town Twinning. Citizens meetings bring together a wide range of citizens from twinned towns. Applications for funding in this program can only be submitted by towns or municipalities, but sport organisations can be involved.
- Citizens’ projects. To obtain support from the EU in the framework of this Europe for Citizens sub-program, at least 5 partners from 5 different countries must participate. The
focus of the initiative must focus on the exploration of new methods of active citizen participation.

In the framework of this EU-project, the support of the volunteering management in sports clubs as a promoter of active citizenship can be the bases for EU-support.

- Operating grants. European networks or organisations can receive an operating grant on the basis of their work program as to cover their running costs.
- Project support. Conferences, brochures, the website maintenance and information material do resort under this opportunity for EU-support.

Applications contact

Applications for this EU-support are to be submitted directly to the Education, Audiovisual and Culture Executive Agency (EACEA), for which further information can be gained on the websites www.eacea.ec.europa.eu and (for the program guide) http://eacea.ec.europa.eu/citizenship/programme/documents/2011/programme_guide_en.pdf

4.14.2. Experiences with EU-Funding from the Brandenburgische Sportjugend im Landessportbund Brandenburg e. V. - presentation by EU-project partner Guido Cools

The EU-project partner Landessportbund Brandenburg has good experiences with several EU-funded programs in the field of sport which they want to share with the other EU-project partners.

Youth in Action

Youth in Action is all about mobilising the potential of young Europe.

With a total budget of € 885 million for seven years (2007-2013), the program supports a large variety of activities for young people and youth workers through five 'Actions' (mentioned further below).

The Youth in Action Programme aims to achieve the following general objectives:

- Promote young people’s active citizenship in general and their European citizenship in particular;
- Develop solidarity and promote tolerance among young people, in particular in order to foster social cohesion in the European Union;
- Foster mutual understanding between young people in different countries;
- Contribute to developing the quality of support systems for youth activities and the capabilities of civil society organisations in the youth field;
- Promote European cooperation in the youth field.

The ‘Actions’ are

Action 1 - Youth for Europe
  encourages young people's active citizenship, participation and creativity through youth exchanges, youth initiatives and youth democracy projects.

Action 2 - European Voluntary Service
  helps young people to develop their sense of solidarity by participating, either individually or in group, in non-profit, unpaid voluntary activities abroad.
Action 3 - Youth in the World
promotes partnerships and exchanges among young people and youth organisations across the world.

Action 4 - Youth Support Systems
includes various measures to support youth workers and youth organisations and improve the quality of their activities.

Action 5 - Support for European Co-operation in the Youth field supports youth policy co-operation at European level, in particular by facilitating dialogue between young people and policy makers.

The involvement of the Landessportbund Brandenburg in these programs is as follows:

Action 1: Multilateral youth exchanges IN and OUT, with yearly 4 to 6 exchanges.
Action 2: Hosting (6) and sending (6) of volunteers in 2011 only.
Action 3: Multilateral youth exchanges.
Action 4: Organization or attendance at for example
- Network „European Goals“, involving 20 Organisations out of 18 different countries. Theme: Street games.
- Network for social inclusion „Inside“, involving organisations from 6 countries (D/ES/FR/IT/BUL/A).
- Experts Meet: meetings between partners from different countries in order to talk over partnership, project development and funding opportunities.

The Lifelong Learning Program

The Lifelong Learning Program is all about education and training opportunities for all.

The European Commission’s Lifelong Learning Programme enables people at all stages of their lives to take part in stimulating learning experiences, as well as helping to develop the education and training sector across Europe

With a budget of nearly € 7 billion for 2007 to 2013, the program funds a range of actions including exchanges, study visits and networking activities. Projects are intended not only for individual students and learners, but also for teachers, trainers and all others involved in education and training.

There are four sub-programmes which fund projects at different levels of education and training:
- Comenius for schools
- Erasmus for higher education
- Leonardo da Vinci for vocational education and training
- Grundtvig for adult education

Other projects in areas that are relevant to all levels of education, such as language learning, information and communication technologies, policy co-operation and dissemination and exploitation of project results are funded through the "transversal" part of the programme.

In addition, the programme includes Jean Monnet actions which stimulate teaching, reflection and debate on European integration, involving higher education institutions worldwide.
The Landessportbund Brandenburg participated in Leonardo da Vinci projects for vocational education and training

- In 2010-2011. The partners came from UK, Sweden, Italy, Island and Denmark. The theme was about creative inclusion, i.e. bringing together like-minded organisations to share and develop good practice in working with individuals coming from backgrounds of fewer opportunities.
- In 2011-2012. The partners came from Spain and the UK. The theme was about effective inclusion, i.e. the creation of opportunities for and the encouragement of young persons at risk to be active citizens of Europe.

The Landessportbund Brandenburg participated in a Grundtvig projects for adult education

- In 2011-2012. A Grundtvig ‘Learning Partnership’ program. The partners came from the UK, Sweden and Poland. The theme was about ‘Sport for Change’, i.e. the partnership is used to host fact-finding field trips to enable partner organisations to showcase their current work around sport volunteering in association with key local partners.
- In 2012. A Grundtvig ‘Learner Workshop’ program named ‘Inclusion through Sport’ 25 learners with backgrounds of social exclusion and disability from 5 different countries will have the opportunity to try out different sports.

Other EU-funding opportunities

PRINCE

The main objective of the PRINCE program is to provide the European public with relevant and consistent general information on the enlargement of the European Union, to enhance support among opinion leaders for the enlargement process as well as for the association and stabilisation process and to manage the Commission’s present information and communication policy related to enlargement in both candidate countries and Member States.

The Landessportbund Brandenburg participated in 2011-2012 in a joined initiative (with 5 Network-Partners from Brandenburg). Already in 2006, the LSB made a successful application/realisation within this program.

Europe for Citizens

The aim of this programme is to bring Europe closer to its citizens and to enable them to participate fully in the European construction. Through this programme, citizens have the opportunity to be involved in transnational exchanges and cooperation activities, contributing to developing a sense of belonging to common European ideals and encouraging the process of European integration.

The Landessportbund Brandenburg in 2010 organized a conference: Sustaining Young Volunteers in Sport. This event brought together 50 sport volunteers aged 18-25 and volunteer managers from Austria, Sweden, Germany and UK. The conference consisted of workshops, presentations and interactive sessions to provide the opportunity for intercultural dialogue around key issues affecting volunteers in sport, sharing good practice and planning of future exchange visits between the participating nations.
4.14.3. **European Voluntary Services (EVS) experiences from the Brandenburgische Sportjugend im Landessportbund Brandenburg e. V. - presentation by EU-project partner Guido Cools**

The EU-funded Youth in Action program offers young Europeans the opportunity to make a real difference to the world - and to their own lives - through the European Voluntary Service.

The European Voluntary Service (EVS) provides young Europeans the unique chance to express their personal commitment through unpaid and full-time voluntary activities in a foreign country within or outside the EU. In this way, it seeks to develop solidarity, mutual understanding and tolerance among young people, thus contributing to reinforcing social cohesion in the European Union and to promoting young people's active citizenship.

It is all about learning for life.

The EVS is open to all young people aged 18 to 30. On top of rendering benefits to the local communities, by participating in voluntary activities, young volunteers do develop new skills and, therefore, improve their personal, educational and professional skills. Volunteers can benefit from specific training throughout the activity and agree on their expected learning outcomes, processes and methods in advance. Their learning experience is formally recognised through a Youthpass. Participation is free for the volunteers (except for a possible contribution of a maximum of 10% of the travel costs). The participants also get a lodging contribution, an insurance cover and a small (monthly) allowance for the duration of the project. Special conditions apply to encourage the participation of young people with fewer opportunities. The latter can for instance participate as of the age of 16.

### The EVS-Partnership

<table>
<thead>
<tr>
<th>Host Organisation</th>
<th>Sending Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Host the volunteer, give them support&lt;br&gt;• Take care of accommodation and food&lt;br&gt;• Organise a language course</td>
<td>• Prepare the volunteer&lt;br&gt;• Subscribe insurance for the volunteer&lt;br&gt;• Support the volunteer before, during and after their service</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Volunteer</th>
<th>Co-ordinating Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Look for a Host Organisation and a Sending Organisation&lt;br&gt;• Engage in a social project&lt;br&gt;• Learn the culture of another country&lt;br&gt;• Bring in their own ideas and skills</td>
<td>Can take over the paper work for the partnership and co-ordinate the project.</td>
</tr>
</tbody>
</table>

### EVS-Finances

<table>
<thead>
<tr>
<th>Host Organisation</th>
<th>Sending Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 400 € monthly for accommodation/food/language course and local transport</td>
<td>• 450 € lump sum / volunteer (Country related)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Volunteer</th>
<th>Co-ordinating Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Travel costs 90% reimbursed&lt;br&gt;• Monthly pocket money (105 € in D)&lt;br&gt;• Insurance (Liability/Health)&lt;br&gt;No real costs for the volunteer</td>
<td>• 120 €/Partner + 100 €/volunteer as for min. 3 Partner involved.</td>
</tr>
</tbody>
</table>
The Sports Youth Brandenburg and EVS

Since 2003, the Sports Youth Brandenburg is recognized as sending- and hosting organisation for EVS. Meanwhile, the Sports Youth Brandenburg also operates as the co-ordinator for the Brandenburg clubs and federations and they do support these clubs in 5 different projects:
- Project 2010-DE-233: Department international co-operation
- Project 2010-DE-278: After school care centre “Am Schulplatz”
- Project 2010-DE-279: Kita (sport oriented Kindergarten) “Storchennest” Golm
- Project 2011-DE-8: Project center Neuseddin: Street Sport on Tour
- Project 2010-DE-283: Educational centre Blossin: Education and free time Sport

4.14.4. Conclusion

Before discussing opportunities for post-project collaboration, the EU-project partner considered it important to be aware of the current and future opportunities of EU-support programs which can be at use of the support of the volunteering management in sports clubs for 2012-2013 and the EU policy period 2014-2020.

The opportunities considered possible for further collaboration amongst the current and future partners are considered to be
- Bi-lateral. One partner providing support to another partner on a specific good practice or best tool.
- Joint initiatives. A number of partners starting up jointly a new initiative.
- Intercultural dialogue. Ensuring a network to allow the partners to regularly exchange new evolutions.
- Platform. Sort of a formal initiative which could create a database, set up symposiums, promote research, etc.

The presentations given by Mr Stephan Dietzen of the EOC EU-office as well as the experiences on programs successfully implemented by three partner representatives (Danny Silva from Snowpolis in Finland, Guido Cools from the Landessportbund Brandenburg and Vassos Koutsioundas from
the Cyprus Sports Organisation) provided all the participating EU-project partners some EU-project applicable information to be considered for further collaborations as mentioned in the paragraph here above.

4.15. **Educational programs offered in support of the volunteering management of sports clubs**

The content presentations and discussions on these topics are specifically about educational tools offered to the sports club management to train the club coaches, referees and volunteers. The content here hence is not on technical matters such as statutorily, legal, bookkeeping, administration, insurances, etc.

4.15.1. **Belgium/Flanders**

**The universities and high-schools** provide education for trainer or coach degrees as follows:

- A master degree in physical education and sports (4 years).
  - Initiator level: all students, basic sports program.
  - Instructor B or Trainer B level: all students can choose one discipline.
  - Trainer A level, only for specialization in sport coaching and with the focus on one discipline.
- A bachelor degree in physical education (3 years) where specialization in one discipline is possible.
- An assimilation education with the VTS degree (for more details: see hereunder).

**The Flemish Trainers School** (Vlaamse Trainers School - VTS) provides educational programs for anyone in Flanders who wishes to obtain a certificate or degree of trainer. VTS is a department of BLOSO, the official Flemish government organization to develop the sports in Flanders (under authority of the Flemish Minister of Sports).

VTS has four levels of education

- Aspirant-initiator (only certificate, not a degree); 16 hours.
- Initiator; 60-80 hours.
- Instructor B and/or Trainer B; 60-120 hours.
- Trainer A: 100-130 hours.

The VTS organized in 2011 more than 260 VTS ‘official trainer’ programs for in total 50 sport disciplines; either fully self-organized or in collaboration with partners such as the sports federations or the sports departments of universities.

The VTS uses a competence framework that is more or less equal for all trainer courses in the different sports disciplines. This competence framework is adapted to the EQF framework.

The VTS has no educational programs for referees. These are organized by the sports federations.

The VTS also organizes educational formation for volunteers. This however is not a large program and the sessions are also short (+/- 3 hours). Participants of these formations only receive a certificate of attendance and thus not a degree.

For the Walloon part this is organized by ADEPS, the official French government organization to develop the sports in the Walloon part of Belgium (under authority of the French sports minister)
The sport federations also offer educational programs, i.e. to their members (clubs). These are
- Coaching programs.
  - These programs can be very specific for the sport organized by a federation, but offered
    in cooperation with the VTS (building on its overall expertise).
  - These can be general VTS courses, at which only members of this specific sports
    federation are invited, axing in the courses (good tools and best practices) on the sport-
    related examples.
- Referee courses. The referee educational programs in Flanders in general resort under the
  responsibility of each sports federation.

4.15.2. Cyprus

The Sports Academy (S.A.) is the competent body of the Cyprus Sports Organization (CSO)
entitled to promote education in sport. It is run by an Ad Hoc Committee that is constituted by
five Members who are also Members of the Board of Directors of CSO.

The main objective of the Sports Academy is the adequate training of those who are involved in
any way with sports. Within this framework, the Academy seeks to continuously upgrade the
knowledge and cooperation with all sports stakeholders, to better meet the training needs. For
this purpose, the S.A. allocates approx. €120.000 per annum, for the organization and
implementation of training programs. Sports bodies can contact the S.A. for the approval of
organizing such programs.

The examination and approval of training is done in the context of the overall policy direction of
the CSO, the priorities set by the CSO and the potential annual budget. A Comprehensive
Procedural Guide for the implementation of the educational programs was issued by the CSO and
it is distributed to all the sport bodies. The S.A. seeks close cooperation with the sports bodies to
offer guidance and assistance to all involved in sport, in order to identify and meet their training
needs.

The policy for the approval and funding of these programs relies on the existence of relevant
training needs that should be satisfied with the organization of the particular training program, as
well as the appropriateness of the program and the instructors. The funded training programs are
tailored to specific needs of the sports bodies and preferably with themes consistent to the goal
of each time period.

Each sport entity, wishing to organize a training program with a grant from the S.A., should submit
an application and obtain the approval of the program before its implementation. The procedure
of submitting applications for approval and funding of training programs is divided into 5 stages as
follows.

Application for approval of a training program. The sport bodies (clubs, coaches, referees,
volunteers) address their request for training program to their Sport Federation which submits
the request directly to the S.A. There is no limitation in the requests submission from each
Federation. The application form encloses the specifications of the training program and its
budget.

Assessment of application and decision on its approval or rejection. Applications are reviewed
and evaluated based on the objectives of the S.A., the conditions and the criteria applied
uniformly to all programs. With the approval of the training program, the amount of grant is also
decided. The decision of the S.A. for approval or disapproval of the training program is notified in writing to the sport body, before the scheduled start date.

**Implementation of the approved training program.** With the approval of the training program, the sport body shall assume certain obligations to the S.A. in relation to the organization of the training program. If for any reason, the training program will not be held or there is a need for a reasoned amendment to the specification the training program (dates, times and venue, trainer, etc.) the sports body must inform the S.A. before the scheduled start date in order to obtain its approval. The sport body should maintain records regarding the implementation progress of the training program (e.g. attendance list). The training program should be evaluated by the attendees.

**Application for payment of the grant.** The subsidy paid to the sport body after the conclusion of the training program by submitting the "Application for Payment Grant", provided that it satisfies the relevant conditions are set. The application must be submitted no later than 3 months from the last day of the month in which the program has ended and definitely in the same calendar year. The application must be accompanied by the original attendance list and the invoices and receipts for payments of the costs for organizing the program.

**Payment of the grant.** The Accounts Department of the CSO pays the grant to the sport body. The final amount of the subsidy for each training program is calculated based on actual costs and organization data of the program. Therefore, the grant may be reduced if actual costs do not justify the payment of the originally approved amount. Potential increase of the total cost of the training program does not imply an increase of the approved amount of the grant.

4.15.3. **Finland**

For most of the recent past, the management and administration of a club of any sort in Finland was generally associated to a group of individuals who found a specific niche or need in their own community. With the abundance of social commitment and time available, volunteers with appropriate professional backgrounds were easy to come across; thus filling the position within the administration of a club. This is to say an accountant would lead the financial aspects of the club. These accountants’ activities were voluntary and seen as commitment to the community.

With the growth of professionalism in clubs as well as the diminishing number of volunteers - in part due to lack of personal commitment, but also with the growing complexity of the administrative structures - less professionals were available to volunteer on the board of a sports club. This lack required the need to fulfill administrative positions with less qualified individuals.

Although the overall fiscal policy and bureaucratic requirements remain less complex than that of the business world, the growth of the club and the diversification of its members, activities and desires for professionalization of athletes require a management, albeit voluntary, experienced enough to handle such evolution.

Today, the Finnish sports clubs (as well as other amateur volunteer clubs) benefit from educational support for their volunteer management. In general these programs are module based - which may be conducted for a specific amount of hours - which are divided into various weekends, post-working hours or holiday periods.
Most educational initiatives are developed by the national sports club unions (sports federations) and in certain instances other social profit organizations which may be operating at both a national or local level. Thanks in part to the balanced distribution of a nationwide network of sports institutes, close cooperation between these sports institutes and the sports federations is enabled, leading to courses being held regularly at a nationwide level. In more recent times, the sports institutes have taken on the responsibility on organizing education themselves, offering today their own more professionalized courses to volunteers in various fields such as coaching, events administration and club management. This phenomenon has alleviated to an extent the work of the federations and club unions and has allowed for more regularity in the offer. More importantly is that the courses have professional recognition. This is to say that sports institutes today provide formal training which offers a nationally recognized diploma in the particular field of study. As these programs are generally aimed at volunteers who have a job, are unemployed or have professions with an irregular time scheme, the schedule of any educational program will allow flexibility and not compromise their normal professional activity.

The result of this scheme is that we today have a more professional, educated volunteering management force which can respond to the growing management demands of the sports clubs. Further to this, the completion of any educational program offers assurances to appropriate action in the field of play. The education also allows the candidate to have an additional field of expertise in his/her curriculum.

Hereafter follows an example of an existing program held by the National Sports Institute.

**Vierumäki Sport Institute**

Society volunteers are trained to support operators in the sports industry profession, in particular sport’s vocational training sector expertise for Club organization. Degree in education and training carried out in multi-modal teaching in addition to their own work.

**Purpose of the education.** The training is to learn how to ensure the voluntary club activity in the future by renewing and strengthening the professional skills of the voluntary management support. The aim is for training participants to perceive and understand the ways in which sport evolves and the challenges of the future. The goal is for the participants to be able to apply the skills learned to their own sports club.

**Participants at the education.** The training program is intended for the leaders of the clubs activities or persons engaged in similar positions.

**Educational schedule.** The education is evaluated at 40 credits points and implements blended learning. Each section has work-based learning, learning tasks and the reading field of literature. The course periods generally last for three days (e.g. 24-26 January 2012, 13-15 March 2012, 24-26 April 2012, 29-31 May 2012, 14-16 August 2012, 25-27 September 2012, 11-13 December 2012).

**The content of training.** The participants at the educational course will familiarize themselves with the area of expertise in relation to their sports club as well as to their specific features. A) The common areas of expertise are: entrepreneurship, the monitoring of health promotion activities, the operating management, sports coaching and guidance.
B) The club area of expertise are: club management, club marketing, sponsorship and communication, monitoring, organizational development, collaboration, interpersonal skills, event management and project management.

**Price of education.** The price for this educational program is € 1.500,-. In this price is included the examination fee and the meals.

### 4.15.4. Germany/Brandenburg

The German EU-project partner made a specific presentation of the

**Goal of the Europäische Sport Akademie Land Brandenburg**

The goal of the Europäische Sport Akademie Land Brandenburg (ESAB) is the creation of an overall system of education, training and promotion for the amateur and professional sports.

The ESAB focuses on participating in the development of sport in the state of Brandenburg by
- Coaches training; both sports specific and spanning all kinds of sport.
- Training in vocational schools.
- Study and vocational training in the University of Applied Sciences for Sport & Management Potsdam.
- Training of national and other trainers, teachers and educators.

**ESAB and education in sport**
The ESAB objectives

The objectives are mainly:
- Associative education (training for trainers, coaches and club managers in Brandenburg)
- Vocational education
- Academic study

Attention also is given to:
- International activities

**Associative Education in sports in Brandenbrug 2012 - program**

Analysis 2010

33,463 sportsmen and women attended the courses of the Europäischen Sportakademie, the Brandenburgischen Sportjugend, the city and district associations and the sport federations.
Vocational education

A Polish-German branch office of ESAB was opened in Drzonków (Poland) on the 1st of October 2010.
This network projects for the coordination and joint commitments in education in sport.

A ‘Qualification for Sustainable Management of Sport Facilities’ was enhanced at Drzonków in October 2010.
A consultation service for communities and cities - coordinated by the Polish-German branch office of the ESAB - was held in 2011.

An exchange of experiences of sports clubs in the German-Polish border region was held in 2011 in the city hall of Guben in 2011 with the following topics:
- Cross-border problems and questions in sports.
- Juridical and insurance issues.

4.15.5. Hungary

Public education system

Coaches. The public educational sector foresees the following educational opportunities
- Master degree in sport coaching (University level - MSC) - 2 years
- Bachelor of science level in sport and PE (University BSC) - 3 years
- Vocational training at university level in some sports (short cycle) - 2 years
- Coaching higher level certificate (OKJ - sport coach) - 1 year each
  o for adults
  o public education under 20
- Coaching basic level certificate (OKJ – assistant coach) - 1 year each
  o for adults
  o public education under 20

Referees. There are no programs for the referees in the public educational system.

Volunteers. There are no mandatory formations for volunteering in sport in Hungary. However, there is an obligatory volunteer participation for high school students before graduating (50 hours).

Educational programs of the Sport Federations

Coaches. Sports federations organize basic and further education programs.

Referees. Sports federations organize various formations: from basic, over further education programs to international formations and officiating programs.

Educational program of other sporting bodies

Further educations can be organized by a variety of sports organizations; such as thematic forums, seminars, clinics, conferences (NSSZ, MET, MOB).
Semmelweis Sports education (source: http://english.tf.hu/education)

4.15.6. Slovakia

Introduction

In Slovakia, education in sport is coordinated and supported by the Department of Education and International Affairs in Sport of the Ministry of Education, Science, Research and Sport of the Slovak Republic.

The National Sport Centre as a government funded institution under the Ministry of Education, Science, Research and Sport of the Slovak Republic plays also an important role in education of sports experts. It provides and supports nation-wide non-formal and informal education.

In Slovakia, occupations in sport regulated by law are: sports coach, sports referee, sports manager, sports instructor, sports masseur, sports match delegate, sports administrator, sports organizer and sports steward (Act No. 300/2008 on Organization and Support of Sports). These occupations are linked to the qualifications in sport which may be acquired within formal or non-formal education. There are also educational activities which are not directly recognized by the labor market, but they are a popular way of further learning in sport.

Stakeholders of education in sport in Slovakia

In Slovakia, the following are stakeholders of education in sport
- Ministry of Education, Science, Research and Sport of the Slovak Republic
- Universities and Professional Higher Education Institutions
- Secondary Vocational Schools
- Non-formal Education Accredited Subjects
- National Sport Centre
- Slovak Olympic Committee
- Non-governmental Sport Organizations/National Federations/Sports Clubs
- Coaches and athletes
Education of sport experts

Qualifications of formal education can be achieved within Secondary Vocational Schools (VET system qualifications), Universities or Professional Higher Education Institutions (HET system qualifications).

Qualifications of non-formal education can be achieved within sport federations accredited by the Ministry of Education, Science, Research and Sport of the Slovak Republic or within other accredited educational subjects of non-formal education.

Besides the formal and non-formal education system, there is a possibility for sport experts and volunteers in sport to extend their knowledge within certificated educational activities and informal education.

**Formal education**

Within formal education there are several options how to get qualifications which give an opportunity to enter the regulated labor market in the field of sport.

**Universities or Professional Higher Education Institutions** are authorized to provide in relation to occupations in sport regulated by the law these qualifications: sports coaches, (levels IV – V) and sports managers, (levels IV – V) (Act No. 300/2008 on Organization and Support of Sports). Higher education in relation to sport studies comprises Faculty of Physical Education and Sport Comenius University in Bratislava, Faculty of Sport Prešov University and four pedagogical faculties focused on PE. Total number of students attending these educational institutions represents 2919 persons (2318 persons in internal and 601 in external form) (Ústav informácií a prognóz školstva, August 2010).

**Secondary Schools** in relation to sport are typical with its sport secondary grammar schools, schools with sport classes and Centers of Olympic Preparation. There are selection criteria for students attending sport secondary grammar schools, schools with sport classes and Centers of Olympic Preparation. These criteria comprise sport talent and knowledge level of students.

There are eight sport secondary grammar schools attended by 2727 students (Ústav informácií a prognóz školstva, August 2010). Concerning schools with sport classes, there are extended physical education lessons for sport preparation in selected schools within school educational program. Sport classes comprise 1906 students (Ústav informácií a prognóz školstva, August 2010).

The recent activity of the Ministry of Education, Science, Research and Sport of the Slovak Republic are Centers of Olympic Preparation. Since 2009, ten Centers of Olympic Preparation were created, which provide complex care for its students including training, education, board and lodging, transport, physiotherapy, rehabilitation etc.

Sport secondary grammar schools, schools with sport classes and Centers of Olympic Preparations can be accredited by the Ministry of Education, Science, Research and Sport of the Slovak Republic in order to provide to its students qualifications of sports coaches (levels I – II).

**Non-formal education**

Out of school system (formal education), non-formal education provides these qualifications which give an opportunity to enter the regulated labor market in the field of sport: sports coach
(only levels I-III), sports referee, sports instructor, sports masseur, sports match delegate, sports administrator, sports organizer, sports steward.

Qualifications of non-formal education can be achieved within sport federations accredited by the Ministry of Education, Science, Research and Sport of the Slovak Republic or within other accredited educational subjects of non-formal education.

Competent body for accreditation in the field of non-formal education is **Accreditation Committee in the field of Physical Culture** within the Ministry of Education, Science, Research and Sport of the Slovak Republic.

**Certificated educational activities**

Certificated educational activities are provided mainly by the National Sport Centre and the Slovak Olympic Committee. These educational activities are not directly recognized by the labor market, but they are a popular way of further learning in sport. The Ministry of Education, Science, Research and Sport of the Slovak Republic is therefore preparing a novelization of the current legislation in order recognize and validate these educational activities within the educational system in sport.

**Informal learning**

Since 2004, there were created within the National Sport Centre also conditions for informal learning in sport, such as library, study centre, online information access and e-library which were largely used by sport officials within the national federations and the sports clubs, volunteers in sport and top-athletes.

**Educational programs on organization and management in sport**

There are several educational activities and programs out of school system (formal education) focused on organization and management in sport. In 2004, Department of Education of the National Sport Centre recognized a need to improve knowledge of professional employees of the national federations and sports clubs as well as of volunteers in sport. The identified problems were mainly in increased administrative tasks and professional outputs, lack of knowledge on legislation, on financial issues and conflict of time.

Within the National Sport Centre there were worked out the educational activities for different target groups, starting with top managers in sport and continuing with the representatives of the national federations, and finally representatives of the sports clubs.

The first educational activity in this field was a seminar for the highest level managers in sport – CEOs of the Slovak Olympic Committee, Slovak Paralympic Committee, National Sport Centre, Centre of State Sport Preparation within the Ministry of Interior of the Slovak Republic, Army Sport Centre within the Ministry of Defense of the Slovak Republic, Faculties of Sport and Physical Culture, etc. During this seminar the process of further educational activities in this field and the next steps were approved.

In the period of 2005-2007, there was running a certificated educational program on sport management under the National Sport Centre, which was financed from the state budget. The program was accredited within the Ministry of Education, Science, Research and Sport of the Slovak Republic and was accessible for different target groups (employees of the National Sport
Centre, representatives of the national federations, and representatives of the sports clubs). Besides this educational activity, there were organized workshops on finance and accountancy, and presentations on partial aspects of the sport management which were open for anyone interested in these topics.

Unfortunately, with the change of Director of the National Sport Centre and other personal changes within this institution, these educational activities were excluded from the educational plan for the further period.

In 2008, the Ministry of Education, Science, Research and Sport of the Slovak Republic therefore decided to run a similar certificated educational program for sports organizers in the framework of the Slovak Olympic Committee. Both of these programs were created with the aim to increase the level of knowledge of sport officials within the national federations and the sports clubs, and were often attended by volunteers and top-athletes. All these activities were financed from the state budget.

The further steps in this field depend on the new vision in development of the Slovak sport within the Ministry of Education, Science, Research and Sport of the Slovak Republic which is going to be announced soon.

**Athletes' Dual Career**

The legislation on education, in general, provides a solid base for developing athletes’ dual career in sport education. There is ten years compulsory school attendance in Slovakia. Beside the state school educational programs, there are the school educational programs which provide conditions for new learning activities and subjects. All school levels can provide to its students individual study plans. Within both formal and non-formal education there are several options how to get qualifications which give to athlete/student an opportunity to enter the regulated labor market in the field of sport.

There is also a possibility for the athletes to extend their knowledge within certificated educational activities, which are provided mainly by the National Sport Centre and the Slovak Olympic Committee. Although these educational activities are not directly recognized by the labor market, they are a popular way of further learning in sport. Also conditions for informal learning in sport, which were created within the National Sport Centre such as library, study centre, online information access and e-library which are largely used by top-athletes.

In Slovakia, there are two specific education programs focused on athletes’ dual career - Athlete Career Program (ACP) and Educational Program for Athletes (EPA).

**Athlete Career Program**

In cooperation between Adecco and the Slovak Olympic Committee, an Athlete Career Program has been founded in 2009, providing professional career services for the Slovak top-athletes. As this initiative is recent, it still requires improvement with regards to athlete participation, service delivery, and partnership establishment with businesses.

**Educational Program for Athletes**

In 2007, the National Sport Center prepared a two-year educational program for athletes being 17 years and older who were members of the national team (senior or junior category) and who were recommended by the national sport federation. This program includes compulsory and
facultative lessons. Through interactive seminars and consultations the athletes could attend the partial educational activities.

The program consists of two parts: professional development (1) and personal development (2). The areas of professional development are: positive sport environment (team-building, conflict solutions, and assertive behavior), nutrition, doping issues, communication with media, public performance, personal marketing.

Personal development focuses on career planning (time management, finance management, personal budget), suitable school selection, administrative skills (CV, invitations, etc.), suitable jobs and how to find them, smooth transition from sport to business, career planning.

Recommendations

Recommendations of Department of Education and International Affairs in Sport for improvement in this field are:
- Further support and develop of educational program on organization and management in sport within the National Sport Center,
- Enhance of educational programs for volunteers in sport within the non-governmental sport organizations/national federations,
- Recognize and validate the educational activities for volunteers in sport within the educational system in sport,
- Recognize informal learning in legislation on sport education,
- Create website and social network concerning the educational activities and programs in sport,
- Establishment of partnerships with businesses initiated by the Ministry of Education, Science, Research and Sport of the Slovak Republic in cooperation with the National Sport Centre and the Slovak Olympic Committee,
- Raising awareness of athletes’ dual career within sport secondary grammar schools, schools with sport classes and Centers of Olympic Preparation,
- Development of mentoring for athletes/students at universities,
- Further development of educational program for athletes within the National Sport Center and further enhancement of Athlete Career Program within the Slovak Olympic Committee,
- Annual awards of COMPLETE ATHLETE handed out to sportsmen with good sporting and academic results.

4.15.7. Wales

Education for coaches

Most sports federations (national governing bodies) in Wales offer a comprehensive array of coaching qualifications at all levels, from community to elite. The UKCC framework, coordinated by sports coach UK, is the basis for most coach-education programs run by governing bodies of sport in the United Kingdom, including Wales. The UKCC is implemented according to the specific characteristics and needs of each sport. A UKCC-endorsed coach-education program is therefore first and foremost a governing-body program that is developed by the governing body, with the support and development of their coaches in mind. Often, underneath this framework, lower level awards will also be offered by sports as a first step on the ladder towards coaching.

Further information hereon can be found on http://www.sportscoachuk.org/resource/what-ukcc
Some sports federations (national governing bodies) offer wider, ongoing education opportunities to coaches, who wish to develop aspects of their coaching. For an example, see: http://ospreysrugby.com/rugby/coachdevelopment/index.php

**Sports Leaders**

Other than governing body-specific qualifications, the most common awards and qualifications for those wishing to support sporting activities, are those offered by Sports Leaders UK. These are aimed primarily at young people wishing to deliver community sport.

Further information hereon can be found on [http://www bst.org.uk/](http://www.bst.org.uk/)

**Officials/referees**

Most sports also have a framework for training referees and officials at various levels; some are linked to UK-wide and/or international frameworks. In many sports, a qualification is required for insurance purposes; permission to supervise the playing of a sport is not allowed without it.

Examples hereof are
- Welsh Netball at [http://www.welshnetball.co.uk/umpirequalifications.htm](http://www.welshnetball.co.uk/umpirequalifications.htm)

**Other volunteers**

Certain types of training support are given by sports federations (national governing bodies), in particular those relating to the safety of participants such as first aid and children protection. Beyond this, training opportunities for those managing clubs are less common, and are usually offered across all sports (or, indeed, beyond sport), independently, by third-party providers.

Examples hereof are
- [http://www.runningsports.org/](http://www.runningsports.org/) (governance & administration; finance and funding; volunteers & volunteer management)
- [http://www.welshsports.org.uk/training.asp](http://www.welshsports.org.uk/training.asp) (for those managing governing bodies, particularly small NGBs)

4.15.8. **Conclusion on Educational programs offered in support of the volunteering management of sports clubs**

Educational formation programs are very much worked out and established in all EU-project partner countries exception made from (the lack of knowledge gained from) Greece.

Educational programs exist in close to all EU-project partner countries at multiple levels going from university (master and bachelors), high-schools, secondary schools, umbrella organizations, sports federations or specifically created institutions.

The educational programs offer a wide variety of formations for e.g. coaches, trainers, referees and volunteers.

The formations can be general (applicable for all sports) or specific (for one sports discipline).
The opportunities for post-university/school formation in sport are important and have in general a still growing attendance in the far majority of the EU-project partner countries.

A new trend is the upcoming possibility of dual career. Hereby, athletes but also anyone interested can follow half-time a sports formation program while being active for the other half-time either as an elite-athlete or being employed in a sports job (or even any other job).

Also worth noting is the growing diversity in sports formation. New programs include e.g. formations in health caring coaching, how to effectively include people a disability or new nationals, prevention of sexualized violence in sports and other ethic related aspects.

4.16. **Best tools cross-fertilization opportunities from the EU-project partners**

All EU-project partners were asked one month ahead of the Potsdam symposium to provide their regional/national top 3 tools on best practices or good tools for the support of the management in sports clubs.

This list of topics was then forwarded to all EU-project partners, which had to send in the top 3 to 5 of the topics they were most interested in to learn more about it.

During the symposium were then held ‘P2P speed-datings’. ‘P2P’ stood for one Partner with one other Partner. This ‘datings’ allowed the partners to have in-depth discussions on specific tools at use in the region/country of another partner. It included discussing how to have a collaboration on this. Examples were e.g. Flanders/Belgium being interested in the on-line club database as developed by Brandenburg/Germany; Cyprus being interested in the Flemish/Belgian on-line bookkeeping system.

Here under will first follow an overview of the topics, then a summarized description of the topic and finally the check-list of the encounters.

4.16.1. **Overview**

| 1   | Typology Questionnaire          | Belgium/Flanders       |
| 2   | On-line bookkeeping program     | Belgium/Flanders       |
| 3   | The Dynamo Project              | Belgium/Flanders       |
| 4   | Sports Academy Committee Educational Schemes | Cyprus               |
| 5   | Cyprus Sport Organization’s Funding Scheme | Cyprus               |
| 6   | Financial Support for grassroots coaches | Cyprus               |
| 7   | Internal Control Guidebook/Manual | Cyprus               |
| 8   | Nimenhuto - Calendar and homepages for teams | Finland/Liikkukaa |
| 9   | Survey monkey - online tool for professional surveys | Finland/Liikkukaa |
| 10  | Volunteer exchange programs and networks | Finland/Snowpolis |
| 11  | Professionalization and specification of volunteers | Finland/Snowpolis |
| 12  | On-line information tool (‘Wissen Online’) | Germany/Brandenburg |
| 13  | Education System in Sport       | Germany/Brandenburg |
| 14  | Youth empowerment - European voluntary service | Germany/Brandenburg |
| 15  | Funding, budgeting and sport support programs | Greece              |
| 16  | Overall support to the sports clubs | Greece              |
| 17  | Special IT tools for volunteer recruitment | Hungary             |
4.16.2. Topic summarized descriptions

This list contains the best tools and practices from the EU-project partner countries.

1. **Typology Questionnaire** - Belgium/Flanders

The ‘Typology Questionnaire’ is a tool for the Board of Directors of sports clubs by which they can find out for themselves to what extent they have the capacity and are prepared to change. The questionnaire is an academic developed set of app. 100 questions. The questionnaire offers the Board of Directors the opportunity to only invest in change as long as it is clear that they are both capable and ready to set-up changes in their sports club.

2. **On-line bookkeeping program** - Belgium/Flanders

The Dynamo Project Online bookkeeping allows clubs to keep simplified accounts with tax records in accordance with the legal requirements. The program is accessible by internet. The program increases the transparency in governance and reduces the risk of loss on data. The program integrates different modules in one application: accounting, VAT, member registration, etc. It offers tools on detailed financial analysis. (on the different financial years). The Dynamo Project assures the required over-time updates, training sessions and individual helpdesk assistance.

3. **The Dynamo Project** - Belgium/Flanders

Dynamo project focuses on the support of the volunteering members of the Board of Directors of sports clubs, both at administrative and managerial level. The support is delivered on matters such as legal, bookkeeping, volunteer management, funding, insurances, etc. The support is organized by means of printed matters (user-friendly brochures, flyers, or tools), the on-line and telephone helpdesk, professional training sessions and individual support.

4. **“Sports Academy Committee” Educational Schemes** - Cyprus

The Sports Academy Committee of the Cyprus Sports Organisation promotes and enhances the training of the Members of the Board of Directors of the sports bodies, through the organization and funding of educational programs, adapted to the goals and needs of each body. Within this framework, the Committee operates on two directions: grant training programs for sport bodies and accreditation and grant of sport clubs. The annual cost of the Scheme is about €120,000.

5. **Cyprus Sport Organization’s Funding Scheme** - Cyprus

The operation of the accredited Sport Federations and sports clubs is partly supported through the CSO’s Funding Scheme. The sports clubs funding is based on criteria related to their
competitive activity, coaches employment, participation in international competitions, etc (annual cost €4.4M). The Sport Federations’ funding covers their operational expenses, staff employment, national teams’ coaches’ reimbursement, organization of international games in Cyprus, athletes’ medical expenses and preparation. Several initiatives such as the elite athletes incentive scheme, the talented athletes development & scholarships are also supported through CSO’s Funding Scheme (annual cost €7.1M)

6. **Financial Support for grassroots coaches - Cyprus**

In general terms grassroots coaches in Cyprus are reimbursed, at least in part, for their time and effort in serving their club. In order to support clubs Cyprus Sports Organization has set up a scheme which foresees the financial support for a predetermined number of coaches for each club running a grassroots training centre.

In most cases coaches accept this as their full payment allowing clubs to run training centers without with limited financial costs. Additionally, the scheme foresees financial support for the club itself to pay for sport equipment and athletes’ travelling. The annual cost of this scheme is +€ 1.500.000.

7. **Internal Control Guidebook/Manual - Cyprus**

The Internal Control Guidebook is aiming to describe the best practices related to the principle procedures and internal control systems of the Sport Federations granted by the CSO. The manual provides the basis to the configuration data of each federation, taking into account the possible peculiarities of the preparation of specific procedures that apply to each federation.

8. **Nimenhuuto - Calendar and homepages for teams - Finland/Liikkukaar**

Nimenhuuto.com offers free sports team homepages with a number of specialized features, such as a team calendar, enrollments, automatic emails, attendance statistics, etc.

Users can create a new team, add players to the team (name and email address), add upcoming practices and matches and enroll/update a variety of other information.

9. **Survey monkey - an online tool that enables professional surveys - Finland/Liikkukaar**

Survey monkey is an online tool that enables users to create professional online surveys quickly and easily: design questionnaires using a dozen types of questions, control mandatory responses, customize look and feel, skip logic is enabled, collect responses via Web or email and browse, search, filter and download results reports. Survey Monkey offers a Basic free subscription limited to 10 questions and 100 responses. The Professional paid subscription offers an unlimited number of questions and responses.

10. **Volunteer exchange programs and networks - Finland/Snowpolis**

In Finland, sports clubs are stimulated to organize events to generate some income for the sports club to become/remain autonomous. Finland thus has experience to share on the support of the volunteering management in sports clubs on how to search, identify, promote and realize international volunteering at sports club level.
11. **Professionalization and specification of volunteers** - Finland/Snowpolis

In Finland, sports clubs are relatively large in number of members and are relatively professionally run; as compared to other regions/countries in the EU. Sports clubs in Finland e.g. all are legal entities, have at least a half-time employee, need to comply with a in Europe relatively high number of administrative obligations (legal, tax, accountancy, insurances, etc.). Finland can therefore share its knowledge on support of the volunteering management in sports clubs on how to run sports clubs in a (semi-)corporate way.

12. **On-line information tool for the sports clubs (‘Wissen Online’)** - Germany/Brandenburg

The "Wissen Online" is a on-line tool and information system for the sports clubs - their members and the Boards of Directors - in the federal state of Brandenburg. The online tool contains information about regulations, policies and documents at ease for the management of the club. The online tool also provides so-called Webinare (online seminars). The aim of the tool is to support the managing quality of the Brandenburg sports clubs.

13. **Education System in Sport** - Germany/Brandenburg

The Brandenburg Sports Federation (LSB) puts a strong emphasis at offering lifelong education to trainers and managing directors in sport. The LSB runs a strong and varied educational program such as amongst others for licenses C-A trainers, vocational education, a bachelor degree in sport and scientifically applied programs. The aim is to have well educated managers of the sports clubs.

14. **Youth empowerment through (European) voluntary service** - Germany/Brandenburg

The ‘Brandenburg Sports Youth’ is an independent organization in the ‘Sports Federation Brandenburg’. The main goals are development of recreational offers for youth, involvement of youth in regional structures and creating an open and tolerant atmosphere by the development of international youth exchange,

The ‘Sports Youth Brandenburg’ co-ordinates and offers activities in sports clubs and federations for about 85 German volunteers to absolve a free social year. It also advises and helps sports clubs for actions within the ‘Youth in Action’ Program, particularly within the remit of the European Voluntary Service.

15. **Funding, budgeting and sport for all support programs** - Greece

The Special Secretariat for Nutrition provides services to clubs on managerial level both in their relation with the public and the state. The services are mainly provided electronically in an informational or interactive way. Focus hereby is laid on funding, budgeting and sport for all support programs.

16. **Overall support to the sports clubs** - Greece

The General Secretariat of Sport provides services to clubs on managerial level both in their relation with the public and the state. The services are mainly provided electronically in an informational or interactive way. Focus hereby is laid on legislation, law case, administration, budgeting, funding, accreditation, sport facility specifications and coaching licensing.
17. **Special IT tools (web pages) for volunteer recruitment** - Hungary

Web pages of the sporting events with volunteer application forms and information.
- Mediators’ database (http://www.onkentes.hu/regisztracio/szervezet)

18. **University practices on volunteering** - Hungary

The Semmelweis University has a special office for the organization of sports club-, sports federation-or sports-event volunteer work as university practices.

19. **Legal promotion of bartering benefits through the volunteering in a sports club** - Hungary

Someone who holds a volunteering management position in a sports club or in a federation can be of benefit for both the sports club as for the corporate/official functions this person holds. Also, it might be of personal benefit for this person (honor, social responsibility). Some organizations create legislation that support volunteering, and the volunteering management of sports clubs or federations by legally promoting these bartering advantages. Special example, when the volunteer work allows the member or member club to reduce its membership fee.

20. **Educational program on sport management** - Slovakia

“Management in sport” is an educational program of non-formal education accredited within the Ministry of Education, Science, Research and Sport of the Slovak Republic. It reflects the need of solving the problems connected with increased administrative tasks and professional outputs, lack of knowledge on legislation, financial issues and conflict of time. It is focused on board members of sports institutions, including sports clubs. The program comprises seven modules: planning and organizing (1), human resource management and team building (2), communication skills (3), finance and accountancy (4), legal aspects of sport (5), project management (6), marketing (7).

21. **Conditions for informal learning in sport** - Slovakia

Within the National Sport Centre, the government funded institution of the Ministry of Education, Science, Research and Sport of the Slovak Republic, there are created the conditions for informal learning such as library, study centre, online information access and e-library which are largely used by sport officials of sports institutions, including sports clubs and their board members.

22. **Information system in sport** - Slovakia

Information system in sport is a complex set of information which was created in order to better organize the activities of sports institutions, including sports clubs. It comprises register of persons, register of organizations, register of sport venues, register of sport events and register of financial grants and subsidies. It is operated by the National Sport Centre, the government funded institution of the Ministry of Education, Science, Research and Sport of the Slovak Republic and was launched on November 1, 2011.
23. **Behind Every Star campaign** - Wales

Led by Sport Wales’ Communications and National Governing Body Services departments, the *Behind Every Star* campaign sought to use a range of methods – including television advertising, printed materials and a touring photographic exhibition – to achieve two intended outcomes:

- awareness and recognition of the importance of sport’s volunteers (primary objective);
- the recruitment of more volunteers for sport (secondary objective).

From May to November 2010, Sport Wales embarked on a national communications campaign to recognize and support sport’s greatest assets – its people. This paper sets out the key findings from an evaluation of the campaign, which was concluded in June 2011.

24. **A typology of routes into volunteering** - Wales

Sport Wales’ Coaching Strategy sets an ambitious target of doubling the number of volunteers in sport to 10% of Wales’ adult population by 2016. To understand how we might recruit these additional volunteers, we commissioned research aimed at understanding how people get into sports volunteering and why. The results showed that people are generally not proactive in seeking opportunities to volunteer instead, they volunteer because someone asks them to help out. As part of the discussion, we can also provide examples of how clubs have taken responsibility for increasing the number of volunteers that they have, in line with the Strategy.

25. **Accreditation schemes** - Wales

As covered at the Cardiff symposium, a number of Welsh Governing Bodies have developed accreditation schemes aimed at strengthening their key clubs by improving their management structures, policies and approach.
### 4.16.3. The top 3 to 5

The above list of topics was then forwarded to all EU-project partners, which had to send in the top 3 to 5 of the topics they were most interested in to learn more about it.

#### Partner interest overview

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- **Typology Questionnaire** Belgium
- **On-line bookkeeping program** Belgium
- **The Dynamo Project** Belgium
- **Sports Academy’ Educational Schemes** Cyprus
- **Cyprus Sport Organization’s Funding Scheme** Cyprus
- **Financial Support for grassroots coaches** Cyprus
- **Internal Control Guidebook/Manual** Cyprus
- **Calendar and homepages for teams** Finl/Liikkuka
- **Online tool for professional surveys** Finl/Liikkuka
- **Volunteer exchange programs and networks** Finl/Snowpolis
- **Professionalization & specification of volunteers** Finl/Snowpolis
- **On-line information tool ‘Wissen Online’** Germany
- **Education System in Sport** Germany
- **Youth empowerment through voluntary service** Germany
- **Funding, budgeting and sport support programs** Greece
- **Overall support to the sports clubs** Greece
- **Special IT tools for volunteer recruitment** Hungary
- **University practices on volunteering** Hungary
- **Bartering benefits through volunteering** Hungary
- **Educational program on sport management** Slovakia
- **Conditions for informal learning in sport** Slovakia
- **Information system in sport** Slovakia
- **Behind Every Star campaign** Wales
- **A typology of routes into volunteering** Wales
- **Accreditation schemes** Wales
4.16.4. **Partner to partner discussion rounds**

Based on the topics chosen by the partners, the Partner to Partner encounters were organized as mentioned underneath.

Each of the encounters lasted 20 to 30 minutes, which was considered the time just enough to start the information providence, then go in-depth and finally round up. Many discussion rounds ended up with opportunities for further contacts to be laid post the Potsdam symposium.

**Speeddating planning overview**

<table>
<thead>
<tr>
<th>country providing information</th>
<th>topic</th>
<th>country receiving information</th>
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<td>Finland/Likkukaa</td>
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<td>Finland/Snowpolis</td>
<td>11</td>
<td>Belgium</td>
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</tbody>
</table>

| Belgium                       | 1     | Finland/Likkukaa             |
| Finland/Likkukaa              | 8     | Wales                        |
| Cyprus                        | 6     | Finland/Snowpolis            |
| Wales                         | 23    | Slovakia                     |
| Germany                       | 14    | Belgium                      |
| Germany                       | 12    | Hungary                      |

| Belgium                       | 2     | Wales                        |
| Belgium                       | 2     | Finland/Likkukaa             |
| Germany                       | 14    | Finland/Snowpolis            |
| Cyprus                        | 6     | Wales                        |
| Slovakia                      | 20    | Hungary                      |

| Belgium                       | 2     | Cyprus                       |
| Belgium                       | 2     | Slovakia                     |
| Wales                         | 23    | Germany                      |
| Wales                         | 24    | Snowpolis                    |
| Germany                       | 14    | Hungary                      |
| Cyprus                        | 6     | Finland/Likkukaa             |

4.16.5. **Conclusions**

The Partner to Partner discussion sessions lasted each app. Half an hour. Because there were 4 four sessions in total, all partners thus had 2 hours intensive discussions. The partners reported these sessions to be highly informative and productive. They said it allowed them to have very
practical interactive discussions, based on their concrete questions and the ‘glove to hand’ answers from the experienced partners. Much interesting intercultural dialogue information was taken back to the respective regions/countries, with some partners assuring that contact will be laid for further working together in the future.

4.17. **Analysis of the funding of grassroots sports in the EU**

At the Larnaca symposium in February 2012 was presented the intermediate report of the study on the funding of grassroots sports in the EU, undertaken by the consortium led by Eurostrategies for the EU Commission.

This presentation, moreover its results, are important in the context of the subject of this Preparatory Action. They highlight e.g. elements on fiscal and regulatory frameworks, funding characteristics, financing structures, revenue typologies and staffing in sports clubs in the EU and its member countries.

We refer to the final report, which has been published in the course of 2012, on this topic; rather than to provide a summarized version of the provisional report.

4.18. **Survey on the management and administration of Sports Federations and Sports Clubs**

4.18.1. **Survey on the management and administration of Sports Federations and Clubs in Cyprus**


**Motivation to conduct the study**

The motivations to conduct the study are
- The European Year of Volunteering (2011)
- The participation in the EU Commission 2010 Preparatory Action in the Field of Sport 1324, with the focus on support to volunteering board members in sports clubs
- The need for the identification of the State-of-Play on how Sports Federations and Sports Clubs function in Cyprus (data collection)
- To raise awareness about the value and benefits of volunteering and the recognition of voluntary work
- Set and develop volunteering on a concrete and structured basis
- Usage of the study as a Best Practice

**Goals of the study**

The short term goals are for the Cyprus Sports Organization
- To have the results of the study addressed to the management of sports federations and sports clubs
- To create an E-Volunteering portal

The long term goals are for the Cyprus Sports Organization
- To develop a strategic plan on sports in Cyprus
The content of the study

<table>
<thead>
<tr>
<th>Subject</th>
<th>Management and Administration of the Sports Federations and Sports Clubs</th>
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<tbody>
<tr>
<td>Carried out:</td>
<td>The Cyprus Sports Organization</td>
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<tr>
<td>Research Population:</td>
<td>69 Sports Federations and Confederations 600 Sports Clubs</td>
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<tr>
<td>Collection Data Method:</td>
<td>2 Questionnaires (28 questions - 86% common questions)</td>
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<td>Resources for the development of the Questionnaires:</td>
<td>Based on Volunteering in Sport and Dynamo Projects' studies and questionnaires</td>
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<tr>
<td>Research period:</td>
<td>December 2011 – January 2012 (ongoing for the Sports Clubs)</td>
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<tr>
<td>Data Analysis:</td>
<td>SPSS and Excel Statistical programs</td>
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<tr>
<td>Sample Representativeness:</td>
<td>60% of the Federations and Confederations 8% of the Sports Clubs (ongoing)</td>
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</table>

The scope of the study

The scope of the study - in general - is to collect data on the management and administration of the sports federations and the sports clubs in Cyprus.

The scope - in detail - is on the
1. Identity
2. Leadership
3. Administration
4. Human Resources
5. Budget
6. Sports Facilities and Equipment
of the organization of sport in Cyprus.

Identity of the Sport Organization

The information requested in the survey is
- Contact details
- Status/capacity of the person who completed the questionnaire
- Registered sports clubs (Federations)
- Active Athletes (Federations & Clubs)
- Club Disciplines (variety of sports operating in the club)
- Database/Registry
- Insurance coverage (Clubs)
As an example are mentioned here under the results for
- Club Disciplines (variety of sports operating in the club)
- Database/Registry
- Insurance coverage (Clubs)

**Database/Registry**

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**Leadership**

The information requested in the survey is on
- Gender of Volunteers in the Board of Directors and Committees of the Sport Organisation
- Volume of Voluntary Work
- Age distribution
- Educational level
- Socio-Professional status
- Presence at the Board of Directors more than 8 years
- Difficulties in attracting efficient volunteers
Leadership - Age Distribution

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<thead>
<tr>
<th>Age</th>
<th>Percentage</th>
<th>Federations</th>
<th>Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>1</td>
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<td>0</td>
</tr>
<tr>
<td>25-34</td>
<td>12</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>35-44</td>
<td>14</td>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>45-54</td>
<td>9</td>
<td>40</td>
<td>36</td>
</tr>
<tr>
<td>55-64</td>
<td>9</td>
<td>21</td>
<td>8</td>
</tr>
<tr>
<td>65 plus</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
</tbody>
</table>

Leadership - Education Level

<table>
<thead>
<tr>
<th>Education</th>
<th>Clubs</th>
<th>Federations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary</td>
<td>8%</td>
<td>2%</td>
</tr>
<tr>
<td>Secondary</td>
<td>44%</td>
<td>35%</td>
</tr>
<tr>
<td>High</td>
<td>48%</td>
<td>63%</td>
</tr>
</tbody>
</table>
Support to the Volunteering Management in Sport Clubs - EU DG EAC PrepAct 2010-1324 - Final Report

### Leadership - Socio-Professional Status

<table>
<thead>
<tr>
<th>Category</th>
<th>Clubs</th>
<th>Federations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Students</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Unemployed</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Retired</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>Employees</td>
<td>49%</td>
<td>49%</td>
</tr>
<tr>
<td>Employers/Self</td>
<td>36%</td>
<td>39%</td>
</tr>
</tbody>
</table>

### Number of Members that possess posts in the Board for more than 8 years

<table>
<thead>
<tr>
<th>Number of Members (Average)</th>
<th>Federations</th>
<th>Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3,5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Sports Federations

### Sports Clubs

### Difficulties in Volunteers Recruitment

- Analysis
- Other
- Volunteers
- Sponsors
- Other

<table>
<thead>
<tr>
<th>Difficulty</th>
<th>Federations</th>
<th>Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Human resources**

The information requested in the survey is on:
- The share of paid staff and volunteers in the sport sector
- The volume of voluntary work
- The necessity for volunteers

<table>
<thead>
<tr>
<th></th>
<th>Federations</th>
<th>Clubs</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Males</td>
<td>Females</td>
<td>Males</td>
<td>Females</td>
</tr>
<tr>
<td>Employed Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>81%</td>
<td>19%</td>
<td>83%</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>59%</td>
<td>13%</td>
<td>57%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Referees/</td>
<td>Referees/</td>
<td>Referees/</td>
<td>Instructions/ Coaches</td>
<td>Instructions/ Coaches</td>
</tr>
<tr>
<td>Linesmen</td>
<td>Linesmen</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7%</td>
<td>1,50%</td>
<td>7%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Instructors/</td>
<td>Instructors/</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coaches</td>
<td>Coaches</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7%</td>
<td>0%</td>
<td>6%</td>
<td>0,50%</td>
<td></td>
</tr>
<tr>
<td>Observers</td>
<td>Observers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>81%</td>
<td>19%</td>
<td>Vol. Work hours/perso n/year (average)</td>
<td>88%</td>
<td>12%</td>
</tr>
<tr>
<td>33%</td>
<td>6%</td>
<td>25h</td>
<td>18%</td>
<td>9%</td>
</tr>
<tr>
<td>Referees/</td>
<td>Referees/</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Linesmen</td>
<td>Linesmen</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14%</td>
<td>1%</td>
<td>9h</td>
<td>13%</td>
<td>5%</td>
</tr>
<tr>
<td>Medical Staff</td>
<td>Medical Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7%</td>
<td>1%</td>
<td>45h</td>
<td>15%</td>
<td>4%</td>
</tr>
<tr>
<td>Administrative</td>
<td>Administrative</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3%</td>
<td>0%</td>
<td>85h</td>
<td>11%</td>
<td>0%</td>
</tr>
<tr>
<td>D.G./</td>
<td>D.G./</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exec. Director</td>
<td>Exec. Director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14%</td>
<td>1%</td>
<td>45h</td>
<td>15%</td>
<td>4%</td>
</tr>
<tr>
<td>Medical Staff</td>
<td>Medical Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7%</td>
<td>1%</td>
<td>45h</td>
<td>15%</td>
<td>4%</td>
</tr>
<tr>
<td>Administrative</td>
<td>Administrative</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3%</td>
<td>0%</td>
<td>85h</td>
<td>11%</td>
<td>0%</td>
</tr>
<tr>
<td>D.G./</td>
<td>D.G./</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exec. Director</td>
<td>Exec. Director</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Volunteers: 81% | 19% | 88% | 12% | 85h | 11% | 0% | 123h
Administration

The information requested in the survey is on the
- Responsibility in day-to-day administration (activity) of the sport organization
- Strategic planning
- Demand on administrative, legislative, financial issues and the authorities the last 3 years
- Identification of problematical areas that require support

Responsibility in Day-to-Day Administration of the Sport Organisation

<table>
<thead>
<tr>
<th>Role</th>
<th>Federations</th>
<th>Clubs</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair of the BoD</td>
<td>37%</td>
<td>66%</td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>17%</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Administrators</td>
<td>9%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Director General/Executive Director</td>
<td>44%</td>
<td>23%</td>
<td></td>
</tr>
</tbody>
</table>
Support to the Volunteering Management in Sport Clubs - EU DG EAC PrepAct 2010-1324 - Final Report

### Strategic Planning

- **No Strategic Plan**: 12%
- **Short Term (1 Year)**: 24%
- **Mid Term (2 - 4 Years)**: 46%
- **Long Term (Above 5 years)**: 17%

**Federations**
- No Strategic Plan: 43%
- Short Term: 24%
- Mid Term: 46%
- Long Term: 17%

**Clubs**
- No Strategic Plan: 12%
- Short Term: 23%
- Mid Term: 30%
- Long Term: 4%

### Degree of Increase in Administrative Issues (last 3 years)

- **Very Much**: Federations - 46%, Clubs - 36%
- **Very**: Federations - 32%, Clubs - 38%
- **Moderately**: Federations - 17%, Clubs - 19%
- **Slightly**: Federations - 2%, Clubs - 2%
- **Not at All**: Federations - 4%, Clubs - 4%

### Degree of Increase in Legislative Issues (last 3 years)

- **Very Much**: Federations - 10%, Clubs - 21%
- **Very**: Federations - 29%, Clubs - 23%
- **Moderately**: Federations - 32%, Clubs - 21%
- **Slightly**: Federations - 20%, Clubs - 19%
- **Not at All**: Federations - 10%, Clubs - 15%
Degree of Increase in Financial Requirements (last 3 years)

<table>
<thead>
<tr>
<th>Percentage (%)</th>
<th>Federations</th>
<th>Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very much</td>
<td>56</td>
<td>49</td>
</tr>
<tr>
<td>Very</td>
<td>15</td>
<td>23</td>
</tr>
<tr>
<td>Moderately</td>
<td>20</td>
<td>17</td>
</tr>
<tr>
<td>Slightly</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Not at all</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>

Degree of Increase in demands from the Authorities (last 3 years)

<table>
<thead>
<tr>
<th>Percentage (%)</th>
<th>Federations</th>
<th>Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very much</td>
<td>56</td>
<td>49</td>
</tr>
<tr>
<td>Very</td>
<td>15</td>
<td>23</td>
</tr>
<tr>
<td>Moderately</td>
<td>20</td>
<td>17</td>
</tr>
<tr>
<td>Slightly</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Not at all</td>
<td>0</td>
<td>2</td>
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Need for Support

<table>
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<tr>
<th>Financial Management</th>
<th>No</th>
<th>Yes</th>
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<tbody>
<tr>
<td>Federations</td>
<td>63%</td>
<td>37%</td>
</tr>
<tr>
<td>Clubs</td>
<td>55%</td>
<td>45%</td>
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<table>
<thead>
<tr>
<th>Legal Issues</th>
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<tr>
<td>Federations</td>
<td>93%</td>
<td>7%</td>
</tr>
<tr>
<td>Clubs</td>
<td>83%</td>
<td>17%</td>
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<table>
<thead>
<tr>
<th>Strategic Planning</th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
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<tr>
<td>Federations</td>
<td>76%</td>
<td>24%</td>
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<tr>
<td>Clubs</td>
<td>77%</td>
<td>23%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Taxation</th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federations</td>
<td>66%</td>
<td>34%</td>
</tr>
<tr>
<td>Clubs</td>
<td>51%</td>
<td>49%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IT</th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federations</td>
<td>88%</td>
<td>12%</td>
</tr>
<tr>
<td>Clubs</td>
<td>79%</td>
<td>21%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IT</th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federations</td>
<td>59%</td>
<td>41%</td>
</tr>
<tr>
<td>Clubs</td>
<td>60%</td>
<td>40%</td>
</tr>
</tbody>
</table>
Resources

Sport facilities and equipment

The information requested in the survey is on the
- Sports facilities ownership
- Sports facilities condition
- Adequacy of the sport equipment

For the sport federations
- 83% have facilities
- 49% of the facilities are in ownership by the sport federations
- 24% consider the facilities' condition as very satisfactory
- 27% consider the federation’s equipment as satisfactory

For the sport clubs
- 88% have facilities
- 30% of the facilities are in ownership by the sport clubs
- 27% consider the facilities’ condition as very satisfactory
- 38% consider the club’s equipment as satisfactory
4.18.2. Survey on the management and administration of Sports Federations and Clubs in the EU-project partner countries

During a round table discussion round following the presentation of the results of the survey on the management and administration of Sports Federations and Clubs in Cyprus, the EU-project partners

Germany (Brandenburg) state that the data collection is organized by the Landessportbund Brandenburg via the BISS system on an ongoing bases; with an in-depth survey held every 2 years.

Slovakia says a large survey will be concluded in June 2012.

Hungary had its last overall survey in 2007, with a new one to be launched soonest. The EU-project representatives of Hungary consider such a survey to serve for the strategic planning of the sport organization in a country. This is the more obvious in Hungary, since developing a strategic plan by the sports federation is required in Hungary since 2011.

In Flanders (Belgium), the sports federations are obliged to make a 4 years strategic policy plan, which also is evaluated (policy effect measurement) at the end of this period. This plan is to be entered nearby the authorities. The Flemish Sports Federation supports the sports federation if demanded in developing this strategic plan. The funding of the sports federations depends on this strategic policy plan. Data collection and survey materials are hereto very important. These are organized in diversely ways, especially via the universities on the demand of the Flemish governing bodies.

Sports Wales works with 4 years strategic planning for the sports federations. They however intend to extend the planning period to 8 years, 4 years considered to be too short for effective long-term and thus strategic planning.

The representatives of Finland reflect that the surveys and data collection is done via the sports federations.

4.18.3. Conclusion on surveys and collection of data in sports clubs

All EU-project regions/countries are familiar with data collection and surveys on sports in their countries.

This data collection and the surveys are common in relation to their sports federations but seldom in relation to their sports clubs.

In most countries, the providence of data is related to the strategic planning requirements from the authorities and consequently serve as the bases for governmental support, including funding.

The timeframes, the initiative takers and the methods of the data collection are then again very different from one to another country. The data collection - from one to another region/country - can be organized ongoing, preliminary determined periodically or on unique bases. The initiative taker can be a governmental sports body, a sports umbrella organization, it can be requested from the sports federations or it is undertaken by a dedicated state- or corporate entity. The method differs from inductive to deductive, statistical to structured, on-line to paper-based, etc.
All EU-project partners consider the collection of data pre-dominantly important for the strategic planning of the sports organization in their region/country.

4.19. **Priorities on sport of the Cypriot EU presidency in sport (2nd semester of 2012)**

The main themes on sport of the Cypriot presidency (which Cyprus holds from July 1 to December 31 2012) are

- Public health and physical activity
- Evidence based Sport Policies
- Other issues
  - Good Governance
  - Sport Programme

**Public health and physical activity**

Presentation will be held during the Informal Ministerial Meeting

- Utilizing the work undertaken in the projects funded by the EU
- With special attention to children
- With special attention to senior citizens as part of the 2012 European Year of Active Ageing

A Sport Forum is considered (just as held in Budapest during the Hungarian 2011 presidency) including all stakeholders of the sport at EU-level. Presentations n the above and other EU-supported projects would then be presented in diversely ways.

The presidency aims for a Council Recommendation on HEPA (Health and Physical Activity) by presenting the Physical Activity Guidelines to the formal ministerial council. This is also foreseen in the new Council Work Plan. It will be proposed to create a European Day/Week of Sport.

**Evidence based Sport Policies**

Focus will also lay on sport policies based on evidences, such as

- The EU Commission study producing GDP and employment data on the EU sport sector in line with the Vilnius Definition.
- The promotion of the link between sport funding and EU 2020 strategy goals of employment and growth.
- To define more areas where data can be collected in sports, e.g. sport participation, number of volunteers.
- The possible production of a contextual document for the Council.

**Good Governance**

The focus on good governance during the Cypriot EU-presidency will be on doping, more precisely on

- Doping as an issue in non-competitive sports (social doping).
- A revision of the WADA-code.
- A study on nutritional supplements and doping (a study commissioned by the Cyprus Anti-doping Authority).
- Other social doping issues.

A presentation during the Sport Directors Meeting on this issues will be held.
**Sport Programme**

Attention will also be given to the sport sub-program of the EU 2014-2020 DG EAC-program (Education and Culture) under which sport resorts, i.e.
- On Erasmus for All in the EU-policy period 2014-2020.
- A discussion on Chapter 3, articles 11 and 12 of the 2014-2020 EU policy plan; especially in reflection to no reference being made to volunteering in sport.
- On funding priorities for the average €34m. (nominal value) per year (€139m for all the period); especially related to the funding being provided centrally from Brussels and not from the national agencies.

**Conclusion**

Many themes mentioned here above are related to the topic of the EU-project ‘Promoting and volunteering in sport. Focus on management support in sport clubs.’
5. Findings

Before listing the EU-project EAC 2010 - 1324 findings, it is important to consider these in the framework of the project, which is not just about sports or clubs or volunteering or management; but this project is about the ‘support’ to the combined ‘volunteering management in sports clubs’.
5.1. **Sports landscapes in the EU-project partner regions/countries**

To understand how sport is organized in Europe, it is important to know how sport is organized in each of the individual Regions/countries in Europe. The organization of sport in each of the individual regions/countries is then again strongly influenced by the societal organization of these regions/countries.

This is confirmed by the academic research of Prof Dr. Camy. Prof. Ph.D. Jean Camy is Emeritus Professor Sociology and Sport Management at the Université Claude Bernard in Lyon and founder of the ‘European College of Sport Science’ and the ‘European Observatory of Sport Employment’ as well as past-president of the ‘European Network of Sports Sciences in Higher Education’ and past-director of the ‘Master Européen de Management des Organisations Sportives’. Prof Dr. Camy’s research on the organization of sports in EU-countries led to the academic finding/description of four main types of societal models reflected in the organization of sport in these countries: the missionary model, the bureaucratic model, the entrepreneurial model and the social model. No region/country in Europe conforms exactly and fully with one of the above determined typologies, being thus more tending to one or another typology.

Per conclusion, it is important to understand the organization of sports in the regional/national context, to understand how the support of volunteering management in sports clubs in these regions/countries is organized.

This is why the very first action at the very first symposium of this EU-project was the presentation of all partners on how the sports landscape in their region/country is organized. This EU-project partners’ information is mixed hereunder with the findings of the EU-commission’s Jean Monnet project funded ‘Sport in Europe’ as later on further worked out in ‘A Perfect Match? Sport and the European Union.’ by Tokarski et al.

**Great diversity in the organization of sports in the regions/countries**

The presentations by the EU-regions and -countries participating at this EU-project in the framework of the Preparatory Action in the Field of Sport funded by the Directory General Education and Culture Unit Sport in their respective region/country, show that the organization of sport is from a great diversity. The presentations on the organization of sports in the EU-project partner regions and countries thus clearly confirm the academic statements in the introduction to this chapter.

**Organized grassroots sports is pre-dominantly built on sports clubs and its volunteers**

The White Paper on Sport (2007, July 11) contains a number of proposed actions to be implemented or supported by the European Commission. These actions are brought together in the Action Plan, named after Pierre de Coubertin. The Action Plan was and still is a guide for the European Commission in its sport related activities, fully taking into account and respecting the principle of subsidiarity and the autonomy of sport organizations. In this White Paper, the EU stresses the importance of its support of grassroots sport through the Europe for Citizens Program.

The support to the Written Declaration combined with the conclusions from the Sport Minister meeting on November 18, strongly underline, that grassroots sport should be the European Union’s priority within the sports field in the years to come.

Grass-root sport (Sport for All, participation sport), is engaging 40 % of all Europeans in physical activity on a regular basis. If we add to this the number of Europeans who are physically active in other ways than sport, 65 % identify themselves as active on regular basis (Eurobarometer, 2010).

Regardless the pre-mentioned great diversity in organization of sports in the EU-regions and -countries (see paragraph above), grassroots sports in all participating EU-project partner countries and regions is always and to a very large extent fundamentally built both on sports clubs and on volunteers.

The number of sports clubs reported in the presentations by the EU-project partners are 4.500 in Wales, 4.000 in Slovakia, 3.000 in Brandenburg (being only 1 of the 16 German Federal States), 17.000 in the Flemish community of Belgium, 8.000 in Finland, 600 in Cyprus, etc.

This information provided by the EU-project partners is but a generalized confirmation of the findings of the in-depth study made by GHK in its 2010 report ‘VOLUNTEERING IN THE EUROPEAN UNION’ to the Educational, Audiovisual & Culture Executive Agency (EAC-EA) of the Directorate General Education and Culture (DG EAC) of the European Union (pages 171 and following).

The principle of subsidiarity and the autonomy of sport

As mentioned in its White Paper on sports (2007, July 11) the EU has no intention, and indeed would not wish to, interfere in the national sporting events that take place in the 27 Member States; thus fully taking into account and respecting the principle of subsidiarity and the autonomy of sport organizations.

According to this principle, it is the smallest social unit that is responsible for performing tasks. This consideration is based on the fact that small social units tend to be more practice-oriented and facilitate direct involvement more so than larger social units which are higher up the hierarchy. The superior system merely creates the general terms and conditions.

Intercultural dialogue

In its resolution on the White Paper on Sport of (2008, April 14), the European Parliament called on the Commission to propose an EU sport program as well as Preparatory Actions in the field of sport as of 2009. The Parliament approved a budget for the first Preparatory Action in December 2008.

The objective of these Preparatory Actions is to prepare future EU actions in this field, on the basis of the priorities set in the 2007 White Paper on Sport and the 2011 Communication on Developing the European Dimension in Sport:

- Providing policy support for the identification of future policy actions in the area of sport through studies, surveys, conferences and seminars.
- Testing the establishment and functioning of suitable networks and good practices through calls for proposals.
- Promoting greater European visibility at sporting events.
In future, it will be a matter of optimization through the reciprocal exchange of information. It cannot be the object of a converging Europe to have standardized structures in sport. Rather, it is a matter of avoiding harmonization in many areas and indeed of regarding European diversity at all levels as enrichment. (http://ec.europa.eu/sport/preparatory_actions/doc745_en.htm)

The above mentioned aims of the Preparatory Actions in the Field of sports was largely met by the in-depth general presentations of the EU-project partners on how sport is organized in their regions/countries, as well as the learning-eagerness expressed by the partners in the consecutive question and discussion rounds. The EU-project partners obtained:
- A better understanding of each other sports organization.
- Information on how to evolve themselves.
- The possibility to pass on best practices and tools to the partners.
- A broader base for the enhancement of opportunities for collaboration.

5.2. Organization of the support of volunteering management in sports clubs in the EU

As mentioned in the above paragraph, the organization of sport in the different regions/countries of this EU-project organization is from a great diversity and to an important extent influenced by the broader societal culture in which it is embedded. At the same instance, it was also concluded that regardless the great diversity on how sport is organized in the regions/countries - the sports clubs are in all regions/countries the pre-dominant bases for the organized sports. Also, it was concluded that the board members of the sports clubs in the EU-project partner countries almost all offer their time and energy to the sports clubs on a volunteering bases.

At the first symposium of this EU-project, all partners delivered a research report on how the support of volunteering management in sports clubs is organized in their region/country.

Great diversity in the support of the volunteering management in sports clubs

Some EU-project partners reported that hardly any support to the volunteering management in sports clubs is provided in their region/country. Other EU-project partner representatives reported how the sports clubs in their regions/countries are imbedded in a societal web with substantial support of the volunteering managers from a variety of different inputs.

The three main angles of approach found in the partners’ reports start from ‘what is provided as support’ (on finances, legal, management tools, ICT, VAT and many more issues) or ‘how the support is organized’ (process approach, tools, programs, projects) or ‘who provides the support’ (structural approach - authorities, umbrella organizations, sports federations, corporate entities). The partners’ reports nevertheless almost all touch each of these three substantial elements (what, how, who) but from a pre-dominant angle of one of these three approaches.

On ‘What support is provided to the volunteering managers in a sports club’ the most recurrent aspect in the EU-project partners reports is the financial support.

The EU-project partners’ reports show that the financial support to the volunteering management of the sports clubs in their regions/countries can be very diverse
- Within a range from almost none to substantial.
- From unconditional to a tool depending on the management effectiveness.
- From only one source to a multitude of sources.
- From structural financial support over event financial support to ad hoc financial support.
- From financial support for sports activities to functional support (infrastructures, administration).
- From factual financial support to the providence of benefits in kind.
- From direct financial support to the club to fractioned support (via a federation, an umbrella organization; from the national/regional level going via a local authority).

The above mentioned methods are the pre-dominant types of financing, many others are available.

The financial support to the sports clubs can be provided by private entities (e.g. corporate companies). The corporate financial support to sports clubs also can be provided on a variety of bases. In some regions/countries, it is a common tradition that the sports club president or board member invests his/her money or the money from his/her company or (family) foundation in the sports club. Private funding is also made under the form of sponsoring, without an explicit clause of return on investment. Private funding can furthermore be made under the form of marketing programs, where return on the investment is demanded (by visibility, results, merchandising, etc.). Private funding may also be based on liaisons (a family member being part of the sports club). Private funding finally can find its reason in networking possibilities (being part of the community, a societal obligation, etc.).

Financial support to the sports clubs can also be governmental (the authorities). The state financial support is as well provided on a variety of bases. The financial support can be national, regional, from the district or municipal. Within all of these levels, the funding can be provided on a variety of governmental policy approaches: education, culture, youth, well-being and other governmental entities. The money can be provided by an administrative unit (e.g. the ministry, the municipal authority) or it can be provided by a decision-maker (in the same context e.g. the Minister or the Lord Mayor).

Other forms of financial revenue can only indirectly be considered as support to the volunteering management. These are membership fees, entrance money, merchandise sales, outfits, etc.

Other support to the volunteering management in sports clubs, reported by the EU-project partners, obviously is facilities and infrastructures. Also very important for almost all EU-project partners is the support through education opportunities in diversely areas. The support on education reported by the EU-project partners are on coaching, general club management, volunteer management, statutorily and legal matters, accountancy, ICT-tools, general administration and support in the research for partnerships and funding. Most of these topics were treated separately during the symposiums of this EU-project and the contextual findings are in-depth described further in this chapter.

‘How the support of the volunteering managers in a sports club is organized’ was especially reported by the umbrella organizations on this EU-project.

Good examples of these are the ‘Dynamo project’ with educational and practical support from the Flemish Sports Federation, the ‘BISS’ Information and Training system of the Landessportbund Brandenburg, the ‘Behind every Star’ 2010-2016 coaching strategy from Sports Wales and the Sinettiseura Quality Seal program from Finland. A specific more strategic tool in this context is the Typology Questionnaire, which researches the desirability and feasibility of change enhancement, from the Flemish Sports federation.
These tools and programs were addressed as specific topics in the course of the EU-project symposiums. These thus are described in-depth in further paragraphs in this ‘findings’ chapter of the report.

On the approach from the angle ‘Who provides support to the volunteering managers in a sports club’ (this basically is the organizational structuring of the support) the EU-project partners’ reported - again - a wide variety of organizational types of the support of volunteering management in sports clubs.

Depending from one to another region/country, the support can be organized by the national and/or regional authorities (government institutions) themselves, by a central administration or institute, by a governmental umbrella body, by an independent organization pre-dominantly funded by the authorities, by the sports federations, by district/provincial and/or municipal authorities, by corporate initiatives (paid by the authorities, in partnership with the authorities or partially under a service-sponsor/partnership).

In case the authorities are involved at national, regional, sub-regional or local level, the authorities in charge can be policy-responsible for education (e.g. the Minister or Ministry of Education or the Alderman for education), for youth, for culture, for well-being, for economy, even for nutrition (Greek Ministry for Nutrition) and obviously for sport (in most regions/countries, sport resorts under culture and/or youth and/or education).

The involvement from commercial partners can come from big consultancy companies as well as SMB’s (Small and Medium Businesses - such as for website support or accountancy support).

The support can be structural (a department or dedicated person), as part of a temporary program or project, ad hoc on a ‘as need’ bases or to support transitions (e.g. a change in the VAT-legislation).

5.3. **The EU Commission’s principle of autonomy, self-regulation and subsidiarity on sport and its approach on intercultural dialogue**

In the context of the EU’s focus on autonomy, self-regulation and subsidiarity in relation to the sports sector (White Paper - 2007, July 11), the EU-project partner reports on what, how and who provides support to the volunteer management in sports clubs was majorly important for the EU-project partners in respect of a) a better understanding on the support in sports clubs in each region/country and b) intercultural dialogue for the benefit of one’s proper regional/national sporting programs and c) the creation of possibilities to enhance transnational collaboration.

The goal of this project ‘Promoting and securing volunteering in sport’ has lead to new ideas, new tools and new initiatives to support board members in their volunteer activities. By offering information on the support of the volunteering management in sports clubs, the EU-project partners have acquired knowledge to promote the indispensable efforts of the volunteering board member in sports clubs.

In this respect, the EU-project partners’ reports on the support of volunteering management in sports clubs meet the intentions of the Preparatory Actions in the Field of Sports of the Directory General Education and Culture Unit Sport, i.e. developing a European dimension in sport by:

- Identification of future policy actions in sport through studies, surveys and seminars.
- Testing the establishment and functioning of suitable networks and good practices.
- Optimization through reciprocal exchange of information (rather than a converging Europe to have standardized structures in sport) and regarding European diversity as enrichment. (http://ec.europa.eu/sport/preparatory_actions/doc745_en.htm)

5.4. **Volunteers are the driving and stimulating force behind the sports clubs in the EU**

The increasing complexity of our society, its regulations and demands causes that European citizens are not interested to become volunteers anymore. Societal evolutions such as the increasing individualisation, the increased aging of europeans and the increasing competitive nature of Western society have also an impact on the sports sector since the sport is living within this society. In order to survive in Western society, humans within organizations go with the stream of performing to succeed in “doing well in today’s World”. These societal changes are also reflected in the demands that stakeholders ask to the sports sector. Several stakeholders of sport associations are demanding professional services of these associations. And this is the dilemma that voluntary associations such as sports clubs are facing: on the one hand these sports clubs are managed by the great efforts of volunteers, who have often other professional and family obligations, and, on the other hand, the same professional services like business organizations are expected.

5.5. **Determination of a ‘sports club’, ‘volunteering management’ and ‘management support’**

In the previous paragraphs was described how the sports landscapes and the support to volunteering management in the EU-project regions/countries is organized.

This paragraph reflects the definition of the key-terms of this EU-project, as considered by the EU-project partners. These key-terms are:

- Sports clubs
- Volunteering management
- Support of the volunteering management in sports clubs

**Sports clubs - terminology definition by the EU-project partners**

The written terminology definition send in by the EU-project partners leads to the following findings.

Sports clubs are one of the position holders as organizers of sports in the market. Others are e.g. school sports, commercialized sports and individual non-organized sports.

Sports clubs almost but not always are member of or link together in sports federations (named governing bodies in the Anglo-Saxon countries). In this case, sports clubs are always ‘registered’ in some way or another, leading to benefiting from financial and other forms of support from the sports federations as indirectly as well from the regional/national funding and support programs.

Depending from one region/country to another region/country, sports clubs are always or merely (at least 50%) legal entities (the non-legal entities being thus unincorporated organizations). Sports clubs as legal entities in most regions/countries register as any other non-profit association, though in a few regions/countries specified registration is foreseen for sports clubs.
The overwhelming number of sports clubs are social profit based, with some of those actually profit based (commercial goals). Some professional football clubs in some regions/countries (with e.g. over 100 staff members and budgets well beyond 1 mio €) also have the legal status of a social profit (non-profit making) sports club; their number thus being marginal as compared to the number of grass roots sports clubs.

The average number of members in a sports clubs varies significantly from one country to another country. Some countries or sports federations set minimum numbers for registration or providing funding and other support.

Sports clubs can be uni-sport or omni/multi-sport organizations, offering thus only one or a variety of sports. The overall membership in the regions/countries of rather uni-sport or omni/multi-sport clubs depends from one to another region/country (e.g. in Germany the Deutsche Turn Bund offering a multitude on sports opportunities has over 5,5 mio members).

Sports clubs can be the owner of its facilities or utilize along with other sports clubs facilities from the authorities or be the sole user of sports facilities put available by the authorities. These authorities can be local/provincial/regional/national authorities.

Exceptionally, sports clubs can be owned or governed by private entities or a mecenas, such as in Greece.

In some areas - such as in regions/countries in the Eastern part of Europe - there is a strong tradition of sports clubs being run by the police and or military services.

Sports clubs generally organize practices for its members as well as the opportunity for their participation at competitions.

Sports clubs are created on the demand for opportunities for physical activities which are not feasible in an individual context (coaching, social encounter, sports meetings, defined infrastructures, a safe environment, etc.).

Sports clubs organize regular practices and competitions but can also organize events (whether small and local or hallmark).

Sports clubs and their sports federations are in general self-organized and autonomous. However, most of the sport federations’ financial resources emanate from state subsidies. Other resources do come from membership fees, event income, entrance fees and corporate funding.

In all EU-project partner countries, volunteers play a pre-dominant role in the working of the sports club. This is the case as well in general as when it comes to managing the club (the Board Members). Without volunteers, sports clubs would simply not exist.

Sports clubs merely address themselves to both genders and all age categories. However, youth in their teen age are overall most represented in sports clubs. Some uni-sport clubs also only address themselves to only a specific gender and/or age range, e.g. a gymnastics club for elder people (ladies).

Sports clubs can offer activities ranging from the typical sports (football, basketball, etc) to rather physical activities (Zumba, Tia-Chi, etc.).
Sports clubs in general are considered to promote recreational and competitive sports and associated civic activity, to promote the population’s well-being and health and to especially support children’s and young people’s growth and development through sports.

All by all, the conclusion is that sport clubs are universal in the EU-project partner countries. I.e. that sports clubs exist in all European countries. Also, they are the pre-dominant organizations for providing sport. I.e. that in any of all the regions/countries of the EU-project the sports clubs are the main provider of organized sports.

Regardless the above described universality of the sports clubs in the EU-project partner countries, there is an enormous range of particularities in how a sports club can be organized or what it can offer. This variety is partly depending on the culture (and hence social structure) of the region/country.

The finding thus is that ‘sports clubs’ is a universal term which needs to be appreciated in its particularities.

**Volunteering management in sports clubs - terminology definition by the EU-project partners**

In general, the EU-project partners consider that ‘volunteer management in sports clubs’ entails the management of the sports clubs by ‘mainly the Board of Directors and also the Management Committee’ of the sports club as well as the role of its members. ‘Volunteer’ is being referred to as not being paid for these activities.

The EU-project partners report that almost all sports clubs in their country (definitely the legally registered sports clubs) are governed by a Board of Directors.

The Board of Directors is thus the ultimate decision making organ of the sports clubs. Sometimes, sports clubs have a Management Committee. A Management Committee is rather in charge for important day-to-day running affairs of a sports club. Very many EU-partners report that in their country the Board of Directors is also controlled by a General Assembly. These General Assemblies are mostly factual controlling organisms. These GA’s control whether the legal, finance and club specific rules and regulations are correctly governed by the Board of Directors.

A sports club Board of Directors essentially is supposed to fulfil the following general responsibilities

1. Setting the policy for the organization:
   * Creating or updating the mission and vision statements.
   * Determining the organization’s programs and services.
   * Approving the strategic plan.

2. Monitoring the organization’s operations:
   * Hiring and periodically evaluating the organization’s executive director.
   * Working with and providing support to the executive.
   * Approving the annual budget, annual report, etc.
   * Approving major contracts and grants.
   * Soliciting and reviewing program evaluations.
   * Troubleshooting as necessary.
3. Serving as a public figure for the organization

* Fundraising, by directly donating to the non-profit and soliciting donations from others.
* Advocating for the organization.

4. Fulfilling other board responsibilities

* Documenting policies and decisions to create an organizational memory.
* Preparing for and attending board meetings.
* Researching and discussing issues before decisions are made.
* Replacing and orienting board members when a vacancy arises.

A board of directors also has certain legal obligations, known as duties:

* Take reasonable care when making decisions for the organization (called “duty of care”)
* Act in the best interest of the organization (called “duty of loyalty”)
* Act in accordance with the organization’s mission (called “duty of obedience”)
* Stand aside when there is a conflict of interest (called “recusal”)

While a board has many responsibilities, there are also things it should avoid:

* Concern itself with the day-to-day management of the organization (the executive director’s job).
  * The board should take the recommendations of the organization’s director, staff, and members into consideration; but needs to be an independent decision-making body.

Specific roles within the Board of Directors of sports club include the management of the volunteers (recruitment, training, deployment and retention), sports activities planning, membership record keeping, accident insurance, health and safety, education and training, events management, prevention of child abuse, socially inclusive activities and safeguarding the integrity of the sports club.

Volunteers - such as the volunteering members of the Boards of Directors - are the driving and stimulating force behind the sports clubs. Without them, sports clubs would simply not exist.

Europe has undergone over the past decades - and still undergoes - societal evolutions such as the increase in individualization, a larger complexity of the societal organization, a growing competitive nature of Western society, broader demands from the stakeholders of the associations, a tendency to professionalization of the social profit organizations and more elaborated and stricter laws, rules and regulations. All this is reflected in the increasing tasks and responsibilities of the associative voluntary board members, also from sports clubs. These challenges which the voluntary board members face are often to be combined with their family and professional obligations.

The liability insurance for their undertakings as a member of the Board of Directors differs very much from one region/country to another amongst the EU-project partners; but it is found to be a major reason of concern/confidence in the becoming/remaining a member of the Board of Directors of a sports club. Especially in a time frame where the laws and rules are stricter and the stakeholders more easily start a prosecution when something has gone wrong.
Support to the volunteering management in sports clubs - terminology definition by the EU-project partners

The EU-project partners report that support to the volunteering management in sports clubs can be provided by a wide variety of actors such as national authorities, regional authorities, provincial authorities, local authorities, a by the authorities dedicated sports organization, sports umbrella organizations, sports federations, sports governing bodies, specialized sports institutions, corporate societies, foundations, the National Olympic Committee, private institutions, educational institutions (such as universities and high schools) and even more.

Funding is the predominant support offered to the sports clubs.

Other support is to be allocated in service support such as in the field of education (coaching), training, insurance, statutorily, legal, administration, IT, policy making, strategic development, finance administration (budgeting, reporting, audit, control, bookkeeping, tax and VAT), volunteering management (recruit, deployment, motivate, retention, training), sponsorship, etc.

The information can be provided via websites, booklets, leaflets, group seminars, clinics, conferences, symposiums, seminars, information-sharing days, on-line assistance, helpdesks and individual guidance.

Sustainable, efficient and effective ‘governance’ of sports clubs - being the bases of organized day-to-day local sports activity - is hereby promoted and secured, for the benefit of the athletes.

In general, the EU-project partners a huge step forward of the management and governance of sports clubs is still to be made as compared to other sectors in the social profit sector. Support tools for the Board Members of sports clubs are largely to be upgraded hereto.

Offering management and administrative support to voluntary board members of sport clubs helps the board members to cope with the above mentioned increased tasks and responsibilities. By doing so, their indispensable efforts for mankind (both for the individual and in societal importance) are meanwhile upgraded.

5.6. Facts and figures on ‘sports club’, ‘volunteer management’ and ‘management support’

The previous paragraphs reported the EU-project partners research on how sports is organized in their region/country, on how the support of volunteering management in sports clubs in the EU-project partner regions/countries is organized and the determination of the terminology by the EU-project partners of the key-terms of this EU-project.

Consequent to the comprehension of the above rather general information and determinations, a facts and figures closed questionnaire was completed by the EU-project partner on (the support of) volunteering management in sports clubs. This paragraph is the rendition of the findings of this questionnaire.

On sports clubs

In most countries, the sports clubs are a legal entity; in some countries they can be either a legal entity or an incorporate society.
The sports clubs are often or always member of a sports federation.

The sports clubs are almost never directly linked to the National Olympic Committee.

The sports clubs are seldom resorting under the direct responsibility of a local community.

In all countries, some clubs have paid staff and some have not.

In all countries, some clubs offer only one sport, whereas others are multi- or omni-sport clubs.

In most countries, the clubs can have as well elite as recreational sporting members, all member of the same club.

Intellectual based sports (e.g. chess) are seldom considered as sports clubs.

Also ‘physical movement’ type of activities (such as e.g. Zumba) is seldom considered as sport.

The sports clubs are sometimes but rather seldom self-financing.

Private funding is available in all countries sports clubs, sometimes to a larger or a lesser extent.

Membership fees are overall often or equally the major source of income of the sports clubs.

Major sports events form rather seldom or sometimes a major source of income for the sports clubs.

The funding by the authorities as pre-dominant source of income for the sports clubs is varied per country, leading to an overall result of often, sometimes and seldom.

Most sports clubs need to enter a plan and/or report of their activities to the governing bodies or authorities.

**On volunteering management in sports clubs**

The sports clubs always or almost always have a Board of Directors.

The General Assembly is overwhelmingly the pre-dominant leading organ of a sports club.

Almost all partners report that some of sports clubs also have an Executive Board and some have no Executive Board.

Also, the sports clubs have either often or seldom a volunteering General Director, depending per country.

The members of the Board of Directors of a sports club overwhelmingly are not paid for their duty.

The Board members seldom receive remuneration (wage, fee, commission) for their duties.

They are - depending per country - often, sometimes or seldom reimbursed for the cost the engage related to their duty (e.g. on telecommunication or travel).
The Board members merely represent themselves (as an individual) on a sports club, they seldom have a seat in the Board of Directors representing another organization or authority.

Having data on the members of the Board of Directors of sports clubs show a very varied picture; from always (Germany, Finland), over merely (Cyprus, Hungary), sometimes (Wales), seldom (Greece, Slovakia) or never (Flanders/Belgium).

The EU-project partners overall consider finding volunteers for management functions in the sports clubs to equally be difficult/easy as other volunteers; it is neither less nor more difficult.

However, the EU-project partners consider it hard to find ‘capable/suitable’ Board members.

Volunteering members of the Board of Directors tend to stay - not always but often - more than 7 years on the Board.

There is a strong ‘very often’ or ‘yes’ answer to the question if the administrative tasks for sports clubs did rise over the past years.

Also the legal requirements for sports clubs are considered to have raised.

Such as the requirements on financial budgeting, -administration and –reporting is considered to have risen over the past years.

Sports clubs also merely consider that the demand of service delivery (good infrastructures, adequate coaching, etc) has also risen over the past years.

Finally, there is also an affirmative reply to the question whether the authorities have become more demanding in their requirements.

The five above findings show a very clear raise in tasks and responsibilities for the Board members of the sports clubs.

On the contrary, the EU-project partners report a clear decline in interest from volunteers to become Board members.

However, the partners must admit that totally no or very rare economic or statistical information is available on volunteering management in sports clubs.

**On management support offered to the sports clubs**

Support on finance administration varies very much from one to another country; ranging from always over merely and sometimes to rarely.

Support on fundraising is often available.

Also support on constitutional matters is often available.

Support on strategic development in sports clubs is less available.

Board members consider medium being supported on tax issues.
IT-support is very much dependant from country to country; ranging from very strong to very weak.

Support on HR-matters is considered too low.

Support on how to manage the volunteers is ranged from medium to low.

But support on administrative matters is considered high.

All of this support is pre-dominantly provided by the sports federations, sometimes by other sports organizations, rather seldom by the national/regional/local authorities and rarely by corporate/private companies.

The support is mostly delivered to the Board members of the sports clubs.

The support is in the countries is either often or seldom delivered in groups sessions, it is never sometimes foreseen.

Individual support to the sports clubs Board members is also delivered in most countries at individual level.

Many Board members also find their way to management supportive information via e-learning (e.g. via a website).

The partner countries overwhelmingly subscribe a strong need for more management support to sport the sports club members than currently available.

This information is welcome from any source: umbrella sports organizations, sports federations, national/regional/local authorities, corporate/private companies or any other sports organization. In order of importance, the EU-project sport partners consider that the support can best be provided by a) the sports federations b) an umbrella or specialized sports-related organization c) a private company d) the national authorities e) the local authorities.

Very important for the partners is the need of academic supported research on management support in sports clubs.

Most pre-dominant is the vast demand from the EU-project partners for exchanges on best tools and good practices on support of the management in sports clubs at EU-level!

Even so is the outspoken wish from the partners for a European platform on management support in sports clubs !!!

**Further reflections**

The questionnaire also left space for the EU-project partners to out further ‘open’ reflections on management support in sports clubs in their countries.

On higher legal requirements, the partners mention domains such as statutorily, insurances, administration, legislation, contracts and equality of opportunity demands and prevention of child abuse.
On higher financial requirement, the partners mention domains such as VAT, budgeting, reporting, accounting, audit and tax issues.

On service deliverance, the partners mention domains such as training, coaching, management, infrastructures, safety, hygiene, integrity, information providence and communication.

Apart from the Cyrus partner, all other 8 EU-project partners report to have no knowledge on the economic value (or alike studies/statistics on this) of volunteering management in sports clubs.

5.7. **The Dynamo Project of the Flemish Sports Federation; a best practice on support to the volunteering management in sports clubs**

The Flemish Government has acknowledged the importance of management volunteers in sports clubs and has launched the Dynamo Project as a social profit project of the Flemish Sports Federation (Vlaamse Sport Federatie) with the aim to provide support to the volunteering management in sports clubs. The Dynamo Project is active since 2009. The four staff members of the Dynamo Project - with the input of dozens of external experts – have collected and provided valuable expertise on how to support volunteering board members in sports clubs in legal, tax, sponsorship, finance, HR, insurance, strategic, administrative and many more domains. Several tools have been developed to optimize the functioning of the volunteering management in sports clubs.

Dynamo Project is a rather unique project in Europe. Sharing and discussing this expertise with the representatives of the EU-project partner representatives lead to their recognition of the high profile and standard of this project and a best tool to strive for in the support of the volunteering management in sports clubs.

By acquiring this knowledge, the EU-project partners raised their knowledge on how to support the indispensable efforts of the volunteering board members in sports clubs.

5.8. **Quality seal for sports clubs as tool in the support of the management in sports clubs**

Upon research by the EU-project partners on the use of quality seal marks for sports clubs, it appears that in none of the EU-project partner countries these seals are applied on an overall level. Some countries have no quality seals at all, others only have some quality seals awarded by federations, hence merely under the discretion and control of the sports federations for their clubs. In none of the countries, neither the national/regional sports umbrella organization, nor the authorities are at the bases of quality seal marks for sports clubs.

It also appears that three major objectives for these seals to be awarded must be distinguished:
- On the governance of the club as an organization (management, financing, etc.).
- On the quality of the sports coaching and sports facilities.
- On integrity-related issues (gender-equality, all ages participation, child safeguarding against sexual abuse, inclusion, safety and hygiene of the infrastructures, etc.).

Finland has by far the most developed quality seal marks. Finland has a policy and tradition of large sports clubs (exceeding hereby the average size of the sports clubs in the other EU-project partner countries). The sports clubs in Finland also all are officially registered and thus have a legal status (which is in no other EU-project region/country mandatory). All Finnish sports clubs
hereby have at least one paid staff member, they have outsourced finance and administrative services, they all are tax-liable, etc. The above mentioned quality in governance of the sports clubs thus is not at stake for the sports federations or sports umbrella organizations; it lies in the overall professional compliance requirements for organizations. In Finland, the quality seals are hereby installed rather as a stimulator to obtain good sports governance (not overall governance) for the benefit of the athletes in the sports clubs.

From the discussion rounds and the open question lists amongst the EU-project partners on the use of quality seal marks for sports clubs, it also appeared that countries such as Germany, Cyprus, Wales and Flanders/Belgium do not or hardly have quality seals; but that these countries have quality requirements embedded in the accreditation or funding policies of the sports federations and/or the sports umbrella organizations and/or the sport authorities. These systems are thus alike but different to the Finnish system.

5.9. **E-governance in (support of the volunteering management in) sports clubs**

**General findings on the E-support TO the sports clubs in the EU-project partner countries**

E-support to the volunteering management in sports clubs in the project partners regions/countries are contemporarily very much ‘one-way information’ rather than ‘providing of tools’ and very seldom ‘interactive’. In some countries, the ‘providing of tools’ to be used are being developed (accounting, database ...). Only very exceptionally ‘interactive’ on-line working with E-tools is provided to the volunteering management in sports clubs (e.g. in Finland football the Finnish Football Association, in Germany the main data of the sports clubs is introduced by the clubs into a main system).

E-support to the volunteering management in sports clubs in the project partners regions/countries are contemporarily delivered in generally by tools available on the market to anyone (Microsoft tools, accountancy systems, Facebook, CRM databases ...). Sports federations sometimes provide support to the sports clubs by delivering E-tools specifically at use for the sports clubs which are member of the federation (mainly on reporting issues). E-support from the umbrella sports organizations or the (local/regional/national) authorities is currently exceptional. Sports clubs often develop E-tools themselves for proper use (especially websites and rather easy at use databases). Any external support related to the E-tools in sports clubs is merely provided by the private market (E-maintenance and E-service contracts); though often funded by the authorities.

There is an overall acknowledgement and an eagerness from the EU-project partners to emerge to E-support to the volunteering management in sports clubs on at least a supra-club and even a supra-federation level, since sports federations (exclusion made maybe for football) are too small for the development of E-tools for their associated clubs only. Almost all EU-project partner countries currently undergo steps in the developments in E-support to the volunteering management of sports clubs on a supra-club level (authorities, federations, umbrella organizations). The way to the desired E-support and effective E-interactive use of E-tools is still long.

**Current most important E-tools for volunteer managers in sports clubs**

The EU-project partner’s representatives report that the contemporary most used E-tools for volunteer management in sports clubs are at different layers.
**Communication** is one important contemporary use of E-governance in sports clubs. The use hereof is classified by the EU-project partner representatives from broad and general to specific information hereunder.

- The website of the sports club is, becomes or should become a standard E-tool for providing the basic and the key common information of the sports club at the benefit of the athletes, the volunteers, the parents and all other stakeholders.
- The homepage of the website is a key-tool for providing the most recent and urgent to be transmitted information to all those who should be informed (such as delayed games or trainings, etc.).
- Websites get more used and should serve more for more specific or intimate information for specific stakeholders only. The use of a password and a user name herby is the ideal solution.
- E-mails are very large at use in all EU-project partner countries. These generally are the main way of corresponding on information which the club wants to assure the concerned members must be informed of. It also allows ensuring the exclusion of those who are not intended to be informed. E-mails have therefore specific advantages over websites, even websites with a password and username.
- Facebook is much at use by the younger generation for faster, more direct and more specific information. Its advantages also include that it is more interactive and it is less official (leaves more freedom of opinion).
- Twitter is less at use but is rather for small and very immediate information amongst the members of the club, but not so much to benefit the sports club management.

**Database exchanges** are another important contemporary E-tool used by the volunteering management in sports clubs; such as with information on members, participants, coaching models, etc.

**E-tools for administration and finance** are seldom used in sports clubs in the EU-project’s partner countries. Good tools though do exist. In Finland for instance, the Helsinki area Football Association has developed an administrative E-tool with all match details (players, referee appointment, game information, etc.). In Belgium, an on-line bookkeeping program is available to the sports clubs. In Brandenburg/Germany the BISS information, registration and educational tool is pre-dominant. Most EU-project partners however report that the development of E-tools on administration and finance are either being just developed, in development or are planned to be developed; hereby appointing the development of E-tools to for administration and finance to be majorly important.

**E-learning tools** at use for the sports clubs are rare in the EU-project regions/countries. E-learning tools are different e.g. websites, which almost only provide uni-lateral information and not reciprocate as required for education. In general, the EU-project partners consider that E-learning could be the next step in E-development after E-tools is well introduced.

**Future tools (not yet available in most clubs) to support the management of sports clubs**

The EU-project partners also had in-depth reports and discussion on the future use of IT-tools to support the volunteering management in sports clubs. This includes the areas in which these tools will be at use and at what criteria these tools must correspond. This also includes the need for strategic planning, key-success factors, possible resistance and dangers of these implementations. All of these are detailed in the final report of the EU-project.
5.10. **Typology Questionnaire**

The Typology Questionnaire is a tool developed by the Dynamo Project of the Flemish Sports Federation together with the Sport Management department of the University of Ghent (Flanders/Belgium). It focuses on support to the volunteering management for all Flemish sports clubs, which implicates over 18,000 sports clubs.

The goal of the Typology Questionnaire is to deliver the right services to the sports clubs, i.e. having real chances on impact of the rendered services, by detecting both the will and the possibility of the club to change.

The goal of the Typology Questionnaire, for the Dynamo Project, is the creation of a higher efficiency and effectiveness in its support of the volunteering management of the sports clubs.

The Typology Questionnaire might meanwhile also be a tool for the sports clubs themselves, to better understand their status and act accordingly in their evolvement to the future.

**Approach of the Typology Questionnaire**

The fundamental approach of the Typology Questionnaire is that every sports club has its value and that the services rendered by the Dynamo Project to the sports clubs should be organized along with the kind types of sports clubs which are identified.

Considering the specificity of the sports clubs, the Typology is a totally new developed tool, rather than a copy/paste of questionnaires already at hands for other types of social profit organizations.

**Definition of the ‘typologies’ of sports clubs**

The preliminary step made is to define sports clubs with a pre-dominant focus on social profit and those with a pre-dominant focus on commercial or financial profit. For the purpose of the Typology Questionnaire, only the sports clubs with a pre-dominant focus on social profit are withheld. The reason hereto is that the services to be delivered are meant to benefit the social profit sports clubs.

The first dimension is the ‘readiness’ of a sports clubs to change.
A sports club willing to change is defined as a ‘open sports clubs’.
A sports club not willing to change is defined as a ‘closed sports clubs’.

The second dimension is the ‘capacity’ of the sports club to change.
A sports club with the capacity to evolve is defined as ‘a club with capacity to change’.
A sports club with insufficient capacity to evolve is defined as ‘a club with insufficient capacity to change’.
This dimension is applied to both types of the first dimension.

This is the bases of the theoretical concept of the Typology Questionnaire.

The combination of the 2 dimensions and the initial division between social profit and commercial profit sports clubs, leads us to the identification of 5 types of sports clubs.
Type 1

The characteristics of the type 1 sports club are
- Social profit focus.
- Sufficient capacity to evolve.
  o No fundamental problems concerning accommodation, finances, volunteer policy ...
- Readiness to change, ‘open sports club’.
  o Effort prepared to invest in evolvement.
  o Ambition to evolve.

For the Typology Questionnaire, this is an excellent type of sports club.

Type 2

The characteristics of the type 2 sports club are
- Social profit focus.
- Insufficient capacity to evolve.
  o Some fundamental problems preventing the sports club to change or renew (can be on accommodation, finances, volunteer policy ...).
- Readiness to change, ‘open sports club’.
  o Effort prepared to invest to evolve.
  o Ambition to evolve.

For the Typology Questionnaire, this inclines to be an excellent type of sports club.

Type 3

The characteristics of the type 3 sports club are
- Social profit focus.
- Sufficient capacity to evolve.
  o No fundamental problems concerning accommodation, finances, volunteer policy ...
- Resistance to change, ‘closed sports club’.
  o Not making any effort to invest in evolvement.
  o Ambition to keep things as they are.

For the Typology Questionnaire, this is a sport club which is difficult to work with and for which it is not always necessary to invest in guidance to evolvement.

Type 4

The characteristics of the type 4 sports club are
- Social profit focus.
- Insufficient capacity to evolve.
  o Some fundamental problems preventing the sports club to change or renew (can be on accommodation, finances, volunteer policy ...).
- Resistance to change, ‘closed sports club’.
  o Not making any effort to invest in evolvement.
  o Ambition to keep things as they are.

For the Typology Questionnaire, this is the worst case scenario type of a sports club. It is difficult to work with this type of sports club, but it is necessary to invest in the guidance to evolvement of these sports club.
Type 5

The characteristic of the type 5 sports club is
- Commercial profit focus.

For the Typology Questionnaire, this type of sports club goes beyond the scope of the services intended to be delivered by the Dynamo Project.

Operationalization of the Typology Questionnaire

Consequent to the above theoretical concept is defined ‘how to measure which kind out of the 5 type a sports club is most related to’. Hereto:
- 8 relevant factors for each dimension are selected.
- 55 items were defined to the 8 factors.

The questionnaire is set up according to the Likert scale (1: totally agree, 5 totally not agree).

Focus of the Dynamo Project consequent to the Typology Questionnaire outcome for a sports club

There are four approaches by the Dynamo Project resulting from the outcome of the questionnaire.
- The Dynamo Project must focus on the type 1 sports clubs that are ready and able to change. I.e. assistance in their change.
- The Dynamo Project must invest in the type 2 sports clubs. I.e. assistance in looking at how to overcome the disability to change.
- Dynamo Project could invest in the type 3 sports clubs. I.e. assistance in overcoming the resistance to change.
- Dynamo Project should not invest in the type 4. I.e. refuse assistance, which is avoiding needless time and energy spend.

5.11. Club Structures and audit, accreditation schemes and consultancy tools

These topics are about offering external support to the volunteering management of sports clubs in order to enable them to establish athlete deployment centred activities, efficiency, effectiveness, self-reflectivity, success, sustainability, strategy compliancy and good governance in their sports club.

These topics being related to each other, it became clear from the EU-project partner reports that there can be some overlap between these topics or that the content of each concept depends from cultural or regional interpretation.

Essentially, structural support to the volunteering management of sports clubs is present in all of the EU-project partners’ countries; though steered by sometimes totally different initiators or addressed in a wide variety of angels.

Audit is more about controlling the control how a sports clubs operationally function, say it, often in consideration of its vision or strategic plan.
Accreditation schemes are pre-set rules and regulations with which sports clubs must comply in order to get structural support (money, goods, materials, infrastructures or services) are then.

Consultancy is essentially about offering pivotal tools to the sports clubs. The above in detail described Flemish Sports Federation’s Dynamo Project ‘Typology Questionnaire’ hereof is a good example.

Club marks (or commonly called seal marks) are sort of ‘best practice’ or ‘good governance’ criteria which are not-binding but form an important recognition of the sports clubs strategic and operational functioning. These were treated in a separate symposium and therefore reported in another paragraph of this chapter.

The findings on these tools as support to the volunteering management in sports clubs according to the reports from the EU-project partners’ representatives show a wide variety of application in the EU-regions/countries of this project. These are reflected in the detailed final report.

5.12. Business Support

This topic is about developing partnerships with business entities. The findings from the EU-project partners have been categorized as follows.

**Strategic partnership with ‘one’ pre-dominant business entity**

Partnerships of sports club and ‘one’ pre-dominant business entity are seldom in Europe.

Such partnerships between sports clubs and business entities aim at
- the creation of a strategic alliance
- clear and tangible benefits to both partners, a win-win situation
- for the business partner a positive brand alignment to the sport organization’s activities
- for the sports club accessing otherwise unavailable resources

In the partnership, the business entities’ desiderata are as important to be considered as the sports clubs desiderata. These business entity desiderata in general can include staff input opportunities (social profit instead of financial profit), community involvement (volunteering), corporate identity (CSR), networking (introducing new clients or buying in positive attitude from the authority people incl. politicians) and business opportunities (social profit is ever growing since a few decades).

**Partnership with a few pre-dominant business partners**

Partnerships amongst one sports club and a few business entities are less ‘equivalent’, i.e. more dominantly steered by the sports club. They tend therefore at ‘grassroots’ sports club level to rather be in the sphere of sponsorship.

**Sponsoring, donations, charity revenue and tax benefits**

Sponsoring, donations and charity income are not really ‘business support’ but rather ‘support from the corporate entities’. Tax benefits neither are really ‘business support’ but rather ‘support empowerment’ for the corporate entities. These most important forms of support to the sports
clubs are available in all EU-project partner countries; under a wide variety of applications. These issues are not treated in these findings but still detailed in the final report of this EU-project.

**Governance partnership**

Sports clubs governance today is faced with the following challenges.

- Sports clubs are often conservatively managed, i.e. the ‘old boys’ and ‘we always did it this way’ mentality.
- Sports participation grew enormously over the past decades but is reaching its natural limits.
- Many new sports have emerged, as well as different types of physical activity.
- The time frame has changed to volunteering from life-long to flexible. Volunteers today tend to switch their input from one to another organization overtime.
- The sport participants as well as the stakeholders of the sports clubs are today in general more demanding on quality deliverance.
- The authorities are pushed and willing for sports clubs not just ‘to be what they are’ but to ‘deliver along societal demands’.
- We live in an age of ‘professionalization’ (both sports technically, financially, and administratively and in governance).

Sports clubs today all over Europe almost all challenge the pressure to do better and to become ‘evolving’ entities rather than ‘concreted or rusted’ entities.

The EU-project partners report many - quite different - collaborations approaches with business entities to cope with the above challenges. The Golf Development Wales Business Support Scheme (GDW-BSS), the Flemish Dynamo Project, the Finnish SLU initiatives, the Sport Wales ‘SportsMatch’, the Greek ministerial support to the sports federations for partnerships between sports clubs and especially the community based SME’s (Small and Medium Enterprises) in the context of CSR (Corporate Social Responsibility) and the LSB’s (Landessportbund Brandenburg) initiatives in Germany.

5.13. **Volunteering Governance** *(support - identification - promotion - management)*

The actual findings by the representatives of the EU-project partners report in first instance refer to in-depth information already available and considered most interesting by the EU-project partner representatives on this topic.

Graham Cuskelly et al. published in 2006 a book at Taylor & Francis called ‘Working with Volunteers in Sport’. It is a comprehensive guide to the issues surrounding the management of volunteers in sport organizations. The book emphasizes on ‘the contribution of volunteers at all levels. Changing policies and increasingly professionalized approaches to running sport - so they state - are putting volunteer cultures at risk. Good management and a clear understanding of the way volunteers work in sport are essential to protect and develop the role of this core group of people. Te book links theory with research to provide clear guidelines for good volunteer management.’ Another book from Graham Cuskelly - Sport Governance, dated 2006 and published by Heinemann, Butterworth - focuses then again on the management (including the volunteering management of the volunteers) in sports clubs and the opportunities of support hereto. This worldwide hallmark academic literature on volunteering management of volunteers gives an in-depth insight benefiting all who are involved with the topic.
Also pre-dominantly important in understanding the EU in relation to sport and volunteering are the September the 9th of 2011 ‘Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions’ on ‘EU Policies and Volunteering: Recognizing and Promoting Cross-border Voluntary Activities in the EU.’ As well as the January the 18th of 2011 Communication ‘Developing the European Dimension in Sport’. This is the first policy document issued by the Commission in the field of sport after the entry into force of the Lisbon Treaty. These fundamental communications on sport and volunteering in the EU can be downloaded for free from the EU Commission’s Unit Sport website.

Finally, the findings and recommendations of the 3 other EU Commission Sport Preparatory Actions in the Field of Sport on the topic ‘Volunteering’ are expected to importantly highlight issues at stake of volunteering and sport in the EU.

Differences. The overall conclusion of this EU-project topic on volunteering governance in general and the 4 sub-topics identifying, supporting, managing and promoting volunteering in sports clubs is that there is:

- An enormous difference in approach amongst the EU-project partners, often depending on cultural differences.
- A spread in actual organization of the volunteering from very weak (Greece) to very structured (Finland).
- The actors involved in volunteering in sport are numerous in each country (clubs, federations, the authorities, the local governments, umbrella organizations, volunteering organizations, the governmental authorities, etc.) with relative different impact from one country to another country.
- Even within each region/country, the important issues related to volunteer in sport can definitely not be determined in a list and even not in a matrix. Volunteering in sport is to be considered as an atomic structure including elements such as education, experience, inclusion, empowerment, employment, social benefits, individual benefits and so many more; which are all inter-related.

Similarities. Regardless the major differences described here above, two matters are very similar in all countries:

- Sport is practiced in all countries pre-dominantly in sports clubs.
- Sport is organized by volunteers. Without volunteers, sport would simply not exist.

Volunteering thus is universal in general terms, but particular in its specificity. The EU-project partners in their findings stress that it is important for the EU in its 2014-2020 policy to consider volunteering in sport as ‘homogeneous’ but not ‘standard’. Autonomy, subsidiarity and self-regulation are considered very important in the framework of volunteering in sport by the EU-project partners’ representatives as well.

The EU-project partners consider it important that the EU continues creating the opportunities for the volunteering management in the organized sport sector to cross-pollinate at EU-level on matters related to volunteering in sports, rather than to determine specific rules and regulations.

5.14. Composition of the Board of Directors in relation to its club status

The topic here is how Board of Directors of a sports club are or should be composed in relation to its number of sports offered, number of members, recreational/competitive sports offer, turnover, owner of infrastructure y/n, staff members y/n, etc.
Three types of sports clubs and consequent composition of the Board of Directors were considered to be pre-dominant in the EU-project partner regions/countries.

**Informal or non-organized sports clubs**

Characteristics of the informal sports clubs are
- No legal status.
- Few people.
- No Board of Directors.

These informal sports clubs can be of two different typologies
- Type 1: Associations by facts.
- Type 2: Virtual ‘come together’ (community initiatives: jogging, cycling, soccer in the park ...)

The composition of the Board of Directors in this type of sports clubs was not researched since they normally have no - at least official - Board of Directors.

**Formal or social profit or traditional sports clubs**

These sports clubs are
- Either registered as member of a sports federation.
- Either registered in a legal sense.
- Or registered in both above senses.

They have a Board of Directors.

These formal sports clubs can be of three different typologies
- Type 1: small clubs, which have in general
  - less than 50 members.
  - 1 sport offered.
  - 3 members of the Board of Directors: a president, a secretary, a treasurer.
- Type 2: medium clubs, which have in general
  - 50 to 200 members.
  - 1 or more sports offered (multi-sport).
  - 5 to 9 members of the Board of Directors:
    - Always a president, a secretary and a treasurer.
    - Other positions usually include a vice-president and people in charge for youth, volunteers, sports sectors, age/gender (masters, women).
- Type 3: large clubs, which have in general
  - More than 200 members.
  - 1 or more sports offered (multi-sport).
  - 9+ members on the Board of Directors:
    - Always a president, a secretary and a treasurer.
    - Other positions usually include a vice-president and people in charge for youth, volunteers, sports sectors, age/gender (masters, women).
The members of the Board of Directors are overwhelmingly volunteers with sometimes cost remuneration of the expenses they make (merely travel and communication).

Laws do exist in the EU-project partner countries on the necessity for registered sports clubs to have a Board of Directors, in some case stipulating the minimum number and their roles.

No laws, rules or regulations do exist in the EU-project partner countries on how the Boards of Directors must be composed, apart from sometimes the stipulation of the necessity to have a president, a treasurer and a secretary.

Only a very little number of countries have centralized data on the members of the Board of Directors Board composition (Germany) or may have discretionary data in some of their federations (Wales, Finland); i.e. information which is not directly available, but which could be distracted from a database. No research (academic or other) on the composition of the Board of Directors hence has been made in the EU-project partner countries and no straight forward (direct) statistics are available.

Based on experience, the EU-project partners estimate that the composition of the Board of Directors in the EU-project partner regions/countries is as follows
- Minimum (merely in smaller clubs).
  - Chairman or president.
  - Treasurer (person in charge for the finances).
  - Secretary (person in charge for the legal, statutorily and other administrative matters) (with binding authorities vis-à-vis third parties 2 by 2).
- Extra (in larger clubs; a sports club can have up to 12 positions, more than 12 is exceptional).
  - If the sports club has paid staff, the key ‘managing’ responsibilities will in first instance include the role of a general manager or a secretary-general or a chief executive with possible supplementary ‘managing roles’ roles for a finance & administration director/manager and a sports director/manager. The Board of Directors in this case will then have more typical Board responsibilities. I.e. strategic development on the one hand and control/steering of the paid staff on the other hand.
  - If the sports club has no paid staff, the key responsibilities of the sports club will be more hands-on (in an executing way) covered by the Board members.

**Commercial or professional enterprise sports clubs**

Characteristics of the enterprise sports clubs are:
- They have a profit-making focus.
- They have a legal status (which can be from diverse kinds).

The composition of the Board of Directors in this type of sports clubs was not researched since they normally have no - at least official - Board of Directors.

**5.15. ‘Education’ in sport**

Hereby are meant tools offered to the sports club management to train the club coaches, referees and volunteers. Thus not the ‘-reaching’ on technical matters such as legal, bookkeeping, administration, etc.
Educational programs are very much worked out and established in all EU-project partner countries exception made from (the lack of knowledge gained from) Greece.

Educational programs exist in close to all EU-project partner regions/countries at multiple levels going from university (master and bachelors), high-schools, secondary schools, umbrella organizations, sports federations or specifically created institutions.

The educational programs offer a wide variety of formations for e.g. coaches, trainers, referees and volunteers.

The formations can be general (applicable for all sports) or specific (for one sports discipline).

The opportunities for post-university/school formation in sport are important and have in general a still growing attendance in the far majority of the EU-project partner countries.

A new trend is the upcoming possibility of dual career. Hereby, athletes but also anyone interested can follow half-time a sports formation program while being active for the other half-time either as an elite-athlete or being employed in a sports job (or even any other job).

Also worth noting is the growing diversity in sports formation. New programs include e.g. formations in health caring coaching, how to effectively include people a disability or new nationals, prevention of sexualized violence in sports and other ethic related aspects.

5.16. **EU-programs and opportunities**

The opportunities considered for further collaboration amongst the EU-project partners are:
- Bi-lateral. One partner providing support to another partner on a specific practice or best tool.
- Joint initiatives. A number of partners starting up jointly a new initiative.
- Intercultural dialogue. Ensuring a network to allow the partners to regularly exchange evolutions.
- Platform. Sort of a formal initiative which could create a database, set up symposiums, promote research, etc.

The presentations given by Mr Stephan Dietzen of the EOC EU-office as well as the experiences on programs successfully implemented by three partner representatives (Danny Silva from Snowpolis in Finland, Guido Cools from the Landessportbund Brandenburg and Vassos Koutsioundas from the Cyprus Sports Organisation) provided all the participating EU-project partners some EU-project applicable information to be considered for further collaborations as mentioned in the paragraph here above.

5.17. **On-line club information data-management system**

Few regions/countries have an online data management tool of the sports clubs. Most regions/countries have an online info and help desk management system. These systems though vary from very basic and run by only a few sports federations to well developed (including film/image build E-learning) organized and thus available for all sports federations and sports clubs.
Almost all countries report that the systems at use in their region/country need to be further developed or upgraded; user-friendliness being the main development wished.

All EU-project partners report to consider online data management, info and help desk tools to be required for building the support of the volunteering management in sports clubs in the future.

Important matters to be considered in building online data management are:
- There must be a benefit for the end user (Board member and sports club).
- The sports clubs must be part as end-users of the ownership of these tools.
- It must be developed for the benefit from the sports club and the sports federation. It must e.g. provide information considered important (such as statistics) to the sports clubs.
- The tool must ideally be included to the webpage.
- The tool may not be too complicated.
- Communication on the why’s is extremely important.
- Training of the end-users is pre-dominantly important (online, courses and helpdesk).
- Enough time and money needs to be foreseen for the development.
- The development must be seen as a process (not as a one-off instalment). Thorough strategic planning, enough time and sufficient money are to be foreseen.
- It must be made attractive (e.g. including symbols).
- It must be build so that sports federations or sports clubs can easily add on extra tools to the specific benefit of their federation/club.
- It must be build so that it is at use for a large variety of sports clubs (small/large - recreational/elite - teams with migrants - etc.).
- A Q&A module is important.
- It must be developed so that everyone uses it. The more users, the more relevant it is for the information to be pulled out of the system at all levels.
- It might probably be the best to first develop the tool for the federations, though already foreseeing the latter extension to be implemented also by sports clubs.

5.18. **Best tools in the regions/countries on support to volunteering sports club management**

The EU-project partners provided their regional/national top 3 good practices or best tools for the support of volunteering management in sports clubs.

**Overview**

1. Typology Questionnaire  
   Belgium/Flanders
2. On-line bookkeeping program  
   Belgium/Flanders
3. The Dynamo Project  
   Belgium/Flanders
4. Sports Academy Committee Educational Schemes  
   Cyprus
5. Cyprus Sport Organization’s Funding Scheme  
   Cyprus
6. Financial Support for grassroots coaches  
   Cyprus
7. Internal Control Guidebook/Manual  
   Cyprus
8. Nimenhauto - Calendar and homepages for teams  
   Finland/Liikkukaa
9. Survey monkey - online tool for professional surveys  
   Finland/Liikkukaa
10. Volunteer exchange programs and networks  
    Finland/Snowpolis
11. Professionalization and specification of volunteers  
    Finland/Snowpolis
12. On-line information tool (‘Wissen Online’)  
    Germany/Brandenburg
13. Education System in Sport  
    Germany/Brandenburg
14. Youth empowerment - European voluntary service  
    Germany/Brandenburg
Support to the Volunteering Management in Sport Clubs

- EU DG EAC PrepAct 2010-1324 - Final Report

Funding, budgeting and sport support programs - Greece
Overall support to the sports clubs - Greece
Special IT tools for volunteer recruitment - Hungary
University practices on volunteering - Hungary
Bartering benefits through volunteering in a club - Hungary
Educational program on sport management - Slovakia
Conditions for informal learning in sport - Slovakia
Information system in sport - Slovakia
Behind Every Star campaign - Wales
A typology of routes into volunteering - Wales
Accreditation schemes - Wales

Summarized descriptions

1. Typology Questionnaire - Belgium/Flanders

The ‘Typology Questionnaire’ is a tool for the Board of Directors of sports clubs by which they can find out for themselves to what extent they have the capacity and are prepared to change. The questionnaire is an academic developed set of app. 100 questions. The questionnaire offers the Board of Directors the opportunity to only invest in change as long as it is clear that they are both capable and ready to set-up changes in their sports club.

2. On-line bookkeeping program - Belgium/Flanders

The Dynamo Project Online bookkeeping allows clubs to keep simplified accounts with tax records in accordance with the legal requirements. The program is accessible by internet. The program increases the transparency in governance and reduces the risk of loss on data. The program integrates different modules in one application: accounting, VAT, member registration, etc. It offers tools on detailed financial analysis. (on the different financial years). The Dynamo Project assures the required over-time updates, training sessions and individual helpdesk assistance.

3. The Dynamo Project - Belgium/Flanders

Dynamo project focuses on the support of the volunteering members of the Board of Directors of sports clubs, both at administrative and managerial level. The support is delivered on matters such as legal, bookkeeping, volunteer management, funding, insurances, etc. The support is organized by means of printed matters (user-friendly brochures, flyers, or tools), the on-line and telephone helpdesk, professional training sessions and individual support.

4. “Sports Academy Committee” Educational Schemes - Cyprus

The Sports Academy Committee of the Cyprus Sports Organisation promotes and enhances the training of the Members of the Board of Directors of the sports bodies, through the organization and funding of educational programs, adapted to the goals and needs of each body. Within this framework, the Committee operates on two directions: grant training programs for sport bodies and accreditation and grant of sport clubs. The annual cost of the Scheme is about €120,000.

5. Cyprus Sport Organization’s Funding Scheme - Cyprus

The operation of the accredited Sport Federations and sports clubs is partly supported through the CSO’s Funding Scheme. The sports clubs funding is based on criteria related to their
competitive activity, coaches employment, participation in international competitions, etc (annual cost €4.4M). The Sport Federations’ funding covers their operational expenses, staff employment, national teams’ coaches’ reimbursement, organization of international games in Cyprus, athletes’ medical expenses and preparation. Several initiatives such as the elite athletes incentive scheme, the talented athletes development & scholarships are also supported through CSO’s Funding Scheme (annual cost €7.1M)

6. **Financial Support for grassroots coaches** - Cyprus

In general terms grassroots coaches in Cyprus are reimbursed, at least in part, for their time and effort in serving their club. In order to support clubs Cyprus Sports Organization has set up a scheme which foresees the financial support for a predetermined number of coaches for each club running a grassroots training centre.

In most cases coaches accept this as their full payment allowing clubs to run training centers without with limited financial costs. Additionally, the scheme foresees financial support for the club itself to pay for sport equipment and athletes’ travelling. The annual cost of this scheme of more that €1.500.000.

7. **Internal Control Guidebook/Manual** - Cyprus

The Internal Control Guidebook is aiming to describe the best practices related to the principle procedures and internal control systems of the Sport Federations granted by the Cyprus Sport Organization. The manual provides the basis to the configuration data of each federation, taking into account the possible peculiarities of the preparation of specific procedures that apply to each federation.

8. **Nimenhuuto - Calendar and homepages for teams** - Finland/Liikkukaa

Nimenhuuto.com offers free sports team homepages with a number of specialized features, such as a team calendar, enrollments, automatic emails, attendance statistics, etc.

Users can create a new team, add players to the team (name and email address), add upcoming practices and matches and enroll/update a variety of other information.

9. **Survey monkey - an online tool that enables professional surveys** - Finland/Liikkukaa

Survey monkey is an online tool that enables users to create professional online surveys quickly and easily: design questionnaires using a dozen types of questions, control mandatory responses, customize look and feel, skip logic is enabled, collect responses via Web or email and browse, search, filter and download results reports. Survey Monkey offers a Basic free subscription limited to 10 questions and 100 responses. The Professional paid subscription offers an unlimited number of questions and responses.

10. **Volunteer exchange programs and networks** - Finland/Snowpolis

In Finland, sports clubs are stimulated to organize events to generate some income for the sports club to become/remain autonomous. Finland thus has experience to share on the support of the volunteering management in sports clubs on how to search, identify, promote and realize international volunteering at sports club level.
11. Professionalization and specification of volunteers - Finland/Snowpolis

In Finland, sports clubs are relatively large in number of members and are relatively professionally run; as compared to other regions/countries in the EU. Sports clubs in Finland e.g. all are legal entities, have at least a half-time employee, need to comply with a in Europe relatively high number of administrative obligations (legal, tax, accountancy, insurances, etc.). Finland can therefore share its knowledge on support of the volunteering management in sports clubs on how to run sports clubs in a (semi-)corporate way.

12. On-line information tool for the sports clubs ('Wissen Online') - Germany/Brandenburg

The "Wissen Online" is a on-line tool and information system for the sports clubs - their members and the Boards of Directors - in the federal state of Brandenburg. The online tool contains information about regulations, policies and documents at ease for the management of the club. The online tool also provides so-called Webinare (online seminars). The aim of the tool is to support the managing quality of the Brandenburg sports clubs.

13. Education System in Sport - Germany/Brandenburg

The Landessportbund Brandenburg (LSB) puts a strong emphasis at offering lifelong education to trainers and managing directors in sport. The LSB runs a strong and varied educational program such as amongst others for licenses C-A trainers, vocational education, a bachelor degree in sport and scientifically applied programs. The aim is to have well educated managers of the sports clubs.

14. Youth empowerment through (European) voluntary service - Germany/Brandenburg

The 'Brandenburg Sports Youth' is an independent organization in the 'Sports Federation Brandenburg'. The main goals are development of recreational offers for youth, involvement of youth in regional structures and creating an open and tolerant atmosphere by the development of international youth exchange,

The 'Sports Youth Brandenburg' co-ordinates and offers activities in sports clubs and federations for about 85 German volunteers to absolve a free social year. It also advises and helps sports clubs for actions within the 'Youth in Action' Program, particularly within the remit of the European Voluntary Service.

15. Funding, budgeting and sport for all support programs - Greece

The Special Secretariat for Nutrition provides service to clubs on managerial level in their relation with the public and the state. The services are mainly provided electronically in an informational or interactive way. Focus hereby is laid on funding, budgeting and sport for all programs.

16. Overall support to the sports clubs - Greece

The General Secretariat of Sport provides services to clubs on managerial level both in their relation with the public and the state. The services are mainly provided electronically in an informational or interactive way. Focus hereby is laid on legislation, law case, administration, budgeting, funding, accreditation, sport facility specifications and coaching licensing.
17. **Special IT tools (web pages) for volunteer recruitment** - Hungary

Web pages of the sporting events with volunteer application forms and information.
- Information about the legislation of volunteering and sport management on special web pages ([http://www.jogiforum.hu/sportjog](http://www.jogiforum.hu/sportjog), [http://www.onkentes.hu/cikkek/teorveny-adminisztracios-info-1](http://www.onkentes.hu/cikkek/teorveny-adminisztracios-info-1))
- Mediators' database ([http://www.onkentes.hu/regisztracio/szervezet](http://www.onkentes.hu/regisztracio/szervezet))

18. **University practices on volunteering** - Hungary

The Semmelweis University has a special office for the organization of sports club-, sports federation- or sports-event volunteer work as university practices.

19. **Legal promotion of bartering benefits through the volunteering in a sports club** - Hungary

Someone who holds a volunteering management position in a sports club or in a federation can be of benefit for both the sports club as for the corporate/official functions this person holds. Also, it might be of personal benefit for this person (honor, social responsibility). Some organizations create legislation that support volunteering, and the volunteering management of sports clubs or federations by legally promoting these bartering advantages. Special example, when the volunteer work allows the member or member club to reduce its membership fee.

20. **Educational program on sport management** - Slovakia

“Management in sport” is an educational program of non-formal education accredited within the Ministry of Education, Science, Research and Sport of the Slovak Republic. It reflects the need of solving the problems connected with increased administrative tasks and professional outputs, lack of knowledge on legislation, financial issues and conflict of time. It is focused on board members of sports institutions, including sports clubs. The program comprises seven modules: planning and organizing (1), human resource management and team building (2), communication skills (3), finance and accountancy (4), legal aspects of sport (5), project management (6), marketing (7).

21. **Conditions for informal learning in sport** - Slovakia

Within the National Sport Centre, the government funded institution of the Ministry of Education, Science, Research and Sport of the Slovak Republic, there are created the conditions for informal learning such as library, study centre, online information access and e-library which are largely used by sport officials of sports institutions, including sports clubs and their board members.

22. **Information system in sport** - Slovakia

Information system in sport is a complex set of information which was created in order to better organize the activities of sports institutions, including sports clubs. It comprises register of persons, register of organizations, register of sport venues, register of sport events and register of financial grants and subsidies. It is operated by the National Sport Centre, the government funded institution of the Ministry of Education, Science, Research and Sport of the Slovak Republic and was launched on November 1, 2011.
23. **Behind Every Star campaign** - Wales

Led by Sport Wales’ Communications and National Governing Body Services departments, the Behind Every Star campaign sought to use a range of methods – including television advertising, printed materials and a touring photographic exhibition – to achieve two intended outcomes:
- awareness and recognition of the importance of sport’s volunteers (primary objective);
- the recruitment of more volunteers for sport (secondary objective).

From May to November 2010, Sport Wales embarked on a national communications campaign to recognize and support sport’s greatest assets – its people. This paper sets out the key findings from an evaluation of the campaign, which was concluded in June 2011.

24. **A typology of routes into volunteering** - Wales

Sport Wales’ Coaching Strategy sets an ambitious target of doubling the number of volunteers in sport to 10% of Wales’ adult population by 2016. To understand how we might recruit these additional volunteers, we commissioned research aimed at understanding how people get into sports volunteering and why. The results showed that people are generally not proactive in seeking opportunities to volunteer instead, they volunteer because some asks them to help out.

As part of the discussion, we can also provide examples of how clubs have taken responsibility for increasing the number of volunteers that they have, in line with the Strategy.

25. **Accreditation schemes** - Wales

As covered at the Cardiff symposium, a number of Welsh Governing Bodies have developed accreditation schemes aimed at strengthening their key clubs by improving their management structures, policies and approach.

5.19. **Surveys and collection of data in sports clubs**

All EU-project regions/countries are familiar with data collection and surveys on sports in their countries.

This data collection and the surveys are common in relation to their sports federations but seldom in relation to their sports clubs.

In most countries, the providence of data is related to the strategic planning requirements from the authorities and consequently serve as the bases for governmental support, including funding.

The timeframes, the initiative takers and the methods of the data collection are then again very different from one to another country. The data collection - from one to another region/country - can be organized ongoing, preliminary determined periodically or on unique bases. The initiative taker can be a governmental sports body, a sports umbrella organization, it can be requested from the sports federations or it is undertaken by a dedicated state- or corporate entity. The method differs from inductive to deductive, statistical to structured, on-line to paper-based, etc.

All EU-project partners consider the collection of data pre-dominantly important for the strategic planning of the sports organization in their region/country.
5.20. **Afterthoughts and visions on the future**

5.20.1. **Willy Pennoit - President of the Flemish Sports Federation (EU-project leader)**

... 

Through my experiences as sportsman, chairman of a sports club, manager of a sports federation and chairman of the Flemish Sports Federation, I witnessed an evolution and growth of the sports sector through the years.

During this process, the sports sector constantly had and has to face new challenges.

Today, our sports federations and clubs need to address the new demands of the sport consumer, but at the same time they need to face the consequences of the recession.

An enforced representation and support of the sports federations, to enable them to fulfil to the best of their abilities the expectations of our contemporary complex society, have therefore been top priorities for the Flemish Sports Federation for many years.

More than ever, we realize that sports federations and clubs will have to partially re-invent themselves to insure and reinforce their position on the sports market. Through this exercise, we must, however, at all times, bear in mind the main goal of our sports policy, which is to offer an edifying sport experience in order to commit as much as possible citizens to a lifelong sports attitude.

As we speak, the sports participation in Flanders, and in Europe, is still mainly made possible through the daily and weekly commitment of millions of volunteers to their sport. During the European Year of the Volunteers 2011, the European Union realized on the one hand that volunteers are crucial for the social profit and for the society in general, but observed, on the other hand, that these volunteers and the organizations that depend on them are under growing pressure.

An organization, such as a sports federation or club, has to create a qualitative environment that attracts volunteers. She then has to keep her volunteers motivated for her project.

A strong support of the federations in their volunteer policy, has therefore been another topic of vital importance within the goals of the Flemish Sports Federation.

In 2009, the Flemish Sports Federation was given the very grateful opportunity by the Flemish Government, to elevate her support of the volunteers on the field to a higher level. With the creation of the Dynamo Project, which has grown into a trendsetting and very successful experience, we saw a significant evolution of the management support of volunteer board members of sports clubs.

While we underwent these evolutions in sports policy on our national level, there was some movement on the European level as well.

Since the Lisbon Treaty entered into force in December 2009, the European Union has the competence to support, coordinate and supplement sport policy actions by EU Member States. It calls upon the EU to contribute to the promotion of European sporting issues, while taking account of the specific nature of sport, its structures based on voluntary activity and its social and
educational function, and to develop the European dimension in sport. These new provisions bear witness to the fact that sport is part of the everyday life of the majority of European citizens.

In order to build a specific European Sports Program, the European Commission launches yearly calls for proposals for “preparatory actions in the field of sport” with the aim to detect best practices and useful networks for this future policy.

In 2010, this call for proposals included a topic concerning the support of voluntary work in sports. Having developed her successful management support system for voluntary board members of sports clubs through the Dynamo Project, but still in search of a European exchange of experience on that matter, the Flemish Sports Federation filed a project proposal along with 9 partner organisations.

During the last 18 months, the Flemish Sports Federation and her project partners, ..., focused on a transnational exchange of good practice and knowledge concerning the most relevant management issues that voluntary board members of sports clubs face today.

With this project, the Flemish Sports Federation aims to be, with her partners, a part of the upcoming European Sports Policy, by giving the European Commission an insight of the real needs and expectations of the organised sports sector in Flanders and Europe.

5.20.2. An Vermeersch - Special Policy Advisor to the Flemish Minister of Sport Philippe Muyters

Minister Muyters strongly supports this project, since it combines two important aspects of sports policy: volunteering and cooperation among EU member states. This project builds on the Dynamo project, with which the Flemish Sports Federation has already been providing structural support in Flanders for sports clubs in the areas of administration and management. The selection of the Flemish Sports Federation to develop this European project along with ... European partners, is an important confirmation of the role that the Flemish Sports Federation plays on the Flemish sports scene. ... Minister Muyters would like to congratulate the Flemish Sports Federation and all the European partners for the work that has been achieved.

The fact that Flemish organisations are involved in such EU projects can only be welcomed. Obviously, these projects bring new financing possibilities with them; but more importantly, they provide an opportunity to exchange experiences and best practices in a broader European context.

The significance and the opportunities of EU cooperation in the field of sport became very apparent in Flanders as a result of the Belgian EU Presidency in 2010. Priorities that came to the foreground at that time continue to be important starting points. That is why I would like to dwell on the past for a moment and to clarify the three priorities of the Belgian Presidency: the societal role of sport, the strengthening of the European Union’s role in the fight against doping, and the structured dialogue with the sports movement.
The broad term ‘societal role of sport’ covered 3 aspects. The first aspect involved education and training. In this regard, it was chosen to work on the recognition of sports degrees and dual careers. Flanders could call on the expertise of the Flemish Trainers’ School for these points and continues to track other activities related to this subject with special attention. The second aspect involved social inclusion in and through sport. In this respect the Council’s conclusions about the role of sport as a source and a motor for active social inclusion were approved under the responsibility of the Belgian Presidency. Volunteering in sports constituted the third aspect. Since 2011 was the European Year of Volunteering, it was decided in consultation with the Hungarian and the Polish Presidency to only place this topic on the political agenda in 2010, and to leave the concrete elaboration of texts to subsequent presidencies. This resulted in the approval of the Council’s conclusions for promoting active citizenship through volunteering in sport during the Sports Council in November 2011.

Even later, Belgium, along with a number of Member States, continued working for sufficient attention to be paid to the topic of volunteering, for instance by advocating the inclusion of volunteering as one of the topics in the future European sports programme within Erasmus for All. This must guarantee that attention will be paid to the role that volunteering plays for sports in the European Union in the period 2014-2020.

The second main priority of the Belgian Presidency involved the structured dialogue with the sports movement. With the Treaty of Lisbon coming into effect, sport became a formal competence of the European Union. It was thus necessary to launch a dialogue mechanism within the Council’s formal framework. This mechanism is still in place and proves to be a useful platform for the exchange of views between European public authorities and the world of sport.

The third main priority of the Belgian Presidency involved the fight against doping. During the Belgian Presidency, the Council’s Conclusions, in which a coordination mechanism was defined for the EU position with respect to WADA, the World Anti-Doping Agency, were approved. In addition, activities were initiated to bring about stronger EU representation within WADA based on continuity and expertise. Flanders continues to track the WADA’s activities closely and sees an important role reserved for the European continent in this regard. In addition to the activities related to WADA, I would also like to mention the Conclusions on combating doping in recreational sports, which have been submitted to the Sports Council for approval on Thursday. The attention for this subject within EU context reinforces the prevention and anti-doping policy that has already been a long-standing practice in Flanders.

To conclude, I would like to refer to Robert Schuman, one of the founders of the European Union, who saw at that time that Europe would not be built in one day, but rather step by step, based on concrete developments and concrete projects. The project … could, I believe, rightfully be seen as one of these concrete developments.

5.20.3. Jacob Kornbeck - Policy Officer Unit Sport of the Directory General Education and Culture of the European Commission

The future of Sports Volunteering in Europe – what lessons from the EU project
Support to the Volunteering Management in Sport Clubs - EU DG EAC, PrepAct 2010-1324 - Final Report

What the DG EAC is doing about it

- Implementation of actions in the Communication
- Implementation of the EU Work Plan for Sport
- Implementation of Preparatory Actions
- Preparation of future MFF (sub-Programme, mainstreaming)

 Extremely challenging policy and budgetary context: Europe 2020, EU Budget Review (intelligent spending, EU added value); MFF 2014-2020

Need for EU policy responses and a focus on core tasks within COM

High expectations from stakeholders
(Sport: ambitions COM/DG EAC to meet the sport sector’s interests)

Study on the financing of grassroots sports

Study on the funding of grassroots sports in the EU: With a focus on the internal market aspects, concerning legislative frameworks and systems of financing – Eurostrategies, Ämnyos, CDES & Deutsche Sporthochschule Köln (2011)

http://ec.europa.eu/internal_market/top_layer/services/sport/study_en.htm
Total revenue specifically allocated to grassroots sport in 2008: €71.7bn (estimate) (excl. estimated €28.4bn monetized contribution from voluntary work)

PS 1: Households and local authorities account for almost 90% of grassroots sport funding

PS 2: Gambling services = excluding the share of revenue from compulsory levies channeled to sport via public sector accounts
Four Volunteering Projects (2011-12)

Call for Proposals 22/2010: priority area: "Promoting volunteering in sport"
- Association for the European Capital of Sport - ACES
  EAC/22/2010/035 - European Cities for Volunteering in Sport
- Vlaamse Sportfederatie VZW (VSF) – DYNAMO PROJECT
  EAC/22/2010/046 - Promoting and securing volunteering in sport. Focus on management support in sports clubs
- International Sport and Culture Association - ISCA
  EAC/22/2010/078 - EuroVolNet: A network for developing voluntary competence in sport organisations
- Führungs-Akademie des Deutschen Olympischen Sportbundes e.V. (DOSB Leadership Academy)

Four Volunteering Projects: what do we need now?

- Evidence for policy development work: nature and prevalence of the problems, types of new initiatives needed, points where actors/structures are not working enough together...
- Evidence that this type of project is worth funding with EU taxpayers’ money (in a post-2014 perspective)
- Examples of good practice
- Ideas for the entire sport movement: new types of networks, new roles (just like in the case of Health-Enhancing Physical Activity = HEPA)

Four Volunteering Projects: lead questions?

- What new knowledge did the project generate for your own organisation?
- Which new skills did the project generate for your own organisation?
- What new evidence about realities in the field did the project generate which can be shared with the sector, policy-makers, the general public?
- (How) did volunteering change in the participating Member States during the time you were running the project?
- Which impact has your project had in your local area, in your country, in the sector or across the EU?
- Which incentives have you identified? Where are the barriers (disincentives) and can they be overcome?
- Where do you see room for innovation and mobilisation?

Calls for proposals 2012 includes 4 areas

(1) The fight against match fixing
(2) The promotion of physical activity supporting active ageing
(3) Awareness-raising about effective ways of promoting sport at municipal level
(4) Trans-frontier joint grassroots sport competitions in neighbouring regions and Member States
5.20.4. Geraldine Mattens – General Director of the Flemish Sports Federation

... I would like to share with you some observations regarding this positive experience of the last 18 months.

When we first filed our project proposal for this Preparatory Action, we aimed for an exchange of knowledge and experience regarding the management support of volunteer board members of sports clubs in the European Union.

From the Flemish Sports Federation’s side, we were convinced that we could contribute to this exchange and to the debate concerning the necessary support mechanisms through our own experience with the Dynamo Project.

This project gave us the opportunity to get clear insights of the sports policies and cultures in the European Union. In addition to the exchange we had with the partners of this project, we also had the privilege to access to a broader network of the European Sports landscape through meetings with other projects and conferences organised by the different presidencies of the EU on the subject of volunteers in sports.

This “Tour of Europe” not only allowed us to expand our European network, but - more importantly - gave us a better understanding on how the sports policies, and more in particular, on how the sports clubs are organised and supported in the EU.

The first lessons we learned from the project is that the organization of sport in the different regions and countries of the EU is very diverse and to an important extent influenced by the broader societal culture in which it is embedded. Consequently, the organisation of the support of volunteer board members has also different focuses.

However, regardless these clear differences; we also, quiet immediately distinguished 3 major similarities:
- Sports clubs are the pillars of organized sport in Europe
- And the driving forces of these sports clubs are the volunteers – where 97% of the board members are volunteers
- We see a shifting focus, a rise of new challenges for these board members and therefore for the support mechanisms for these volunteers

It is indeed a given fact that the classic sports club membership has to compete with a growing number of new forms of physical activity. This means, that a sport club has to be able to offer a good quality service to be competitive on this diverse sport market.

And as much as those volunteer board members strive for good governance for the benefit of their members and stakeholders, they face, more and more complex matters and do not always have the right knowledge and or resources to address these challenges in the right way.

Therefore, the support of volunteering management in sports clubs is more demanding than a decade ago, and is on the verge of an important development. Flexibility, quality of service and competence development is and will more and more remain the key principles in this development.

So on the one hand, the sports clubs need a support mechanism on a management level, in order to make sure that the people running the clubs acquire the necessary knowledge and skills to be a
real added value to a well performing sport organisation, not only on a sport level, but also on a management level.

How do we however on the other hand cope with the paradox of volunteering and professionalization in those sports clubs? This paradox brings us, indeed, the following challenges, amongst others:
- How do we motivate people into a sustainable commitment as volunteer board members, while we expect a clear level of professionalism?
- How do we cope with the drop-out of club managers, who are overwhelmed by the work load and responsibilities they have to bear
- How do we cope with the ones who are motivated, but do not have the skills or tools to fulfil the high expectations?
- ....

During this project, the partners learned from each other that these are common challenges for sports organisations in all of Europe. Even if we all have a different approach or timing in handling these issues, we concluded that all of us are setting up a support mechanism on the same principles:
- We all strive to accessible volunteering
- But at the same time we put the guarantee of quality of the volunteering first at all times

This project gave us the opportunity to develop a network that allows us to learn from each other and share information about strategies, best tools and good practices on the support of volunteer board members. The maintenance and enhancement of such a European network can without a doubt be an add-on in the development of the support mechanisms in each organisation, country or region involved.
6. Conclusions

6.1. Conclusions on the results of the EU-Commission’s PrepAct in the Field of Sport 2010 EAC-1324 (objectives, project phases & roles of the partners)

The objective of these Preparatory Actions is to prepare future EU actions in this field, on the basis of the priorities set in the 2007 White Paper on Sport and the 2011 Communication on Developing the European Dimension in Sport:
- Providing policy support for the identification of future policy actions in the area of sport through studies, surveys, conferences and seminars.
- Testing the establishment and functioning of suitable networks and good practices through calls for proposals.
- Promoting greater European visibility at sporting events.’

In future, it will be a matter of optimization through the reciprocal exchange of information. It cannot be the object of a converging Europe to have standardized structures in sport. Rather, it is a matter of avoiding harmonization in many areas and indeed of regarding European diversity at all levels as enrichment.’ (http://ec.europa.eu/sport/preparatory_actions/doc745_en.htm)

Both above mentioned aims of the Preparatory Actions in the Field of sports have been largely met by the PrepAct 2010 EAC-1324 as will be described hereunder.

6.1.1. The objectives of the Preparatory Action in the Field of Sport 2010 EAC-1324 are realized

The realizations of the objectives of this EU-project are

- The exchange of best practices and tools amongst the EU-project partners that support volunteering management in sports clubs.
- Knowledge transfers, policy proposals and network formation on the support of volunteering management in sports clubs through workshops, seminars, symposiums, meetings and forums such as the EU 2011 Sports Forum in Budapest, a key-note speech at the Denmark EU-presidency Sportvision2012, meetings with the 4 volunteering Preparatory Actions in Kent in April 2011, in Frankfurt in November 2011, in Louvain-la-Neuve in December 2011 and in Copenhagen in March 2012 and others.
- Building sustainable European networking relationships amongst the partners, with the EU-institutions, with EU umbrella organizations and other social profit organizations on the support of volunteering management in sports clubs.
- The developing of international experience and intercultural dialogue in efficient and effective support to the volunteering management in sports clubs.
- The opportunity for the EU-project partners and other sports organizations to apply the typology questionnaire developed by the Dynamo Project of the Flemish Sports Federation and the University of Ghent. This is a recently developed instrument that focuses on the ‘capacity’ as well as the ‘willingness’ of sports clubs to undergo significant management developments.
- The development of a website to inform the partners and other stakeholders in the EU about the progressions and results of the EU-project specifically and the support of volunteering management in sports clubs in general.
- The production of a final project report including the findings, conclusions, recommendations and legacies for the European Commission to promote and insure the volunteering management in sports clubs in Europe.
The EU-Commission approved PrepAct EAC-1324 original objectives have thus been more than realized.

6.1.2. **The project phases of the Preparatory Action in the Field of Sport 2010 EAC-1324 are realized**

Six symposiums of 2 days have been organized with the 9 participating EU-partners.

These workshops were held in Ghent (March 2011), Helsinki (June 2011), Cardiff (September 2011), Potsdam (November 2011), Larnaca (February 2012) and Brussels (May 2012).

Each host country highlighted tools and best practices in their region/country on support of the volunteering management in sports clubs with a European relevance/dimension; as well as on specific key-issues at stake on the support to volunteering management in sports clubs in the EU.

These topics served as an example and inspiration for the other regions/countries.

These topics also served to foster new ideas and initiatives to support board members of sports clubs.

The symposiums included information transfer via presentations, question and answer opportunities, group discussions, round table exchanges, closed- and open-questions questionnaires, topic content redaction, flip-chart résumés, post-it input and partner-to-partner cross-fertilisation opportunities.

The start-up phase at the kick-off first symposium of this EU-project in Ghent consisted of the acquisition of essential information from each EU-project partner on the sports landscape in their region country as well as the policy and the state of affairs of the support to the volunteering management in their region/country. Insights were hereby obtained into the situation in the EU-project partner regions/countries concerning the organization of sport in general and the organization here within of the support of the volunteering management to the sports clubs in each of the EU-project partner regions/countries.

Good practices and best tools were shared during all 6 symposiums, leading to the encouragement of new initiatives and actions in the EU-project partner organization. In addition, the typology questionnaire was presented to the EU-project partner organizations, offering them the opportunity to implement this questionnaire in their own country.

During the four following workshops, a wide variety of specific topics on the support of volunteering management have been highlighted. These topics are detailed in the final report and resumed in the findings of this final report.

The detailed program of each of the six symposiums was discussed in close relationship with all EU-project partner organizations and especially the symposium host partner; with the focus on high demanded European topics.

The final phase of the EU-project at the last symposium in Brussels consisted of a conference during which the results and conclusions of the project were discussed.
Further cooperation possibilities were discussed and are represented in the legacies of the final report of this EU-project; so as to create the opportunity to create a European platform that deals with the support of the volunteering management in European sports clubs.

Communication of this EU-project was maintained through the regular update of this EU-project website and press releases.

The final report including the findings, conclusions, recommendations and legacies on the support of volunteering management of sports is the result of the cooperation amongst the EU-project partners.

The EU-Commission approved PrepAct EAC-1324 project phases have thus been more than realized.

6.1.3. **The partners’ roles in the Preparatory Action in the Field of Sport 2010 EAC-1324 are met**

Each partner at this EU-project had knowledge about the organization of sport and about the support to the volunteering management in sports clubs in their region/country. They also had a clear insight into the key-issues the sports club board members are faced with.

The EU-project partners from Liikkukaa (Finland), Sports Wales (Wales), the Landessportbund Brandenburg (Brandenburg/Germany) and the Cyprus Sports Organization (Cyprus) all hosted one of the six symposiums in respectively Helsinki (Finland), Cardiff (Wales), Potsdam (Brandenburg/Germany) and Larnaca (Cyprus). Both other symposiums (the first and the last symposium) were organized by the leading partner (the Dynamo Project of the Flemish Sports Federation) in resp. Ghent and Brussels.

Each host country highlighted tools and best practices in their region/country on support of the volunteering management in sports clubs with a European relevance/dimension; as well as on specific key-issues at stake on the support to volunteering management in sports clubs in the EU.

These host countries initiatives were also organized with an underlying vision to enhance or create the conditions to develop a sustainable platform for the support of volunteering management in sports clubs in their region/country and the EU.

The Czech partner (The Institute for Regional Develoment), as reported in the March 2011 and September 1011 intermediate report to the Unit sport of the EU-Commission EAC, has announced before the actual start of the project that it did not want to participate at the project. They confirmed in writing that they mistook themselves when originally signing the partnership contract, presuming that it concerned a regional development program for which they would receive money for local spending; which also is contradictory to their formal signing of the agreement of participation at the project, from which we hold a copy. We undertook the following initiatives to contract another Czech partner. We contacted the Czech Sports Association, the Prague Sports University, the Czech Ministry Sports Department and the Prague City Sports department. All denounced participation, majorly due to financial reasons. No other relevant Czech partner with an add-on to the program was found.

The Greek partner did not participate at the 2nd of the 6 symposium (Helsinki, June 2011) due to a reported hospitalization, at the 4th symposium (Potsdam, November 2011) due to the managing staff of the Ministry not been allowed to travel at that time due to the government change in
Greece and both at the 5th (Larnaca, February 2012) and 6th symposium (Brussels, May 2012) without providing a firm reason regardless several appeals.

The full list of the 9 partners from in total 8 EU-countries and their attendants at the symposiums is added in the general evidences to the final report.

Each of the 9 partners of the EU-Commission approved PrepAct EAC-1324 has largely contributed to the final report.

6.1.4. **The Preparatory Action in the Field of Sport 2010 EAC-1324 and the EU Report of Evaluation of the Preparatory Actions in the Field of Sport (dated the 17th of July 2011)**

The EU-project partners assess that their Preparatory Action in the Field of Sport 2010 EAC 1324 has met the overall EU-Commissions goal. I.e. that this transnational EU-funded collaborative project has been a support enabling relevant actors (in this case sport umbrella organizations, ministries and universities) to work towards EU objectives by compiling, exchanging and generating knowledge and information; identifying, sharing and disseminating good practices; raising awareness of problems and challenges and possibly creating sustainable networks to jointly develop and implement solutions to challenges in the framework of support to the volunteering management in sports clubs.

**Relevance**

The studies, conferences, seminars were used to facilitate new information and exchanges of good practice and contacts between key organizations in sport across the considered to be high priority area of support to the volunteering management in sports. These were relevant to developing the EU dimension in sport and, more generally, can also be linked to policies such as the Europe 2020 Strategy.

**EU added value**

Transnational projects

EU added value was demonstrated in a number of ways, including:

- Alleviating discrepancies between Member States.
- Spreading best practices.
- Testing the viability of networks across the subject areas supported.
- Providing policy support through knowledge generation.
- Strengthening the European dimension in sport.

The project could not have been carried out successfully by organizations acting at national level, since they addressed issues with a cross-border element and/or challenges for which one member state had identified a complete solution.

The transnational projects have facilitated the spread of innovative methods and expertise.

The EU-project partners are confident that the studies, surveys, conferences and seminars fulfilled their role of providing the Commission and other actors with policy support and developing the EU dimension in sport. They also hope that the project has contributed to the establishment of the EU-Commission as an important contributor to the development of EU sport.
Effectiveness

At an effectiveness level, it is difficult to translate for the future for sure that the outcome of this EU-project in a few years will proof to be lasting and sustainable in tangible effects, given the short timeframe of the project, its experimental nature, the first approach at EU-level of the topic of support to volunteering management in sports clubs and since almost all of the 10 EU-partners first experience with intercultural dialogue at an EU-level.

However, the project achieved considerable success in promoting the issue of support to volunteering management in sports clubs, in particular with regard to the kick-starting cooperation between organizations working on this topic around Europe and thus the building of a network between the EU-project partner organizations from different regions/countries and different sectors.

Also, the individual EU-project partners state that this project is a considerable success in achieving their own objectives.

Finally, the project partners consider that the project was well managed; i.e. many different contents were addressed, these contents were relevant and entirely related to the topic of the project, the partners were actively involved in the sharing of the information, the symposiums were very intensive, the potential has thus been fully exploited.

6.2. Conclusions of the EU-project partners on the current factual support to the volunteering management in sports clubs

6.2.1. Conclusions on what we have we learned

Organization of sport in the EU
- The regional/national sports landscape in the European Union is a patchwork of diversity.
- The organization of sports by the regions/countries in the EU is consequently also a patchwork of diversity.

Sports clubs
- Are the bases of all organized sport in any EU-country?
- Are numbered over 1.000.000 serving over 100 million athlete members in the EU.

Volunteering in sport
- Is the fundament of the organized sport sector?
- Without volunteering, sport in the social context of a club would be totally differently organized, far less accessible or even simply not exist for the majority of EU-citizens.

Sports clubs management
- Is overwhelmingly in the hands of volunteers, which might be a problem if they don’t have enough or adequate knowledge about sport management.
- Is striving for good governance for the benefit of its athletes and other stakeholders.
- Impose heavy strain at bureaucratic level.

Support of volunteering management in sports clubs
- Is more demanding than before.
- Has already emerged in some federations/regions/countries/etc.
- Seems to be at the dawn of an important development.
- Education programs.

Continued learning and intercultural dialogue at an EU-level
- Is the key desire of those who want to support the volunteering management in sports clubs.
- Is experienced as an absolute asset for the development of good governance of sports clubs.
- Cross-consultation/assistance between clubs/organizations.
- Quality seals only function in some countries and some fields of sport organization.

The EU-dimension of promoting and securing support of volunteering management in sports clubs
- The support must be organized at the level of the regions/countries by the autonomous sports organizations; with the support of the authorities, sports institutions and corporate partners.
- Initiatives on intercultural dialogue amongst these organizations from different EU-regions/countries must be supported by the EU (exchanges i.e. Erasmus).

Through enlarged support, the interest of European citizens to engage in volunteering management in sports clubs must be promoted.

6.2.2. Conclusions on the domains of support to volunteering management in sports clubs

The domains of support to volunteer management in sports clubs were here summed up and included
- Tax & VAT
- Administration
  - Bookkeeping
  - Statutorily
  - Legal matters
  - ICT
  - Insurance
- Management
  - Professionalization
  - Strategy development
  - Interaction Board of Directors, General Assembly, Executive committee, management team, managing or general director
  - Volunteer management
  - Funding-related issues
  - How to balance in a club the recreational sports for all, amateur sport and top sports
- Interaction with third parties
  - The authorities
  - The sports federations and/or unions and/or umbrella organizations and/or Olympic Committee
- Integrity (inclusion, anti-racism, gender-equality, countering sexual harassment, the right to play for all - even the weaker, age attention, etc.)
- Governance by the volunteering management
  - Tasks and responsibilities of the Board of Directors
    - Governance
    - Vision and mission
• Strategy
  ▪ Management
  ▪ General director (appointment and support)
  ▪ Activity planning and reporting (including budget)
  ▪ Contracting (major contracts)
  ▪ Troubleshooting
  ▪ Advocating - promotion
  ▪ Organization of the Board of Directors
  ▪ Composition of the Board of Directors
  ▪ Board minutes
  ▪ Statutorial requirements
    o Rights & duties of the individual members of the Board of Directors
    o Compilation of the Board of Directors
      ▪ Talents = profile (leader, participator, expert, etc.)
      ▪ Competences = acquired competences (financially, marketing, etc.)
    o Culture within the Board of Directors
      ▪ Presences
      ▪ Retention
      ▪ Renewal
      ▪ Collectivity vs. dominancy of the president

6.2.3.  **SWOT-analysis conclusions on the support of volunteering management in sports clubs**

**Strengths**

The main strengths for volunteering management in sports clubs were considered by the EU-project partners to be
- To ensure better expert organization of the sports clubs
- To build a tool for youth work
- To provide qualitative lifelong learning
- To strengthen sport as a tool for inclusion
- To strengthen sport as a tool for intercultural learning
- To strengthen sport for all as a lifelong healthy lifestyle
- To offer more and better organized sports activities
- To assure well maintained sports facilities
- To marketeering the benefit of volunteering management as social investment
- To create added-value opportunities for the volunteering managers

In short: specialization of volunteering managers is an added-value to a sports club

**Weaknesses**

The main weaknesses of support to the volunteering management in sports clubs were considered by the EU-project partners to be
- How to cope with the with increased demands from
  o Coaches
  o Athletes
  o Volunteers
  o Parents of the young athletes
  o Financial resources
In short: how to cope with the paradox of volunteering and professionalization in sports clubs

Opportunities

The main opportunities of support to the volunteering management in sports clubs were considered by the EU-project partners to be

- To support the young people (athletes) to have enough knowledge in the tasks of sports clubs
- To use the volunteer work as an educational tool for the young people in order to familiarize them with the field of work.
- To create a balanced structure of sports club support with
  - The authorities (offered by the city/district/regional/national).
  - The sports federations.
- The importance for volunteering management in sports clubs to be rewarded, since sports is an ideal tool for
  - Lifelong healthy lifestyles.
  - Social inclusion, crime reduction, job learning, etc.
- Sports clubs have an added value when joining up with other clubs to share resources for management related issues (facility maintenance, insurances, accountancy, etc.).
- Linking to private entities may help the volunteering sports club management feasibility.
- Funding and grants.
- Recognition.
- Education.
- ICT-possibilities making the management less time-taking and more suitable.
  - Network
  - New media
  - Management

In short: developing the volunteering management in sports clubs can be obtained in four ways
- Invoke external support of all kind.
- Collaboration amongst the clubs.
- Set-up of programs facilitation the volunteering management.
- Providing education on management in the sports club.

**Threats**

The main threats of support to the volunteering management in sports clubs were considered by the EU-project partners to be

- The economic crisis reduces the interest in volunteering.
- The decrease in young population threatens their take-over of volunteering management.
- Less employment opportunities push young people to study instead of volunteering.
- The demand on professional sports club management creates larger clubs pushing away smaller/local clubs.
- Professionalization in sport provokes a less social/familiar atmosphere in the sports club, leading to volunteers giving up their managing activities.
- Growth of interest in individual sports (jogging, skate boarding, street dancing, swimming, gym) - especially with youngsters - where no volunteers are involved and they do not get to know the clubs/volunteering investment/advantages. Integration in an informally organized environment would hereby be positive.
- The conservative mentality and ‘we always did it this way’ mentality in sports clubs (active aging is an asset).
- Inclusion of as well a growing number as a growing variety of new citizens.
- The demand from the authorities to ‘deliver’ versus the social relationship as the bases of a sports club.
- The important rise in tasks to be fulfilled by the volunteering management in sports clubs (budgeting, reporting, VAT, insurances, prevention of child abuse, etc.
- Lack of recognition.
- There is no EU-regulation about the minimum requirements (knowledge, education, skills, etc.) expected from the volunteers.
- If there are too many volunteers in an organization, tasks might fail to be done.
- Personal liability.

6.2.4. **Conclusions on the available information on the support of volunteering management in sports clubs: intercultural dialogue and evidence-based surveys, studies and statistics**

All EU-project partners conclude that in general there is too little information available on support of volunteering management in sports clubs in the EU-countries (organization, best practices, tools, etc.).

All EU-project considered the presentations, questionnaire results, question and answer sessions, group discussions, round tables and partner-to-partner meetings during the symposiums as revealing.

All EU-project partners are eager to further learn and share information on best tools and good practices on support to the volunteering management in sports clubs with other relevant EU-regions/countries.

All EU-project partners welcome initiatives such as the ILO research, the survey on grassroots funding in sports and in-depth the Eurobarometer information on volunteering in sport.
All EU-project partners representatives expressed the wish for an in-depth academic survey to be held on what support to volunteering management in sports clubs is available in their country. A survey is desirable - said most participants - because they do have the hands-on information, but not a specific study of the support offered they could rely on.

6.2.5. **Conclusions on promoting and securing volunteering management in sports clubs at EU-level**

The EU-project partner’s representatives consider it very important to have an insight on the access to the following information.

The Directory General Education and Culture (the DG EAC) and its Unit Sport: what are its responsibilities, what are its tasks, what are its challenges, what is its role, how is it constituted, what are its activities. And related to this EU-project: how to liaise and how to remain in liaison with the DG EAC Unit Sport on ‘support of volunteering management in sports clubs’; will it be kept and how can it be kept on its agenda.

The publications pre-dominantly important in relationship to this EU-project such as:
- the EU-Commission Communication (2011, January the 18th)
- the Study on volunteering in the EU(2010), an ENGSO-study made by GHK
- the Aarhus declaration on volunteering in sport (2002)
- the EU joint declaration on the social value of sport for the youth (2003)

The further decisions taken by the European Commission, the European Parliament ...

The research, actions, surveys and other activities which can be funded in relation to ‘support of volunteering management in sports clubs’: what are the Grundtvig and the Da Vinci programs. Are there any similar programs? What do these offer and what do these demand. How and under what conditions can be applied for funding from these programs? How can these be reached and how can be followed up what their future undertakings will be. The creation of a specific webpage containing all possible EU funding opportunities specifically related to sport is desirable.

Non-EU organizations within the EU: what organizations do exist to further develop ‘support of volunteering management in sports clubs’ (such as ISCA, ENGSO, SOKOL, the European Volunteering Center, Sports and Citizenship, etc.) and what intercultural dialogue opportunities do these offer (networking, hearings, seminars and others). What legacies have these already left behind in the domain of this EU-project (databases, academic findings, marks, etc.).

6.3. **The EU-project and the EU**

6.3.1. **The Aarhus Declaration on Voluntary Work in Sport**

The EU-project partners fully support the Aarhus Declaration on Voluntary Work in Sport.
6.3.2. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on ‘Developing the European Dimension in Sport’ (dated the 18th of January 2011)

The EU-project partners in general support the EU-commission’s Communication on sport dated the 18th of January 2011 on developing the European Dimension in Sport; which does not replace the White Paper but builds on its achievements.

The EU-project partners specifically subscribe the herein mentioned:
- EU-recognition to promote voluntary activity in sport.
- EU-policy to promote good governance in sport through exchange of good practice and targeted support to specific initiatives.
- The structured dialogue. i.e. the Commission consulting a wide range of stakeholders to identify key themes to be addressed at EU level.
- The Commission’s respect of the autonomy of sport governing structures as a fundamental principle relating to the organization of sport; and its respect of the competences of the Member States in this area, in line with the principle of subsidiarity.
- That EU action can serve to provide a platform for exchange and dialogue among sport stakeholders, spreading good practice and promoting the development of European networks in the field of sport. i.e. the need for support for networking and exchange of good practice at EU level.

6.3.3. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on ‘EU Policies and Volunteering: Recognizing and Promoting Cross border Voluntary Activities in the EU’ Developing the European Dimension in Sport’ (dated the 29th of September 2011)

As stated in this Communication, volunteering directly contributes to key objectives of EU policies such as social inclusion, employment, education, skills development and citizenship. Its positive effects are confirmed by new indicators that measure social cohesion or the happiness, connectedness, activeness and well-being of volunteers.

The European Union can be a catalyst for policy development in volunteering in the years to come, which, in line with the subsidiarity principle, would take place at Member State level in the light of national priorities and the overall strategic objectives of the European Union for the decade ahead.

The EU-project partners recognize the challenges for volunteering mentioned in this Communication in the following fields:
- Promotion of national strategies for promoting voluntary activities. National volunteering strategies need to be created to cover the following aspects: training, holiday benefits, social security, entitlement to unemployment benefits for cross-border volunteering activities, accommodation and reimbursements of out-of-pocket expenses.
- Promotion of a clear legal framework. Almost one in five Member States does not have a clear legal framework and clear rules for volunteers and volunteering.
- Reducing the mismatch between supply and demand. The increasing trend to professionalize the volunteering sector causes a certain mismatch between the needs of volunteering organizations and the aspirations of new volunteers.

All of these issues are considered by the EU-project partners to be predominant for good volunteering management in sports clubs in the EU. Meeting these challenges would hence be a great support to the volunteering management in sports clubs.
The EU-project partners also subscribe the in this Communication need for better comparable data on volunteering in the Member States to help identify best practices and improve policy making. The EU-project partners therefore welcome the 11th of February 2010 ‘VOLUNTEERING IN THE EUROPEAN UNION’ GHK study from the Educational, Audiovisual & Culture Executive Agency (EAC-EA) of the Directorate General Education and Culture (DG EAC). The EU-project partners also welcome the EU Survey on grassroots sport funding in the EU. They also look out for the yet to release ILO study on sport and volunteering.
7. **Recommendations**

7.1. **Further intercultural dialogue opportunities**

All EU-project partners are eager to further learn and share information on best tools and good practices on support to the volunteering management in sports clubs with relevant representatives of other EU-regions/countries. They consider the experienced effective add-on of such encounters in the development within their organization/region/country as major. It would be good if the EU could therefore continue supporting programs allowing intercultural dialogue, networking and the enhancement of new initiatives in the field of support to the volunteering management in sports clubs.

7.2. **Evidence-based surveys, studies and statistics**

All EU-project partners welcome initiatives such as the International Labor Organization research on volunteering in sport, the survey on grass roots funding in sports and the Eurobarometer information on volunteering in sport.

7.3. **The autonomy, self-regulation and subsidiarity of sport in the EU**

All EU-project partners consider that it cannot be the object of a converging Europe to have standardized structures in sport. Rather, it is a matter of avoiding harmonization in many areas and indeed of regarding European diversity at all levels as enrichment. The autonomy, self-regulation and subsidiarity in sport in the EU is best to be preserved and secured.

7.4. **The EU and organized sports**

All EU-project partners consider it best for the EU to continue supporting programs with an added-value to grass-roots and non-commercial competitive life-long sport-for-all, not the elite sport.

7.5. **EU Commission 2014-2020 policy and budget incentive measures for sport**

All EU-partners welcome the EU Commission 2014-2020 policy and budget incentive measures for sport in its ‘sport sub-program’ to focus on developing European cooperation in sport through, for example, benchmarks for effective volunteering management in sport clubs.

7.6. **A hallmark ‘volunteering management in sports clubs’ activity should be supported by the EU**

It would be good if the EU could support an initiative - taken by the sports sector - rewarding the volunteering board members in the organized sports clubs in the EU

- To create a balanced structure of sports club support by
  - The authorities (offered by the city/district/regional/national)
  - The sports federations
  - Private institutions and corporate entities
To maintain the positive powers of well-managed sports-clubs such as
- Lifelong healthy lifestyles
- Social inclusion
- Education (skills, job learning, etc.)
- Empowerment
- Social added value

Two main tasks after all for the volunteering board members in sports clubs is the safeguarding of the integrity of the sports club and the strategic good governance evolution of the sports clubs.

7.7. **What specific measures can be taken to secure and promote volunteering management in sport clubs**

Specific measures proposed by the EU-project partners to be taken to support (secure and promote) volunteering management in sport clubs include:

*(et al. refers to: and other EU-project partners)*

1. Volunteering must be added in the EU 2014-2020 sport sub-program.
   - All EU-project partners.
   - EU, EU sports umbrella organizations, national authorities.

2. Encourage/fund the exchange of policies and best practices in the support of volunteering board membership to create a balanced structure of sports club support by the authorities (offered by the city/district/regional/national), the sports federations, private institutions and corporate entities; to maintain the positive powers of well-managed sports-clubs such as lifelong healthy lifestyles, social inclusion, education (skills, job learning, etc.), empowerment and social added value.
   - Cyprus Sport Organization, Semmelweis University from Hungary, Sports Wales, Flemish Sports Federation of Belgium, et al.
   - EU, EU sports umbrella organizations, EU sports federations, national authorities, national sports umbrella organizations.

3. Facilitate or set up a cross-federations structure for the support of volunteering board members in sport clubs at national level; similar to the programs already in place in e.g. Flanders (Belgium), Brandenburg (Germany) and Cyprus. Challenge the other regions/countries on what they will do in their region/country to provide support in the domains a board (member) of a sports club has to deal with:
   - Tax & VAT
   - Administration
     - Bookkeeping
     - Statutorily
     - Legal matters
     - ICT
     - Insurance
   - Management
     - Professionalization
     - Strategy development
     - Interaction Board of Directors, General Assembly, Executive committee, management team, managing or general director
- Volunteer management (recruitment, deployment, coaching, motivation, retention)
- Funding-related issues
- How to balance in a club the recreational sports for all, amateur sport and top sports
- Interaction with third parties
  - The authorities
  - The sports federations and/or unions and/or umbrella organizations and/or Olympic Committee
- Integrity (inclusion, anti-racism, gender-equality, countering sexual harassment, the right to play for all - even the weaker, age attention, etc.)
- Governance by the volunteering management
  - Tasks and responsibilities of the Board of Directors
    - Governance
      - Vision and mission
      - Strategy
    - Management
      - General director (appointment and support)
      - Activity planning and reporting (including budget)
      - Contracting (major contracts)
      - Troubleshooting
    - Advocating - promotion
    - Organization of the Board of Directors
      - Composition of the Board of Directors
      - Board minutes
      - Statutorial requirements
  - Rights & duties of the individual members of the Board of Directors
  - Compilation of the Board of Directors
    - Talents = profile (leader, participator, expert, etc.)
    - Competences = acquired competences (financially, marketing, etc.)
  - Culture within the Board of Directors
    - Presences
    - Retention
    - Renewal
    - Collectivity vs. dominancy of the president

The structure should fit in the culture of the region/country and could thus resort under the national authority, the national sports umbrella organization, the sports federations or be a separate entity.

The forms of support can be diversely (symposiums, on-line info, brochures, helpdesk, interactive seminars, personal ized assistance, etc).

- Semmelweis University from Hungary, Landessportbund Brandenburg from Germany, Liikkukaa from Finland, Flemish Sports Federation from Belgium, et al.
- National authorities, national sports umbrella organizations, national sports federations.

4. Communicate the importance of volunteering management in sports clubs. A way to do this is to create a yearly ‘Day of the Sports Club Board Member’. This day could include a media promotion campaign (acknowledgment), a seminar/symposium/congress at which information is provided but moreover offers an ideal chance for cross-pollination amongst the sports club board members.

- Semmelweis University from Hungary, Sports Wales, Flemish Sports Federation from Belgium, et al.
- EU sports umbrella organizations, EU sports federations, national sports umbrella organizations, national sports federations.
5. Studies such as the International Labor Organization research on volunteering in sport, the survey on grass roots funding in sports and the Eurobarometer information on volunteering in sport must continue. These are an added value to work out the support to volunteering management in sports clubs.
   ✓ Cyprus Sports Organization, et al.
   ▶ EU, EU sport umbrella organizations, national authorities.

6. Cross-border qualification of sport club board members. This could be done at three levels: effective education (master, bachelor); EQF standardization; CV recognition. Hereto a database at EU-level should be created.
   ✓ Snowpolis from Finland, Landessportbund Brandenburg from Germany, Cyprus Sports Organization, et al.
   ▶ EU, EU sports umbrella organizations, EU sports federations, national authorities, national sports umbrella organizations, national sports federations.

7. Set-up minimum standards for sport club board membership. The knowledge is now to weak. Foresee at the same time the opportunities for support and education of the board members as mentioned in amongst others the points 1. 5. 6. 8. 9.
   ✓ Semmelweis University from Hungary, et al.
   ▶ National authorities, national sports umbrella organizations, national sports federations.

8. Create a framework on personal liability as a board member in a sport club in the case of non-accountable financial problems.
   ✓ Landessportbund Brandenburg from Germany, et al.
   ▶ National authorities, national sports umbrella organizations.

9. Reduce administrative requirements.
   ✓ All EU-project partners.
   ▶ National authorities, national sports umbrella organizations.

10. Create a clear and sports club friendly VAT- and tax regulation at EU-level.
    ✓ All EU-project partners.
    ▶ EU, EU sports umbrella organizations, EU sports federations, national authorities, national sports umbrella organizations.

11. In case of mixed public and private funding, clear regulations must be set up to not endanger the day-to-day sports activities of the sports club for the benefit of corporate marketing/visibility events.
    ✓ Liikkukaa from Finland, et al.
    ▶ National authorities, national sports umbrella organizations, national sports federations.

12. Involve student volunteers as university practices.
    ✓ Semmelweis University from Hungary, Flemish Sports Federation of Belgium, et al.
    ▶ EU, EU sports umbrella organizations, EU sports federations, national authorities, national sports umbrella organizations, national sports federations.

13. Support to volunteering management should be created for targets such as gender equity, child protection, new citizens’ involvement, people aged 50+ participation, integrity for homosexual people, respect for race and religion. Education, a check-point and effective policies are hereby crucial.
14. Standardize budgeting, bookkeeping and financial reporting (on-line) for all sports clubs.
   ✔️ Cyprus Sports Organization, et al.
   ✔️ National authorities, national sports umbrella organizations, national sports federations.

15. Make the funding operation of EU-projects easier, more transparent.
   ✔️ Cyprus Sport Organization, Flemish Sports Federation from Belgium, Semmelweis University from Hungary, Sports Wales, et al.
   ✔️ EU, EU umbrella sports organizations, national authorities, national sports umbrella organizations.

7.8. How can the output of future similar EU-projects as the Preparatory Actions in the Field of Sport be improved?

The EU-project partners consider that similar future EU-projects could be improved by:

- Increasing the duration of projects (3 years as a general guideline).
- The requirement to address more specific and meanwhile more ambitious SMART objectives.
- The requirement of more effective final outcome.
- Strengthening the partner selection processes related to the topic of the project.
- Demanding more specific contributions that each partner will make to project objectives.
- Requiring clearly defined effective communication between the project partners.
- Requiring project management methods that facilitate cross partner information exchange.
- Requiring relevant expert input other than only the input from the project partners.
- Requiring more detailed plans for the management of the projects.
- Requiring a better follow-up of the evolvement of the projects.
- Placing greater emphasis on the make-up of networks.
- The requirement that the projects must obtain an effective spread of good practice to different organizations and member states.
- Allowing the input of coordinators with proven project management experience to maximize the potential synergies that can be generated between the partners in their project.
- Separating the content and the administrative support to the projects.

The EU-project partner leader is open to a workshop to be held after the Preparatory Actions are completed to facilitate a structured approach to capturing lessons learned. The Commission should host and chair the workshop and invite all project coordinators.

(The above reflections are related to the Report of Evaluation of the Preparatory Actions in the Field of Sport dated the 17th of July 2011).
8. **Legacies (acquired knowledge, actions undertaken or in process and future benefits)**

The legacies of the EU-project can be split in three types
- General knowledge and awareness
- Actions already undertaken, in process or at launch
- Building the future

8.1. **Obtained general knowledge awareness required to evolve on sport at the EU-level**

All partners state that the EU-project has led them to have a better insight of the EU-institutions involved with sports and their respective roles and tasks (EU-Commission, EU-Parliament, European Council, Council of Europe, Committee of the Regions ...).

They also conclude that through the EU-project they have acquired a better insight on the policies and priorities on sport within the EU (Treaty of Lisbon content ...).

They obtained a better view on the different programs which sport can call on either directly or indirectly (Preparatory Actions, Da Vinci, Europe for Citizens ...), what these are meant for and how to apply for support; as well as the intended 2014-2020 Erasmus for All and sport sub-program.

Furthermore, they have a view on what the meaning is of e.g. ‘Hearings’, ‘Communications’, ‘Sports Forum’, ... as well as some key-information coming forth from recent of these initiatives.

Most representatives of the EU-project partners now also have a (better) knowledge on the terminology at use in the context of sport in Europe. These are terms such as autonomy, subsidiarity, self-regulation ...

Also considered important for the partners is that they have learned about a number of non-governmental key-organizations involved with sport in the EU (ISCA, ENGSO, EOC EU-Office ...) and what they stand for.

Obviously important for the partners is to know have a good understanding on how sport itself and the organization of support to the volunteering management in sports clubs in each of the regions/countries participating at this EU-project is organized. Specifically the closed questionnaire and the terminology definition of ‘sport club’ and ‘volunteering management’ and ‘support to the volunteering management in sports clubs’ was considered enriching.

Even so important for the project representatives is to have been able to built a relationship and global network of partners in the EU. This personal acquaintance of the partner representatives and noun of the organization they work for will strongly ease possible future collaborations.

Finally, the partners consider that it was very important to have the symposiums in 5 different countries in total. To be in another region/country of Europe during a few days leads to really ‘living’ the other culture, especially with the local partners presenting local sports initiatives and the visit of sports centers (such as in Helsinki, Cardiff, Potsdam and Larnaca). This is an added value in understanding the specificities of the region cc the culture in which the local sport is embedded.

The representatives of the project partners consider to have obtained all the above information directly through topics addressed during the symposiums. This includes presentations in Ghent.
on the sports landscapes in the EU-project partner countries and the organization of the support to the volunteering management in sports clubs and in Potsdam on the sports programs in Europe. They consider to have obtained this information through the exchange of information amongst the EU-project partners (cross-pollination, networking).

The EU-project partners consider having acquired this knowledge and awareness as most important to be able to further evolve on sports at a European level.

The consequence is a large openness from all EU-project partners on participating themselves or promotes the participation within their region/country at future EU-programs. The Cyprus Sports Organization will set up an initiative to allow sport organizations to apply for EU-funding in 2014-2020; the Flemish Sports Federation from Belgium is looking at how to develop support for the Flemish sports federations on applying to participate at future EU-programs; the Ministry of Sport of Slovakia works at a sport projects focus point to allow sport organizations to apply for EU-funding in 2014-2020; the Semmelweis University of Hungary looks at the promotion via its the international department for young teachers to take part in EU-programs; etc.

Per conclusion, the EU-project partners consider that the intercultural exchange during this EU-Commission Preparatory Actions in the Field of Sport EAC 1324 was elementary and has been overall very effective for their evolvement.

8.2. Actions undertaken, in process or at launch (legacies)

These conclusions are based on the following lead questions:

- What new knowledge did the project generate for our own organisations?
- Which new skills did the project generate for our own organisations?
- What new evidence about realities in the field did the project generate which can be shared with the sector, policy-makers, the general public?
- Which impact has our project had in your local area, in your country, in the sector or across the EU?

Actions can be undertaken at a triple level

- Self-development. Regional/national development with the support of EU-programs (Da Vinci, Grundtvig, etc. up till 2013; and the new 2014-2020 EAC programs in general and Sport sub-programs especially).
- Inter-regional/national exchange. Regional/national development by implementing good tools and best practices already at use in other EU-regions/countries.
- Joint initiatives. International development enhanced by a number of EU-regions/countries.

All of these three types of initiatives

8.2.1. Data collection and policy setting

The EU-project has brought much new insight to the partners. It has led a number of partners to collect data on sport club management in one’s own region/country. This data collection is considered the preliminary step to mapping the areas to be developed in the framework of
volunteering management in sports clubs. The EU-project was a great step forward for those partners to a) acknowledge what data is important to be collected and b) how it can be collected.

The Cyprus Sports Organization has made a survey on the management and administration in sports clubs (released in January 2012). A survey is in process by the Ministry of Sport from Slovakia (made in steps, an important release expected mid 2012) to map the situation on volunteering in sport clubs and federations. The Semmelweis University from Hungary proposed beginning 2012 to the umbrella organization a similar survey. The Dynamo Project of the Flemish Sports Federation in 2012 also further develops its Typology Questionnaire on the ‘can/want’ position on change in sports clubs. Sports Wales intends to capture data on volunteering from federations and local authorities.

Data, surveys, questionnaires and collection formats that already exist in partner organizations thereby have served these partners. This includes data, questionnaires and surveys such as on volunteering from Sports Wales, on typologies from the Dynamo Project of the Flemish Sports Federation from Belgium and on several topics from the Landessportbund Brandenburg.

This boost for study on management in support clubs is (obviously) meant to lead to action policy setting. Some examples of consequent policy setting include the set-up of a ‘volunteer office’ in Cyprus and a ‘volunteer portal’ in Slovakia. Examples launched by other partners include programs for education and training for volunteering sports club board members, the development of a general strategic plan on volunteers in sport and the launch of E-learning for volunteers.

The partners who have concluded, are in the process or about to launch these surveys in their home region/country have or will spread the obtained information to the stakeholders (i.e. merely to the authorities, the sport umbrella organizations and the sports federations). So

8.2.2. Information and recommendations to the authorities, sports umbrella organizations and sports federations

Information on support to the volunteering management in sport has effectively been passed on to the governing bodies by the Hungarian partners of the Semmelweis University, is included in the policy-setting by the Ministry of Sport of Slovakia, is shared with the governing bodies by Sports Wales (reviewed coaching budget; new strategy planning for better use and outcome in the work with the Local Authorities to support clubs in their succession planning), are taken up in the Cyprus Sports Organization planning and integrated in the programs of the Flemish Sports Federation from Belgium.

8.2.3. IT-platforms

The BISS-platform from the Landessportbund Brandenburg has inspired all partners of the EU-project. BISS stands for ‘Beratung-Information-Schulung mit System’ (Advice-Information-Training Framework). This database system is a platform-based consultancy tool on volunteering sports club management support tools including legal affairs, rules and regulations, insurance matters, practical information (documents downloads), seminar proceedings, employment in sport, child protection info, sports and environmental issues, downloads from third parties and so many more.
Specific on the BISS-tool is the ‘platform’ rather than ‘website’ format, the ‘live’ approach (‘films’ cc sports coaching, practices and seminars), the ‘interactive’ upload opportunities, the ‘expert’ approach (information is provided by experts related to sport, e.g. a professor in labor law who also is active in athletics).

The presentation from the BISS-experts during the Potsdam symposium and consequent further input from the German EU-project partner provided many ideas to several partners on how to develop their cyber-communication with their sports stakeholders.

8.2.4. On-line bookkeeping

On-line bookkeeping for sports clubs has several advantages. The information is stored in cyberspace (automatic back-up), upgrades in line with legal and tax requirements are easy to deliver, the sports clubs have a comfortable feeling that the system is ‘adequate’ since at use by hundreds/thousands of sports clubs, facilitations are at hand (helpdesk, seminars sessions, etc), the application is interactive (improvements can be suggested, customer specifications), it is user-friendly in the sports club environment, the cost-price is relatively low (high number of user reduces the investment cost).

The Dynamo Project of the Flemish Sports Federation in Belgium has launched in 2012 such an on-line bookkeeping system for its sports clubs. During the Larnaca symposium, in a 2-hour session, the entire system and approach was in a very interactive way exposed to the partners. At least the Landessportbund Brandenburg from Germany and the Cyprus Sports Organization caught up with this tool and will undertake steps to also provide a similar tool to their sports clubs.

8.2.5. Volunteer management and systems

Best practices on volunteering management which were presented and discussed during especially the Cardiff symposium (recruit, coach, deploy, retain) will be integrated in the volunteering management approach of e.g. Liikkukaa of Finland for target groups such as new nationals and sports clubs fans.

The EU-project also has strengthened the idea of Snowpolis from Finland on the necessity to develop a cross-European database on volunteering management. A database which would hold profiles researched by sports organizations on the one hand and profiles from candidates in search of a volunteering management post/experience.

Sports Wales through the EU-project discussion rounds found confirmation to their intention to develop further to rather an 8 than a 4-years strategic planning for sports governing bodies in which they will they will link policy to work-force (volunteers – coaches - ...) and competences (making it every-ones job !).

The Cyprus Sports Organization and the Ministry of Sport of Slovakia will - including information gathered at the EU-project - go for deploying a volunteer portal (database and E-learning).
8.2.6. **Education**

Knowledge acquired at the symposiums has been installed as a new chapter in the master and bachelor sports education by the Semmelweis University in Hungary. This will promote the option for the students to volunteer in managing functions in sports clubs. Volunteering work as practice is part of the mandatory academic program in sport in Hungary. It will form a basis for a possible prolonged involvement of the students as a manager in the sports club (post practice) and will enrich the sports club management.

Also initiatives in Slovakia are worked out for the lessons learned during the EU-project to be integrated in the university and high school education.

Further educational input has been described under the chapter ‘IT-platforms’ here above.

8.2.7. **Seal marks at EU-level**

The diversely presentations on seal marks (such as EQF) during the symposiums of this EU-project have inspired partners such as from Hungary and Slovakia to promote the alignment in their region/country.

8.2.8. **Good governance**

The EU-project has for many partners been a catalyst to (further) develop good governance (methods) for the sports federations and sports clubs in their region/country.

The Cyprus Sports Organization intends to launch a procedure manual as well as a check-list for sports federations and sports clubs, integrating hereby experience and knowledge from some EU-project partners. The representative on the project of Slovakia has similar ideas to propose the Ministry of Sport of Slovakia to produce a manual and checklist for sports federations and sports clubs, integrating hereby experience and knowledge from some EU-project partners. Sports Wales is looking at the development of a workforce plan.

8.2.9. **Dynamo Project and similar volunteering board member of sports clubs support programs**

The global approach of the Dynamo Project of the Flemish Sports Federation from Belgium - as well as similar fragmented or integrated approaches such as from the Landessportbund in Germany, the Cyprus Sports Organization and Sports Wales - to support the volunteering board members in sports clubs, has inspired all partners (intercultural exchange / cross-fertilization).

Many partners have installed or launched specific sports club volunteering management support packages in their region/country, based on existing tools and best practices already available in the other regions/countries; which they learned in the course of this EU-project. These evolvements were detailed here above.

The partners have through this EU-project now also a higher awareness of the importance of a global approach of the support to volunteering sports club board members; thus in a cross-organizational setting. They have learned about the burdens and the opportunities related to such
a overall approach. In Flanders (Belgium) the Dynamo Project is re-enforced with new insights through the project and will be continued.

The interest from the sports sector in the EU on support to volunteering management in sports clubs is pertinent. This is also confirmed by the (invitation for a) key-note speech as well as an Open Market info stand at Sportvision2012 (the Danish EU-presidency congress on sport) on the topic ‘Acknowledgement of the volunteering sports club board member’; and above all from the very many questions and reactions received on the speech and at the Open Market info-stand.

8.3. Building the future

These conclusions are an answer to the following lead questions

- What evidence is found for policy development based on the experiences of the EU-project: nature and prevalence of the problems, type of new initiatives needed, etc?
- Which are the examples of good practice?
- How can the actors/structures work together for the benefit of the entire sport movement: new types of networks, new roles?
- Why would this type of project be worth funding with EU taxpayers’ money in the 2014-2020 perspective?

The EU-project partners find that during this EU-Commission Preparatory Actions in the Field of Sport EAC 1324 the intercultural exchange was elementary or essential and has a positive effect on their future development.

The EU-project partners consider that this final report of the EU-project will be a manual of reference (tutorial) for the development of the support to the volunteering management in the sports clubs in their region/country over the coming years. Especially the 25 best tools and good practices from the EU-project partners mentioned in paragraph 5.18. of this report will be subject to referencing.

For the EU-project partners, the future of sport in their country based on the EU-project experience is already in construction, through the numerous and wide variety referred in paragraph 8.2. ‘Actions already undertaken or at launch in the paragraph’.

Also, most EU-project partners will create or further develop a sustainable link with EU sports programs. The Cyprus Sports Organization will set up an initiative to allow sport organizations to apply for EU-funding in 2014-2020; the Flemish Sports Federation from Belgium is looking at how to develop support for the Flemish sports federations on applying to participate at future EU-programs; the Ministry of Education, Science, Research and Sport of the Slovak Republic works at a sport projects focus point to allow sport organizations to apply for EU-funding in 2014-2020; the Semmelweis University of Hungary looks at the promotion via its international department for young teachers to take part in EU-programs; the Landessportbund Brandenburg will further develop its participation at EU-programs; etc.

Governance modelled collaboration will create the best opportunities for the development of the support to the volunteering management in grassroots sports clubs in the EU-countries and regions.
The Flemish Sports Federation was at the start of this EU-project convinced that it could contribute to the exchange and to the debate concerning the necessary support mechanisms to the volunteering management in sports clubs through the experience with its Dynamo Project. This is why it launched itself as the project leader of this EU-project.

Through the project, the partners obtained clear insights on the sports policies and cultures in the European Union. This “Tour of Europe” also gave the partners a better understanding on the support to the volunteering management in sports clubs in Europe. In addition, the partners acquired access to a broader network of the European Sports landscape. Importantly, it allowed them to build or expand their European network.

The first lessons learned from the project is that the organization of sport in the different regions and countries of the EU is very diverse and to an important extent influenced by the broader societal culture in which it is embedded. Consequently, the support organisation of volunteer board members in sports clubs has also different focuses.

Regardless these clear differences, there are 3 major similarities:
- Sports clubs are the pillars of organized sport in Europe.
- Over 97% of the board members of the sports clubs in the EU are volunteers.
- The voluntary board members of sport clubs are challenged to manage the sport club, its athletes, its coaches and its volunteers in a extending professional environment, often in combination with holding a job and enjoying a family life.

It also is a given fact that the sports clubs have to compete in their membership with a growing number of new forms of physical activity. This means, that a traditional sport club has to offer good quality service to be competitive in a diversifying sport market. Hereby, it is important to stipulate three vital roles of a sport club as compared to the new forms of rather individual or event based physical activities: a) its offer of an organized social setting and b) its offer of an edifying sport experience in order to commit as many citizens as possible to a lifelong sports attitude and c) while taking into account its specific offer of sport, its educational function.

The support of volunteering management in sports clubs is more demanding than a decade ago, and is on the verge of an important development. Flexibility, quality of service and competence development is and will more and more be the key principles of this development. As much as the volunteer board members of sports clubs strive for good governance for the benefit of their members and stakeholders, they face, more and more complex matters and do not always keep up with the required knowledge and or resources to address these challenges in the right way. The sports clubs need a support mechanism at management level, in order to make sure that the people running the clubs acquire the necessary knowledge and skills to be a real added value to a well performing sport organisation, not only at the sport level, but also at the management level.

An organization, such as a sports federation or club, has to create a qualitative environment that attracts managing volunteers which then need to be trained, deployed and retained for its project.

An enforced representation and support of the sports federations and their clubs, to enable them to fulfil to the best of their abilities the expectations of our contemporary complex society, is therefore a top priority.
During this project, the partners learned from each other that these are common challenges for sports organisations all over Europe. Even if we all have a different approach or timing in handling these issues, we conclude that all of us are setting up a support mechanism on the same principles:
- We all strive to access or build volunteering.
- At the same time we put the guarantee of quality of the volunteering first at all times.

‘Governance’ as a tool for the support to volunteering management in sports clubs in the EU

Governance refers to governing with and through existing governing bodies and networks. It is different to steering a (one) network or an organization. Governance outcome is a product of interactions between a variety of governing bodies and networks in the public, private and voluntary sectors. Governance is regulated by rules of the game negotiated and agreed by the participants. Governance is thus about initiating development and deployment of implementations and execution at all three the public, private and voluntary level.

The format of collaboration within the EU on support of the volunteering management in sport clubs should for the project-partners
- Not run via a new, to be created representative organization
- Not run via a new, to be created policy introducing organization
- Not run via a new, to be created research institute or think tank

The format of collaboration should be a(n) entity(ies) based on the facilitation of opportunities for knowledge and tools exchange by the stakeholders. The stakeholders can be private, public and voluntary organizations involved with the support of volunteering management in grass roots sports clubs at the EU-level; such as the EU institutions, the non-governmental umbrella organizations, the regional and national governments, the governing bodies (federations), private entities, universities and other research institutions, etc as well as their related networks.

What will the target group of the governance entity be

The grassroots sports sector is the target group of the entity. Grassroots sports hereby stands simultaneously for:
- Both individual and collective sports activities.
- In an organized setting (sports clubs) under the umbrella of a governing body (federation).
- With only or pre-dominantly non-professional members, i.e. members who do not their majority of time practicing sport and generate the bulk of their revenue from this activity

Hereby, it is important to stipulate three vital roles of a sport club as compared to the rather individual or event based physical activities: a) the offer of an organized social setting and b) the offer of an edifying sport experience in order to commit as many citizens as possible to a lifelong sports attitude and c) while taking into account its specific offer of sport, an educational function.
What key-themes will be addressed by the governance entity

The focus should be uniquely on the ‘support’ of where the four concepts ‘sport club volunteering management’ encounter each other: tax & VAT, administration (bookkeeping, statutorily issues, legal matters, ICT, insurance), management (professionalization, strategy development, interaction between the Board of Directors and General Assembly and Executive Committee and management team and managing director, volunteer management, funding-related issues, how to balance in a club the recreational sports for all, amateur sport and top sports), the interaction with third parties (the authorities; the sports federations and/or unions and/or umbrella organizations and/or Olympic Committee), integrity (inclusion, anti-racism, gender-equality, countering sexual harassment, the right to play for all - even the weaker, age attention, etc.), governing by the volunteering management (tasks and responsibilities of the Board of Directors, rights & duties of the individual members of the Board of Directors, compilation of the Board of Directors, culture within the Board of Directors) and many more domains.

What will the predominant activities of the governance entity be

A database will be developed, with all information on the support to the volunteering management in sports clubs in the EU. This database will be built as a search engine and it will allow a high level of customer input (cfr Wikipedia).

Online support will be provided to those who search to deploy the support to the volunteering management in sports clubs.

Getting connected with organizations, programs, initiatives, good tools, best practices, statistic and academic data, forums and conferences on the support to the volunteering management in sport clubs; this will be the pre-dominant goal of both the database and the online support.

The database and online support will benefit
- Self-development.
- Implementation support.
- Joint initiatives.

The governance entity will hereby not be an enhancer but a facilitator.
How will the governance entity be financed?

Care should be taken off for the following sectors to be included in the governance entity
- Sports umbrella organizations
- Authorities
- Universities
- Corporate entities specialized in management support

The initial start could be supported via the following entities
- The EU
- The Flemish Sports Federation
- A university (sponsored e.g. through a foundation)
- A management consultancy company (Deloitte, KPMG, E&Y, PWC, Accenture, etc.)
- A data management company
9. **Content evidences**

9.1. **Ghent symposium**

9.1.1. Sports landscape in the EU-project partner countries

9.1.1.1. *Sports landscape in Flanders/Belgium – partners PowerPoint presentation*

9.1.1.2. *Sports landscape in Cyprus – partners’ PowerPoint presentation*

9.1.1.3. *Sports landscape in Finland – partners’ PowerPoint presentation*

9.1.1.4. *Sports landscape in Germany/Brandenburg – partners’ PowerPoint presentation*

9.1.1.5. *Sports landscape in Greece – partners’ PowerPoint presentation*

9.1.1.6. *Sports landscape in Hungary – partners’ PowerPoint presentation*

9.1.1.7. *Sports landscape in Slovakia – partners’ PowerPoint presentation*

9.1.1.8. *Sports landscape in Wales – partners’ PowerPoint presentation*

9.1.2. Organization of the support to volunteering management in sports clubs in the EU-project partner countries

9.1.2.1. *Organization of the support to volunteering management in sports clubs in Flanders/Belgium – partners PowerPoint presentation*

9.1.2.2. *Organization of the support to volunteering management in sports clubs in Cyprus – partners PowerPoint presentation*

9.1.2.3. *Organization of the support to volunteering management in sports clubs in Finland – partners PowerPoint presentation*

9.1.2.4. *Organization of the support to volunteering management in sports clubs in Germany/Brandenburg – partners PowerPoint presentation*

9.1.2.5. *Organization of the support to volunteering management in sports clubs in Greece – partners PowerPoint presentation*

9.1.2.6. *Organization of the support to volunteering management in sports clubs in Hungary – partners PowerPoint presentation*

9.1.2.7. *Organization of the support to volunteering management in sports clubs in Slovakia – partners PowerPoint presentation*

9.1.2.8. *Organization of the support to volunteering management in sports clubs in Wales – partners PowerPoint presentation*

9.1.3. Terminology definition of the key-terms of this EU-project by the EU-project partners
9.1.3.1. Flanders/Belgium

9.1.3.2. Cyprus

9.1.3.3. Finland

9.1.3.4. Germany/Brandenburg

9.1.3.5. Greece

9.1.3.6. Hungary

9.1.3.7. Slovakia

9.1.3.8. Wales

9.1.3.9. Overall information

9.1.4. Facts & figures on support of the volunteering management in sports clubs - questionlist-based results from the EU-project partners

9.1.4.1. Flanders/Belgium

9.1.4.2. Cyprus

9.1.4.3. Finland – Liikkukaag

9.1.4.4. Finland - Snowpolis

9.1.4.5. Germany/Brandenburg

9.1.4.6. Greece

9.1.4.7. Hungary

9.1.4.8. Slovakia

9.1.4.9. Wales

9.1.4.10. Overall information

9.1.5. Discussion rounds

9.1.5.1. Discussion round moderators guidelines

9.2. Helsinki symposium
9.2.1. Quality seal for sports clubs

9.2.1.1. Presentation by Jouni Leppäsaajo of PuistolanUrheilijat on the Nuori Suomi Seal Mark

9.2.1.2. The Nuori Suomi (Young Finland) organization

9.2.1.3. The Nuori Suomi Seal Mark guidebook for certified clubs: definitions and criteria

9.2.2. E-governance IN sports clubs

9.2.2.1. Presentation by Pia Pekonnen of Vierumäki

9.2.2.2. Presentation by Jani Järvinen of Inter Techno Training Oy

9.2.2.3. Closed-questions list – formula, answers per country, overview countries, overview answers

9.2.3. E-support TO the volunteering management in sports clubs

9.2.3.1. Presentation by Risto Rissanen

9.2.3.2. Closed-questions list

9.2.3.3. EU-partner country presentations

9.2.3.3.1. Flanders/Belgium

9.2.3.3.2. Cyprus

9.2.3.3.3. Germany/Brandenburg

9.2.3.3.4. Greece

9.2.3.3.5. Hungary

9.2.3.3.6. Slovakia

9.2.3.3.7. Wales

9.2.4. Migrants challenges in volunteering including web tools and web accessibility

9.2.5. A volunteering database on EU-level in support of sports clubs

9.3. Cardiff symposium

9.3.1. Club structures and support

9.3.1.1. Typology Questionnaire presentation by Anne-Line Balduck from the Flemish Sports Federation – Dynamo Project
9.3.1.2. **Accreditation Schemes presentation by Peter Drew from Tennis Wales, Sophie Curtoys of the Lawn Tennis Association and Julie Williams of Tennis Wales**

9.3.1.3. **Audit presentation by Jason Lewis from the Welsh Rugby Union**

9.3.1.4. **Club structures and support in the partner countries - EU-project partner’s contributions**

9.3.2. **Business Support**

9.3.2.1. **Business Partnerships presentation by Gerwyn Owen from the Federation of Disability Sport Wales (DSW)**

9.3.2.2. **Providing Business Support to sports clubs presentation by Zoe Thacker and Dilwyn Griffiths from the Golf Union Wales**

9.3.2.3. **Business support in the partner countries - EU-project partner’s contributions**

9.3.3. **Volunteering governance**

9.3.3.1. **Volunteering governance - support**

9.3.3.1.1. Presentation by Jonathan Roberts from Sports Wales on coaching, recruitment and retention

9.3.3.1.2. Presentation by EU-Project partner Liikkukaa from Finland

9.3.3.1.3. Presentation by EU-project partner Dynamo Project (Flemish Sports Federation from Flanders/Belgium

9.3.3.1.4. Presentation by EU-Project partner Cyprus Sports Organization

9.3.3.2. **Volunteering governance - identification**

9.3.3.2.1. Presentation by Richard Harry from Sports Wales on research work on volunteers

9.3.3.2.2. Presentation by EU-Project partner Semmelweis University from Hungary

9.3.3.2.3. Presentation by EU-project partner Cyprus Sports Organization of Cyprus

9.3.3.3. **Volunteering governance - promotion**

9.3.3.3.1. Presentation by Jonathan Roberts from Sports Wales on the ‘Behind Every Star Campaign’

9.3.3.3.2. Presentation by EU-Project partner the Ministry of Sport from Slovakia

9.3.3.3.3. Presentation by EU-project partner the Ministry of Sport from Greece

9.3.3.4. Presentation by EU-Project partner Cyprus Sports Organization
9.3.3.4. **Volunteering governance - management**

9.3.3.4.1. Presentation by Gary Lewis and Aled Lewis from Urrd

9.3.3.4.2. Presentation by EU-Project partner Landessportbund from Germany

9.3.3.4.3. Presentation by EU-project partner Snowpolis from Finland

9.3.3.4.4. Presentation by EU-Project partner Cyprus Sports Organization

9.4. **Potsdam symposium**

9.4.1. Composition of the Board of Directors in relation to their status

9.4.1.1. Presentation Landessportbund Brandenburg

9.4.1.2. Countries

9.4.1.2.1. Belgium/Flanders

9.4.1.2.2. Cyprus

9.4.1.2.3. Hungary

9.4.1.2.4. Finland

9.4.1.2.5. Slovakia

9.4.1.2.6. Wales

9.4.2. Online club info data management and help desk

9.4.2.1. Wissen on-line from Nord-Rhein Westfahlen Sportbund

9.4.2.2. Verminet from Landessportbund Brandenburg

9.4.2.3. On-line bookkeeping system from the Vlaamse Sportfederatie (Flanders/Belgium)

9.4.3. EU-programs and opportunities for the support of volunteering management in sports clubs

9.4.3.1. Presentation by EOC policy officer Stephan Dietzen

9.4.3.2. Testimony by Danny Silva from EU-project partner Snowpolis (Finland)

9.4.3.3. Testimonies by Guido Cools from EU-project partner Landessportbund Brandenburg

9.4.3.3.1. The EVS-partnership

9.4.3.3.2. European Voluntary Service
9.4.4. Educational programs offered in support of the volunteering management of sports clubs

9.4.4.1. Presentation Landessportbund Brandenburg

9.4.4.2. Countries

9.4.4.2.1. Belgium/Flanders

9.4.4.2.2. Cyprus

9.4.4.2.3. Finland

9.4.4.2.4. Hungary

9.4.4.2.5. Slovakia

9.4.4.2.6. Wales

9.4.5. Best tools cross-fertilization opportunities from the EU-project partners

9.4.5.1. Topic details

9.4.5.2. Topic summary

9.4.5.3. Partner interest overview

9.4.5.4. Speed dating planning schedule

9.5. Larnaca symposium

9.5.1. Analysis of the funding of organized sports in the EU

9.5.2. Priorities of the Cypriot EU-presidency in Europe

9.5.3. Management and Administration of the Sports Federations and Clubs in Cyprus

9.6. Brussels symposium

9.6.1. Afterthoughts and vision on the future

9.6.1.1. Willy Pennoit - President of the Flemish Sports Federation

9.6.1.2. An Vermeersch - Special Advisor to the Flemish Minister of Sport Philippe Muyters

9.6.1.3. Jacob Kornbeck - Policy Officer of the Unit Sport of the Directory General Education and Culture of the European Commission

9.6.1.4. Geraldine Mattens – General Director of the Flemish Sports Federation
9.6.2. Draft of the findings - conclusions - recommendations - legacies - actions
10. General evidences

10.1. Overall project evidences

10.1.1. Grant agreement

10.1.2. Project description

10.1.2.1. Detailed description

10.1.2.2. Summarized description

10.1.2.3. Visualized description

10.1.3. Partner agreements

10.1.4. Participation at all symposiums and the final conference

10.1.4.1. Partner representatives

10.1.4.2. Guests

10.1.4.3. Keynote speakers

10.1.4.4. Final conference invitees

10.1.5. EU-communications requirements

10.1.6. EU-project website

10.1.7. Media & communication - broader than for the single symposiums

10.1.7.1. VSF-magazine Q4 2011

10.1.7.2. VSF-magazine Q2 2012

10.1.7.3. EU-project sticker

10.1.8. Banner


10.1.9.1. Participation and registration documentation

10.1.9.2. Agenda and general information


10.1.9.4. EU-project input summary

10.1.9.5. Pictures
10.1.10. EurolVolNet Kent

10.1.10.1. Invitation mail & invitation package

10.1.10.2. Information packages 1 & 2

10.1.10.3. Agenda

10.1.10.4. Participants list

10.1.10.5. Report

10.1.10.6. Travel details

10.1.10.7. Evaluation form

10.1.11. Sport & Citizenship article September magazine edition

10.1.12. EurolVolNet & EU-Commission Preparatory Actions in the field of sports on volunteering meeting in Frankfurt

10.1.12.1. Invitation mail & invitation package

10.1.12.2. Information packages 1

10.1.12.3. Agenda

10.1.12.4. Participants list

10.1.12.5. Report

10.1.12.6. Travel details

10.1.12.7. Evaluation form

10.1.13. Louvain-la-Neuve workshop ‘Europe and Sport: towards the necessary development of synergies between stakeholders’

10.1.13.1. Invitation

10.1.13.2. Information package

10.1.13.3. Program (agenda)

10.1.13.4. Participants list

10.1.13.5. Minutes

10.1.14.1. Danish Minister invitation letter for a key-note speech

10.1.14.2. Key-note speakers participants list (incl. EU-project leader Geraldine Mattens)

10.1.14.3. Open Market participants list (incl. EU-project co-ordinator Philippe De Witte)

10.1.14.4. Key-note speakers abstract EU-project leader Geraldine Mattens

10.1.14.5. Open Market abstract EU-project co-ordinator Philippe De Witte


10.1.14.7. Key-note speech Power Point Presentation EU-project leader Geraldine Mattens

10.1.14.8. Pictures taken at Sportvision2012 of the EU-project related matters

10.2. Ghent symposium general evidences

10.2.1. Agenda

10.2.2. Participants details (partners - speakers - guests)

10.2.3. Presence list

10.2.4. Info-mail

10.2.5. Guests invitations

10.2.6. Partner presentations request mail

10.2.7. Hotel lobby welcome letter

10.2.8. General informative presentations during the symposium

10.2.9. Symposium-related communication

10.2.10. Pictures

10.2.11. Attendance list

10.3. Helsinki symposium general evidences

10.3.1. Agenda

10.3.2. Participants details (partners - speakers - guests)

10.3.3. Presence list

10.3.4. Info-mail
10.3.5. Partner presentations request mail
10.3.6. Hotel lobby welcome letter
10.3.7. General informative presentations during the symposium
10.3.8. Pictures
10.3.9. Attendance list

10.4. Cardiff symposium general evidences
10.4.1. Agenda
10.4.2. Participants details
10.4.3. Presence list
10.4.4. Info-mail
10.4.5. Partner presentations request mail
10.4.6. Hotel lobby welcome letter
10.4.7. Pictures
10.4.8. Attendance list

10.5. Potsdam symposium general evidences
10.5.1. Agenda
10.5.2. Participants details (partners - speakers - guests)
10.5.3. Presence list
10.5.4. Info mail
10.5.5. Partner presentations request mail
10.5.6. Hotel lobby welcome letter
10.5.7. General informative presentations during the symposium
10.5.7.1. Symposium 5 (Larnaca/Cyprus) and symposium 6 (Brussels/Belgium) agenda
10.5.7.2. Budget change request
10.5.8. Symposium-related communication
10.5.9. Pictures
10.5.10. Attendance list

10.6. Larnaca symposium general evidences
10.6.1. Agenda
10.6.2. Participants details (partners - speakers - guests)
10.6.3. Presence list
10.6.4. Info mail
10.6.5. Partner presentations request mail
10.6.6. Hotel lobby welcome letter
10.6.7. Pictures
10.6.8. Attendance list

10.7. Brussels symposium general evidences
10.7.1. Agenda
10.7.1.1. Agenda symposium
10.7.1.2. Agenda final conference
10.7.1.3. Discussion group composition final conference
10.7.2. Participants details
10.7.3. Presence list
10.7.3.1. Presence list symposium
10.7.3.2. Presence list final conference
10.7.4. Info mail
10.7.5. Guests invitations
10.7.5.1. Webpage
10.7.5.2. Letter
10.7.6. Partner presentations request mail
10.7.7. Hotel lobby welcome letter
10.7.8. Pictures
10.7.9. Attendance list
  10.7.9.1. Attendance list symposium
  10.7.9.2. Attendance list final conference