

ANNUAL **ACTIVITY** REPORT 2019



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EOSE VISION FOR THE SECTOR

"A sport and physical activity sector that fulfils its social, health and economic potential in Europe and its Member states"

EOSE VISION STATEMENT

"By 2020, to be a sustainable, independent, non-profit civil society network and expert association acting as a focus for skills and workforce development in the sport and physical activity sector across Europe"

EOSE MISSION

"To facilitate and support the development of the sport and physical activity sector workforce, in bringing education and employment together, to ensure people working and volunteering have the skills and competences to perform and thereby to enable the sector to fulfil its potential"





EOSE PRESIDENT'S FOREWORD



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Dear Members, Partners and Friends,

As President of EOSE, I have great pleasure in introducing the Annual Report which officially outlines the activities carried out in 2019 and future actions and developments for EOSE.

The year 2019 was extremely important and without being exhaustive, I can highlight some of our main achievements and developments from the year.

First of all, 2019 was the final year of the European Sector Skills Alliance for Sport and Physical Activity (ESSA-Sport) project which was the most challenging and ambitious initiative

led by EOSE since its creation in 2002. Indeed, ESSA-Sport delivered the first ever Europe-wide Employment and Skills map for the whole sport and physical activity sector. A section dedicated to this incredible work and new knowledge for the sector has been made available in this report.

In addition to the ESSA-Sport project, work progressed well on projects led by EOSE to implement the Lifelong Learning Strategy for Sport and Physical Activity (7 Step Model) in the areas of sport officiating and sport for development. I am delighted to see the 7 Step Model which has been developed and promoted by EOSE over many years having such a positive impact on the sector. Furthermore, we have been extremely active in other EU activities related to Good Governance, Sport Diplomacy, Social Inclusion, Integrity and partnerships with European sport federations.

I am also delighted to mention that the work of EOSE towards a sector where people working and volunteering in the sector have the right skills and competences will continue as two new projects applications have been successful and will start in 2020.

The first new project will sustain the work achieved through ESSA-Sport while the other one will aim to enhance the skills of sport administrators through international learning mobility. In this project, EOSE is developing its network outside the European Union as a close partnership with Western Balkans has been inaugurated for the project.

I would like to conclude my foreword thanking all our members and partners for their dedication and commitment. Indeed, EOSE Secretariat and Executive Board would not be able to achieve success on their journey without strong commitment of all national members, who are at the heart of the organisation. Furthermore, the dedication of our staff members is key to the development of EOSE.

I hope you will enjoy reading our report and I wish you a very successful year 2020.

Yours sincerely,

Thierry Zintz
EOSE President

INTRODUCTION

EOSE IN BRIEF

FROM AN INFORMAL GROUP TO AN INTERNATIONAL EXPERT ORGANISATION

EOSE is an international organisation working towards the development of the sport and physical activity sector, expert in building bridges between the worlds of education and employment and contributing to the development of a competent workforce with the right skills.

1994

Set up as an informal group

2002

Official registration as a not for profit organisation

2012

Opening up of EOSE Services, as a sister organisation

2019

First ever EU Employer Skills Survey, Skills Summit, and EU employment and skills map for sport

EOSE RAISON D'ÊTRE

We believe at EOSE that if the sport and physical activity sector is to meet its challenges and impact on the society positively on wider agendas such as health, social inclusion, regeneration, employment and education, it is imperative that those working and volunteering are equipped with the necessary skills and knowledge through fit for purpose qualifications.

Indeed, it is a people-facing sector, where the interaction between people, whether this is at the grassroots or high performance end of the spectrum, is paramount to its success.

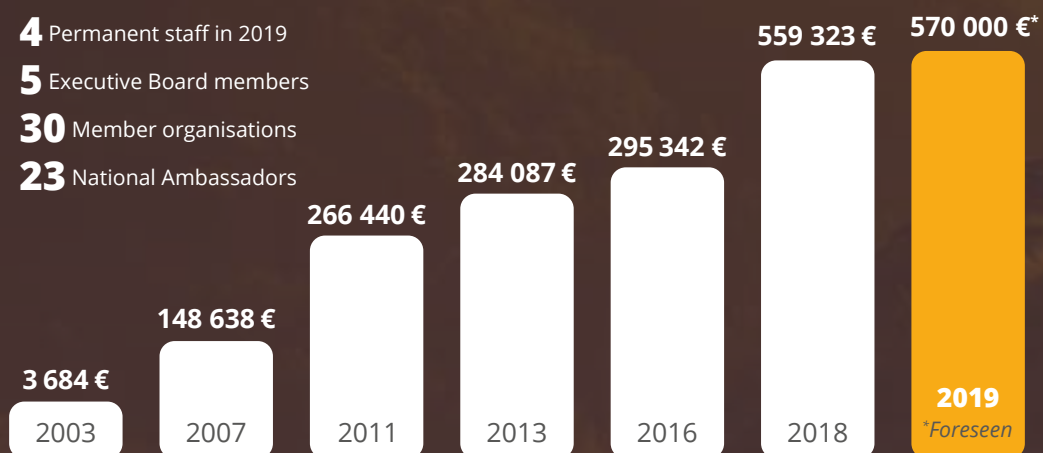
TO CONDUCT ITS ACTIVITIES, EOSE ASSETS ARE AS SUCH

4 Permanent staff in 2019

5 Executive Board members

30 Member organisations

23 National Ambassadors



Total Operating Income from certified financial accounts

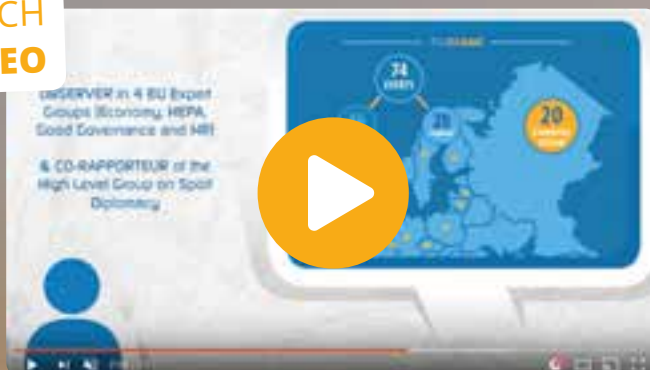
EOSE POSITIONING

EOSE activity responds to the fact that it is becoming more and more important for sport policy makers, the whole sport movement and the training providers of each country to have a better understanding of the characteristics, tendencies and real needs of the labour market but also changes affecting that market.

**GO FURTHER, WATCH
EOSE SPECIAL VIDEO**



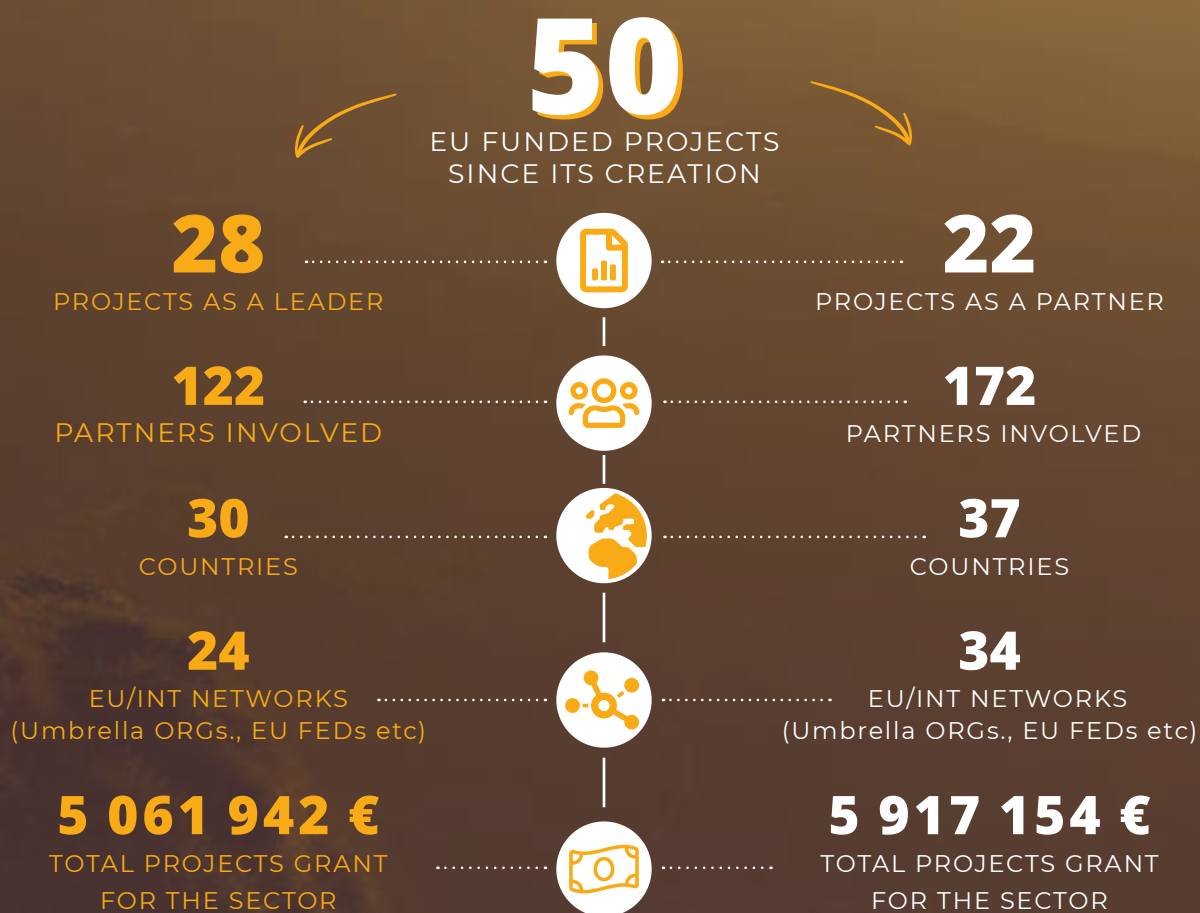
5 true and false facts about EOSE



INVOLVEMENT IN EU FUNDED PROJECTS

Since 2002

Driven by a desire to be a facilitator and catalyst for workforce development, EOSE has been developing, managing, contributing and supporting a wide range of European projects and studies in all parts of the sector. EOSE will continue to proactively network and exchange with the widest ring of stakeholders across the sector in order to be able to identify need for actions and possible partnerships, collaborations and synergies.



OUR MEMBERS

EOSE MEMBERSHIP IN 2019

30 ORGANISATIONS | **23** COUNTRIES



BELGIUM



BELGIUM



BULGARIA



CROATIA



CYPRUS



DENMARK



ESTONIA



FINLAND



FRANCE



GERMANY



GREECE



HUNGARY



ITALY



ITALY



ITALY



IRELAND



LATVIA



LITHUANIA



LUXEMBOURG



MALTA



POLAND



PORTUGAL



PORTUGAL



ROMANIA



SPAIN



THE NETHERLANDS



UK



UK



UK



UK

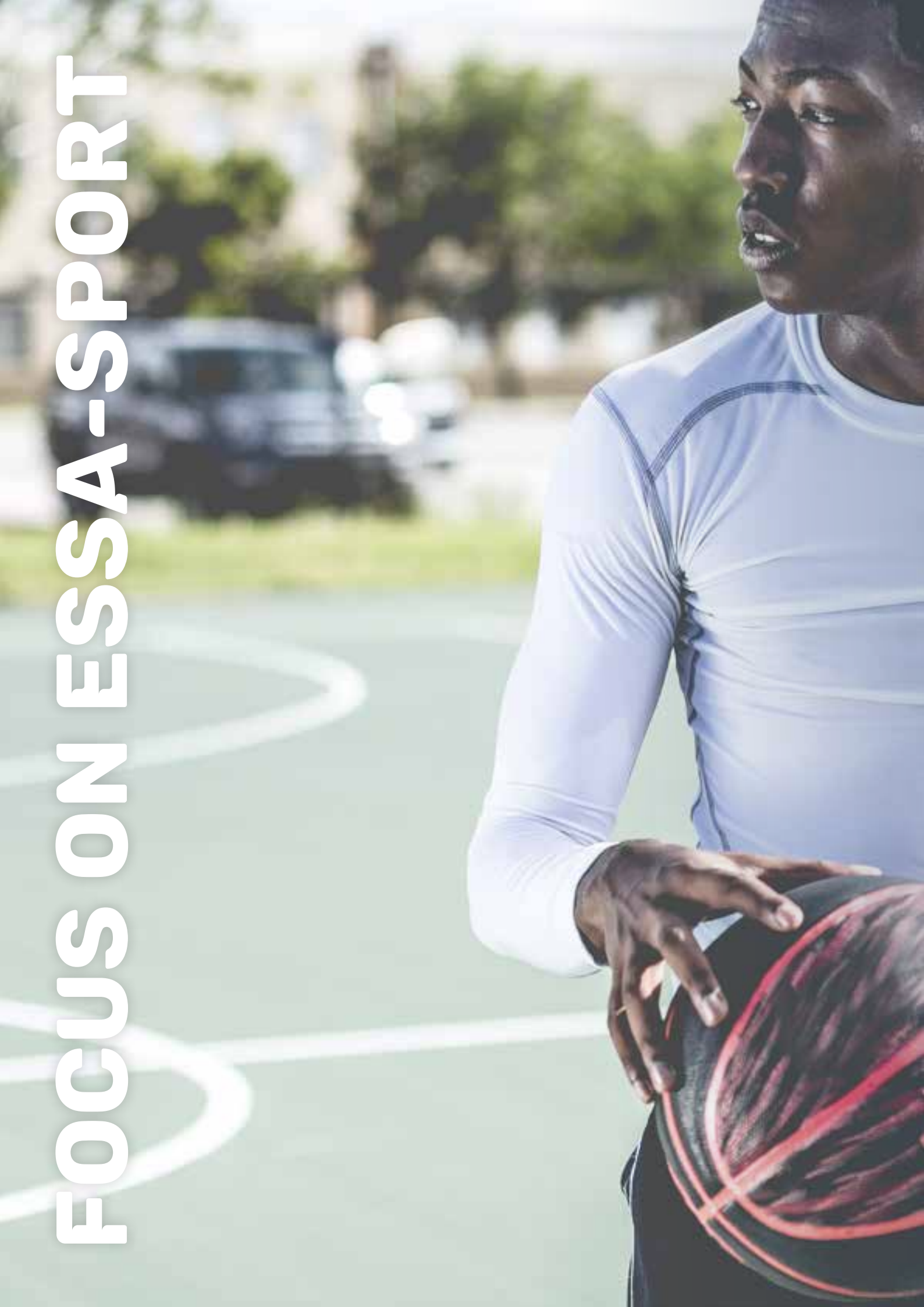
PARTNER ORGANISATIONS



SUPPORTED BY



FOCUS ON ESSA-SPORT





FOCUS ON ESSA-SPORT

At the end of this busy and successful year, it is not possible to present this new annual activity report without including a special section about the ESSA-Sport project which was the most challenging and ambitious collaborative initiative led by EOSE since its creation in 2002.

In this section, you will find accomplishments made through the ESSA-Sport project we are proud to share with you:

- › New knowledge and statistics on the European sport labour market;
- › The first ever European Employer Skills Survey;
- › The first edition of the European Sport Skills Summit;
- › A series of innovative project outcomes.

EOSE would like to take this opportunity to express its gratitude to everyone who played a role in the delivery of the ESSA-Sport project. This includes all partners who took on the role of national coordinator or European association partner but also those who provided a response to the European Employer Skills Survey, those who took part in national or European consultation activities and those who attended as participants or key note speakers the first ever European Sport Skills Summit.

We would like to also express a special thank you to Eurostat, the statistical office of the European Union, for their support and contribution to collate available data and statistics on the sport labour market.

A thank you is also given to the European Commission for the opportunity given to implement such an ambitious and important transnational initiative for the whole sport and physical activity sector.



STATISTICS ON THE SPORT LABOUR MARKET¹

One of the main achievements of the ESSA-Sport project was to fill a knowledge gap by undertaking the collection and deep analysis of the available data and official statistics on the sport labour market¹ at both the European and national levels.

Actually, such data have been missing for the sector for many years as the last attempt to formulate a European map of employment for the whole sector was through the VOCASPORT² transnational initiative in 2004. In order to make an impact on the sector and allow it to unlock its recognised potential on society, it was crucial to provide an updated picture of its labour market to better understand its realities, challenges and trends.

ESSA-Sport thus provided a unique opportunity to undertake a series of research activities to quantify and describe in detail the labour market for the full breadth of the sport sector which is still young and developing. This was necessary to provide a precise idea of the size and characteristics of the labour market as well as information about its evolution and tendencies.

We believe that a proper understanding of the characteristics, realities and trends of the labour market is the basis to reskill the workforce with modern, fit for purpose training and qualifications in line with the needs and expectations

of employers and the labour market. EOSE is delighted to mention that the official available statistics collated at both national and European level have been used to contribute to the consultation with stakeholders and to the design of relevant and adapted strategic action plans with concrete recommendations to improve the situation in Europe.

The official statistics in question have been collated with invaluable help from Eurostat, the statistical office of the European Union, and from National Statistics Offices (NSO). It is important to state that this is the best information from available statistics about the sport labour market but should not necessary be seen as the exact reality of the sector.

In line with the statistical definition used by the ESSA-Sport project (**available on page 13**), statistics highlighted that in 2018 the total number of people working in paid employment in the sport sector in the EU was 1 765 728 which represented 0.79% of the overall European labour market (all sectors). The sector shows a significant growth rate of 19.2% since 2011 as 1 481 306 people were involved as paid employees in the sector at that time. It is reasonable to think that these numbers are still underestimated and do not capture the whole picture of the sector as it does not include volunteers and unpaid staff for instance. The full breakdown and analysis of the sport labour market can be found within the

recently published ESSA-Sport final outputs but we are delighted to provide you a sample of information.

In 2018, whereas more women continue to join the sport labour market, it is interesting to underline that the gap between the females and males has widened in favour of male employment.

Moreover, the majority of the workforce falls into the 25-49-age bracket but it is interesting to highlight that the percentages of young sport workers (15-24 years old) as well as workers over 50 have increased through the period from 2011 to 2018.

In addition, ESSA-Sport findings revealed that the proportion of sport workers with low education has decreased whereas the percentage of those with high education level has increased.

Regarding the type of contracts and employment, the sport sector engages a higher number of workers who are either part-time or self-employed compared to the European workforce as a whole (all sectors) and there has been very little change in that respect over the last eight years.

Furthermore, ESSA-Sport partners and the research team managed to estimate and break down the number of people having a sport specific occupation (ISCO 342³) in both sport and non-sport

organisations (NACE⁴) and this can be found in the final outputs of the project. Such level of data and knowledge is new for the sector and provides a fantastic opportunity to communicate and collaborate on the realities and challenges facing the sector.

To conclude, we are pleased to mention that the work is not finished as EOSE has been successful with an application for a new Erasmus+ Sport project aiming to continue the collection and analysis of relevant data for the labour market of the sector.

This new project is called “Continuing the journey towards a skilled workforce for the sport and physical activity sector in Europe (SKILLS)” and will start in 2020 for a duration of 24 months ■

THE STATISTICAL DEFINITION USED BY THE ESSA-SPORT PROJECT



		ACTIVITIES NACE CODES	
		93.1 NACE	OTHER NACE CODES
OCCUPATIONS ISCO CODES	342 ISCO	II	I
	OTHER ISCO CODES	III	

The statistical definition used by the ESSA-Sport project for the collection of available statistics for the sport sector can be summarised as follows

- **Box 1** = Persons having a sport and fitness occupation (ISCO³ 342) in an organisation whose main business is the provision of sport (NACE⁴ 93.1), e.g. professional athletes, coaches, instructors
- **Box 2** = Persons having a non-sport and fitness occupation (Other ISCO codes) in an organisation whose main business is the provision of sport (NACE 93.1), e.g. managers, receptionists
- **Box 3** = Persons having a sport and fitness occupation (ISCO 342) in an organisation whose main business is not the provision of sport (Other NACE codes), e.g. a fitness instructor working in a hotel

The addition of the 3 boxes I + II + III would then provide the total employment for the sport sector based on our statistical definition (= the sport labour market).

¹ The term “sport labour market” means those working in a paid position in the sport and physical activity workforce

² VOCASPORT (2004) – “Vocational Education and Training related to Sports in Europe: situation, trends and perspectives” – European project led by a consortium composed of EOSE, ENSSEE and EZUS Lyon and funded by the European Commission

³ ISCO - “The international standard classification of occupations”. ISCO divides jobs into 10 major groups of occupations and sport specific occupations are listed under ISCO3 Technicians and associate professionals and more precisely under the sub-group ISCO 342 Sport and Fitness Workers (3421 - Athletes and Sports Players; 3422 - Sports Coaches, Instructors and Officials; 3423 - Fitness and Recreation Instructors and Programme Leaders)

⁴ NACE - “Statistical classification of economic activities in the European Community”. NACE is a basically a four-digit classification providing the framework for collecting and presenting a large range of reliable and comparable statistical data according to economic activity. The codes under NACE 93.1 (Sport activities) define the organisations whose main business is the provision of sport (93.11 Operation of sports facilities; 93.12 Activities of sport clubs; 93.13 Fitness facilities; 93.19 Other sports activities).



ESSA-SPORT
Improving the Supply of Skills to the Sector



FINDINGS FROM THE FIRST EVER EUROPEAN EMPLOYER SKILLS SURVEY FOR THE SPORT SECTOR

The second main achievement of the ESSA-Sport project was the design and launch of the first ever European Employer Skills Survey for the sport and physical activity sector implemented as part of the work programme to deliver an EU wide Employment and Skills map for the whole sector.

The overall objective of this innovative online survey was to consult a variety of sport employers and collate information on the realities and challenges of the labour market and employer forecasts on skills needs, gaps and shortages, on future tendencies and perspectives, but also on the main realities and difficulties to recruit staff and volunteers. The survey was of great interest as nearly

4 000 contributions were received from all over Europe. This is by far the largest skills survey implemented in the sector and it was important for the next steps of the project as such a high number of responses and contributions created momentum and added credibility to the analysis and results.

As an example of the invaluable findings, the survey demonstrated that employers are very optimistic regarding the growth of the sector as 29.4% of the respondents reported that their workforce will increase over the next two years and 51.3% believe that their workforce will remain the same. Only 7.6% predicted a decrease. This shows the stable and growing nature of the sport sector.

Another aspect of the online survey was the collection of employers' view on skills and training priorities in key sport occupations. The focus of the survey has been made on the following eight occupations:

- Sport coaches
- Outdoor activity leaders and animators
- Fitness instructors and personal trainers
- Sport officials (e.g. referees)
- Senior management staff (e.g. CEO)
- Middle management staff (e.g. assistant managers, sport administrators)
- Operational staff (e.g. lifeguards, greenkeepers, maintenance staff)
- Clerical and office staff (e.g. secretaries)



For instance, the training priorities which were underlined by respondents for sport officials are managing conflict, apply the rules and laws of the sport, and communicate information as an official. Such information can be found for each single occupation and is included within the ESSA-Sport final outputs.

In addition, the Employer Skills Survey focused on recruitment realities and challenges. The results show that 27% of respondent organisations have difficulties recruiting new staff.

A total of 22% of respondent organisations have difficulties retaining staff due to issues such as a better pay offered by other organisations, lack of career progression opportunities and lack of financial stability. The main barriers to train staff underlined by employers were the lack of funds for training and cost of training. The survey finally focused on the topic of volunteers to which 58.4% of respondents reported that they engaged the services of volunteers on a regular basis and 24.1% said they did so occasionally. In addition, it was clear from the survey that respondents placed a high

value on the skills of volunteers and the majority expected the same level of skills and competence as they do for paid staff.

It is important to mention that the analysis only provides an elaboration of all responses collated through the survey and does not necessary represents the exact picture of the whole sector.

The huge database of contributions will be further analysed through the new EU funded SKILLS project in order to enable EOSE to highlight future key challenges to be faced by the sector ■



THE FIRST EVER EUROPEAN SPORT SKILLS SUMMIT

Entitled *"Employment trends and workforce development priorities"*, the first edition of the European Sport Skills Summit was organised on the 7th and 8th of October 2019 at the Ministry of Education and Culture in Helsinki, (Finland) as a side event related to the Finnish Presidency of the Council of the European Union and was associated to the European Vocational Skills Week 2019.

The 2-day event gathered 82 participants from 24 countries and was designed to consult with various stakeholders from the sector, discuss main findings from the work carried out during the ESSA-Sport project, underline potential solutions, and start building a series of concrete recommendations and priority

actions to tackle the identified challenges in achieving a skilled workforce of paid staff and volunteers.

Director of the Division for Sport in the Finnish Ministry of Education and Culture, Tiina Kivisaari opened the conference welcoming participants and presenting the sport system and policy priorities in Finland. Then the first session on European Policy Context took place and was presented by the Sport Unit of the European Commission. The audience were reminded about the rationale for the EU's involvement in sport and the current EU Work Plan for sport.

It was highlighted that skills development is a key topic for the EU in the field of sport and it is therefore very important

to see an initiative such as ESSA-Sport bringing new knowledge to enable the sector to fill the gaps in terms of skills development.

To complete the introduction of the event, it was important to set the scene presenting ESSA-Sport background and rationale and why this initiative was a unique opportunity to engage the whole sector at both the European and the national levels, to undertake real analysis of its labour market, identify realities and challenges facing the sector and finally create a response as the basis for action.

The first day ended with the presentation of the methodology of data collection, the statistical definitions used in the



ESSA-Sport project, and the main findings from the gathering of labour market data at the European level. More information on pages 12-13.

The second day focused on the main findings of the European Employer Skills Survey and the development of solutions in response to the challenges facing the EU sport workforce.

Following a brief presentation of the profile of the 3,812 respondent organisations that provided a response

to the survey, all key findings from the analysis were presented. These findings cover several important topics such as employer views on skills and training priorities in key occupations, the main reasons for difficulty in recruiting and for low retention, the barriers to training and expectations of volunteers. More information can be found on pages 14-15 of this report.

Workshops were then organised to offer delegates the opportunity to discuss and debate the findings from the labour market statistics and employer skills survey results. The group split in four working groups that met for two hours to discuss the key issues and main findings.

Delegate responses were overwhelmingly supportive of the research with the findings stimulating lively discussion and debate in all groups.

The successful European Sport Skills Summit concluded with feedback from the groups and the presentation of main conclusions and preliminary priority actions for the sector arising from the findings.

EOSE and the ESSA-Sport partnership were delighted with the quality of the discussions and inputs from delegates and look forward to organising the second edition of the Summit in the future ■



ESSA-SPORT OUTCOMES

The European Sector Skills Alliance for Sport and Physical Activity (ESSA-Sport) concluded in October 2019 and all relevant outcomes developed through the project have been made available with free access on www.essa-sport.eu.

THESE OUTCOMES CAN BE LISTED AS FOLLOWS:

EUROPEAN REPORT ON SKILLS NEEDS IDENTIFICATION SITUATION, TRENDS, PERSPECTIVES AND PRIORITIES FOR THE SPORT AND PHYSICAL ACTIVITY SECTOR

The European Report has been developed by taking into consideration contributions from National Coordinators, inputs from consultation and results from the research activities at both the European and national levels. It presents the main findings collated and analysed through the ESSA-Sport project at the European level.

THE AIMS OF THE EUROPEAN REPORT ARE:

- To describe sport and education systems across the European Union
- To present new knowledge gathered for the sector in terms of employment and skills
- To propose concrete conclusions and recommendations/ priority actions for implementation at the European level



EUROPEAN FACT SHEET

To summarise the huge amount of new information, knowledge, data and statistics about the sport labour market in Europe collated through the ESSA-Sport project, a European Fact Sheet has been produced. Full of visuals and infographics, the Fact Sheet can be consulted and downloaded from ESSA-Sport website.



28 NATIONAL REPORTS

National Reports have been developed to gather results from research activities (such as the statistics collated at the national level but also the national results of the first Employer Skills Survey for the Sport and Physical Activity Sector) and findings from the consultation led by national coordinators.

Moreover, these reports include a specific priority action plan and set of priority actions to be implemented to face the identified challenges.

National reports are available for the following countries:



28 NATIONAL FACT SHEETS

In addition, a National summary Fact Sheet per country has been produced to summarise main characteristics of the sport labour market and main findings from the European Employer Skills Survey. This is a short document easy to read and dispatch with figures, numbers, infographics and illustrations to present the realities and challenges of the sport labour market in each EU member country.



**DOWNLOAD ALL FINAL OUTPUTS
OF ESSA-SPORT ON
WWW.ESSA-SPORT.EU/RESOURCES**

ESLIT3E3S0E E0SEEXPRTISE





EOSE

EXPERTISE

IN BRIEF

EOSE is a technical and expert independent not-for-profit organisation acting at the European level with specialist knowledge and expertise in the sport and physical activity sector, the labour market, national sport systems, education and training systems as well as EU policies and tools in sport, employment and education.

EOSE has a track record of developing, leading and delivering European funded projects and activities (see page 30) in line with its mission and overall vision for the sector, and which draw on the expertise of its network of members, partners and staff.

These transnational and innovative projects have enabled EOSE to carry out various activities and develop expertise in the following areas:

- Research and labour market analysis
- Occupational Standards development
- Project design and management
- Education and training development and delivery
- Funding opportunities for the sport sector
- EU instruments and policies in sport, employment and education
- Learning mobility
- Quality assurance and evaluation
- Consultation processes

A FOCUS ON SKILLS AND WORKFORCE DEVELOPMENT INITIATIVES

Besides the work conducted with its members, EOSE is also involved in encouraging and supporting concrete activities and projects led by a number of different partner organisations. EOSE is working to pursue its overall vision for the sector and to provide a range of services and activities based on significant experience and expertise:



- **As an Adviser** – providing advice to members and partners on the identification of the realities and challenges of the sector as well as priority actions and recommendations to be implemented, on the preparation of workforce development strategies and on potential collaborative project proposals and initiatives;



- **As a Partner** – leading or providing support and expertise to implement national and/or European/International projects and activities;



- **As a Networker** – using its networks to expand the reach and impact of project work and the use of innovative tools, to encourage synergies and collaborations, dissemination, sharing of information and exchange of good practice;



- **As a Facilitator** – supporting exchanges and debates between key stakeholders from the sector at the national and European level on the topic of skills development, applying a top down and bottom up approach, undertaking research and wide consultation activities;



- **As a Consultancy** – commissioned to undertake a range of services and provide expert support in various specialist areas.



Sport: all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels"

Definition from the Council of Europe

EXPECTED IMPACT OF EOSE WORK PROGRAMME ON EUROPEAN SOCIETY



HEALTH
Active citizens



EDUCATION
Innovative learning



EMPLOYMENT
Jobs creation



**COMMUNITY
DEVELOPMENT**



**SOCIAL
INCLUSION**

SKILLS & WORKFORCE DEVELOPMENT
IN THE SPORT SECTOR ACROSS EUROPE



WORK PROGRAMME
2018-2020

EOSE VISION FOR THE SECTOR :

"A sport and physical activity sector that fulfils its social, health and economic potential in Europe and its Member States"



RATIONALE: BUILDING UPON EXISTING OPPORTUNITIES BY LINKING WITH EU POLICIES AND TOOLS

EUROPEAN POLICIES: EUROPE 2020 STRATEGY

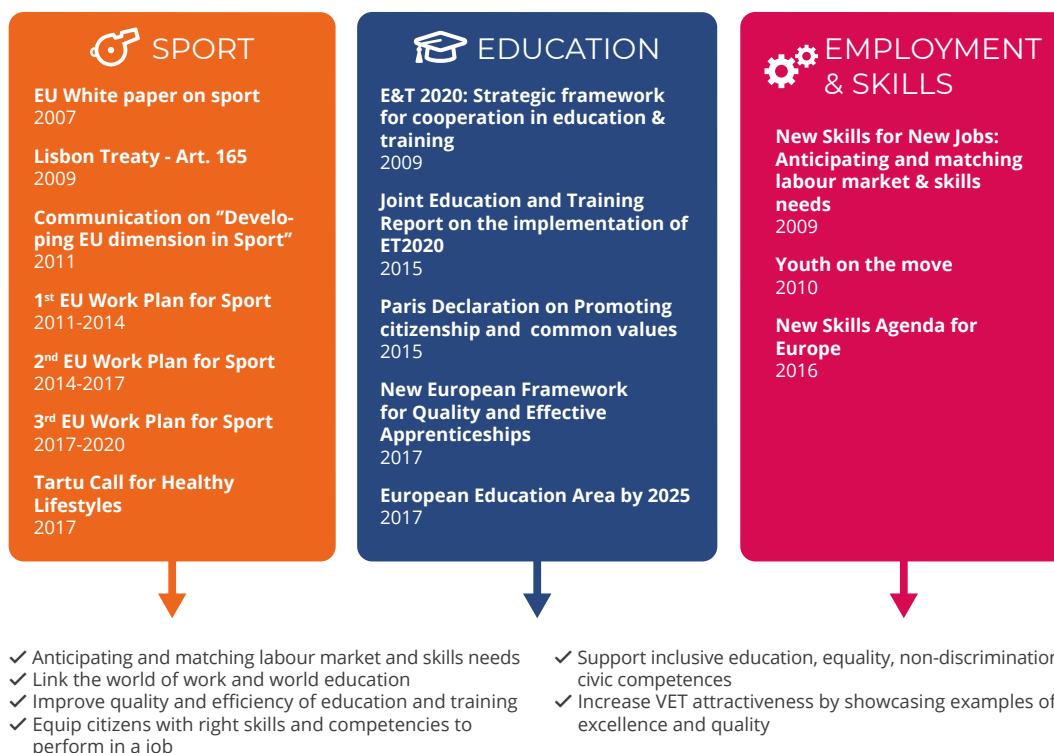


Figure 1:
European Policies
targeted through
EOSE work

Sport and physical activity is ingrained across all communities, affecting a large percentage of the population, and is used to address wider European and national government agendas including health, social inclusion, regeneration and education.

This has been showcased in different studies and is officially recognised by key institutions at all levels e.g. World Health Organisation, the European Union, and United Nations.

Moreover, the Council of the EU has identified sport as a tool to tackle youth unemployment directly as an employer and

indirectly as a developer of skills and competencies in young people. Also, in 2015 the Paris Declaration on "*Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education*" recognised the potential and role of sport and physical activity when aiming at better access to education, social integration, transversal skills development, intercultural dialogue and civic values.

At EOSE, we are convinced that a link to European directives and initiatives gives the sport and physical activity sector greater legitimacy. It has therefore

been a core part of EOSE work programme to disseminate information on EU policies in the field of sport, employment and education, and to develop and implement a long series of European funded projects through the past seventeen years of activity.

Indeed, EOSE has always considered it very important for the recognition of the sport sector to ensure the development of innovative activities and tools directly linked with the priorities included within the Education, Employment and Sport Policies.



IN PRACTICE: A FLEXIBLE TOOL DEVELOPED IN RESPONSE TO THE MAIN CHALLENGES FACING THE SECTOR IN TERMS OF EDUCATION AND EMPLOYMENT

We believe that the development of a skilled workforce of paid staff and volunteers through fit for purpose qualifications is crucial to enhance the sector's chances to meet its recognised potential and positively impact on the economy (e.g. tourism, employment), health (e.g. participation) and social dimensions (e.g. integration) of a nation and the European Union as a whole (see diagram page 24).

This potential can only be realised through a skilled workforce of professionals and the huge army of volunteers that lie at the heart of the sector. Through a series of EU funded projects, EOSE has developed a methodology called the Lifelong Learning Strategy

for sport and physical activity, or 7 Step Model, which provides a framework for the development of a strategic approach to ensure that vocational education, training and qualifications exist to support the workforce.

The Model has been mainly produced to understand and anticipate realities, changes, expectations and future skills needs of the labour market. It has been tested in different areas of the sector, including health and fitness, golf and more recently sport administration, and disseminated and implemented at the national level. It is currently being implemented in the area of sport officiating and in sport for development at the European level.

Overall, it aims to bring together the education and employment stakeholders in a collaborative approach to understand and anticipate realities, changes and future skills needs of the labour market, and to then ensure that Vocational Education and Training provision is fit for purpose and in line with the needs of the labour market.

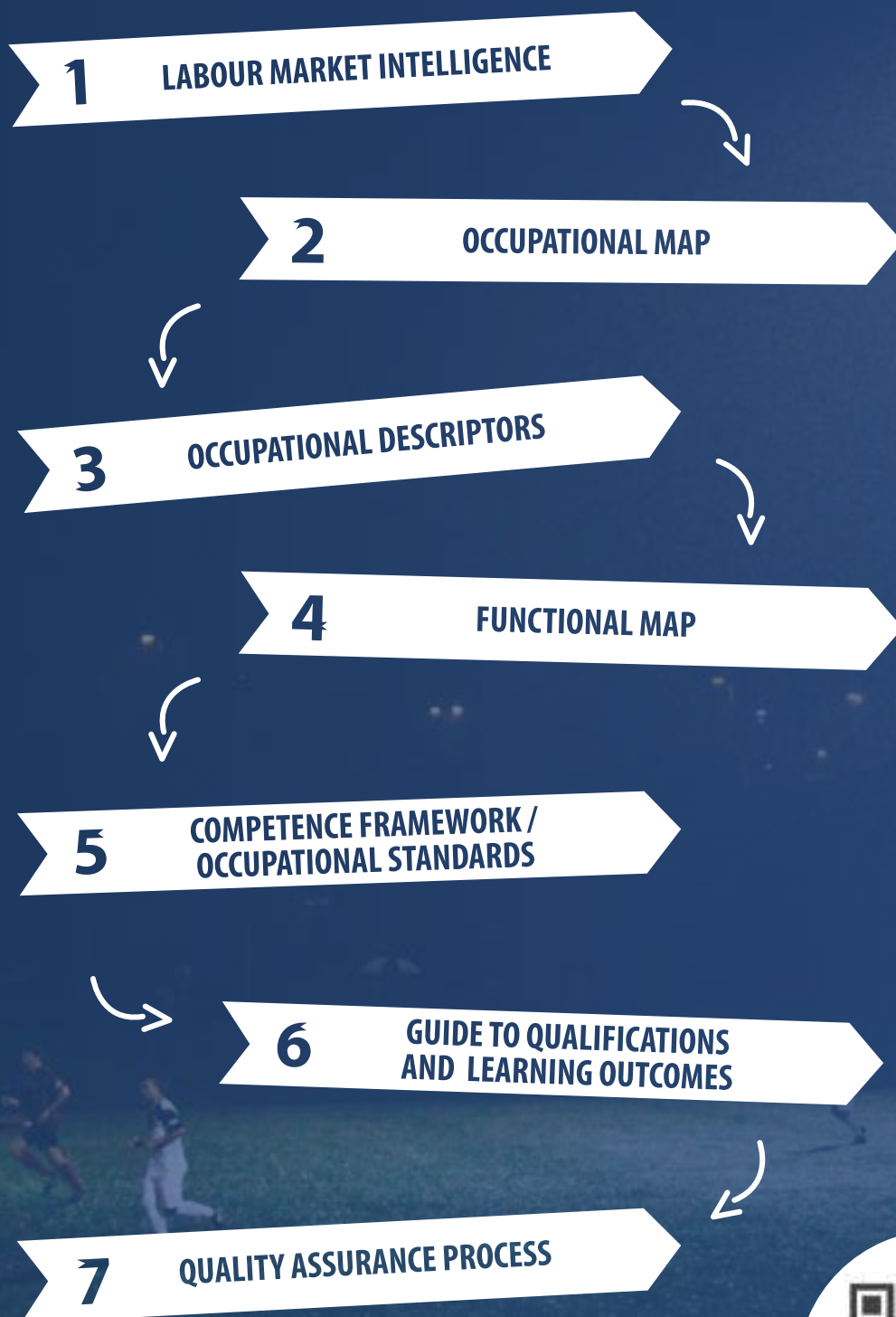
EOSE is confident that the 7 Step Model can positively impact on the supply of education and training for the sector and so as a direct consequence to improve the skills and competence of the workforce.

[More about the 7 Step Model on next page. ➡](#)

ZOOM⁺
+ ON +

7STEP^{MODEL}

LIFELONG LEARNING STRATEGY FOR SPORT





RATIONALE

The 7 Step Model has been mainly produced in order to:

- ✓ Understand and anticipate realities, changes and future skills needs of the labour market
- ✓ Organise the sector in support of the European policies and strategic initiatives especially the European Qualification Framework (EQF) and the European Credit System for Vocational Education and Training (ECVET)
- ✓ Promote a transparent and flexible education and training system with clear learning and career pathways;
- ✓ Engage main stakeholders from the sector
- ✓ Facilitate the link between the worlds of education & employment
- ✓ Match education and training to the needs of the labour market
- ✓ Equip the workforce with the right skills and competences through fit for purpose qualifications and courses
- ✓ Facilitate the economic growth and social impact of the sector
- ✓ Improve the recognition of competences and qualifications
- ✓ Support mobility, transparency and mutual trust of qualification

IMPLEMENTATION

This strategy has then been tested and amended through a series of European projects and is flexible enough to be used by a wide range of stakeholders in the fields of both sport and education.

Indeed, the Model can be utilised as a set of tools and a reference point to achieve a variety of education or employment objectives and also to develop an organisation's role in the sector.

Measures of success can be listed as follows:

- ✓ Acknowledgement as a valuable and transferable method by experts such as the CEDEFOP;
- ✓ Successful delivery of a strategic programme of EU projects: EQF Sport, LLLSport, VSPORT+, S2A Sport;
- ✓ Uptake of 7 Step Model at a national level to implement NQF (Poland) or develop a training programme (Malta);
- ✓ Use of the methodology's outcomes by European Federations and internationally (EGA and CPG in the golf sector).

RECOGNITION

The model has been recognised by many actors in the sector as a concrete methodology able to bring together the worlds of

education and employment and to ensure that vocational education, training and qualifications exist to support the development of

a competent workforce through fit for purpose qualifications and training programmes.

BENEFITS

Should we manage to reach a point where the 7 Step Model is widely disseminated as a process for qualification reform and modernisation, then we will have developed together:

- A framework of skills and competences to be translated into national qualifications and training programmes at a national level in line with NQF/EQF;
- A common framework that supports learning mobility and transferability between countries;
- Understanding of occupational standards and learning outcomes approach.



EOSE AND ITS VARIOUS COMMUNICATION TOOLS

EOSE is using various communication channels and tools, to inform the widest ring of stakeholders of the challenges of the sector and latest EU policies, to make them aware of good practice and initiatives around skills development, and to encourage them to share experiences and transfer information.



WEBSITE
www.eose.org

Easy access to a european resources centre introducing the key stakeholders and their role as well as gathering the work they lead having an impact in the field of sport, education and employment.

KEY FIGURES : In 2019, 23,743 pages has been viewed which represents an increase of 13,53% since 2018.

KEY INFORMATION AVAILABLE IN 15 LANGUAGES



SOCIAL MEDIA

Easy and fast browsing information about eose's activities and relevant news and articles of the sector
Meant to raise the profile of eose and expand its sphere of influence
Debate with high level stakeholders

KEY FIGURES: +19% of subscribers on linkedin in 2019; +11% of followers on twitter in 2019.

 **TWITTER :**
@EOSE_skills



 **LINKEDIN :**
EOSE



 **YOUTUBE :** EOSE
SkillsDevelopment





E-BULLETINS

Every 2 months a special insight into the eose world:

a tool to communicate on the activities of EOSE members and partners across Europe, to inform people about latest developments and good practices, to disseminate links with key documents and highlight main events in the sector.

KEY FIGURES:

7 EDITIONS sent in 2019 to an audience of over **1 330 individual subscribers**.



SIGN-UP



PROJECT WEBSITES

A fully dedicated website is created for each project led by EOSE. Websites gather essential information such as the rationale, the partnership, the methodology and all outcomes.

Feel free to visit our project websites to take a look at our tools and project deliverables!



ONSIDE Project:

www.onside-sport.eu

T2MIS project:

www.t2mis.eu

ESSA-Sport project:

www.essa-sport.eu

S2A-Sport project:

www.s2a-sport.eu

CHANGE Project:

www.change-sport.eu



EOSE IN EUROPEAN PROJECTS





EOSE IN EUROPEAN PROJECTS

BACKGROUND

EOSE works with members and partners where it is part of their mission to analyse the labour market, and to promote and support the modernisation of education systems and the development of a competent paid and unpaid workforce that is essential to the success of the sector.

EOSE seeks to position itself and its members at the centre of Vocational Education and Training (VET) policy in Europe and to be seen as an expert organisation recognised as such by the European Commission. Indeed, EOSE has a track record of developing, leading and delivering high quality and sustainable European funded projects and international activities with the strong commitment, contribution and expertise of its network of members, partners and experienced staff.

During the year 2019, EOSE has been actively involved in the development of several transnational project proposals and has participated as applicant/coordinator and active partner in various initiatives.

The following pages briefly introduce these transnational initiatives/projects:

- Coordinated and led by EOSE both as *"Promoter"* or *"Applicant/Leader"*
- In which EOSE played the role of active *"Partner"*.

It also provides a short insight into two transnational projects awarded to EOSE in 2019 but that will start in 2020.



THE FIRST EU WIDE EMPLOYMENT & SKILLS MAP FOR THE SPORT SECTOR

Full Title:	ESSA-Sport - "A European Sector Skills Alliance for Sport and Physical Activity"
Funded under:	Erasmus+ KA2 – Cooperation for innovation and the exchange of good practices - Sector Skills Alliances – Call 2016
Duration:	36 months (from 1 st November 2016 to 31 st October 2019)
Promoter:	EOSE (European Observatoire de Sport and Employment)
Partnership:	24 partners from 19 countries

The ESSA-Sport project aimed to deliver the first Europe-wide Employment and Skills map for the whole sport and physical activity sector – a sector of huge economic and social significance where new businesses and jobs are being created and new skills are needed to match the expectation from the labour market.

Coordinated by EOSE with the help of the EU social partners in the sector (EASE and UNI-Europa Sport), the project was supported by a wide network of 20 national organisations acting as researchers and coordinators who carried out desk-research activities and consultation to analyse the employment situation, skill needs and priorities for the sector. Some further EU Network Associations completed that consortium and acted as expert advisers to engage the whole sector.

The project researched available sources of national statistics to

define and understand the labour market across the member states and also conducted a major online survey across the EU to identify the skill needs of employers.

Consultation activities took place at the EU and national level to finalise a European strategic action plan including detailed priorities and recommendations to help ensure education, training and qualifications are geared towards the realities of the sector, and to inform the real employment opportunities and skills needed in the sector.

ESSA-Sport aimed to bring the whole sport and physical activity sector together for the first time at a time when expectations of the sector are rising with governments aiming for improved levels of health through physical activity, for sport to be at the heart of social integration, enhanced governance in the field of sport and to improve the

employability of young people through the education and personal development it offers.

The project successfully ended in October 2019 with the organisation of the first ever European Sport Skills Summit gathering 82 participants from 24 countries. The 2-day event was hosted by the Finnish Ministry of Education and Culture and was run as a side event of the Finnish Presidency of the Council of the European Union.

It was the perfect occasion to present new data and information about the sport and physical activity sector and to consult with stakeholders, to underline potential solutions, and to build a series of concrete recommendations and priority actions for the sector to tackle the identified challenges in achieving a skilled workforce of paid staff and volunteers ■



www.essa-sport.eu

“Filling the gap between labour supply and demand is a driving force which could attract learners who have been marginalised by systems of education to meaningful and relevant lifelong learning and employability. It is clear to my mind that this project is a good example of how we can bring the world of education and training closer to the world of employment.”

Dr Joachim James Calleja,
Former Director of Cedefop



MAIN OUTPUTS:

- ✓ The first EU wide Employment and Skills map for the sport and physical activity sector
- ✓ Development of national stakeholder groups
- ✓ A European Strategic Skills Action Plan to help ensure education, training and qualifications are geared to the realities of the sector
- ✓ EU Sector Skills Alliance as a sustainable mechanism
- ✓ The first ever EU Skills Seminar in Sport
- ✓ National reports on skill needs development providing analysis of the sport labour market, realities and trends at the national level
- ✓ European and National Fact Sheets summarising main results and findings

PROMOTER:



FUNDER:



PARTNERS:





ENHANCING THE SKILLS OF SPORT OFFICIALS IN EUROPE

Full Title:	ONSIDE - "Innovative education to enhance the skills of Sport Officials in Europe"
Funded under:	Erasmus + Sport Chapter - Collaborative Partnership - Call 2017
Duration:	36 months (from 1 st January 2018 to 31 st December 2020)
Promoter:	EOSE (European Observatoire de Sport and Employment)
Partnership :	11 partners from 9 countries

The role of sport officials (umpires, referees, judges etc.) is vital in sport. They ensure participants compete within the spirit of the sport or activity through the impartial and consistent application of its rules and laws.

The ONSIDE project is exploring and defining, for the first time at the EU level, the generic competences, skills and knowledge expected of sport officials – covering all sports and nations. The education component of the project will include the development and delivery of brand new training through innovative learning methods, including e-learning courses.

ONSIDE is a three-year project running from January 2018 to December 2020 and is funded

through the European Union Erasmus+ Programme.

2017 saw the first year of the project where the partners met three times (Vienna, Austria; Papendal, Netherlands; Lausanne, Switzerland). This was the foundation year for the project where partners forged a real team approach and were brought up to speed on the expected project outcomes.

The project is implementing the Lifelong Learning Strategy for Sport, also known as the 7 Step Model.

The next tasks for the group for 2020 include the production of a European handbook of training modules for sport officials using the occupational standards for sport officials, the transnational partnership led by EOSE will

identify relevant module outlines, linked to European Qualification Framework (EQF) levels, and will describe learning outcomes, teaching delivery and assessment strategies.

Other tasks are the design of an innovative e-learning courses for sport officials in Europe from the handbook of training, expert organisations will be consulted to select the relevant modules to be developed for sport officials through e-learning and two national pilot seminars to test the content of the e-learning courses.

The project has seen wide interest from the sport movement with input from many national, European and international federations, this is only set to grow as the project progresses ■



Follow the project on the dedicated website : www.onside-sport.eu



www.onside-sport.eu

“ Sports officials are essential for all sport competitions, it's not just the technical skills that are important, but also the development of soft skills, including non-sport specific such as communication, effective management skills, personal brand and many more all of which are vital to the future of sport in Europe. Researching the sector and defining standards for sports officials will provide a solid base for future development of the role of sports official in Europe.”

Howard Webb

ONSIDE Project Ambassador; UEFA Champions League and FIFA World Cup Final referee.



MAIN EXPECTED OUTPUTS:

- ✓ European Desk Research and Occupational Map on Sport Officials
- ✓ Occupational Descriptors for Sport Official positions
- ✓ Functional Map for Sport Officials
- ✓ Occupational Standards for Sport Officials
- ✓ Handbook of Training Modules for Sport Officials
- ✓ Innovative e-learning Courses for Sport Officials
- ✓ Guide for Sustainability and Quality Assurance Strategies

PROMOTER:



FUNDER:



PARTNERS:





ENHANCING SKILLS IN SPORT FOR DEVELOPMENT IN EUROPE

Full Title:	CHANGE - <i>"Defining skills and competences for sport to act as a tool for development of people and society in Europe"</i>
Funded under:	Erasmus + Sport Chapter - Collaborative Partnership - Call 2018
Duration:	36 months (From 1 st January 2019 to 31 st December 2021)
Promoter:	EOSE (European Observatoire of Sport and Employment)
Partnership :	9 partners from 7 countries

Sport has the power to bring about positive change in communities and society. For individuals, sport can support personal and social development, employability, health, and re-engagement in education. The twin themes of the CHANGE project are societal and human development through sport.

The CHANGE project is undertaking a systematic exploration of employment, education and skills in the sport for development sector. CHANGE attempts to foster a common understanding of the skills challenges in sport for development as well as piloting education and exploring entry and progression routes for individuals working in this field.

CHANGE is implementing the innovative 7 Step Model for workforce and skills development. This will result in the identification and definition

of skills and competences needed for sport for development roles. A Training Programme Handbook will also be produced to inform education in the sector.

CHANGE is a three-year project running from January 2019 to December 2021 and is funded through the Erasmus+ programme of the European Union.

2019 saw the first year of the project where the partners met twice (Rome, Italy and Copenhagen, Denmark). This was the foundation year for the project where partners began working together as a team and were brought up to speed on the project methodology, outputs and timeline. The focus of the meetings was developing a shared understanding and definition of sport for development.

Towards the end of 2019 the research phase of the project

began with a large desk research and a plan was put in place to interview around thirty sport for development professionals working in organisations who use sport for social change from across the countries represented in the project, the wider European Union and beyond.

The next tasks for the partners include the production of an occupational map and occupational descriptors for sport for development roles, as well as a functional map for sport for development which will form the basis for innovative occupational standards and education activities.

A dedicated website and Twitter account have been set up for the project and EOSE and the partners have begun communication and dissemination activities to inform the whole sector about the project and gather their support and input ■



Follow the project on the dedicated website www.change-sport.eu and Twitter account @change_sport_eu



www.change-sport.eu



THE OVERALL AIMS OF THE PROJECT ARE TO :

- ✓ Reduce the gap between current and required skills of sport administrators
- ✓ Create conditions to increase uptake of learning mobility
- ✓ Invest in human capital and contribute to capacity building of sport organisations
- ✓ Promote the international dimension of sport and encourage transregional cooperation
- ✓ Enhance physical activity and health outcomes through effective sport administrators

PROMOTER:



FUNDER:



PARTNERS:



+ + LOOKING INTO THE FUTURE +

ENHANCING THE SKILLS OF SPORT ADMINISTRATORS THROUGH INTERNATIONAL LEARNING MOBILITY **S2A-SPORT MOBILITY**

This initiative is co-funded by the European Commission as a Pilot Project in the field of sport under the call for proposals "*Exchanges and mobility in sport*".

The S2A Sport Mobility project will offer the opportunity to 40 sport administrators to take part in a fit-for-purpose transnational training programme on sport administration that will be delivered through 3 modules of 1 week in 3 different Western Balkans countries. A total of 32 participants will come from Western Balkans (Albania, Kosovo, Montenegro, and North Macedonia) and 8 participants from the European Union. The training programme will be supplemented by a 4 days tailor made national study visit for each participant to undertake a concrete experience abroad and acquire new skills from such learning mobility.

The focus will be on "*sport administrators*" working in paid and voluntary middle management roles and implementing a

variety of tasks to ensure the effective running of a sport organisation in accordance with its purpose and direction.

The initiative is a follow up to the successful S2A-Sport project which implemented the lifelong learning strategy for sport (7 Step Model) and developed occupational standards and pilot training for sport administrators, concluded in 2018 (see www.s2a-sport.eu).

The overall goal of the initiative will be to enhance the skills of sport administrators and strengthen their future employability but also to contribute to the capacity building of their sport organisations and so the development of sport in the Western Balkans and the European Union.

S2A Sport Mobility is coordinated by EOSE and the partnership gathers four national partners from Western Balkan countries, two universities from within the European Union and two European Network Organisations.

THE OVERALL AIMS OF THE PROJECT ARE TO :

- ✓ Reduce the gap between current and required skills of sport administrators
- ✓ Create conditions to increase uptake of learning mobility
- ✓ Invest in human capital and contribute to capacity building of sport organisations
- ✓ Promote the international dimension of sport and encourage transregional cooperation
- ✓ Enhance physical activity and health outcomes through effective sport administrators

+ + LOOKING INTO THE FUTURE +

CONTINUING THE JOURNEY TOWARDS A SKILLED WORKFORCE FOR THE SPORT AND PHYSICAL ACTIVITY SECTOR IN EUROPE - **SKILLS**

2020 will see the start of a new EU funded project under the Erasmus+ Sport Chapter with EOSE as coordinator. The SKILLS project has the full title *"Continuing the journey towards a skilled workforce for the sport and physical activity sector in Europe"* and will run from January 2020 to December 2021. A mix of 6 partners from 6 different countries will take part in the initiative.

This new project has been built as a complementary initiative and follow-up from the ESSA-Sport project to ensure continuity and to keep the topic of skills development as high priority and at the heart of the sector.

Indeed, the overall ambition of this 24-month small collaborative project will be to maintain the momentum and build

on the progress made during the ESSA-Sport project in the understanding of the labour market and skill needs of the whole sport and physical activity sector.

Desk research and analysis will be done through the SKILLS project on an annual basis, and then annual summary fact sheets will be produced and dispatched widely. Having a proper understanding of the realities and trends of the labour market is the basis for effective training provision and skills development.

The first European Employer Skills Survey, presented on pages 15-16 will be further analysed as it is important to understand the overall challenges for the whole sector. The SKILLS initiative will go deeper in the analysis and enable EOSE to highlight key challenges to be faced by the sector.

MAIN EXPECTED OUTPUTS :

- ✓ A yearly summary fact sheet on the sport labour market in Europe
- ✓ A summary paper with visuals on skills needs and challenges for the sector
- ✓ Compendium of selected good practice examples towards a skilled workforce for the sector
- ✓ An annual workshop "Skills and workforce development challenges in the sector" gathering European Sport organisations

EUROPEAN PROJECTS 2019 EOSE ACTING AS PARTNER

Part of the core work of EOSE is to encourage, support and contribute to the development and implementation of transnational EU funded projects and collaborative initiatives led by other organisations from the sector.

The condition for the involvement of EOSE is that each project should be linked with the vision of the organisation as well as the expertise of the staff and members which made up the EOSE network.

While taking part in a project, the end goal is always to contribute to the development of the sport and physical activity sector, to expand and strengthen the current network of contacts, to learn from other partners, to exchange good practice, and to envisage continuity and further priority actions to be implemented in the sector.

EOSE is therefore in a position to act in various roles as part of EU funded projects:

- **As an expert** – contributing to design, development, sharing and delivery of concrete activities in the area of education and workforce development
- **As a multiplier** – using its network and communication channels to expand the reach and impact of projects' work and initiatives through various dissemination and promotional activities
- **As a facilitator** – bringing experience in managing some of the administrative workload and organising meetings and events at all levels
- **As an evaluator** – carrying out evaluation activities to assess the quality of the project activities and innovative outputs, to provide constructive feedback and to help identifying potential impact and strategies towards sustainability and implementation.

🔗 *In the following section, you will find a brief presentation of the main projects in which EOSE has been actively involved as partner in 2019*



Full Title: ASPIRE - "Activity, Sport and Play for the Inclusion of Refugees in Europe"
Funded under: Erasmus + - Sport Chapter
Duration: 30 months (from 1st January 2017 to 30th June 2019)
Project Leader: ENGSO (European Non-Governmental Sports Organisation)

ASPIRING TO ACCESSIBLE SPORT CLUBS THAT WELCOME REFUGEES

LEADER:



FUNDER:



Co-funded by the Erasmus+ Programme of the European Union and supported by the European Lotteries Association (EL), ASPIRE served as a pioneer in long-term perspective, with added value of sport in offering a solution for inclusion during and after the settlement of refugees.

ASPIRE had the main aim to offer suitable participation opportunities for refugees in and through sport, physical activity and play. This aim can be best achieved by the development and implementation of a training module that can support people involved in sport to adapt their existing coaching activities to the specific context of refugees.

The training module enhanced the skills and competences of facilitators in the area of psychosocial support and intercultural learning, and also compile innovative approaches to make sports organisations more open, accessible and inclusive.

The ASPIRE main expected outcomes were:

- An academic research on the needs and challenges of refugees and sport organisations
- A training module targeting people involved in sport (e.g. coaches, project leaders, volunteers) as well as social and aid workers and refugees with a sporting background
- 9 national training sessions to test the training

EOSE ROLE AS PARTNER:

- ✓ Leading the evaluation process
- ✓ Contributing to the dissemination
- ✓ Providing feedback and advices



Further information about the project and working progress available on www.aspiresport.eu



Full Title: ALL>>IN - "Developing Pathways of Lifelong Physical Activity for People with a Disability in Europe"
Funded under: Erasmus + - Sport Chapter
Duration: 36 months (From 1st January 2017 to 31st December 2019)
Project Leader: ParaSport Sweden

TOWARDS A SUSTAINABLE FRAMEWORK ENSURING MORE PEOPLE WITH DISABILITIES HAVE THE OPPORTUNITY TO LEAD A MORE ACTIVE LIFESTYLE

LEADER:



FUNDER:



The project which ran for 3 years was co-financed through the Erasmus+ programme of the European Union and sought to establish a cross sectoral cooperation model at a European sub-regional level that develops, exploits and implements good practices for integrated pathways of lifelong physical activity for people with a disability.

In collaboration with a strong partnership which included 13

organisations from 8 countries, the project worked to develop 5 distinct areas of Parasport in the Nordic region:

- Marketing
- Recruitment
- Competition
- Education
- Governance

In each of these areas the partners focused on establishing "Knowledge Hubs" in order to gather examples of good practice,

develop creative solutions to meet the need of the sector and then test the solutions through pilot activities.

The project ran until the end of 2019 and sought to define common elements in the collaborative process in the Nordic region in order to then provide the basis for successful models of cooperation to be established in other sub-regions of Europe ■

EOSE ROLE AS PARTNER:

- ✓ Co-leading the valorisation and sustainability process



Full Title: GSD - "Grassroots Sport Diplomacy"
Funded under: Erasmus + - Sport Chapter
Duration: 24 months (From 1st January 2018 to 31st December 2019)
Project Leader: ISCA (International Sport and Culture Association)

CIVIL SOCIETY ORGANISATIONS WORKING ACROSS BORDERS AND DEVELOPING DIPLOMATIC ACTIONS AT THE GRASSROOTS LEVEL

LEADER:



FUNDER:



Co-funded by the Erasmus+ Programme of the European Union and led by the International Sport and Culture Association (ISCA), the GSD project was focusing on a brand new concept entitled Grassroots Sport Diplomacy.

Grassroots sport as a part of the cultural life of Europe has a role to play when we talk about diplomacy and relationships between countries.

During the first phase of the project, the partners undertook desk

research in to grassroots sport diplomacy actions from around the world, and this was followed by a consultation process including a series of interviews to gather inputs and opinions on this new concept and be able to propose the first ever definition for Grassroots Sport Diplomacy.

The mapping led to the selection of seven pilot actions to provide the opportunity to test and learn from different approaches to diplomacy. The partnership then was in the position to work on the development of policy

recommendations around this new concept and the design and launch of an online course focusing on this concept of Grassroots Sport Diplomacy.

In order to achieve such an ambitious initiative, ISCA put together a partnership composed of a mix of stakeholders from seven different countries and including various expert institutions, sport-oriented bodies, governmental institutions, and one non-European partner from Brazil ■

EOSE ROLE AS PARTNER:

- ✓ Support the overall desk research and mapping of available resources, strategies and initiatives for grassroots sport
- ✓ Coordinate the development of a set of recommendations for EU, governments and civil society to use grassroots sport diplomacy
- ✓ Provide inputs to the innovative concept of a Clearing House including an online course on Grassroots Sports Diplomacy
- ✓ Contribute to the definition of the concept of "Grassroots Sports Diplomacy"
- ✓ Explore potential pilot actions for grassroots sport diplomacy



Full Title: GReFORM - "Good Governance enhancement through e-Learning for Sport Volunteer Board Members"
 Funded under: Erasmus + - Sport Chapter
 Duration: 36 months (from 1st January 2018 to 31st December 2020)
 Project Leader: CSO (Cyprus Sport Organisation)

DEVELOPING A TOOL TO ENHANCE GOOD GOVERNANCE FOR VOLUNTEER BOARD MEMBERS

LEADER:



FUNDER:



Led by the Cyprus Sport Organisation and funded by the European Commission under the Erasmus+ programme, GReFORM is a transnational project which focuses on the capabilities and skills of volunteers acting as Board members in sport organisations across Europe.

The main objective of this 3-year project is to provide adapted solutions to enhance the level of knowledge, understanding and competencies of those volunteers particularly in the area of Good Governance: Transparency, Democracy, Accountability and Responsibility.

The consortium is composed of a mix of 10 organisations from the sport sector (e.g. Sport Council, Universities, National Sport

Federations, and European Sport Networks) who will work together to undertake desk research and identify good practice in terms of organisational governance in the sector, they will also carry out a precise needs analysis through consultation to then be able to develop relevant training content and material.

To be relevant and useful for this specific part of the workforce (volunteers acting as Board members), the innovative training material will be designed and presented through an on-line platform which will provide a maximum of flexibility and the widest opportunities to access the series of modules when they are available.

By providing high-quality training

content through such an online platform dedicated to Volunteer Board Members, the partnership believes that the skills and confidence of these volunteers in the area of Good Governance will increase and the chance to see effective implementation of Good Governance principles in sport organisations will be enhanced ■

EOSE ROLE AS PARTNER:

- ✓ Feedback and suggestions towards the development of the educational content as well as the online tool
- ✓ Evaluation of the quality and relevancy of the online learning platform including pilot testing;
- ✓ Recommendations for sustainability and continuity
- ✓ Ongoing dissemination and promotional activities



Further information about the project and all final outputs available on www.greform.eu



Full Title: POINTS - "Single Points of Contact for Sports Integrity"
Funded under: Erasmus + - Sport Chapter
Duration: 36 months (from 1st January 2018 to 31st December 2020)
Project Leader: EOC EU Office

TOWARDS SAFEGUARDING THE INTEGRITY OF SPORT AND BETTER GOVERNANCE

LEADER:



FUNDER:



Across sport, numerous scandals related to ethical questions have been brought to light in recent years. Consequently, public opinion becomes more and more negative and public authorities increase the pressure on sport governing bodies to implement principles of good governance as well as ensuring the integrity of sport competitions.

The main objective of the POINTS Project, coordinated by the EOC EU Office, is to help National Olympic Committees, European Federations, and National Sport Federations to safeguard the integrity of their sport(s) in the widest sense and to strengthen their governance.

The overall methodology of the project is based on the concept of "Single Points of Contact for integrity" (SPOCs) and more precisely to:

- Provide a structure and guidelines for the setting-up of SPOCs within sport organisations
- Develop educational material and tools to provide relevant training to those representatives from targeted sport organisations that will act as SPOCs
- Organise National Strategic Workshops on Sport Integrity and Good Governance to bring together sport organisations and potential SPOCs

The project brings together a consortium composed on 11 National Olympic Committees, 3 European Federations (Volleyball, Athletics and Basketball) and 3 Knowledge Institutes (Interpol, Sport and Recreational Alliance and EOSE) ■

EOSE ROLE AS PARTNER:

- ✓ Contribution to the development of the educational programme and material/tools
- ✓ Support in the evaluation of the project with a focus on the innovative Training Seminars
- ✓ Ongoing dissemination and promotional activities



Further information about the project and working progress available on: www.points-project.com



Full Title: SK4YS – “Skills for You(th) through Sport”
Funded under: Erasmus + - Sport Chapter
Duration: 24 months (From 1st January 2019 to 31st December 2020)
Project Leader: ENGSO (European Non-Governmental Sports Organisation) Youth

INCREASING THE RECOGNITION OF TRANSFERABLE SKILLS THAT SPORT CAN DEVELOP FOR YOUNG PEOPLE

LEADER:



FUNDER:



Coordinated by ENGSO Youth and supported by the European Commission through the Erasmus+ Sport Programme, SK4YS has the ambition to raise awareness of soft skills acquired through sport and particularly to focus on the recognition of transferable skills that sport can develop for young people especially for those not in employment, education or training.

This 2-year project builds on a cross-sectoral approach of sport, youth, employment and education policies of the European Union and on the outcomes of the Study on the contribution of sport to the employability of young people in the context of the Europe 2020 strategy.

The consortium is composed of six organisations including ENGSO Youth, the European University Sports Association (EUSA), the Cyprus Youth Council, the Oltalom Sport Association, the Budapest Association for International Sport and EOSE and will work to:

- Raise awareness on soft skills gained through sport through increased cross sector cooperation
- Empower and build capacity of sport and youth organisations, educational institutions to develop and deliver sport based employability programs for young people

- Collect, classify and promote European good practices in the field of skills development through sport and sport based employability programmes

EOSE is delighted to take part in such an ambitious initiative closely linked to its values ■

EOSE ROLE AS PARTNER:

- ✓ Consult with a wide range of stakeholders to better understand the field of skills development through sport
- ✓ Identify good practices
- ✓ Develop the content of the educational module (handbook)



Further information about the project and all final outputs available on www.youth-sport.net/sk4ys



Full Title: PVGW – “Play Volleyball, grow with it”
Funded under: Erasmus + - Sport Chapter
Duration: 3 years (from 1st January 2019 to 31st December 2021)
Project Leader: CEV (European Volleyball Confederation)

MAKING YOUNG PEOPLE MORE ACTIVE THROUGH A NEW CONCEPT OF VOLLEYBALL

LEADER:



FUNDER:



Funded by the European Commission under the Erasmus+ Sport programme, this 3-year initiative coordinated by the European Volleyball Confederation is a unique opportunity to bring together a number of stakeholders from the Volleyball family and beyond in an effort to promote volleyball at the grassroots level and implement an innovative way to introduce volleyball at school with a focus on youth aged between 8 to 12 years old.

The consortium, led by CEV gathers four national volleyball federations (Estonia, Finland, North Macedonia and Slovakia), two universities (the German Sport University of Cologne and the Faculty

of Sport Sciences of the Hacettepe University in Turkey) and EOSE. Main objectives are:

- Enhance physical activity among children in Europe by introducing a new concept of the volleyball game at school
- Support PE teachers in facilitating the introduction of the volleyball game at entry level
- Produce useful guidelines, handbooks, videos, etc. and dispatching these to PE teachers and coaches
- Expand volleyball community by sharing best practices among all partners and relevant stakeholders

- Ensure the project continues beyond the EU funding by extending the initiative to other national federations

It is a pleasure to be involved in such an initiative aiming to enhance physical activity among children, provide support to PE teachers to introduce volleyball at the entry level, create synergies between teachers and coaches, and to grow the game at grassroots level ■

EOSE ROLE AS PARTNER:

- ✓ Evaluation of the innovative teaching methodology
- ✓ Contribution to the project outputs
- ✓ Ongoing dissemination and promotion



Further information about the project and all final outputs available on www.inside.cev.eu/en/development/cev-school-project/

EOS EVENTS





EOSE EVENTS

BACKGROUND

EOSE has conducted a high number of activities in 2019, the success of which was made possible due to the strong commitment, contribution and involvement of its network of members and partners, the dedication of its Executive Board members and the work of its staff.

Each activity was carried out or undertaken to strengthen and expand the network of the organisation, to pursue the overall mission of the organisation, to tackle the challenges of the sector and to support its development.

Organising events and attending conferences and workshops was important throughout the year 2019 to engage with the current members and build a better understanding of their expectations, priorities and the real issues facing the sector across the EU, to spread information about latest initiatives of the sector, but also to communicate on EU funding opportunities and EU policies, to expand the knowledge and recognition of EOSE by other stakeholders from the sector at all levels, and of course to grow the network of contacts and partners.

The first edition of the European Sport Skills Summit that has been organised in Helsinki (Finland) to present and debate new data and information about the sport sector with a wide range of stakeholders from all across Europe is the perfect example to illustrate the wish of EOSE to better engage the sector at EU level.

THE ACTIVITIES CARRIED OUT

IN 2019 CAN BE DIVIDED INTO 3 MAIN CATEGORIES

1

INTERNAL
ORGANISATIONAL AND
MANAGERIAL MEETINGS

2

NETWORKING
AND AWARENESS
RAISING ACTIVITIES

3

KNOWLEDGE
AND EXPERTISE
SHARING ACTIVITIES

2019 AT A GLANCE

54

EVENTS

24

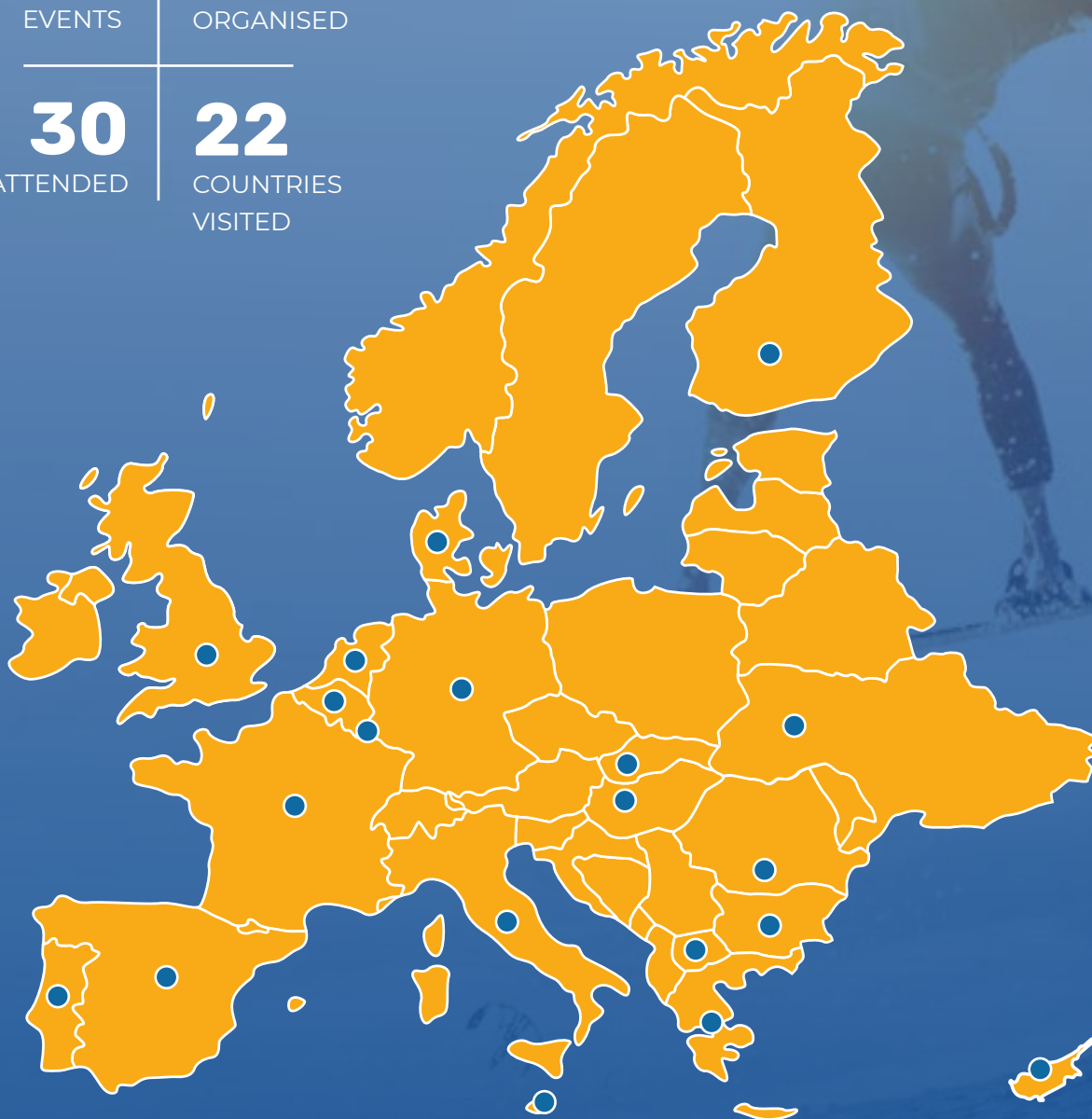
ORGANISED

30

ATTENDED

22

COUNTRIES
VISITED



IN 2019

With the aim to increase and strengthen the recognition of EOSE and understanding of the work undertaken at the international, European and national level in the sector, as well as to actively support partner organisations, EOSE representatives regularly attend as a speaker, contributor or participant in a wide range of events and workshops at different levels, fully listed in the attached timeline and some of which highlighted below.

2019 EVENTS TIMELINE

SPORT INFODAY 2019

📍 **Brussels (Belgium)** - 30th January 2019



The European Commission and the Education, Audio-visual and Culture Executive Agency (EACEA) organised the sixth edition of the Erasmus+ Sport Info Day on the 30th of January 2019 in Brussels, Belgium. The event gathered more than 600 participants and EOSE was represented by Executive

Director, Aurélien Favre and Project Officer, Camille Demeulemeester.

European Commissioner for Education, Culture, Youth and Sport, Tibor Navracsics, opened the event and highlighted the important role of sport organisations in implementing concrete activities in line with EU policy priorities.

An update on EU policy context and the Erasmus+

Sport programme was then provided by the Sport Unit. EACEA then concentrated on the submission and selection process and the afternoon was dedicated to three specific workshops on the evaluation process, on the financial dimension of Erasmus+ Sport projects and on specific issues concerning small collaborative partnerships. A final session highlighted other funding opportunities that sport could also benefit from ■

*Events organised by EOSE

JANUARY

24th

Forum on the Future of Learning
Brussels (BE)

FEBRUARY

4th - 6th

POINTS - Erasmus+ Sport project on Sport Integrity - Training Seminar 1 on Competition Manipulation
Lyon (FR)

5th

Sport Infoday 2019
Brussels (BE)

6th

Erasmus+ Sport Coordinators Meeting
Brussels (BE)

11th - 12th

SK4YS - Erasmus+ Sport project on Skills Development - Kick-Off Meeting
Budapest (HU)

12th - 13th

PVGW - Erasmus+ Sport Project on Volleyball Coaching - Kick-Off Meeting
Luxembourg (LU)

14th

EOSE Meeting with Eurostat
Luxembourg (LU)

20th

ASPIRE - Erasmus+ sport project on the inclusion of refugees - Full Partner Meeting
Athens (EL)

SK4YS - ERASMUS+ SPORT PROJECT ON SKILLS DEVELOPMENT - KICK-OFF MEETING

📍 **Budapest (Hungary)** - 11th – 12th February 2019



On the 11th and 12th of February 2019, the kick off meeting of the “Skills for You(th) through Sport (SK4YS)” project was organised in Budapest, Hungary. These two days officially launched the initiative that will run for a total of two years and EOSE was represented by Ben Gittus, Director of Standards and Camille Demeulemeester, Project Officer.

Coordinated by ENGSO Youth and supported by the European

Commission through the Erasmus+ Sport Programme, “SK4YS” has the ambition to raise awareness of soft skills acquired through sport and particularly to focus on the recognition of transferable skills that sport can develop for young people especially for those not in employment, education or training.

The kick off meeting was the opportunity to gather the whole consortium composed of six

organisations including ENGSO Youth, the European University Sports Association (EUSA), the Cyprus Youth Council, the Oltalom Sport Association, the Budapest Association for International Sport and EOSE.

EOSE is delighted to take part in such an ambitious initiative closely linked to its values ■

 Read more about the SK4YS project page 46

PVGW - ERASMUS+ SPORT PROJECT ON VOLLEYBALL COACHING - KICK OFF MEETING

📍 **Luxembourg (Luxembourg)** - 12th – 13th February 2019



The European Volleyball Confederation (CEV) hosted in their headquarters in Luxembourg on 12-13 February 2019 the kick off meeting of a new initiative entitled “Play volleyball, grow with it” (PVGW).

Funded by the European Commission under the Erasmus+ Sport programme, this 3-year project coordinated by CEV has the objec-


tive to promote volleyball at the grassroots level and implement an innovative way to introduce volleyball at school with a focus on youth aged between 8 to 12 years old.

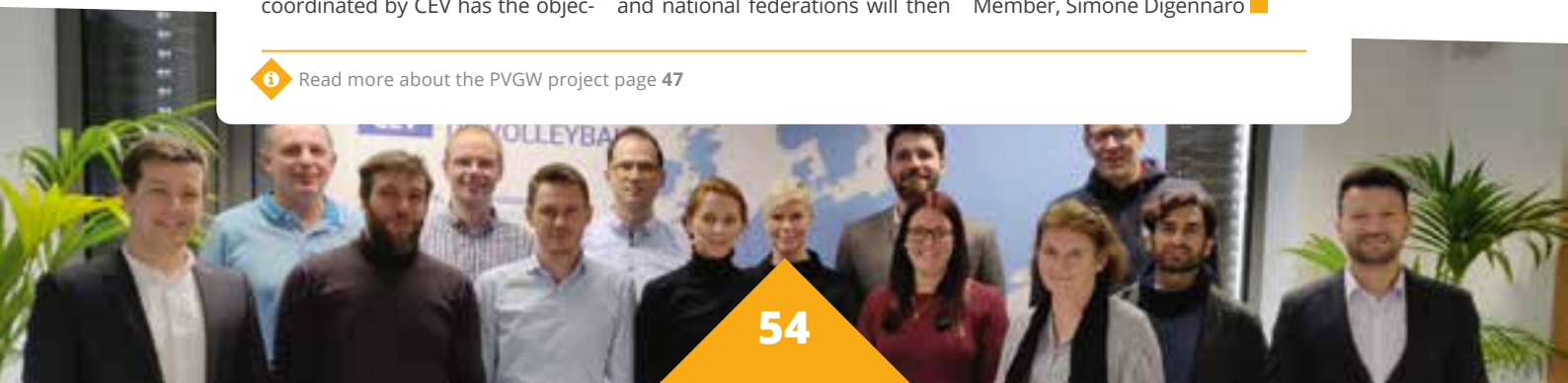
The first phase of the work programme will see the consortium working through the development of an innovative methodology to introduce volleyball in school. The training of the teachers and the concrete testing of the concept through delivery in local schools with the support of volleyball clubs and national federations will then

follow during the second phase of the project.

The consortium led by CEV gathers four national volleyball federations (Estonia, Finland, Former Y.R. of Macedonia and Slovakia), two universities (the German Sport University of Cologne and the Hacettepe University in Turkey) and EOSE.

EOSE was represented by Executive Director, Aurélien Favre, and Board Member, Simone Digennaro ■

 Read more about the PVGW project page 47



EOSE MEETING WITH EUROSTAT

📍 **Luxembourg (Luxembourg)** - 14th February 2019



On the 14th of February 2019, a delegation composed of EOSE Executive Director, Aurélien Favre, and researcher from the University of Cassino and Southern Lazio in Italy, Simone Digennaro, met for the second

time with a team of statisticians from the culture and sport team at Eurostat in Luxembourg.

Following the first meeting arranged in early 2018, it was agreed to regularly meet to pursue the dialogue, exchange and provide some updates about the advancement of the work particularly on the analysis of the available

statistics for the sport labour market.

Moreover, the meeting gave the opportunity to present the overall concept and the first findings from the first ever European Employer Skills Survey as part of the drive to deliver an EU wide Employment and Skills map for the whole sport and physical activity sector ■

ONside – ERASMUS+ SPORT PROJECT ON SPORT OFFICIATING - FULL PARTNER MEETING

📍 **Bucharest (Romania)** - 26th – 27th March 2019



The 4th full partner meeting of the ONside project to develop sport officials in Europe took place in Bucharest, Romania, on 26th and 27th of March 2019. The meeting was hosted by the Romanian Football Federation. The focus of day 1 was to validate the Occupational Map

and Occupational Descriptor for sport officiating in Europe. These documents describe the landscape of sport officiating and the key structures and organisations within it.

Day 2 saw the first steps towards developing a competence framework for sport officiating in Europe. The group drafted a “Key Purpose”, or working definition of sport officiating: “Enable participants

to compete through the impartial application of rules/ laws within the spirit of the sport”.

The group also received an update on the formation of the International Federation for Sport Officials (IFSO) which has been established in The City of The Hague in the Netherlands. Three partners of the ONside project are founding members of the federation ■

MARCH

6th
Conference “Sport & Regional Development: The future of sport in EU cities”
Brussels (BE)

8th
Launch of the International Sport Officials Federation (ISOF)
The Hague (NL)

11th
SHARE - SportHub Alliance for Regional Development in Europe - Partner Meeting
Brussels (BE)

12th
EOSE Executive Board meeting
Brussels (BE)

11th - 12th
International Confederation of Registers of Exercise Professionals (ICREPs) member countries - Annual Meeting
San Diego (USA)

13th
Annual Global Federations and Partners Meeting of IHRSA
San Diego (USA)

26th - 27th
ONside – Erasmus+ Sport project on Sport Officiating - Full Partner Meeting
Bucharest (RO)

APRIL

1st - 3rd
POINTS - Erasmus+ Sport project on Sport Integrity - Training Seminar 2 on Good Governance
Frankfurt (DE)

8th - 9th
EU Sport Forum 2019
Bucharest (RO)

15th - 17th
GSD – Erasmus+ project on Grassroots Sport Diplomacy - Full Partner Meeting
Genoa (IT)

16th
European Hockey Federation - Development Meeting
Eindhoven (NL)

EU SPORT FORUM 2019

📍 **Bucharest (Romania)** - 8th – 9th April 2019



On the occasion of the Romanian Presidency of the Council of the European Union, the European Commission, Directorate General for Education, Youth, Sport and Culture, organised the 2019 European Sport Forum in Bucharest (Romania) on 8th and 9th of April 2019.

The event gathered over 400 participants from the sport

movement as well as Member States, local authorities and academics, and provided a unique opportunity for high level discussions, structured exchanges and networking.

Sessions throughout the two days focussed on issues including anti-doping, rights and interests of athletes, the role of schools in promoting healthy lifestyles,

financing grassroots sport, and major sport events.

EOSE was represented by its Executive Director, Aurélien Favre, and its President, Prof. Thierry Zintz, who acted as moderator of a panel discussion on the challenges for less popular sport ■

EUROPEAN HOCKEY FEDERATION - DEVELOPMENT MEETING

📍 **Eindhoven (Netherlands)** - 16th April 2019



On the 16th of April 2019 EOSE Director of Standards Ben Gittus attended the Development Meeting of the European Hockey Federation (EHF) in Eindhoven, Netherlands.

The meeting was attended by the development leads from seven of the leading national hockey federations, as well as colleagues from FIH, the International

federation for hockey. Ben presented and discussed the role of EOSE and provided an update on EU sport policy and funding programmes. Ben also provided hints and tips for applying for EU funding.

The event was a perfect chance for EOSE to present its work and discuss opportunities with a dynamic and forward-thinking European sport federation.

EOSE and EHF look forward to continuing to share experiences and explore potential for future collaboration ■



EU EXPERT GROUP «SKILLS AND HUMAN RESOURCES DEVELOPMENT IN SPORT»

📍 **Lisbon (Portugal)** - 15th – 16th May 2019



The 15th and 16th of May 2019 saw the 4th meeting of the European Commission Expert Group “Skills and Human Resources Development in Sport” (XG HR) take place in Lisbon, Portugal.

22 Member States were represented by their Ministry responsible for sport or a delegate nominated by the Ministry.

EOSE has Observer status on this Expert Group and were invited to speak about the European Sector Skills Alliance project (ESSA-Sport). Ben Gittus and Simone Digennaro delivered the presentation and covered two main areas: the collection of labour market statistics and the findings of the first ever European Employer Skills Survey which was

undertaken as part of the ESSA-Sport project funded under Erasmus+.

The guidelines regarding the minimum requirement in skills and competences for coaches will be finalised and published by the Expert Group during the first part of the year 2020 ■

EXPLORATORY VISIT IN THE WESTERN BALKANS

📍 **Skopje (North Macedonia)** - 25th May 2019



On the 25th of May in Skopje (North Macedonia) an exploratory seminar was organised gathering together EOSE and the National Olympic Committee (NOC) from four countries in the Western Balkans: Albania, Kosovo, Montenegro and North Macedonia. This seminar was

chaired by Thierry Zintz, EOSE President.

The purpose of this seminar was to introduce EOSE, exchange on existing realities and challenges around skills and workforce development in the sector, and discuss potential collaborations.

This visit is the starting point of a collaboration with these organisations through an Erasmus+ Sport



Project focusing on learning mobility through sport with a focus outside European Union: “Enhancing the skills of Sport Administrators through international learning mobility” (S2A Sport Mobility) ■

MAY

15th - 16th

EU Expert Group «Skills and Human Resources Development in Sport»
Lisbon (PT)

21st - 23rd

POINTS - Erasmus+ Sport project on Sport Integrity - Training Seminar 3 on SPOCs role and competences
Lisbon (PT)

25th

Exploratory visit in the Western Balkans
Skopje (MK)

JUNE

12th

UK Round Table on Employment and Skills in Sport
Loughborough (UK)

14th

ASPIRE – Erasmus+ sport project on the inclusion of refugees - Final Conference
Frankfurt (DE)

15th

ASPIRE – Erasmus+ sport project on the inclusion of refugees - Full Partner Meeting
Frankfurt (DE)

19th

European Workshop «Skills and Workforce Development in Sport»
Brussels (BE)

20th

EOSE Executive Board meeting
Brussels (BE)

27th - 28th

CHANGE - Erasmus+ project on Sport for Development - Kick-Off Meeting
Rome (IT)

UK ROUND TABLE ON EMPLOYMENT AND SKILLS IN SPORT

📍 **Loughborough (UK)** - 12th June 2019



On the 12th of June 2019, Ben Gittus, EOSE Director of Standards and Geoff Carroll, EOSE Skills Development Manager organised a national consultation in the UK.

The meeting brought together representatives from EOSE's UK members Leeds Beckett University and Cardiff Metropolitan University. They were joined by colleagues from the Sport and Recreation Alliance, CIMSPA and StreetGames along with interested consultants from the private sector.

The focus of the meeting was discussion around employment data for the UK collected through the ESSA-Sport project, and also to consider the UK results of the Employer Skills Survey carried out through the same project ■

ASPIRE – ERASMUS+ SPORT PROJECT ON THE INCLUSION OF REFUGEES - FINAL CONFERENCE

📍 **Frankfurt (Germany)** - 14th June 2019



The Final Conference of the ASPIRE project took place on 14 June 2019 in Frankfurt, Germany. The event brought together a wide range of stakeholders and was hosted by the European Non-Governmental Sports

Organisation (ENGSO) and the German Olympic Sports Confederation (DOSB).

Led by ENGSO, this project focused on social inclusion in relation to people who are at risk of exclusion, especially refugees, and the partnership worked together to establish how sports clubs can best support the inclusion of migrants and refugees, building on the wide

popularity of sport and other forms of physical activity.

The final conference provided the opportunity to present key scientific results, conclusions and recommendations on the potential, challenges and successes of sport as a context to help the social inclusion of migrants and refugees ■

Read more about the ASPIRE project page 41

EUROPEAN WORKSHOP «SKILLS AND WORKFORCE DEVELOPMENT IN SPORT»

📍 **Brussels (Belgium)** - 19th June 2019



On the 19th of June 2019, the 3rd meeting of the ESSA-Sport European Associations Expert Advisory Group took place in Brussels, Belgium.

The aim of the event was to debate comprehensive sport employment statistics collected at the European level, to discuss the key findings from the first ever European Employer Skills Survey, and to work towards a collective view on priority actions and recommendations for the sector.

The meeting, chaired by the European Association of Sport Employers (EASE) and the European Observatoire of Sport and Employment (EOSE), gathered 17 participants representing 12 European associations and network organisations involved in the sector in Europe ■

CHANGE - ERASMUS+ PROJECT ON SPORT FOR DEVELOPMENT - KICK-OFF MEETING

📍 **Rome (Italy)** - 27th – 28th June 2019



The 27th and 28th of June 2019 saw the kick-off meeting for a new three-year project funded through the Erasmus+ Sport programme of the European Union.

Coordinated by the European Observatoire of Sport and Employment (EOSE), the

CHANGE project gathers 9 partners from 7 different countries.

CHANGE will explore the skills and competences of people working in key roles in sport for development and pilot innovative education courses.

The project is founded on the belief that sport has huge potential to change society and change people but to do so it needs a workforce of people with the right skills and competences, supported by a fit-for-purpose programme of education, training and professional development ■

JULY

10th
SHARE - SportHub Alliance for Regional Development in Europe - Partner Meeting
Brussels (BE)

10th - 11th
GreForm - Erasmus+ Sport project on Good Governance - Full Partner Meeting
Palermo (IT)

SEPTEMBER

3rd - 6th
EASM - European Association for Sport Management - Conference
Seville (ES)

14th - 15th
SK4YS - Erasmus+ Sport project on Skills Development - Full Partner Meeting
Nicosia (CY)

17th - 18th
ONISIDE - Erasmus+ Sport project on Sport Officiating - Full Partner Meeting
Malta (MT)

23rd - 27th
European Week of Sport 2019
Europe

24th - 26th
Outdoor Sports Euro'Meet 2019
Viana do Castelo (PT)

26th
Seminar "Education as a tool to fight doping in grassroots football"
Brussels (BE)

OCTOBER

1st - 2nd
PVGW - Erasmus+Sport Project on Volleyball Coaching - Full Partner Meeting
Bratislava (SK)

4th - 5th
ENGSO European Sport Platform
Rome (IT)

OUTDOOR SPORTS EURO'MEET 2019

📍 **Viana do Castelo (Portugal)** - 24th – 26th September 2019



The fifth edition of the Outdoor Sports Euro'Meet took place in Viana do Castelo (Portugal) from 24th to 26th of September 2019. Organised every two years with a special focus on the sustainable development of outdoor sports, the 2019 event was extremely successful with around 450 participants from 25 countries and provided a unique opportunity for networking, sharing of good practices, and exchanges.

This year Euro'Meet was delivered through four main themes: #BeActive, Be Healthy, Be Outdoors; Blue Growth; Urban Outdoors; and Inclusive Outdoors.

EOSE was invited as a key note speaker and was represented by Executive Director, Aurélien Favre, who delivered a presentation on the main realities, characteristics and tendencies of the sport and physical activity labour market in Europe as well as its principle challenges in terms of skills gaps and recruitment and retention of the workforce of paid staff and volunteers.



EOSE would like to thank ENOS, the European Network of Outdoor Sports, for the invitation and was delighted to contribute to such an inspiring event ■

FIRST EUROPEAN SKILLS SUMMIT FOR SPORT AND PHYSICAL ACTIVITY

📍 **Helsinki (Finland)** - 7th – 8th October 2019



On the 7th and 8th of October 2019, 82 participants from 24 countries came together at the Ministry of Education and Culture in Helsinki (Finland) to discover and debate new data and information about the sport and physical activity sector. The event was the final conference of the ESSA-Sport project and was organised as a side event of the Finnish Presidency of the Council of the European Union.

After welcoming messages and a series of opening presentations,

EOSE Executive Director, Aurélien Favre, presented European sport labour market statistics, highlighting that the sport labour market has seen an increase of 19.2% from 2011 to 2018. In 2018, 1765728 persons worked in the sport sector which represents 0.79% of the total employment in Europe.

Day 2 started with the presentation of the main findings of the 3812 responses collated through the European Employer Skills Survey, delivered by EOSE Director of Standards Ben Gittus and supported by Steven Osborne representing the European Association of Sport Management (EASM).

Finally, delegates had the opportunity to discuss and debate the findings from the labour market statistics and employer skills survey results. Four working groups met for two hours to discuss the key issues and main findings. Delegate responses were overwhelmingly supportive of the research with the findings stimulating lively discussion and debate in all groups.

The successful European Sport Skills Summit concluded with EOSE Skills Development Manager, Geoff Carroll presenting the preliminary priority actions for the sector arising from the findings ■

 Read more about the European Sport Skills Summit page 32



GSD – ERASMUS+ PROJECT ON GRASSROOTS SPORT DIPLOMACY - FULL PARTNER MEETING

📍 **Budapest (Hungary)** - 15th October 2019



Co-funded by Erasmus+ and led by the International Sport and Culture Association (ISCA), the GSD project focusses on a brand new concept entitled Grassroots Sport Diplomacy.

On the 15th of October 2019, and linked with the 9th edition of the MOVE Congress, GSD partners gathered for the final meeting of the project in Budapest (Hungary). EOSE

was represented by Executive Director, Aurélien Favre, and Project Officer, Camille Demeulemeester

This meeting was the occasion to present project outputs such as the innovative online course on sport diplomacy and discuss the next steps to ensure sustainability, further dissemination and implementation. The final

stages of the seven pilot actions which took part all around the world were also presented with a focus on the main outcomes and lessons learned.

EOSE was very pleased to contribute to this project and looks forward to continuing work on this very important topic ■

📖 Read more about the GSD project page 43

SECOND EDITION OF THE SEMINAR ON EUROPEAN WEEK OF SPORT BEYOND BORDERS

📍 **Kiev (Ukraine)** - 28th October 2019



Co-The European Commission organised the second edition of the seminar on the European Week of Sport beyond borders on 28th of October 2019 in Kiev (Ukraine). Hosted by the Ukrainian Olympic Committee, the event gathered a mix of stakeholders from the sport sector and

provided an opportunity for non-European countries and regions to participate and underline successful activities carried out in their countries during the EWoS 2019.

Following a policy introduction from the DG EAC Sport Unit, and two sessions on "sharing good practices" and "EU funding beyond borders", a high-level panel discussion entitled "How to attract people to practice more sport?" was organised with a focus on

traditional and emerging sports.

In relationship with our future activities on learning mobility with the Western Balkans that will start early 2020, EOSE was invited to participate in the seminar and was represented by its Executive Director, Aurélien Favre. This was a unique networking experience and provided an opportunity to learn from success stories presented by Eastern Partnership and Western Balkans countries ■

7th - 8th

First European Skills Summit for sport and physical activity
Helsinki (FI)

9th

EOSE Executive Board meeting
Helsinki (FI)

16th

GSD – Erasmus+ project on Grassroots Sport Diplomacy - Full Partner Meeting
Budapest (HU)

16th - 18th

MOVE Congress 2019
Budapest (HU)

17th

GSD – Erasmus+ project on Grassroots Sport Diplomacy - Multiplier Event
Budapest (HU)

21st - 25th

working meetings with Register of Exercise Professionals UAE, REPs UAE
Dubai (UAE)

28th

Seminar on European Week of Sport beyond borders
Kiev (UKR)

NOVEMBER

4th - 5th

EU Expert Group "Skills and Human Resources Development in Sport"
Trento (IT)

6th - 7th

Tennis Europe - Juniors and Pro Conference
Milan (IT)

12th - 13th

XG meeting on Integrity
Sofia (BG)

15th

Informal consultations on the implementation of the future Erasmus programme in the field of sport
Brussels (BE)

26th - 27th

CHANGE - Erasmus+ project on Sport for Development - Full Partner Meeting
Copenhagen (DK)

TENNIS EUROPE - JUNIORS AND PRO CONFERENCE

📍 **Milan (Italy)** - 6th and 7th November 2019



On the 6th and 7th of November 2019, EOSE Project Officer, Camille Demeulemeester attended the Tennis Europe Juniors & Pro Conference in Milan (Italy). This event was designed to bring together tournament administrators and other staff from national federations with officials and tournament directors from Tennis Europe

Junior Tour and ITF World Tennis Tour events.

Camille gave a presentation on European Programmes and Funding Opportunities including practical tips and advice for applying.

Camille also presented examples of projects such as T2MIS – a

transnational initiative which proposed an adapted online solution to make learning mobility a reality in sport and physical activity; S2A-SPORT – to develop the area of sport administration in Europe; and ONSIDE which is being led by EOSE to develop skills of sport officials across all sports ■

“THE ROLE OF SPORT IN EDUCATION: ENHANCING SKILLS DEVELOPMENT AND DUAL CAREERS PERSPECTIVES” - CLUSTER MEETING

📍 **Brussels (Belgium)** - 4th – 5th December 2019



The Erasmus+ Cluster meeting on “The role of sport in education: enhancing skills development and dual career perspectives” was organised on the 4th and 5th of December 2019 in Brussels, Belgium.

This meeting was an opportunity to monitor projects’ implementation, collect information on best practices, identify good practices from Erasmus+ Sport selected projects since 2014, and encourage collaboration and sharing across the sector.

The meeting focused on the promotion of education in and through sport with special focus

on skills development, as well as supporting the implementation of the EU Guidelines Dual Careers of Athletes.

EOSE President Thierry Zintz was invited to moderate a high level session on “what can we learn by practicing sport?” and EOSE Executive Director Aurélien Favre facilitated the workshop on skills developed through participation in sport activities ■



EOSE GENERAL ASSEMBLY AND ANNUAL MEMBERS SEMINAR 2019

📍 **Potsdam (Germany)** – 17th – 18th December 2019



The EOSE General Assembly and Annual Members Seminar 2019 took place in Potsdam, Germany on the 17th and 18th of December 2019.

Hosted by the European Academy of Sports Brandenburg (ESAB) and the Potsdam University of Applied Sciences for Sport Management (FHSP), this 2-day event was an opportunity for EOSE

Members to gather and highlight the main priorities and areas of development for the organisation.

The first day, which comprised the EOSE General Assembly, aimed to provide an update on the main activities carried out and achieved over the last year, to present the Financial Report and to arrange the Executive Board elections.

On the second day, two new projects that will be launched by EOSE in 2020 were presented and discussed:

- *"Continuing the journey towards a skilled workforce for the sport and physical activity sector in Europe"* (SKILLS)

- *"Enhancing the skills of Sport Administrators through international learning mobility"* (S2A Sport Mobility)

Then, Members were consulted on the future role and priorities of EOSE and further discussed in small groups to identify concrete actions and potential opportunities for future projects ■

DECEMBER

4th - 5th

"The role of sport in education: enhancing skills development and dual careers perspectives"
- Cluster Meeting
Brussels (BE)

17th

EOSE General Assembly
Potsdam (DE)

18th

EOSE Annual Members
Seminar
Potsdam (DE)

19th

EOSE Executive Board
meeting
Potsdam (DE)

EOS FUNCTIONING





EOSE

FUNCTIONNING ORGANISATION

The organisational chart of EOSE has evolved through the past years with the enlarging and widening of the scope and remit of the association.

The structure of the organisation, summarised through the diagram on page 64, was developed to ensure the most efficient leading of activities and based on different levels of responsibility.

A full description of the role and mission of EOSE and the operation of the organisation can also be found at www.eose.org.

EOSE ORGANISATIONAL CHART 2019

GENERAL ASSEMBLY = ALL EOSE MEMBERS

ELECT

DEFINING PRIORITIES

REPORT ANNUALLY

EOSE EXECUTIVE BOARD < < <

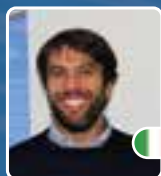
SET THE SCENE & DEVELOP THE STRATEGY



Thierry Zintz
President



Vilma Cingiene
Secretary General



Simone Digennaro
Treasurer



Kirstie Simpson
Member of the Board



Abel Santos
Member of the Board



Mark Cutajar

Elected as member of the Board in December 2019

His mandate will start
in January 2020

PROVIDE GUIDANCE
& VISION

> > >

EOSE SECRETARIAT

REPORT
QUARTERLY

TURN STRATEGY INTO ACTION



Aurélien Favre
Executive Director



Ben Gittus
Director of Standards



Geoff Carroll
Skills Development
Manager



Camille Demeulemeester
EOSE Project Officer

DELIVER A PROGRAMME
OF ACTIONS SERVING



EOSE NETWORK OF MEMBERS & PARTNERS

MEMBER ORGANISATIONS

EOSE is a membership association composed of European and national expert organisations that recognise the importance of skills development in the sport and physical activity sector and are committed to leading and facilitating the modernisation of education and training in the context of the policies of the European Union and its Member States.

The network of official EOSE members representing a wide variety of

stakeholders (from training providers to the sport movement, social partners and governments) is increasing every year and it is extremely encouraging to underline a current coverage of 23 EU countries as shown in the table below.

Members are and have always been a central part of the organisation and the goal is to try to involve them in relevant activities and European projects/studies linked to their expertise and interest.

EOSE members are at the heart of the organisation, therefore the General Assembly and Annual Members Seminar is not only considered as a statutory meeting but as a key asset to create dynamism within the organisation, encourage exchanges of good practice and ideas, strengthen the network, and discuss a strategic plan outlining priorities for future work and developments.

Belgium	Université catholique de Louvain (UCLouvain)	Italy	University of Cassino and Southern Lazio (UNICAS)
Belgium	Flemish Office for Employment in Sport (Sportwerk Vlaanderen)	Lithuania	Mykolas Romeris University (MRU)
Bulgaria	National Sports Academy "Vassil Levski" (NSA)	Latvia	Latvian Academy of Sport Education (LASE)
Croatia	Croatian Association for Sport Management (CASM)	Luxembourg	International University of Health, Exercise and Sports (LUNEX)
Cyprus	University of Nicosia (NIC)	Malta	Sport Malta
Denmark	Danish Institute for Sport Studies (IDAN)	Netherlands	Employer organisation in sport (WOS)
Estonia	Estonian Foundation of Sports Education and Information	Poland	Institute of Sport National Research Institute
Finland	Sport Institute of Finland (SIF)	Portugal	Portuguese Institute of Sport and Youth (IPDJ)
France	Groupe d'Analyse de la Relation Emploi Formation (GAREF Sport)	Portugal	Rio Maior School of Sport (ESDRM)
Germany	Potsdam University of Applied Sciences for Sport and Management (FHSMP)	Romania	National Institute for Sport Research (NISR)
Greece	Secretariat General of Sports (SGS)	Spain	Technical University of Madrid (UPM)
Hungary	University of Physical Education (UPE)	UK	Cardiff Metropolitan University
Ireland	Institute of Technology Tralee (ITT)	UK	EOSE Services
Italy	Association of Sport Managers (MSA)	UK	Leeds Beckett University (LBU)
Italy	CONI - School of Sport	UK	University of Chester (UoC)

EOSE GENERAL ASSEMBLY AND MEMBERS SEMINAR 2019

Towards the strategic development of EOSE and main priorities

📍 **Potsdam (Germany)** - 17th and 18th december 2019

The EOSE General Assembly and Annual Members Seminar 2019 was organised in Potsdam (Germany) from the 17th to the 18th of December 2019.

The event was hosted by the European Academy of Sports Brandenburg (ESAB) and the Potsdam University of Applied Sciences for Sport and Management (FHSMP) and gathered 31 participants from 21 different countries.

The first day, fully dedicated to the official General Assembly, provided the opportunity to update the main activities carried out and achieved over the year 2019.

This session was also the occasion to present and validate the Financial Report and to arrange the Executive Board elections process, as a result of which Simone Digennaro (University of Cassino and Southern Lazio), Abel Santos (Sport Sciences School of Rio Maior) and Thierry Zintz (Université catholique de Louvain) were re-elected for a further 2-year mandate. Mark Cutajar (SportMalta) was also elected as new member of the Board for a 2-year mandate.

Full Activity Report and accounts were presented and accepted by Members.

EOSE President Thierry Zintz and EOSE Executive Director Aurélien Favre were both happy to report a very busy and successful year which was the final year of the most ambitious collaborative project led by EOSE, naming the European Sector Skills Alliance for Sport and Physical Activity (ESSA-Sport) Project.

The second day was dedicated to the future role and priorities of EOSE. Members were consulted on several important topics such as the sustainability of the outcomes from the ESSA-Sport Project. As a reminder, 28 National Reports and a European Report have been developed through the project to create a knowledge base and plan for action within the sector on the key issues of skills and workforce development which are central to helping the sector grow, to equip those working or volunteering with the right skills and to enable the sector to fulfil its potential as a social, health and economic driver.

ESSA-Sport brings new knowledge to the sector and it is therefore very important to ensure the sustainability of the project and to start developing the next steps with the upcoming project *"Continuing the journey towards a skilled workforce for the sport and physical activity sector in Europe"* (SKILLS) which will start in 2020.

A full session on Learning Mobility in Sport was also organised to present and discuss another new project to be launched by EOSE in 2020: *"Enhancing the skills of Sport Administrators through international learning mobility"* (S2A Sport Mobility).

Following these sessions, members were invited to share good practices related to skills development in Sport. Leeds Beckett University (LBU) and the Portuguese Institute of Sports and Youth (IPDJ) both presented interesting initiatives led by their respective organisations.

Finally, a session to exchange on priorities and potential new transnational initiatives was organised to close the 2-day event.



EXECUTIVE BOARD MEETINGS

Ensuring the leadership and governance of the organisation

Quarterly Executive Board meetings gathering Board Members and the operational team were organised during the year 2019:

📍 **Brussels**, 12th March / **Brussels**, 20th June / **Helsinki**, 9th October / **Potsdam**, 19th December

The organisation is led by the EOSE Executive Board composed of the President, Treasurer, Secretary General, and two additional Board Members*.

During Executive Board meetings, detailed financial updates are presented, progress towards current EU projects and international contracts given,

potential opportunities for future work and collaboration discussed, participation at events/conferences decided, and strategic decisions on the development of the organisation taken.

Board Members can be charged with representing EOSE at European events and expert groups, and ensure a strong and

efficient relationship with key partners and decision makers.

They also provide strategic input to increase efficiency within the organisation, receiving regular up-dates of the state of achievement of the work undertaken by EOSE and being reactive to manage any obstacles and difficulties.

*It was agreed during EOSE General Assembly 2019 to add a new Executive Board Member to support the work and ensure the achievement of EOSE mission and activities.

BECOMING A MEMBER OR A WORK PARTNER



EOSE is an international civil society organisation working towards the development of the sport and physical activity sector. Expert in EU policies and tools, in building bridges between the worlds of education and employment and in analysing the realities and tendencies of the labour market, EOSE aims to ensure the development of a competent workforce with the right skills for the sector.

The EOSE membership structure was revised in 2017 to simplify the different categories and it now offers the possibility for any interested national and European organisation as well as individual experts from the sport and physical activity sector in Europe to apply and be involved within the association as an official member. The membership structure is now divided into two categories:

- > Full Members
- > Honorary Members



FULL MEMBERS ARE MADE UP OF:



WHY BECOME A MEMBER?



CONTACT US



Each organisation wishing to become an EOSE Member shall first send an expression of interest to the Secretariat:



BY EMAIL

eosesec@eose.org



BY POST

EOSE Secretariat, 1 Grande rue
des Feuillants, 69001 Lyon, France

Our end goal is to facilitate or provide a catalyst for skills development initiatives in the sport and physical activity sector.

EVEN IF YOU DO NOT SEE YOURSELF AS A MEMBER,
WE ARE STILL LOOKING FORWARD TO HEAR FROM YOU!

Indeed beside the work we lead with our Members, we are also running activities and projects with and on behalf of work partners.

KEEP IN MIND THAT EOSE IS WORKING TO PROVIDE A RANGE OF SERVICES
AND ACTIVITIES BASED ON THEIR COMBINED EXPERTISE.

**THEREFORE LET'S EXCHANGE &
EXPLORE TOGETHER**
HOW WE COULD COLLABORATE!

6

Get tailor-made
information on
potential EU
funding

7

Contribute to
the development
of a structured
approach to screen
and anticipate the
sector's needs

8

Be involved in
data collection
and collaborative
publications

9

Take part
in sector
development and
support our work

10

Contribute to
shaping EOSE's
future while
making your voice
heard at the GA

TESTIMONIALS

FROM SUPPORTERS & BENEFICIARIES

“My message is very simple: please keep up the good work! It is thanks to organisations like yours that we can implement our policies and our political priorities. In particular, skills development is a priority for the European Commission.”

Tibor Navracsics, Former European Commissioner for Education, Culture Youth and Sport

“I think sport as a tool for skills development is a cross sectoral theme, which deserves cross-sectoral thinking in policy making. Access for sports should be equal for the minors but as well for the elderly and sport should be part of lifelong learning. [...] I want to stress that I and also the majority of CULT members think, that skills and education should adapt to the needs of the labour market.”

Hannu Takkula, Finnish MEP, Co-chair of the European Parliament Sport Intergroup

“We are very interested in your work and think it's very important that there is an institution such as EOSE «bridging the gap» between the work of the EU Commission and the reality-based efforts of sport federations dealing with this sector!”

Helmut Hörtsch, Director of Competence & Academy Network, European Handball Federation

“After several years of discussions and planning we have been delighted to formally begin work with EOSE through the EU funded ONSIDE project. With the project management and skills development methodology EOSE brings to the table coupled with the sports officiating expertise of Sports Officials UK and the other partners, it makes for a winning combination.”

Janie Frampton, CEO Sports Officials UK

“In many member states of the European Union, the sport and physical activity sector is a growing employment sector with both private and public investments. EOSE is playing a leading role in highlighting through its successful and innovative projects, the great potential this sector has to create jobs, to improve our quality of life and to generate more understanding between the different cultures that enrich the old continent. My personal experience with EOSE has been very positive and I keep seeing the Observatoire as an avid silent leader in promoting European sectoral VET.”

Dr Joachim James Calleja, Former Director of CEDEFOP

“REPs UAE has worked closely with EOSE for many years and we recognise their expertise in skills and workforce development, we were particularly pleased with the UAE Working in Fitness Survey and report they facilitated for us in 2019.”

Catherine Hanson Farid, Director of Operations, REPs UAE, Register of Exercise Professionals for the United Arab Emirates

FROM MEMBERS

“ IHRSA is delighted to have in place a strong partnership with EOSE. Skills and workforce development are vital to the development of the sector, we were particularly pleased to take part in the recent ESSA-Sport project and look forward to seeing actions from that project being implemented”

Kilian Fisher, International Public Policy Advisor & UFIT Global, Industry Lead IHRSA,
International Health, Racquet & Sportsclub Association

“ EOSE as a group is a connection which is fairly unique in Europe. They bring together educators and employers in sports. Being part of EOSE as an employer is eye-opening for opportunities and development per country as well as on the European level. Especially the ESSA project was an eye opener for some people. The vast majority of sports is and always will be a voluntary sector, but to keep moving forward in making sports a real economic and employment sector organizations like EOSE are necessary. We learn from each other and the project bring us together in a common goal strategy. Keep it up!”

Davy Callewaert, CEO, Sportwerk Vlaanderen, Belgium

“ EOSE aims in the administrative level in the promotion of new approaches in order to improve the Sport and Employment environment as well as to upgrade the knowledge and the “tools” of professionals involved in Sport. Furthermore, EOSE are enhancing with good applied practices and utilities the sport professionals (such as coaches, sports managers, administrators) as well as all the candidates who would like to engage in sport employment. One of the challenges of EOSE is to deliver the most essential collaborative platform where both its member and partners will work together to address and effectively resolve the challenges of the Sports Market through concrete proposals and good practices.”

George Pigos, Executive Scientist in General Secretariat of Sports,
Ministry of Culture and Sports, Greece

“ LUNEX University is delighted to join EOSE as an official member in 2019 and to collaborate, with EOSE's large network, on supporting the development of the sport and physical activity sector workforce in Europe. LUNEX has already largely benefitted from EOSE's work identifying important sport employees' skills and looks forward to collaborating in the years to come on exciting projects to uncover the future challenges of the sector as we thrive to develop skilled and adaptable graduates answering the needs of the sector”

Mathieu Winand, Head of Department International Sports Management, LUNEX University,
Luxembourg

“ Working with EOSE provides us the opportunity to contribute to the development of our sector from a national and European perspective. Through the ESSA-SPORT project we successfully took a first big step towards gaining a better understanding of our sector and work together to keep improving. We are therefore proud to be part of EOSE”

Koen Vermooten, Policy Advisor, Werkgevers in de Sport, Netherlands

“ University of Applied Sciences for Sport and Management Potsdam became a member of EOSE in 2015. Since then, I had a lot of very good discussions about the sport sector with representatives of EOSE members and network partners during the meetings and common projects. But much more important: in times when it sometimes looks like anti-democratic movements and nationalism become stronger and stronger it is good to be part of the EOSE family. It helps you realize that all over Europe there are a lot of people who share the same values of equality, democracy and freedom. The work EOSE does for the sport sector is significant. But it is just as important that they bring together people from different countries and different backgrounds.”

Regina Roschmann, Professor at University of Applied Sciences for Sport and Management
Potsdam, Germany

A NEW ROLE FOR SPORT

LEADING TO NEW ROLES IN SPORT

EOSE is delighted to present this 2019 Annual Activity Report, providing new insights in to the role and activities of the organisation.

The new initiatives and activities undertaken in 2019 will serve as a new pillar in the future development as EOSE as we continue with our aim to be *“a sustainable, independent, non-profit civil society network and expert association acting as a focus for skills and workforce development in the sport and physical activity sector across Europe”*.

At EOSE, we strongly believe that it is important to pursue the work

towards skills development and the modernisation of education and training to equip those working or volunteering in the sport and physical activity sector with the right competences.

While this report is a celebration of the year that has just closed, EOSE will keep working on developing strategies that are meaningful to the sector but will also develop its capacity to turn these strategies into action.

We are highly motivated to collaborate with you towards this shared vision of a sector reaching its full potential.



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Co-funded by the
Erasmus+ Programme
of the European Union

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