



**ESSA-SPORT**

Improving the Supply of Skills to the Sector

# NATIONAL REPORT

**Analysis of labour market  
realities and challenges in  
the sport and physical  
activity sector**



**Cyprus**

**September 2019**

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This national report has been produced by the *University of Nicosia* who are a full partner and national coordinator in the ESSA-Sport project, using the methodology and structure provided by the coordinator EOSE.





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# 1

## THE ESSA-SPORT PROJECT AND BACKGROUND TO THE NATIONAL REPORT

## 1. THE ESSA-SPORT PROJECT AND BACKGROUND TO THE NATIONAL REPORT

### a) The ESSA-Sport Project

The aim of the ESSA-Sport project, funded by the European Commission under the Erasmus+ programme, was to establish a European Sector Skills Alliance covering the full breadth of the sport and physical activity sector across the European Union. The project was a direct response to the identified needs and challenges of the sport and physical activity sector.

The 3-year project, which began in October 2016, aimed 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. The overall ambition was to create an evidential basis for change and improvement, to create a major consultation on skills and to build a lasting consultation network at national and European level to take forward the conclusions and recommendations made in national and European Reports.

The project has identified skill needs and future priorities based on national and European level research and consultation activities.

The consortium, composed of 20 national coordinators and 5 European networks, is proud to have generated new knowledge and data as well as consultation activities at all levels to support policy and priority actions in the sport and physical activity sector.

### b) The National Report

This National Report presents the main findings collated and analysed through the ESSA-Sport project at the national level.

Each nation in Europe has its own specificities, realities and challenges in terms of employment and skills in sport and the aims of the national report are:

to describe the national sport and education systems

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 national level.

### c) The sport and education system

The first step of the overall process was for all national coordinators to conduct a series of desk research activities using a common methodology.

Firstly, in Section 2 of this report, there is a presentation of key political, geographical, economic and population factors and characteristics of the national labour market.

Section 3 presents the characteristics, evolution and future perspective of the national sport and physical activity sector/system.

The overall national education and training system is presented in Section 5 whereas the way it is specifically organised in the sport and physical activity sector is presented in Section 6.

#### **d) Sport Labour Market Statistics**

Section 4 of the national report focuses on the work carried out by national coordinators and main findings obtained in an attempt to collate available data and statistics on the sport and physical activity labour market in all EU Member States.

Indeed, to make an impact on the sector and allow it to unlock its potential to improve people's lives, it is necessary to have a precise idea of the size and characteristics of the current labour market, and information about changes and tendencies. This information has been missing for many years since the last (partial) attempt to get a European map of employment for the sector took place in 2004 (Vocasport project, EOSE 2004 ).

The aim of the current initiative was to fill a knowledge gap by undertaking wide research activities at both European and national levels to identify the scale and scope of employment in the emerging and growing sport and physical activity sector.

NACE is the statistical classification of economic activities in the European Community, while ISCO is the International Standard Classification of Occupations. The ESSA-Sport consortium has been successful in collecting the most relevant NACE and ISCO data related to the sport sector, gathered from National Statistics Offices and the European body Eurostat. This data on the size and characteristics of the sport labour market at the national level is presented in section 4.

#### **e) European Employer Skills Survey**

Following the desk research and collection of available statistics for the sport labour market, the focus was then to design and launch the first ever European Employer Skills Survey for the sport and physical activity sector. The objective was to consult the widest variety of employers from the sector and collate data on the labour market, skills needs, gaps and shortages, future tendencies/perspectives, realities and difficulties to recruit and retain staff and volunteers.

In the context of a dynamic and complex labour market, gathering information on current and future skill needs can support better matching of education, training and employment.

In recent years, better understanding of labour market needs and skills matching have featured prominently on the policy agenda of many countries, driven by both rapid technological advances and global competition. Skills matching can also help reduce unemployment, particularly among young people. It helps to build a better life for individuals by improving employability, social mobility and inclusion.

The ambition through the design and launch of the first ever European Employer Skills Survey for the sport and physical activity sector was to identify and analyse the growing and changing labour market, to build an up to date picture of employment, and to identify the skill needs and future priorities based on national and EU level research – building a skills map for the sector.

The main results and key information from the European Employer Skills Survey at the national level are presented in Section 7 of this report.

#### **f) Consultations and conclusions**

Once all of the employment and skills data had been gathered from sources of labour market statistics and the Employer Skills Survey conducted, the aim in each country was then to discuss and consult on the data with relevant national stakeholders, through meetings, round-tables, one-to-one discussions etc. A summary report on consultation activities implemented at the national level is presented in Section 8.

Finally, it was the aim of the ESSA-Sport project to implement a bottom-up approach and present national findings and conclusions from the entire project and all activities including desk research, data collection and consultation.

The development of recommendations and actions for the sector to tackle the identified challenges will ensure the legacy of the ESSA-Sport project as the sector builds on the data collected for sustained reforms to improve skills of paid staff and volunteers and meet the potential of the sport and physical activity sector. National conclusions and recommendations are presented in Sections 9 and 10 of this report.





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2

# NATIONAL KEY FACTS AND OVERALL LABOUR MARKET

## 2. NATIONAL KEY FACTS AND OVERALL DATA ON THE LABOUR MARKET

### a) National key facts and data

*Official name of the country:* Republic of Cyprus

*Geographical size:* 9.3 - Surface area in thousands of square kilometres

*Capital:* Nicosia

*Neighbouring countries:* Egypt, Lebanon, Israel, Syria, Turkey, Greece

*Population:* 847008

*Population density:* 128 sq. km

*Official EU language(s):* Greek and Turkish; only Greek is an official EU language

*Political system:* Cyprus is a presidential republic. The president is both head of state and government. Despite joining the EU as a de facto divided island, the whole of Cyprus is EU territory. Turkish Cypriots who have, or are eligible for, EU travel documents are EU citizens. EU law is suspended in areas where the Cypriot government (Government of the Republic) does not exercise effective control.

*EU member country since:* 1 May 2004

*Seats in the European Parliament:* There are 6 members of the European Parliament from Cyprus.

*Currency:* Euro, since 1 January 2008

*Schengen area member:* Cyprus is currently in the process of joining the Schengen Area

Cyprus is an island in the eastern Mediterranean located at the crossroads of Europe, Asia and Africa. This strategic geographical position has been the cause of a very turbulent history for the island, since antiquity, as many conquerors over the centuries occupied it and left their landmarks. The first settlements discovered on the island date back to 9th Century BC. It seems that for some centuries in antiquity, the Cyprus was inhabited by the Phoenicians and the port of Larnaca has been one of the most important ports in the Mediterranean sea.

The Greeks invaded the island around 2000 BC and the Greek language has been the official language spoken on the island ever since. Other conquerors over the years include the Venetians, the Franks and the Lusignans, the Ottomans and lastly the British. Cyprus won its independence from British colonialism in 1960 and became a member of the United Nations. The given constitution agreed by the 3 guarantor powers, namely the United Kingdom, Greece and Turkey, did not prove viable regarding the relations between the Turkish Cypriot minority and the Greek-Cypriot, Latin and Maronite communities of the island.

The years of independence were marked by a coup d'état in 1974 by the Greek Junta followed by a Turkish military invasion of the island, forcing to displacement to the south around 200,000 Greek Cypriots. Turkish military troops occupied a third of the land to the north. By an exchange of populations a year after, the north of the island is inhabited by Turkish Cypriots and settlers from Turkey in a UDI state recognised internationally only by Turkey. In 2004 Cyprus accessed the European Union, but since the north of the island is still under occupation, the Acquis Communautaire applies only to the areas under the control of the Government of the Republic of Cyprus.

There is evidence that Cyprus, since antiquity was very much involved in sports, following the ancient Greek and Roman examples. Nearly in all ancient cities discovered by archaeologists on the island, one can find



relics of ancient sports facilities, like gymnasiums and palestras (wrestling grounds). Upon winning its independence from the British, the Cypriots organized their Government into Ministries and semi-public institutions. Officially Sports policy on the island is developed administered and managed by the Cyprus Sports Organisation, a semi-public Institution that comes under the Ministry of Education, Culture and Sports. The same organization and Ministry is responsible for establishing the qualification standards regarding all professions related to sports.

**Population Data:** According to the Cyprus Statistical Service (Cystat) 2017 Demographic Report, the total population of Cyprus raised from 839,800 in 2010 to 864,200 in 2017, of which almost 52% are women and 48% men. However, in the table below, we can see that there is a decrease in the number of births (child population decreased from 142,300 in 2010 to 140,300 in 2017) and a rise in the number of people over 65 years (from 106,400 in 2010 to 137,300 in 2017). It can be assumed that the reason for the drop in birth rates is related to the economic crisis that Cyprus faced from the year 2011 onwards, while the rise in elderly population can be related to the fact that the whole of the EU elderly population has been rising in the past few years mainly because of the extension in life-expectancy. (table 1)

**Table 1**

	TOTAL POPULATION	BY GENDER (%)		BY AGE (%)				
		Female	Male	0-14	15-24	25-54	55-64	65+
<b>2017</b>	864,200	442,700	421,500	140,300	114,400	371,300	100,900	137,300
<b>2016</b>	854,800	438,100	416,700	139,300	120,400	365,700	99,300	133,100
<b>2015</b>	848,300	433,200	412,700	139,600	117,100	365,900	97,600	128,100
<b>2014</b>	847,000	435,600	411,800	139,300	119,200	439,700	96,300	123,700
<b>2013</b>	858,000	440,500	417,500	139,500	122,400	379,100	98,000	119,000
<b>2012</b>	865,900	444,900	421,000	141,800	129,700	382,900	97,100	114,400
<b>2011</b>	862,000	443,000	419,000	142,300	134,100	379,600	95,700	110,300
<b>2010</b>	839,800	431,000	408,800	141,500	134,100	364,900	92,900	106,400
<b>Please indicate the source</b>		Statistical Service of the Republic of Cyprus (Cystat), Ministry of Finance, Population Statistics (2017), Demographic Report 2017 <a href="http://www.cystat.gov.cy/mof/cystat/statistics.nsf/populationcondition_21main_en/populationcondition_21main_en?OpenForm&amp;sub=1&amp;sel=2">http://www.cystat.gov.cy/mof/cystat/statistics.nsf/populationcondition_21main_en/populationcondition_21main_en?OpenForm&amp;sub=1&amp;sel=2</a>						

## **b) Characteristics of the overall labour market**

Regarding the employment conditions, the total active population raised from 421,629 in 2010 to 426,789 in 2017. However, mainly due to economic crisis, there has been a substantial increase in unemployment, especially in the years 2013-2015. Unemployment affected both genders, but things seem to be getting better mostly for the males than for females. It is to be noted that, although unemployment affected all ages, the biggest blow was suffered by youth, who are still affected, as compared to the ages 25-54 who have shown an increase in employment in the past three years and the ages 55-64 who also seem to be recovering in terms of employment (table 2)

**Table 2**

	TOTAL ACTIVE POPULATION <sup>1</sup>	TOTAL UNEMPLOYED PERSONS	NUMBER OF PERSONS IN EMPLOYMENT <sup>2</sup>						
			TOTAL EMPLOYED PERSONS	BY GENDER (%)		BY AGE (%)			
				Female	Male	15-24	25-54	55-64	65+
<b>2017</b>	426,789	47,166	389,417	184,566	204,851	26,649	311,880	55,413	9,795
<b>2016</b>	422,267	54,100	363,060	174,636	188,424	25,149	277,846	50,907	9,158
<b>2015</b>	420,960	62,758	358,202	174,551	183,651	25,041	194,296	46,679	8,186
<b>2014</b>	432,288	69,547	362,741	177,619	185,122	27,004	822,208	44,141	7,641
<b>2013</b>	433,949	68,871	365,078	174,894	190,184	24,718	284,719	47,221	8,421
<b>2012</b>	436,742	51,515	385,227	183,716	201,512	29,851	296,683	48,438	10,254
<b>2011</b>	432,165	33,951	398,214	189,373	208,841	31,395	302,717	51,664	11,889
<b>2010</b>	421,629	26,406	395,223	186,470	208,753	35,225	195,319	51,711	12,967
Please indicate the source									
<a href="http://www.cystat.gov.cy/mof/cystat/statistics.nsf/labour_32main_gr/labour_32main_gr?OpenForm&amp;sub=2&amp;sel=2">http://www.cystat.gov.cy/mof/cystat/statistics.nsf/labour_32main_gr/labour_32main_gr?OpenForm&amp;sub=2&amp;sel=2</a>									

Regarding the sectors of employment as indicated in table 3 below by NACE codes, it seems that due to the economic crisis, the following sectors were affected significantly: Manufacturing, Construction, Wholesale and retail trade and repair of motor vehicles / motorcycles and Public Administration and Activities of Households as employers. Some other sectors were slightly affected, such as Agriculture, forestry and fishing, Mining and quarrying, Information and Communication, Financial and Insurance activities, Education, Arts, entertainment and recreation and Activities of extraterritorial organisations and bodies. Some sectors were not affected and indeed some of them presented and increase in employment. Such sectors are Electricity, gas, steam and air conditioning supply, Transportation and storage, Accommodation and food service activities, Real estate activities, Professional, scientific and technical activities, Administrative and support service activities, Human health and social work activities and Other Service Activities. Table 3 also shows that, although the conditions in certain employment sectors which were greatly affected during the years 2012-13 were harsh, the situation seems to be getting better in the recent past with numbers of employees rising in these particular sectors. However they still have not managed to reach the numbers of employees that existed before the economic crisis.

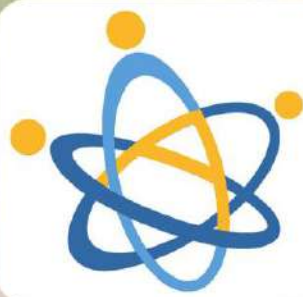
<sup>1</sup> The Active Population also called Labour Force, is the population employed or unemployed

<sup>2</sup> Employment is defined as the number of people engaged in productive activities in an economy. The concept includes employees, self-employees and family workers.

**Table 3) Total number of employed persons per economic sectors (NACE Rev.2 Codes )**

NACE CODES – SECTIONS	TOTAL NUMBER OF EMPLOYED PERSONS					
	2011	2012	2013	2014	2015	2016
<b>A - Agriculture, forestry and fishing</b>	15,245	11,220	7,969	6,966	7,996	8,529
<b>B - Mining and quarrying</b>	547	502	459	404	426	482
<b>C - Manufacturing</b>	35,087	31,717	28,365	26,452	27,626	31,372
<b>D - Electricity, gas, steam and air conditioning supply</b>	2,468	2,421	2,317	2,220	2,133	2,092
<b>E - Water supply; sewerage, waste management, remediation activities</b>	1,697	1,626	1,623	1,604	1,620	1,674
<b>F - Construction</b>	34,001	28,036	21,525	18,637	19,289	25,435
<b>G - Wholesale and retail trade; repair motor vehicles/motorcycles</b>	68,705	64,845	59,928	60,021	62,206	67,788
<b>H - Transportation and storage</b>	16,645	16,375	14,837	15,033	15,459	17,616
<b>I - Accommodation and food service activities</b>	36,226	36,953	36,320	36,711	38,842	45,926
<b>J - Information and communication</b>	9,881	9,718	9,490	9,588	9,653	11,236
<b>K - Financial and insurance activities</b>	22,338	20,287	19,449	18,328	19,729	21,842
<b>L - Real estate activities</b>	1,789	1,747	1,623	1,680	2,017	2,474
<b>M - Professional, scientific and technical activities</b>	20,787	21,612	21,426	22,079	23,667	27,362
<b>N - Administrative and support service activities</b>	8,483	8,622	8,424	9,649	10,284	12,495
<b>O - Public administration and defence; compulsory social security</b>	59,100	58,127	56,762	59,199	51,067	50,993
<b>P - Education</b>	10,023	11,398	11,751	10,278	11,457	12,740
<b>Q - Human health and social work activities</b>	8,509	8,836	8,769	8,450	9,645	10,937
<b>R - Arts, entertainment and recreation</b>	4,155	4,693	4,205	4,196	4,636	5,616
<b>S - Other service activities</b>	7,443	8,502	7,992	7,317	8,633	9,804
<b>T - Activities of households as employers</b>	26,136	23,228	21,649	19,828	19,462	20,221
<b>U - Activities of extraterritorial organisations and bodies</b>	8	8	9	10	8	8
<i>Please indicate the source</i>	<a href="http://www.mof.gov.cy/mof/cystat/statistics.nsf/labour_32main_en/labour_32main_en?OpenForm&amp;sub=2&amp;sel=2">http://www.mof.gov.cy/mof/cystat/statistics.nsf/labour_32main_en/labour_32main_en?OpenForm&amp;sub=2&amp;sel=2</a>					





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**3**

# THE NATIONAL SPORT AND PHYSICAL ACTIVITY SECTOR

### 3. THE NATIONAL SPORT AND PHYSICAL ACTIVITY SECTOR

Sport in Cyprus is under the responsibility of the Cyprus Sports Organisation (CSO) which is under the Ministry of Education, Culture, Sports and Youth of the Cyprus Republic. The CSO is a semi-governmental organisation and is in close association with the Ministry of Health.

The CSO is responsible for the design and implementation of Sports Policy and the delivery of sports in Cyprus. Within this framework, the CSO has issued a national strategy for sports which can be found on <http://cyprussports.org/general-information/2020.html>. The report can also be found in English in *Appendix 1*.

#### a) The main priorities are the following:

##### 1) Strategy 1: Developing the Sport Infrastructure


#### Challenge:

-  Upgrading – improving the sport facilities





#### Strategic Outcome:

-  Taking advantage of the facilities for both competitive sports and physical activity to the highest level

#### Basic Performance Indexes


-  An increase by 10% (with an annual increase by 1% in sport field square metres) per citizen of the Republic, including sport recreation sectors

#### Strategic Initiatives


-  Co-ordinating actions with the National Federations to identify the needs in sports fields
-  Co-operation – co-ordination of actions with the Local Authorities and upgrading the sport facilities
-  Establishing administrative policies and action plans improving processes with our collaborators
-  Finalising the communication bureaux with the sport institutions and the Local Authorities

##### 2) Strategy 2: Supporting Federations' and Clubs' Competitive Programs





#### Challenge:

-  A more and more active participation of citizens in sports – in both sports and physical activity



#### Strategic Outcome:

-  Taking a top place in international games in both individual and team sports

#### Basic Performance Indexes




-  Participating in at least 6 disciplines during the London 2012 Olympic Games, in 6 – 8 disciplines during the Rio 2016 Olympic Games, in 8 – 10 disciplines during the 2020 Olympic Games
-  Taking at least one medal during the 2012 Olympic Games, 1 – 2 medals during the 2016 Olympic Games and 2 – 3 medals during the 2020 Olympic Games
-  Taking 1 – 2 medals during the 2014 Youth Olympic Games
-  Increase the number of people actively involved in sports by 0.5%

### Strategic Initiatives


-  The Federations co-ordinate their actions for a common competitive perception and a common competitive model
-  The CSO adopts a competitive model

### 3) Strategy 3: Developing National Sport Programs




#### Challenges:

-  Selecting properly and valorising talent athletes
-  Scientific follow-up
-  Orientation – Guiding in sport practicing



#### Strategic Outcome:

-  Providing the chance to be qualified during preliminary games in World, European and International Games with excellent results

#### Basic Performance Indexes




-  In relation to the Sports for All Program, an increase in the number of members by 1% in 2011 (155 person), with an annual increase by 0.5% to reach an overall 4% (883 persons) in 2020
-  An increase by 1 – 3 % in the number of male and female athletes in developing age (130-400 male and female athletes)
-  Achieving the target in the programs related to Talents, Elite and High Performance Athletes (totaling 110 athletes), increasing the number by 0.5% -1% (5-6 persons annually), 128 team sport athletes on a regular basis

### Strategic Initiatives


-  The Federations establish best practices for sport talents selection purposes by scientific methods
-  A system is established for coaches training at elite athletes' level

### 4) Strategy 4: Social Role of Sports



#### Challenges:

-  Enhancing National Programs addressing population's special groups
-  Supporting local authorities' institutions to create sporting conditions for citizens aiming to enhance health
-  Implementing the « Pierre De Coubertin » action plan activities

#### Strategic Outcome



-  Coordinating things, establishing efficient communication with the institutions but also with persons belonging or working in the above stated area

#### Basic Performance Indexes

-  Meeting all the groups' needs in this area by 50% annually
-  Supporting the sport infrastructure of the institutions participating in the program by at least 20% as required annually






### Strategic Initiatives





-  Pumping funds from other CSO's sources to enhance the social background
-  Creating the adequate administrative conditions for the interested citizens to contribute to sports on a volunteer basis

#### 5) Strategy 5: The Cyprus Sport Organisation and the European Union



### Challenge

-  2006 Eurobarometer on Health and Nutrition (European Commission-Special Eurobarometer 246)
-  2009 Eurobarometer on Sport and Physical Activity (European Commission – Special Eurobarometer 334)
-  Taking actions and implementing the EU Guidelines on Physical Activity (2009)





### Strategic Outcome

-  Sports social role
-  Sports economic dimension
-  Sports organisation
-  Follow-up

### Basic Performance Indexes

-  Reducing the gap related to the physical activity by giving the opportunity to all Europeans be physically active
-  If all the EU societies reach the current EU countries' 25% level – then 100 millions more Europeans will get involved in a daily regular sport and physical activity

### Strategic Initiatives

-  Building consent
-  Enlarged policy for sports
-  Focusing on the current priorities
-  Perseverance and improvement

#### 6) Strategy 6: Sports Economic Dimension






### Challenge



-  Sports running in proportion to the financial resources

### Strategic Outcome


-  Utilizing the financial sources in favour of the athletes and the citizens

### Basic Performance Indexes

-  Setting up sport policies
-  Ensuring public support for sports
-  Maintaining and developing a viable financing model for the sport organisations' long-term support
-  Possibility to fix a reduced VAT rate for sports
-  Specificity of sports

-  3% annual increase in State Subsidy
-  5% annual increase in further income

#### Strategic Initiatives


-  Establishing best practices related to the economic management either supported financially by the State or otherwise

#### 7) Strategy 7: Maximising the Internal Capacity


#### Challenge

-  Revising the Organisation's organisational structure



#### Strategic Outcome

-  Utilizing the current Organisational Structure

#### Basic Performance Indexes






-  Improving the performance of Permanent and Temporary staff based on a minimum number of complaints by our collaborators

#### Strategic Initiatives


-  A new and modern Organisational Structure for the Organisation with a European orientation
-  Operating a training system in favour of the Organisation's staff

#### 8) Strategy 8: Improving Communication



#### Challenge

-  Planning a specific strategy from a managerial point of view aiming to enhance communication
-  Strategic Outcome
-  As regular communication as possible on a weekly basis
-  Flyers - information material
-  Guidance – information printed material

#### Basic Performance Indexes

-  The minimum number of complaints made by collaborators of the Organisation in the context of the auditing method as defined by the quality management system (CYS EN ISO 9001:2008)

#### Strategic Initiatives

-  A new and modern Organisational Structure for the Organisation with a European orientation
-  Operating a training system in favour of the Organisation's staff






#### b) Professional Sports

The latest figures provided by the CSO show that a total of 55,443 athletes are supported by 67 National Federations. At this point, it must be noted that there is no official information about professional / amateur or full time /part-time engagement, but all the athletes are supported by the state through their relevant federation and /or club. The table in Appendix 2 shows the total number of athletes, as well as a gender breakdown. Regarding gender, the vast majority of adult athletes are men (20,094) as compared to women

who are only 2,274. At teenage level we can see that the gender gap is much smaller with 5,694 male athletes as compared to 1,947 females.

The table figures indicate that the majority of the athletes are football players, who can be considered as professionals at adult level.

Some other federations include professional athletes, but there are no official numbers provided. Federations that have professional athletes are the following:

-  Cyprus Shooting Federation
-  Cyprus Federation of Amateur Swimming
-  Cyprus Basketball Federation
-  Cyprus Tennis Federation
-  Cyprus Amateur Athletics Association

### c) Participation in sport and physical activity

The following data are from the study “Leisure Sport Participation in Cyprus 2012” conducted by the University of Nicosia on behalf of the Cyprus Sports Organization (Kartakoullis, N., Webb, E., Karlis, G., Pouloukas, S., and Loizou, C., 2015). Although trends in sports participation seems to be increasing, no other research has been conducted in order to obtain updated figures. This study was presented to the EU Ministers of Sports Summit in September 2012.

From the population of citizens of the Republic, *aged 15 years or more*, a sample of 1000 people was drawn, by the method of stratified random sampling. Then appropriate weights were applied in order to have the relevant distributions. The results here are presented in percentages:

Levels of Participation in Sports and/or Physical Activity

#### People who exercised in 2012

Yes	39.8%
No	60.2%

#### People who exercised in 2012 (by Gender)

	<u>Men</u>	<u>Women</u>
Yes	42.1%	37.6%
No	57.9%	62.4%

#### People who exercised in 2012 (by Age)

Figures show that as age progresses, people tend to exercise less

	<u>15–24</u>	<u>25–34</u>	<u>35–44</u>	<u>45–59</u>	<u>60+</u>
Yes	55.8%	38.5%	38.8%	34.7%	31.9%
No	44.2	61.5	61.2	65.3	68.1



## People who exercised in 2012 (by Region)

	Urban	Rural
Yes	36.1%	47.1%
No	63.9%	52.9%

## Frequency of Exercising (by gender)

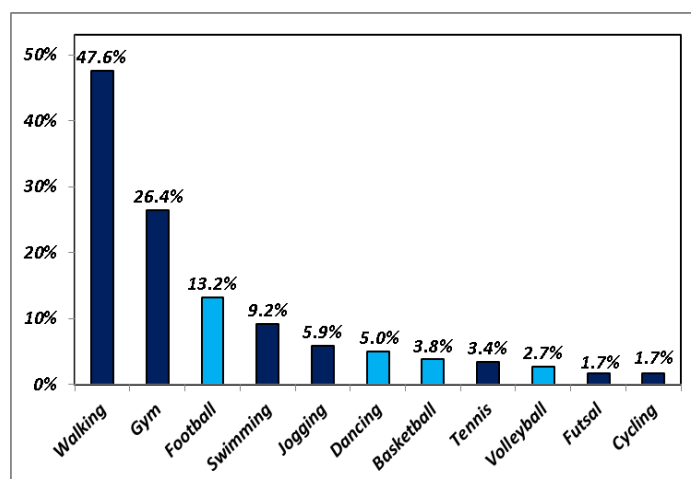
	All	Men	Women
More than 3 times per week	68.1%	73.1%	62.7%
1 – 2 times per week	28.6%	24.0%	33.6%
1 – 3 times per month	2.2%	1.8%	2.6%
Less often	1.2%	1.2%	1.2%

## Frequency of Exercising (by age)

	15–24	25–34	35–44	45–59	60+
More than 3 times per week	62.9%	60.0%	66.6%	72.5%	81.9%
1 – 2 times per week	36.1%	36.0%	29.6%	22.5%	13.9%
1 – 3 times per month	1.0%	2.9%	0.0%	3.6%	3.7%
Less often	0.0%	1.1%	3.8%	1.4%	.5%

As far as team sports are concerned, the majority of people were involved in football (13.2%). Other team sports were dancing (5.0%), basketball (3.8%), volleyball (2.7%) and futsal (1.7%). Some other team sports were mentioned with less than 1% frequency totalling to 6.8%.

Walking was the individual sport that most people engaged in (47.6%). Many people exercise at a gym (26.4%) at the exercise equipment which if there, or take aerobics courses or Pilates or, as most do, exercise on the treadmill. In swimming the frequency is 9.2%. Tennis was practiced by 3.4% and cycling by 1.7%. Various other individual sports activities were mentioned with less than 1% frequency, totalling 10.4%.



## Type of Sports by Gender

	Men	Women
Walking	36.1%	60.1%
Gym	23.4%	29.6%
Football	23.6%	2.0%
Swimming	9.4%	9.0%
Jogging	6.2%	5.5%
Dancing	2.2%	8.0%

### d) Children and Adolescents

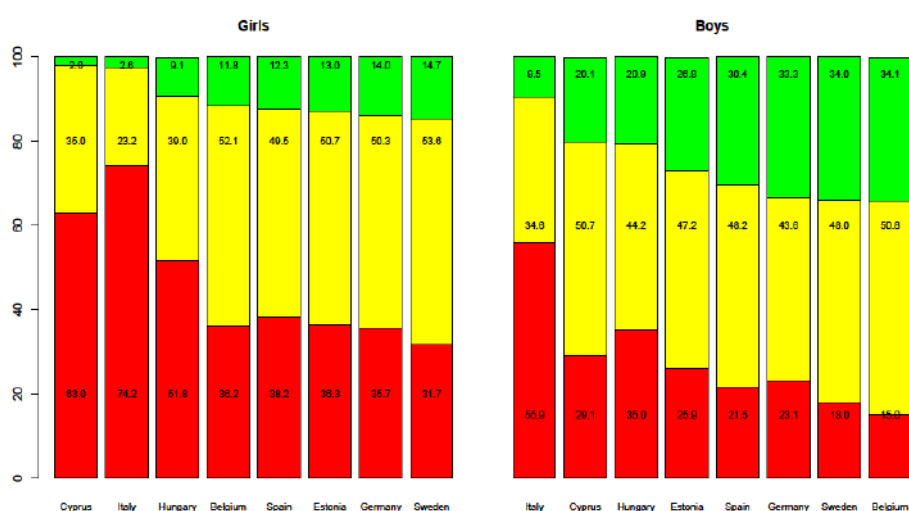
The following data has been provided by the Research and Training Institute of Child Health Cyprus (<http://www.childhealth.ac.cy/>) who participate on behalf of Cyprus in the European Programs IDEFICS (<http://www.ideficsstudy.eu>) and I Family ([www.ifamilystudy.eu](http://www.ifamilystudy.eu)).

The research study for Cyprus on adolescents was conducted between February and April 2015. The adolescents sample was 1398 secondary education students from state and private schools in Cyprus and are included in the Manual of Cypriot Children's Physical and Mental Health published by the Ministry of Education and Culture of the Cyprus Republic in collaboration with the Research and Training Institute of Child Health Cyprus.

### Intense Physical Activity of at least One Hour per day

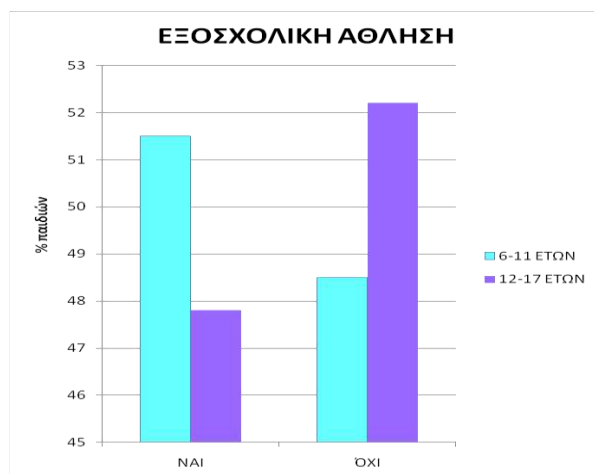
The table below shows the differences between boys and girls in relation to the hours of daily exercise. Findings indicate that boys spend much more time daily exercising than the girls.

- At least one hour of exercise
- Half an hour to one hour of exercise
- No exercise



### Exercise outside School / Hours weekly

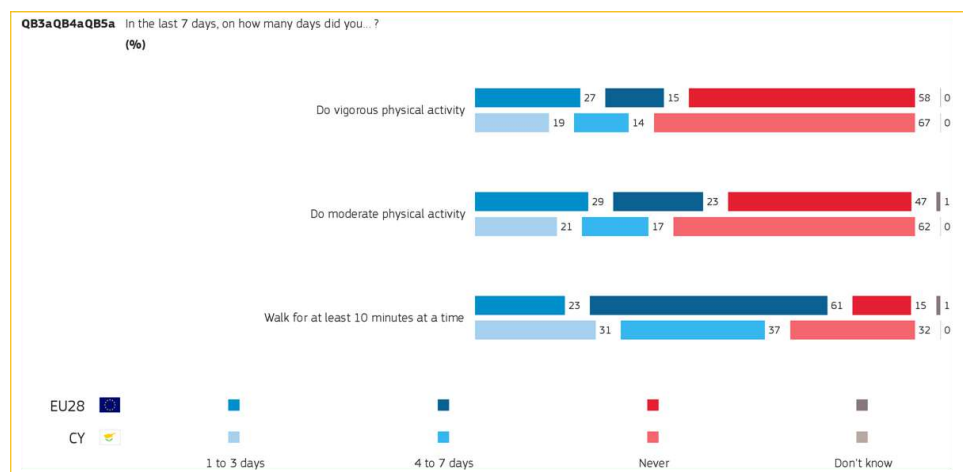
Children (6-11 years old): 3-4 hours  
Adolescents (12-17 years old): 4.4 hours



## Eurobarometer

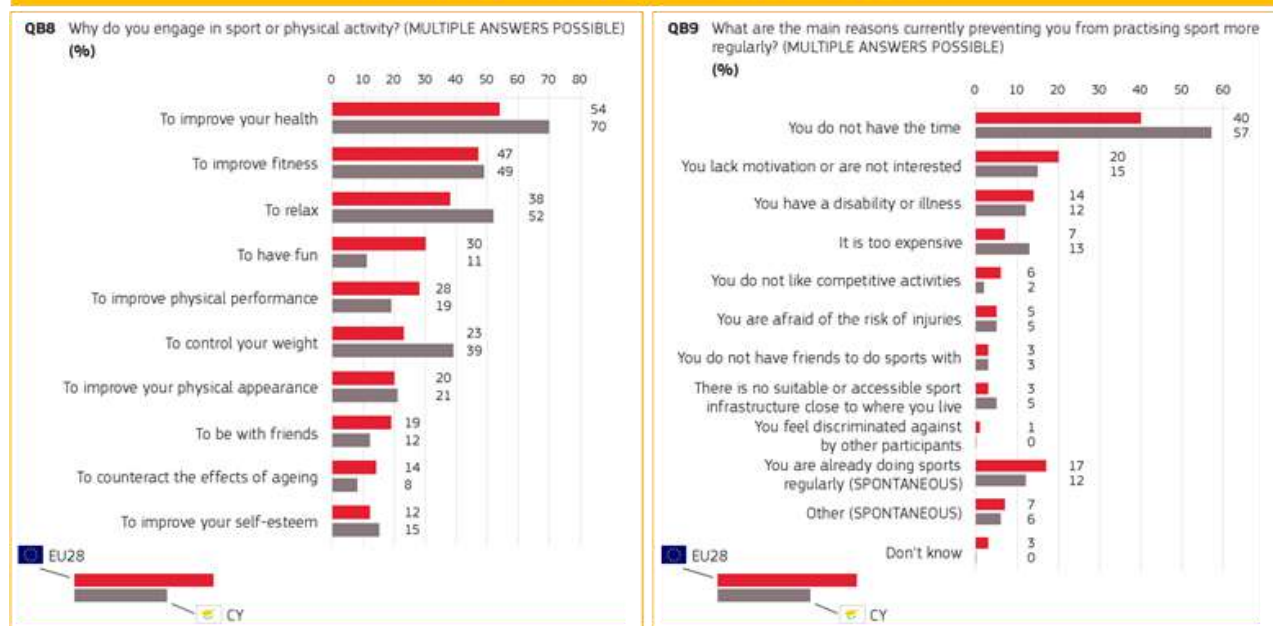
According to the Special Eurobarometer 412 on Sport and Physical Activity 2018, 46% of the Cypriots never exercise or play any sport (in 2013 this percentage was 54%). Additionally, 52% (in 2013 it was 57%) of the Cypriots stated that they never engage in any other physical activity like cycling from one place to another or dancing or gardening. This is much higher than the average 35% of EU 28, with women having a higher percentage of *seldom* and *never* replies in this category than men in all age groups.

Cyprus has a high percentage of people (67% compared to 63% in the 2013 Eurobarometer) who do not do any vigorous physical activity in the last 7 days preceding the interview (the 7th highest after Portugal, Malta, Italy, Romania, Greece and Belgium).



However, only 47% of the population have not engaged in Moderate Physical Activity, while 43% stated that they walked between 4-7 days in a week and 26% between 1-3 days. The main reason for exercising for those who do, is to improve one's health (70% as compared to 54% of the EU28 average), to improve fitness (49% which is very near to the 47% of the EU28 average) and to control their weight (39% compared to 23% of the EU28 average). On the other hand, the main barrier for not exercising for the Cypriots is the lack of time (57% compared to 40% of the EU28 average).

## 6. MOTIVATORS AND BARRIERS TO SPORT PARTICIPATION



### e) Organised Sport

Total number of sport clubs (Note: Number of Clubs' registered members is unavailable)

#### Team Sports Clubs

	No of Clubs
BASKETBALL	41
VOLLEYBALL	36
HANDBALL	31
CFA* Clubs	377 (including rural and amateur football)

**Sub Total 485 Clubs**

\* Cyprus Football Association

### f) Other Sports Clubs

CCLF*	12
Table Tennis	35
Shooting	15
Tennis	17
JUDO	22
Karate/ Shotokan/Fudokan	42
Tae Kwon Do	28
Gymnastics	21
Riding	15
Badminton	15
Water Ski	7
Sailing	10
Squash	4



Wrestling	12
Biking	20
Boxing	19
Archery	27
Fencing	5
Bowling	12
Body Building	8
Rowing / Canoe Kayak	11
Hockey	2
Triathlon/Pentathlon/ Diathlon	4
Weight Lifting	10
Dragon Boat	4
Bridge	3
Traditional Muay Thai	14
Sports Dance	22
Kick Box	7
Jet Ski	4
Jiu Jitsu	3
Swimming	18
Ice-skating	2
Snooker	9
Athletics	10
Futsal	25
Ski	4
Kung-Fu	6
Aikido	2
Martial Arts	7
Racing Cars/Carting	17
Darts	7
Chess	6
Aeronautics	10
Underwater activities	5
Mountaineering / Climbing	7
Windsurfing	1
Parachuting	6
Bowls	5
Motor-bike	9
Special Population**	23
Special Olympics	4
Golf	5
Power Weight Lifting	1
Running Middle and Long Distance	5
Sambo	7
Baseball / Softball	3
Rugby	4

Body-Building	5
Navigation	2
Water-polo	1
Univesrity Commonwealth games	2
Paintball	2
Polo	1
Fishing	2
Sports Professionals Associations	23
Other Sports / Bodies	10
-----	
<b>Sub Total</b>	<b>686</b>

\* Cyprus Confederation of Local Federations

\*\* Paraplegics, Disabled, Blind, Deaf, Multiple Sclerosis, Kidney disease, Organ Transplanted

**TOTAL 1049 (The total number is 1171, but a lot of clubs are non-active)**

#### **g) Fitness clubs**

##### Total number of fitness clubs

From the official figures of the Private Schools of Physical Education registered with the Cyprus Sport Organisation, it seems that Fitness Clubs are 416. There is a possibility that the number might be bigger, in case some private enterprises are not registered.

\* Information provided by the Cyprus Sports Organisation

#### **h) Where sport and physical activity takes place?**

The Cyprus Sports Organisation has created a Sports Electronic Map, which includes the registered Sport Facilities sites. The map is accessed through the following link of the CSO:

<http://geomatic.com.cy/geomaps/?map=koa>

It is noted that the Map is not 100% complete.

##### 1) Facilities around the island:

##### Facilities not owned by CSO

Football stadia	158
Closed Sports Stadia	64
Sports venues of Multi-purpose use	11

## Facilities owned by CSO

Stadia	6
Schools of Physical Education	9
Football stadia	29
Open swimming pools	9
Closed Sports Stadia	13
Shooting venues	5
Futsal stadia	2
Gymnastics stadia	2
Sports venues of Multi-purpose use	4

## Running of the facilities

The management of Sports Facilities is divided in 4 pillars:

- a. Sports venues owned by the CSO: the management of facilities lies entirely to the CSO who rents the facilities to teams or allows the use of them to the national teams / athletes.
- b. Municipal Authorities (Municipalities, Communities etc.): the facilities are allowed for use by the community or are rented to those who wish to use them for sporting events
- c. School Boards: the facilities are mainly used by schools for their training and sporting events. On many occasions the use of facilities is allowed to the community.
- d. Private Sector: facilities are used by private clients



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4

# SPORT LABOUR MARKET STATISTICS





## 4. SPORT LABOUR MARKET STATISTICS

### a) Overall working methodology

The collection of Data followed a desk research model. Within this framework, the Cyprus Statistical Service was contacted in order to provide the existing NACE statistics, as well as their website [http://www.cystat.gov.cy/mof/cystat/statistics.nsf/index\\_gr/index\\_gr?OpenDocumentn](http://www.cystat.gov.cy/mof/cystat/statistics.nsf/index_gr/index_gr?OpenDocumentn). These were later on enriched by data provided to EOSE by Eurostat.

Also the Cyprus Sport Organisation provided a lot of information, both during special meetings, as well as from the website [www.cyprussports.org](http://www.cyprussports.org)

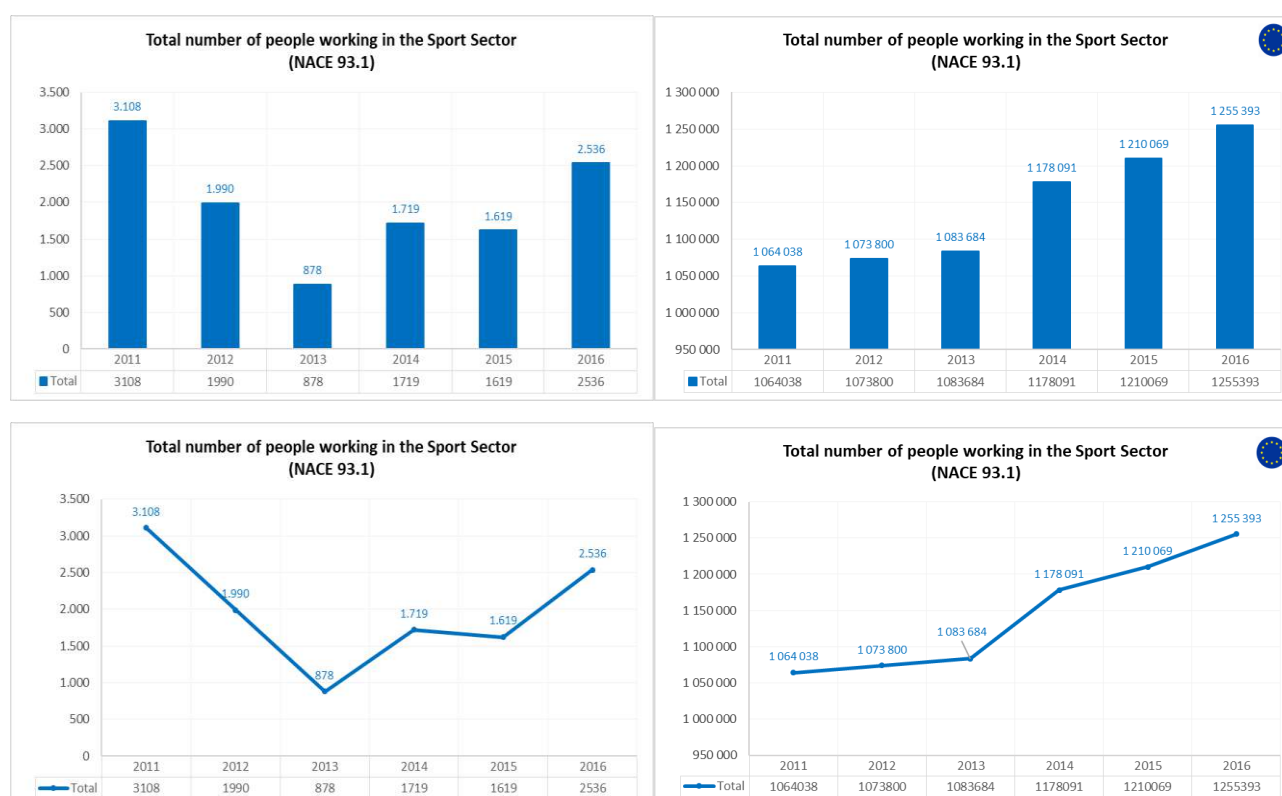
### b) National contacts and success in gathering data

All data provided by the CSO were very helpful. However a lot of data, especially from past years, were not available through the CyStat, especially regarding the break-down of data according to variables such as educational background, age and professional qualifications.

### Characteristics of employment in the national sport and physical activity sector (NACE 93.1 and ISCO 342) – data from Eurostat and/or National Statistics Office

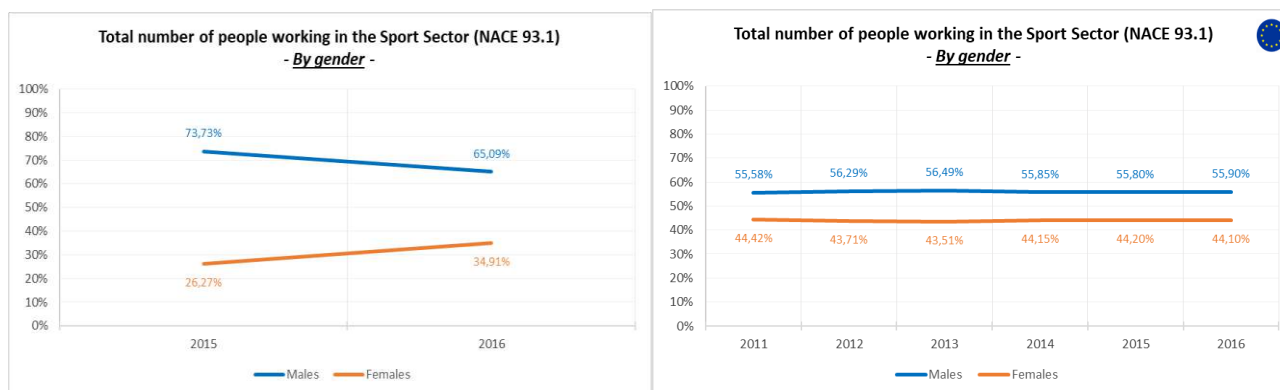
#### c) Total number of people working in the sport sector - NACE 93.1

##### a) Total Number of People working in the Sport Sector in Cyprus compared to Europe



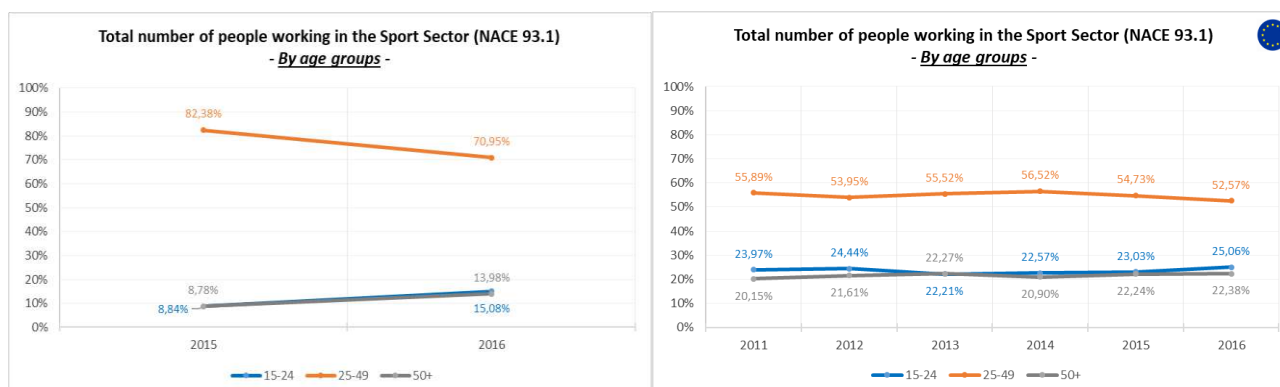
The tables show that as from 2011 numbers in Europe have been rising. However, in Cyprus, although 2011 seems to have been a good year, numbers drop until 2013 and start re-rising from 2014 onwards. The drop can be attributed to the economic crisis and the fiscal constraints and austerity measures that followed.

## 1) Total Number of People working in the Sport Sector in Cyprus compared to Europe – By Gender



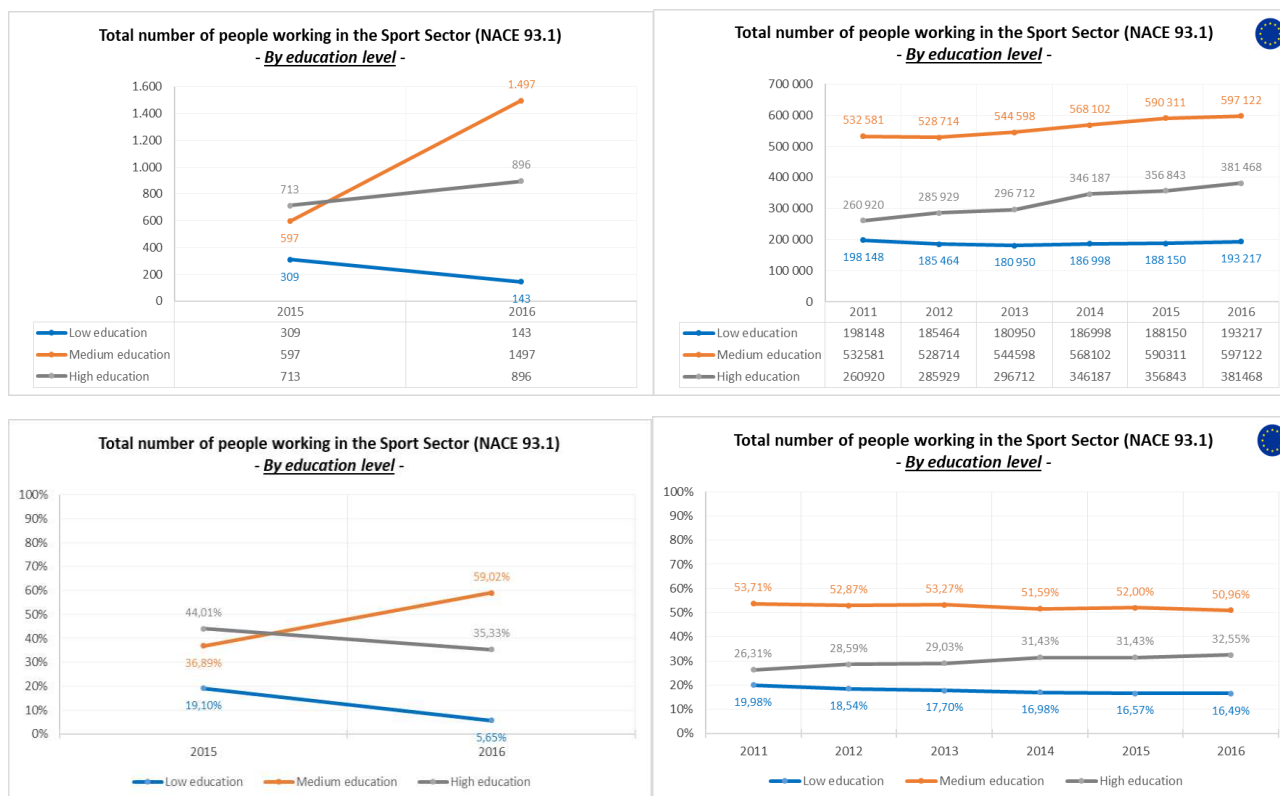
It is noted that, in the case of Cyprus, gender break-down of NACE 93.1 codes, are only provided since 2015. Although that the number of women involved in sports and physical activity is rising and the equivalent for men is dropping, there is still a big gap between the two genders. It has to be noted that this gap is much bigger in Cyprus than the European average.

## 2) Total Number of People working in the Sport Sector in Cyprus compared to Europe - By Age Groups



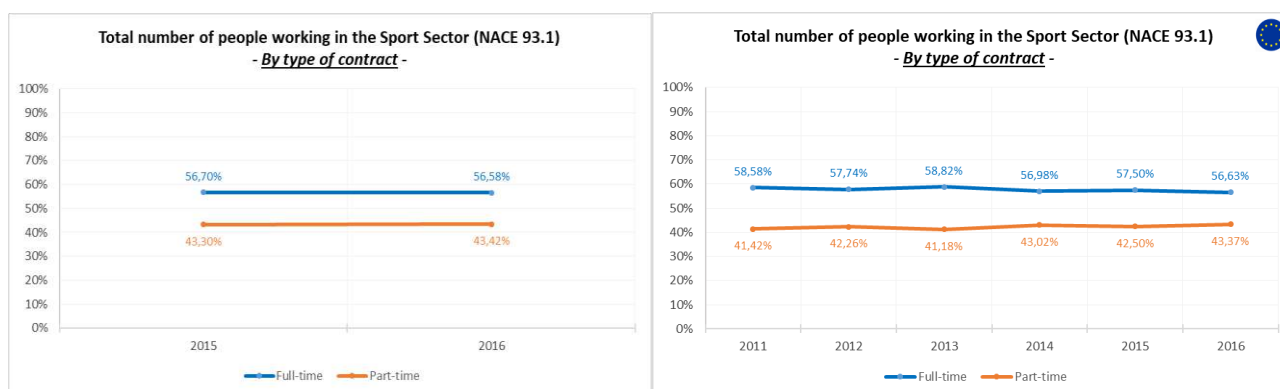
As in the case of Europe, also in Cyprus, the age group of people who work in the sector is much higher in the 25-49 age group, compared to the two other age groups in reference. However, percentages of the particular age-group (25-49) seem to be much higher than the European average, with a dropping tendency, compared to the European average percentages which seem to be stable. There also seems to be a slight increase in the percentages of the other two age groups.

### 3) Total Number of People working in the Sport Sector in Cyprus compared to Europe - By level of Education



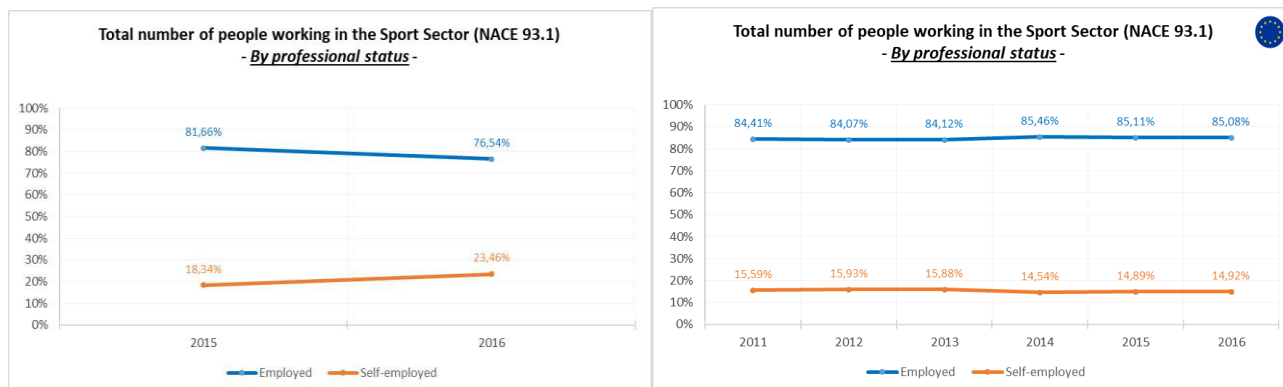
As in the case of other variables, also in this case data for Cyprus exist since 2015 only. Regarding educational level, it seems that numbers of employees in the sector of medium education have been rising compared to those of higher and lower educational levels, whose numbers are gradually dropping. Percentages seem to be maintained near the European average with regards to educational level.

### 4) Total Number of People working in the Sport Sector in Cyprus compared to Europe - By type of contract



Although also in this case data exists for Cyprus only since 2015, percentages seem to be of the same levels as the average European ones, showing higher percentages in the employees with full time contracts than the part-timers.

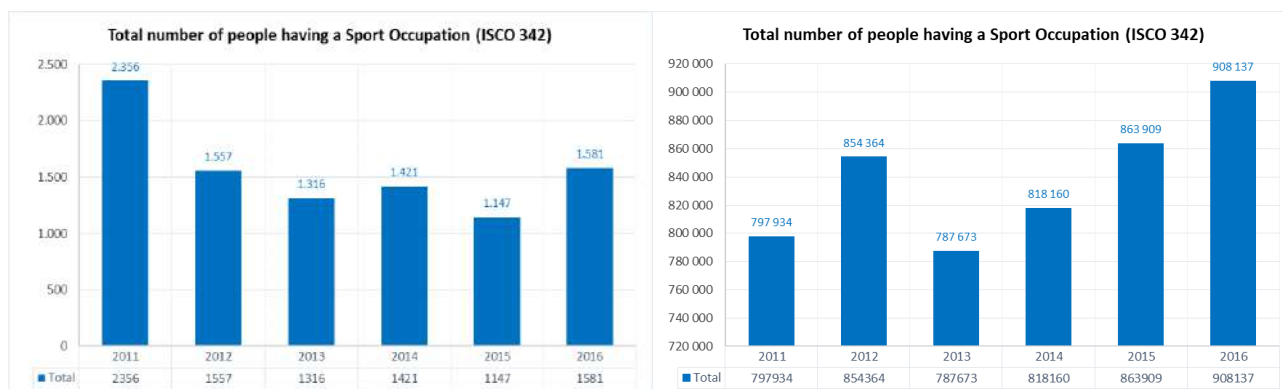
## 5) Total Number of People working in the Sport Sector in Cyprus compared to Europe - By professional status



Regarding professional status, although there is a resemblance in the Cyprus data to the European average percentages, there seems to be a dropping tendency to the employed staff as compared to the self-employed, whose percentages seem to be rising slightly. European percentages seem to remain stable.

## d) Total number of people having a sport specific occupation– ISCO 342

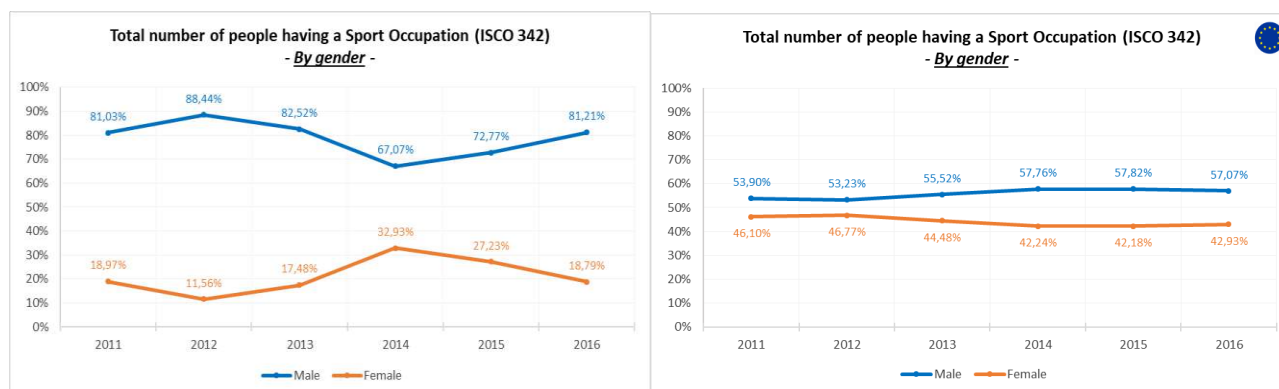
### 1) Overall picture, total ISCO 342



Numbers of people having a sport occupation in Cyprus were around 2,500 in 2011, with a dropping tendency during the years of the economic crisis, reaching around 1,150 in 2015, but now rising to around 1,500. Numbers seem to start recovering as from 2014, a fact that is reflected also in the NACE code 93.1. The picture is somewhat different than that of the European numbers which keep rising gradually, with also some fluctuation during the crisis in 2012, but now reaching more than 900,000 all over Europe.

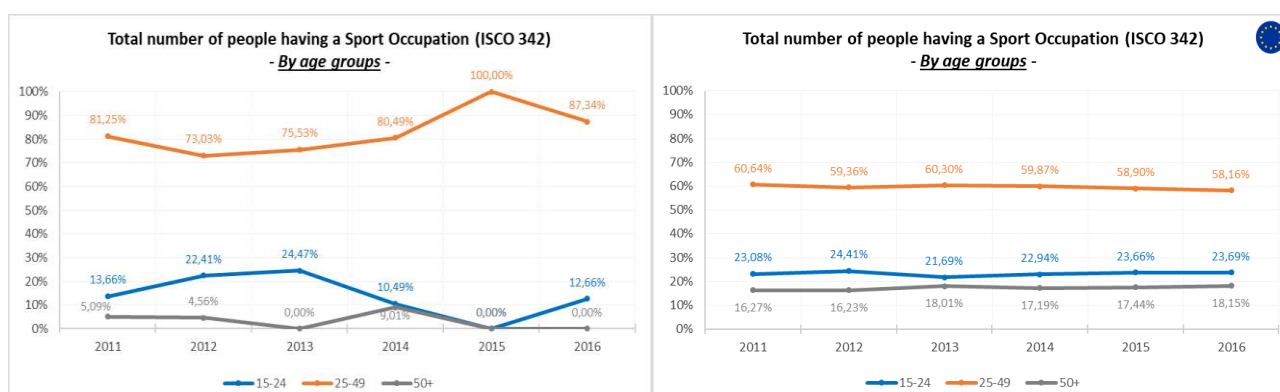


## 2) Total number of people having a sport specific occupation (ISCO 342) - By gender



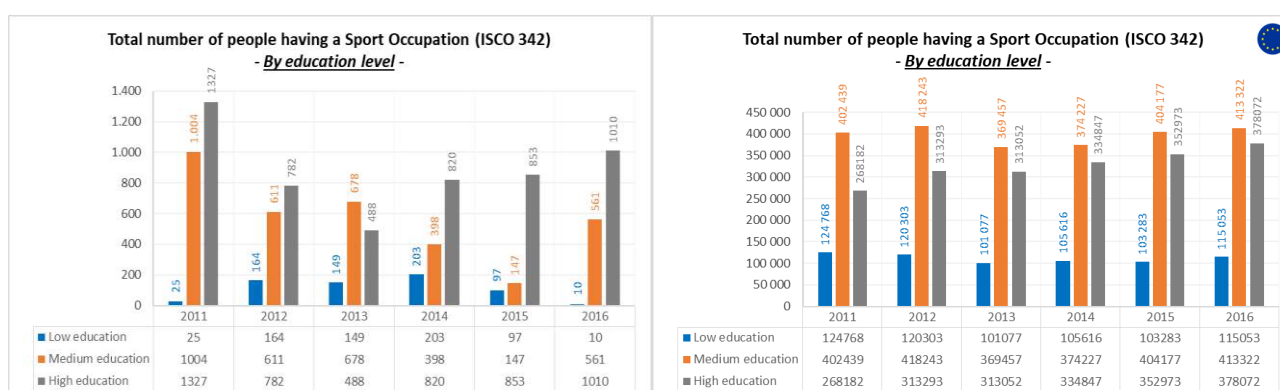
Compared to Europe, there seems to be a bigger gap between male and female employees, with percentages in men over 80%, as compared to women, whose percentages are below 30%. This is in contrast with the European average percentages which have a much narrower gap between male and female employees, male percentages being around 57% and female around 43%.

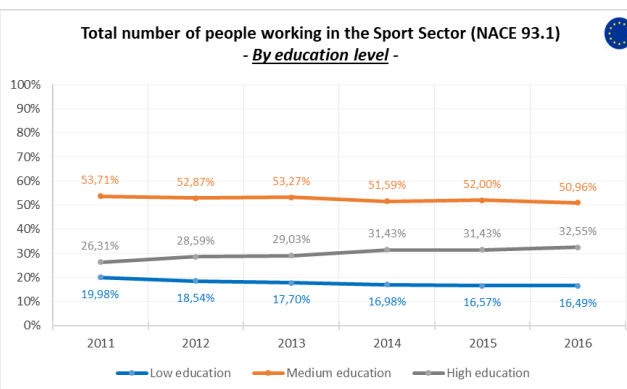
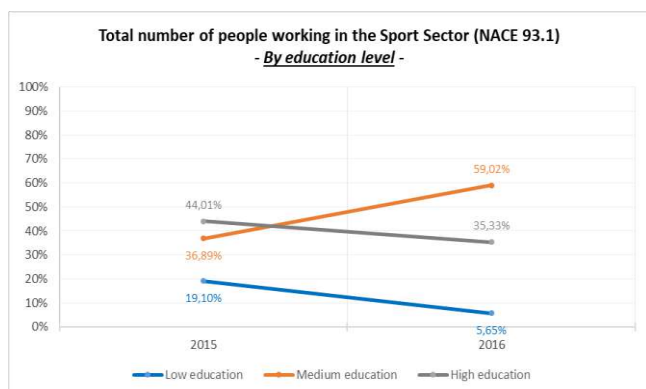
## 3) Total number of people having a sport specific occupation (ISCO 342) – By age group



Although the age group 25-49 prevails in a sport specific occupation both at National and European level, in Cyprus the gap between this age group and the other 2 groups is much bigger; percentages in the 25-49 age group rise above 90%, especially in 2015, which is much higher than the European average which is around 60%. The other two age groups are at similar levels of occupation as the European average, but in Cyprus with a dropping tendency in the 50+ age group.

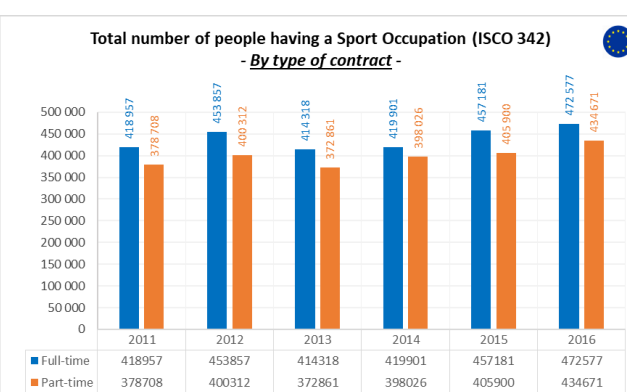
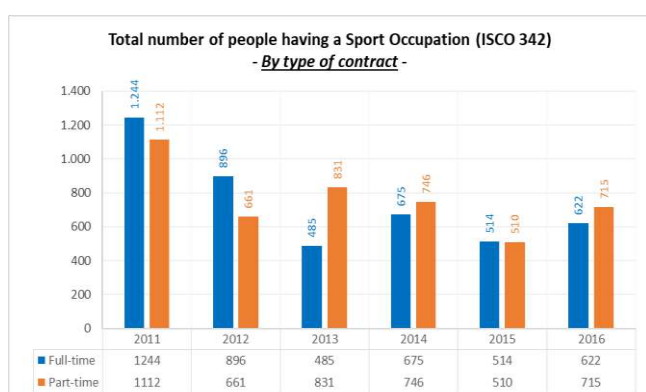
## 4) Total number of people having a sport specific occupation (ISCO 342) – By level of education





Bars and percentages show that compared to Europe, people having a sport occupation that are of a higher educational level, are the ones who are mostly employed in the sport sector, as compared to those of medium education. People of lower education have the smallest contribution in the sector, which is also the case in Europe. However, in Europe overall, people of medium education prevail in the sector. In the case of Cyprus one can also observe the drop in numbers after the economic crisis in 2011-2014, with numbers rising after 2014.

#### 5) Total number of people having a sport specific occupation (ISCO 342) – By type of contract

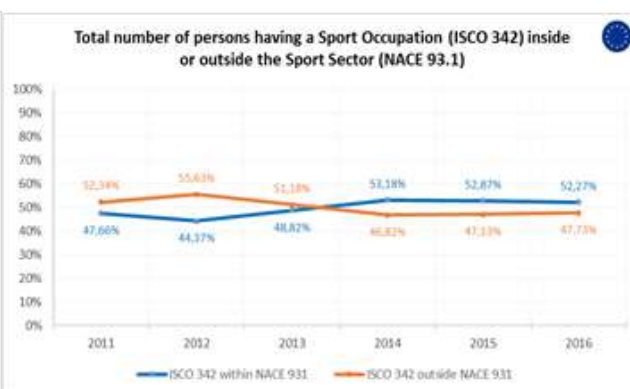
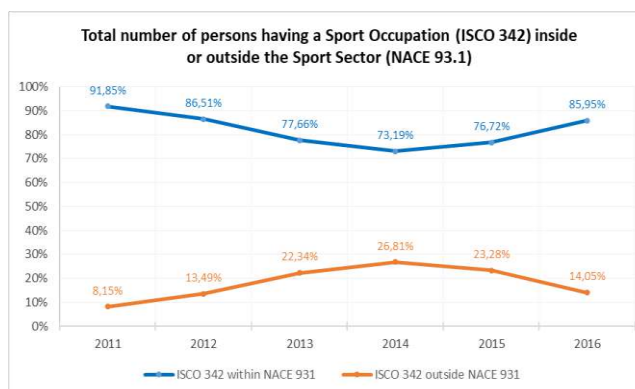


It is obvious that the economic crisis of 2011 has affected the type of contracts. While in 2011 numbers of full-timers in the sport sector were higher than the part-timers, the crisis did not affect only the numbers, but the situation has reversed and one can now see more part-time contracts than full-time. This is in contrast with the overall European data, where full-timers come in bigger numbers than part-timers.

#### e) Total employment of people having a sport occupation within or outside the sport sector (NACE 93.1 + ISCO 342 OUTSIDE NACE 93.1)

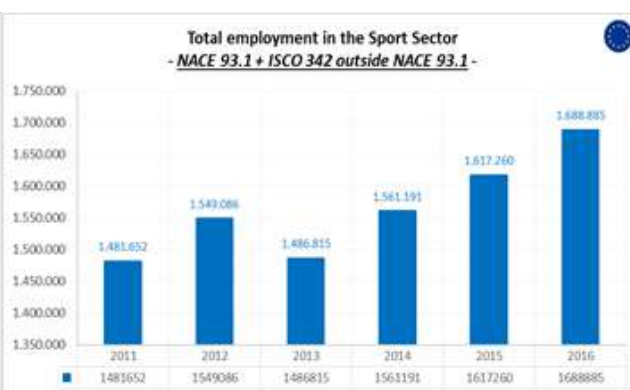
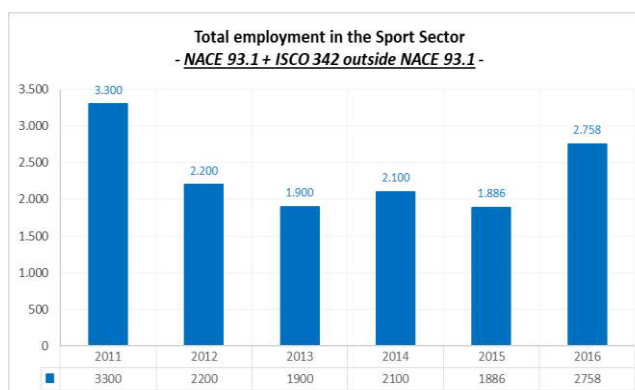
##### 1) Total number of people having a sport occupation within or outside the sport sector

The figures below correspond to the total number of people having a sport occupation (ISCO 342) within the sport sector (NACE 93.1) and those having a sport occupation outside the sport sector (Other NACE codes). We have been able to cross-tabulate NACE versus ISCO and this was the only condition to be able to calculate a total figure for the employment in the sport sector.

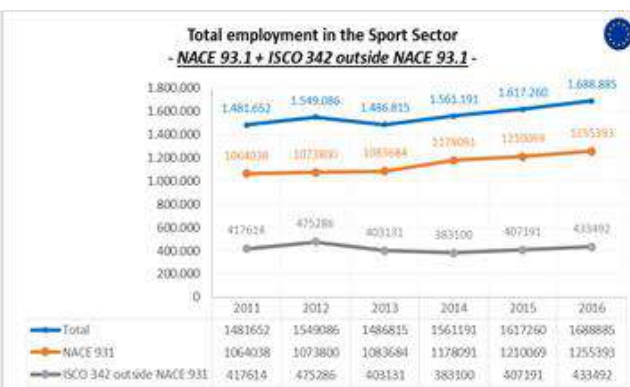
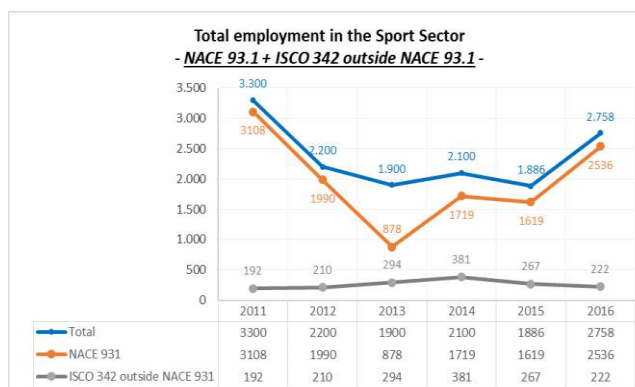


Persons in Cyprus having a sport occupation (ISCO 342 within NACE 93.1) comprise a percentage of 85-90%, which is much higher than the ISCO 342 outside the NACE 93.1, where percentage are between 15-15%. However, percentages seem to go higher for the first group and dropping in the second group. Average percentages in Europe are around 50% with no significant gap between the two groups.

## 2) Total employment in the sport sector (NACE 93.1 + ISCO 342 outside NACE 93.1)



The economic crisis at the beginning of the decade has contributed in the loss of job in the sport sector to almost half of the numbers before the crisis in Cyprus. However, numbers are gradually recovering, having in 2016 around 2,800 people working in the sport sector. During the same period, numbers of people working in the sector are gradually and steadily rising, therefore making more confident to say that Cyprus is currently following the European tendencies towards employment in the sector.



#### **f) National realities and specificities to be taken into consideration**

The first reality that one has to recognise is the great negative impact that the economic crisis and the austerity measures had in the sport sector. This is part of the general picture of unemployment figures rising during the first years of the economic crisis. However, figures are recovering in all sectors of employment, including the sport sector.

Looking at the Cyprus picture and comparing with the overall situation in Europe, it can safely be said that the economic crisis has affected the development of the sector, not letting it rise in employment figures as in the case of Europe.

Furthermore, gaps between variables in Cyprus seems to be bigger than the European gaps between variables in Europe. Such variables are gender, age groups, type of contract, educational background and professional status.

#### **g) Existing national limitations of data gathered**

For a number of information required, there was no existing data.

a) There is no data available for educational qualifications, and some of the required fields could not be completed because of lack of legislative procedures mainly regarding educational qualifications, either do not exist, or have not been implemented, or are currently being discussed at Parliamentary and other levels.

b) It is to be noted that some NACE 93.1 or ISCO 342 data were not provided by CyStat before 2015, so comparison for the years before that, especially regarding variables breakdown could not be carried out.

#### **h) Narrative discussion of the main findings and results from available statistics**

The economic crisis in Cyprus that started in 2011 and was followed by austerity measures, resulted to a great degree to the rise in unemployment and poverty. The years that followed the “hair-cut” in bank deposits and the major cut-backs that were imposed both in the public, as well as in the private sector, led many people to unemployment, especially in the Manufacturing and Constructing Sectors. The Sports Sector, although it was less affected, also suffered losses in jobs.

The tables show that as from 2011 numbers in Europe have been rising. However, in Cyprus, although 2011 seems to have been a good year, numbers drop until 2013 and start re-rising from 2014 onwards. The drop can be attributed to the economic crisis and the fiscal constraints and austerity measures that followed. Numbers of employees in the sport sector were, according to the statistics, 3,108 in 2011, dropping to 878 by 2013 and rising back to 2,536 in 2016. During the same period, there was a rising tendency in employment in the Sport Sector in Europe with numbers rising from 1,064,038 in 2011 to 1,255,393 in 2016.

Regarding gender, although that the number of women involved in sports and physical activity is much smaller than that of the men, numbers are rising for both genders. However, the gap between the two genders is much bigger in Cyprus than the European average; the number of women working in the sport sector in Cyprus is almost half than the number of men.

Regarding age group, again statistics for Cyprus exist since 2015 and show that the age group 25-49 is the major age group that works in sport sector, which is also the case for Europe in general. However, numbers in Cyprus in this age group are slightly falling and numbers in the other two age groups are slightly rising, narrowing the gap between the age groups.



The level of education gives quite interesting results, as the case in Cyprus with regards to percentages shows an increase in the numbers of employees of middle education in 2016 compared to those of higher educational background, which is also the case in the overall picture of Europe. The same applies in the case of the type of contract, since the numbers of full timers is rising above the number of part-timers in the sport employment sector. Full-time employment in the sector in 2015 was 918 as compared to 1435 in 2016; part-time employment in 2015 was 701 and rose to 1101 in 2016. At another level the number of employed people in the sector were 1322 in 2015, rising to 194q in 2016, while self-employed were 297 in 2015, rising up to 595 in 2016. Percentages of these variables present a similar case to that of the European average.

The overall picture in ISCO 342 terms of the total number of people having a sport occupation is similar to that of the NACE 93.1 showing a decrease in numbers over the years of the economic crisis, with figures being in a recovery mode in 2015 and 2016; however, numbers of employees in the sector have not as yet reached the numbers before the economic crisis. This is also true for the variable of gender, where there is a big gap between men and women percentages, with female percentage slightly dropping in favour of their male colleagues, which is not the case for the rest of Europe, since the gap between genders is much smaller.

Another big gap regards age groups, where the 25-49 age group is the one prevailing in people having a sport occupation, its gap being much bigger than the one of the European average. Also, regarding the level of education, numbers of people of higher education who have a sport occupation are rising compared to those of middle and lower education, a picture quite different to that of Europe, where middle education people's numbers are somewhat higher than the rest of the groups. Regarding the type of contract, the overall picture resembles that of Europe, with part-timers and full-timers having very close percentages around 50%.

Regarding the total number of people having a sport occupation within or outside the sport sector by cross-tabulating NACE versus ISCO, percentages show a much bigger gap between the two coding systems compared to the European average, which seem to be near each other. So according to ISCO in Cyprus the percentages were around 92% in 2011, dropping down to around 74% in 2014, rising to around 86% in 2016. Regarding the ISCO 342 outside NACE 93.1 the curve look the other way round, starting from 9% in 2011, rising to 27% in 2014 and dropping back to 14% in 2016. The combination of NACE 93.1 + ISCO 342 outside NACE 93.1 also show a total drop of employment in the sport sector in the years following the economic crisis, with numbers recovering in 2016.

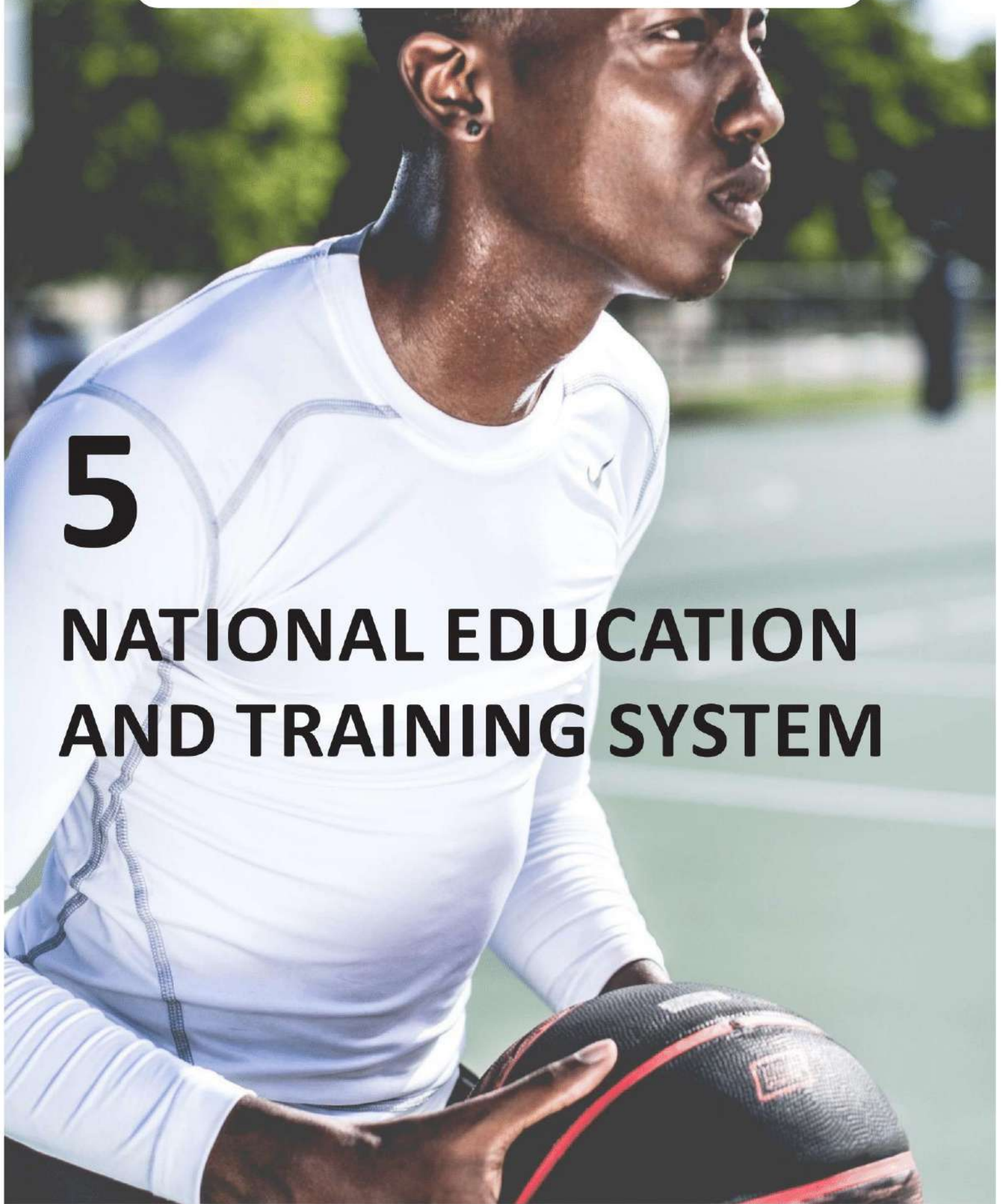


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**5**

# **NATIONAL EDUCATION AND TRAINING SYSTEM**



## 5. NATIONAL EDUCATION AND TRAINING SYSTEM

Responsible Ministry: Ministry of Education, Culture, Sport and Youth (www.moec.gov.cy)

### a) Primary and secondary education and stve

Educational levels under the Ministry are divided in 3 major Departments:

#### 1) Department of primary education

Primary Education refers to the initial stage of education it is compulsory and its basic aim is “to create, establish and offer opportunities to all children, regardless of age, gender or country of origin, to achieve a balanced cognitive, emotional and psychomotor development”.

Pre-Primary Education is compulsory for all the children that have reached the age of four years and eight months before September 1st of the year during which they will attend school. Attendance of Primary Education is compulsory for all the children that have reached the age of five years and eight months.

According to the Ministry’s website “the various areas for which the Primary Education Department is responsible include: Primary Education (private and state primary schools), Pre-Primary Education (private, public and community Pre-Primary schools), Special Education (special schools, special units and support services offered to children with special needs who are taught inclusively in public primary and Pre-Primary schools)”

#### 2) Department of secondary general education


Public Secondary General Education is provided for students aged 12 to 18 years, through two three-year cycles of courses - High School and Lyceum. The two cycles include courses in discrete modules (Greek, Maths, etc.), courses offered interdisciplinary (Health Education, Environmental Education etc.) and various extra school activities (clubs, trips, visits etc.) in order to achieve comprehensive and balanced personality development of students. Attendance in public schools is free for all classes and compulsory until the age of 15 years. The Department monitors and evaluates public schools and the work of private schools.



#### 3) Department of secondary technical and vocational education

In the recent years, especially after Cyprus’ access to the EU, Secondary Technical and Vocational Education (STVE) has become essential. Although the system had its bases in the 1990s, at the beginning of the 21<sup>st</sup> century the STVE curriculum underwent important changes, with increased budget and modernised educational infrastructure, incorporating the newest library and workshop equipment technologies. Apart from a general education, the system gives an emphasis on specialised knowledge and skills, encouragement and cultivation of innate student talents and inclinations and encouragement of critical thinking and creative knowledge acquisition.

### b) Higher and tertiary education

Higher Education in Cyprus comes under the responsibility of the Ministry’s Department of Higher and Tertiary Education (DAAE). Among its major responsibilities is to oversee the following:

-  State Universities of Cyprus (economic budget, legal matters, international cooperation). Currently 3 State Universities operate on the island, The University of Cyprus (establishment in 1992), the Cyprus University of Technology (2003), and the Open University of Cyprus (2002)

-  Private Universities (registration, educational evaluation - accreditation). Private Universities in Cyprus were established in 2007. A number of them evolved from Private Colleges. Currently the following Private Universities operate in the areas controlled by the Cyprus Republic: The University of Nicosia, the European University, Frederick University, Neapolis (Paphos area) and UCLAN (University of Lancashire) in the area of Larnaca. Private Universities operate under the Law on Private Universities (2005).
-  Private Tertiary Education Institutions (registration, inspection, educational evaluation - accreditation).

Administrative support for the implementation of the work of the Cyprus Council of Recognition of Higher Education Qualifications (KYSATS). Support for the work of the Council of Educational Evaluation – Accreditation (SEKAP) and support to the Evaluation Committee of private universities (ECPU).





It must also be noted that a large number of Private Colleges of Higher Education offer diplomas and also need to be registered under specific legislation.

University programs are accredited by the independent Cyprus Agency of Quality Assurance and Accreditation in Higher Education (CYQAA), which is the competent Authority responsible for ensuring the quality of higher education in Cyprus and for the support of the processes provided by the relevant Legislation, for the continuous improvement and upgrading of higher education institutions and their programs of study ([www.dipae.ac.cy](http://www.dipae.ac.cy)). CYQAA is a member of the European Association of Quality Assurance in Higher Education.

### 1) The Ernst and Young Study commissioned by the CSO

So far, in Cyprus there has been no official policy by the Ministry of Education, Culture and Sports that requires Professional Qualifications and Skills Standards. However, in the past two years, the Cyprus Sports Organisation (CSO), recognizing the necessity of the study of required qualifications, based on the Cyprus Sports Organisation Regulations of 1995 and 2012 for Physical Educators, commissioned Ernst & Young (EY) to conduct a survey for the mapping of the current situation as regards the qualification standards of Physical Educators in Cyprus and make suggestions for their improvement and updating.

The study (please see Executive Summary in Appendix 3), which was carried out in gyms, was based on the following 4 pillars:

-  Registration and assessment of current situation
-  Mapping of the sector of the Physical Educator
-  Action Plan
-  Cost-effectiveness analysis

Through these pillars 3 jobs were identified for Professional Standards Qualifications definition, improvement and updating: The Personal Trainer, the Fitness Instructor and the Group Fitness Instructor / Trainer.






Suggestions include a specific Action Plan, as well as ways of Implementation, the hiring of Experts and the alternative ways of funding the whole operation.



### c) VET SYSTEM – Human Resource Development Authority (<http://www.hrdauth.org.cy>)

As explained above, the Secondary Technical Education comes under the Ministry of Education, Culture, Sports and Youth. The Tertiary VET System is under the Responsibility of the Human Resource Development Authority (HRDA), which operates under the 1999 Law on the Development of Human Resource. Its mission is the creation of potential for the training and the development of Human Resource in Cyprus at all levels and in all fields, for the fulfillment of the needs of the economy, within the framework of the social and economic policy of the state.





The 2019-2021 Strategic Plan of HRDA is defined by its strategic goals of upgrading the Human Resource, improving productivity and reinforcing the quality assurance and effectiveness of the training system and human resource development. The specific goals for 2019-2021, are:

-  *Inclusion in Employment of the Unemployed and Dormant Workforce:* priority in training actions for the active support of employment and for further reduction of unemployment
-  *Life-long learning of the Employees:* an emphasis is placed to continuous upgrading and enhancement of knowledge and skills of employees, especially in fields that present increased development perspectives
-  *Quality Assurance of the Training System and Human Resource Development:* the objective gives priority to the effective operation of the System of the Professional Qualifications Evaluation and the Certification of the Training Services Suppliers
-  *Promotion of Research and Development:* this will be achieved according to the predictions of employment and supply of human resource in the Cypriot economy, the estimates of the needs of employment and training, the monitoring of the trends in the labour market, as well as the assessment of the impact of HRDA actions on the economy.
-  *Effective Governance:* This objective gives priority to the enhancement of the effectiveness of HRDA, by promoting the realization of a HRDA Complete Information System and the best management and exploitation of the available economic and human resources.

Within the above framework, the HRDA has the following programs:

- a) Training Programs for Enterprises and Organisation Employees, such as Hotels, Restaurants and other organisations and De Minimis multi-enterprise training programs
- b) Training Programs for the Unemployed and New –entering Employees in the labour market.

In the CEDEFOP 2016 Report ([http://libserver.cedefop.europa.eu/vetelib/2016/ReferNet\\_CY\\_CR.pdf](http://libserver.cedefop.europa.eu/vetelib/2016/ReferNet_CY_CR.pdf)) for which the Cyprus Report was prepared by the HRDA, VET is described in 4 levels:

-  Apprenticeship
-  VET at upper secondary level
-  VET at post-secondary level
-  VET at tertiary level

The report refers to the economic crisis that Cyprus suffered in the recent years and that currently there is a trend for redevelopment. Within this framework all the above-mentioned programs have been developed in order to assist the growth of the economy and to combat unemployment the rate of which, as described in other parts, have been accelerating because of the crisis. The Cyprus Government decided to introduce regulated VET programs addressing all levels of educational backgrounds, through the VET programs that are described (Report p. 17).

In this attempt, apart from the Ministry of Education, Culture, Sport and Youth (MoEC), other Ministries and Administrative Bodies are involved (Report pp 28-53), such as






- a) the Ministry of Labour, Welfare and Social Insurance (MLWSI), with specialized programs for employees,
- b) the Ministry of Agriculture, Rural Development and Environment, with specialized VET programs in agriculture and especially farm courses, which specifically addressed female participants
- c) the Cyprus Academy of Public Administration, with programs that help advancement mainly in the civil service sector
- d) the Ministry of Health. With nursing programs
- d) the Ministry of Justice and Public Order, with part-time programs in the Police academy
- e) the Foundation for the Management of the European Lifelong Learning Programmes, which takes advantage of labour mobility through ERASMUS programs

At another level, the HRDA, through its programs for Training the unemployed, has developed programs addressing different age groups and especially the young unemployed (pp31-33) . Most of its programs run in cooperation with the industry through internships and apprenticeship programs, with specific job placements in organisations of the private sector. It also runs programmes for people who are at risk of social exclusion.

#### **d) NQF**

Qualifications are regulated through the Department of STVE of the Ministry of Education, Culture, Sport and Youth. The Introduction of a National Qualification Framework, was, on the one hand, a measure to be promoted through the Government's commitment to EU regulations. On the other hand, setting qualification standards, especially those connecting education with the labour market needs in skills and qualifications, also addresses the issue of an economic growth on a new more solid basis, as well as the combating of unemployment. As mentioned in the CEDEFOP Report (p. 38) "the National Coordination Point (NCP) was established in October 2012, comprising representatives from the MoEC, the MLWSI and the HRDA. The final version of the Cyprus referencing report was presented and submitted for approval to the EQF Advisory Group in December 2016, in Brussels. During the meeting of the EQF Advisory Group in February 2017, the Cyprus delegation presented a detailed implementation roadmap of the Cyprus NQF. Through this detailed roadmap, Cyprus became the 31st country that was referenced to the EQF. Cyprus was to present an update of the implementation of the roadmap in late 2018."

According to the Cyprus European Inventory on NQF 2016 (Cedefop 2017), the system introduced is called Cyprus Qualifications Framework (CYQF) and its main role is to classify qualifications according to agreed learning outcomes. More specifically, according to the report (p.2) objectives and targets are:

-  Supporting recognition and validation of qualifications;
-  Enabling progression and mobility;
-  Promoting lifelong learning
-  Improving quality assurance of education and training programs
-  Strengthening links with the labour market.

Competencies relate to space of action, cooperation and responsibility and learning skills, promoting a second chance the learner to obtain knowledge and skills that will assist or even safeguard employment in

the labour market. Within this framework, a network of stakeholders and institutional arrangements have been established, especially as a supporting action to the VET system. The report suggests that an NQF Council should be established, that will include all stakeholders and will act as a consulting body to the CYQF for reporting purposes.

#### **e) QUALITY ASSURANCE**

For the **Secondary Education** quality assurance is safeguarded through Constant assessment of the progress of learners, in the form of written assignments, projects, tests and a final examination is instrumental in order for Inspectors to evaluate the outcome of the educators' work.

For **Tertiary Education**, there are two bodies responsible for quality assurance, accreditation and recognition:

- (a) the Cyprus Council for the Recognition of Higher Education Qualifications (Κυπριακό Συμβούλιο Αναγνώρισης Τίτλων Σπουδών), an independent body, is the competent authority responsible for the recognition of diplomas awarded by institutions of higher education; and
- (b) the Council for Educational Assessment and Accreditation (Συμβούλιο Εκπαιδευτικής Αξιολόγησης και Πιστοποίησης) is an independent body that advises the Minister of Education and Culture on issues concerning the establishment, control and operation of tertiary education institutions in Cyprus.

Finally, for **Vocational Training**, the body responsible for Quality Assurance is the HRDA, as the main body that subsidizes programs under this action. Quality assurance is based on a system of assessment and certification of the trainers against specific criteria, as well as on evaluation studies on the effectiveness of such programs.

#### **f) NFIL**

This is expected to be promoted by the MOED and the HRD, but nothing formal currently exists.





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6

# NATIONAL SPORT EDUCATION AND TRAINING SYSTEM



## 6. NATIONAL SPORT EDUCATION AND TRAINING SYSTEM

### a) System of sports in schools

THE MINISTRY OF EDUCATION, CULTURE, SPORTS AND YOUTH ([www.moe.gov.cy](http://www.moe.gov.cy))

The MOED is the responsible Ministry for the lesson of Physical Education in Schools. The weekly hours for PE in Schools per Educational Level and Age are as follows:

#### 1) Primary Education (<http://fysad.schools.ac.cy/index.php/el/>) :

The basic mission of PE in Primary Education is to contribute to the creation of tomorrow's citizens, who will love to exercise and who make exercise part of their lives. Its objective is to give equal opportunities to all children so that they can develop, exercise and improve their mobility skills in different sports activities. Furthermore, it helps the children develop their personality, by cultivating and promoting consensus, solidarity, noble competitiveness and contest and respect for rules, morals and values. Finally a basic pursuit is the personal development of each child, his/her personal happiness and the maintenance of healthy relations with other children. PE in Primary Education is delivered by teachers of general education.

<u>Ages</u>	<u>PE Hours weekly</u>
6-10	2
10-12	3

#### 2) Secondary Education (<http://fysam.schools.ac.cy/index.php/el/>):

Given its learning and educational value, PE plays an important role in the achievement of the goals of Secondary Education, as physical activity is the carrier of basic social values and serves the whole community. Today, the main goal of PE in secondary education, is not just for the students to acquire a positive stance for life-long physical activity for health promotion, but to also share values and develop behaviours, so as to function productively in the 21<sup>st</sup> century community. PE in Secondary Education is delivered by qualified PE instructors.

Hours of PE in schools -

#### Secondary Education – Gymnasium:

<u>Ages</u>	<u>PE Hours weekly</u>
12-13	3.5
13-15	3

#### Secondary Education – Lyceum:

15-16	1.5
16-17	2.5
17-18	2



### b) Sport qualifications offered in universities

At the moment in Cyprus the following courses are offered in the field of Sports from State and Private Universities:





### University of Nicosia ([www.unic.ac.cy](http://www.unic.ac.cy)):

#### Undergraduate

-  Sports Management (BBA, 4 Years)
-  Sports Science (BSc, 4 Years) (in Greek)

#### Postgraduate



-  Sports Nutrition/Dietetics and Nutrition Intervention (MSc, 1.5 Years or 3 Semesters)
-  Digital Media and Communications – Specialisations: 1. Journalism and Social Media Publishing, 2. Public Relations and Advertising in Networked Society, 3. Sports Media and Communications (MA, 1.5 Years or 3 Semesters)

### European University Cyprus :

#### Undergraduate

-  Sports Science and Physical Education (4 years, Bachelor of Science)

#### Postgraduate

-  Sports Science (18 months, Master of Science)
-  Sport Physiotherapy (18 months, Master of Science)

### Frederick:

#### Undergraduate


-  BSc Physical Education and Sport Sciences

### UCLAN:

#### Undergraduate


-  BSc (Hons) Sport & Exercise Science

#### Postgraduate

-  MSc Sport & Exercise Science



### University of Cyprus:



#### Postgraduate

-  Pedagogical Sciences - Sports Pedagogy

### c) The Cyprus sports organisation (CSO, [www.cyprussports.org](http://www.cyprussports.org)):






The CSO is a semi-governmental organization. Its 9-member Executive Council is appointed by the Cabinet and operates under the Laws for the Cyprus Sport Organisation of 1969-1996. It is funded by the government budget each year and it is in charge of allocating financial resources to the national sport federations. The CSO is responsible for the state's Sports strategy and implementation, based on the following 4 pillars:

-  Sports and Sport Development
-  Sport Facilities and Infrastructure

-  Economic Management of Sport
-  Human Resource Management in Sports

The CSO is the main body responsible for the founding and organizing the National Sports Federations and for the promotion of Sport Activity on the island. It is also responsible for the promotion of and the harmonization with the European Union White Paper on Sport and Good Sport Governance. The CSO is also responsible for the evaluation of Sports facilities, both in the field of national sports, as well as in the private sector, and leisure sports, as the main body issuing the relevant licenses.

The CSO operate national sport programmes the main fields of which are:

-  National Scheme for the Support of Sport Development
-  Sport for All
-  High Performance Sport
-  Support of Young Champions
-  Benefits for Athletes with Disabilities

The CSO also has a Judiciary Committee, which is responsible for examining and bringing to justice any actions that break the constitutional rules of each Sport Federation.

#### **d) National sport federations (each has its own website)**

The CSO operates as an umbrella of the 104 National Sports Federations. The Federations also operate with appointed Executive Councils, but each one has its own separate Constitution and budget. The Federations are responsible for promoting the Sport in which they specialize, support the athletes of the particular sport and promote their participation in local and international sports events. They are also responsible for the organization of Sports events on the island, local, regional or international, each one in its specific sport field. Most of the Federations run their own Grassroots Sports Academies, but many Federations have Club members.

National sport federations in Cyprus are autonomous bodies that operate independently as they conduct their operations based on the principles of the international sport federations and the International Olympic Committee. Apart from football and its governing body, the Cyprus Football Association, the rest of the national sport federations fully depend on the funding that they receive from the state through the CSO. These associations are small sized organisations, based mainly on volunteers, and they employ only a small number of full time staff.

Most of the programmes provided under the National Sport Federations run in cooperation with the Cyprus Sport Organisation and the Cyprus Olympic Committee.

All National Federations are affiliated to their European and some to their World Federations. Some federations run programmes in cooperation with their respective European or international federations.

##### **1) The Cyprus National Olympic Committee (CNOC, <http://www.olympic.org.cy>):**

The Cyprus Olympic Committee was established on 10 June, 1974 and became a full member of the International Olympic Committee on 10 April, 1979. It is a non-governmental, non-for-profit organization created in accordance to the Olympic Charter under guidelines approved by the International Olympic Committee. It is governed by an Executive Council consisted of 11 members plus any members of the

International Olympic Committee in Cyprus. The members of the Executive Council are elected by the National Sport Federations.

The mission of the CNOC is to encourage interest in the Olympic Games and develop, promote and protect the Olympic Movement in Cyprus, in accordance to the Olympic Charter.

Among other duties, the CNOC undertakes to organize, together with the National Federations, the preparation of athletes, in order to ensure that Cyprus is represented successfully at the Olympic Games as well as regional, continental and international games, which have the patronage of the International Olympic Committee. It also encourages and promotes ethics in sport and the spirit of fair play. It takes action against discrimination and violence in sport and opposes any political or commercial abuse of athletes and ensures the implementation of policies and rules of the World Anti-Doping Code.

## 2) Athletic Clubs and Associations:

These stakeholders are mainly registered under the National Federations, depending on the different sports activities that they represent and are usually represented on the Federations' executive boards. Apart from their participation in the local championship /cup competitions, quite a substantial number run their own grassroots academies, especially in the cases of football and basketball clubs. The clubs are usually managed by executive boards elected by their members. According to the CSO data there are at the moment 1171 Clubs/Associations registered, of which 485 concern team sports and 686 concern individual sports (information provided by CSO)

## 3) Municipalities / Communities:

Most of the Municipalities /communities offer sports facilities to the local community, as well as special sports activities programs, addressed among others, to the youth and the elderly, the major focus being on social inclusion and health promotion.

## 4) Private Enterprises:

The private sport sector is largely based in professional football, in the sporting goods sector and in the private sport services sector (e.g., sporting goods, sport services and fitness facilities).

## e) Other vocational and professional qualifications

The only other body that offers professional qualifications, which is included in the CSO law and legislative rules is the Cyprus Weight Lifting Association that offers training programs and qualifications of their respective International Weight Lifting Association (<https://www.weightlifting.org.cy>). The 2 levels of qualifications which they offer training for in the Association's own facilities are the Robi Points (new BW) and the Sinclair Coefficient for the Olympiad.

## f) What is the extent of implementation of NQF in sport?

The legislation is currently under discussion in the relative Parliamentary Committee.

## g) Continuous Professional Development (CPD) in sport and physical activity

There are very few programs run by some National Sport Federations.

The Special Olympics Federation operates some programs such as Healthy Athletes, Special Smiles, Opening Eyes, Healthy Hearing, Health Promotion, and Fit Feet.

The Cyprus Basketball Federation and the Cyprus Paralympics Committee support wheelchair Basketball.

#### **h) Recognition of informal and non-formal education in sport?**

The responsible Ministry for the recognition of informal and non-formal education in sport is the Ministry of Education, Culture, Youth and Sport.

#### **i) Training for volunteers in sport**

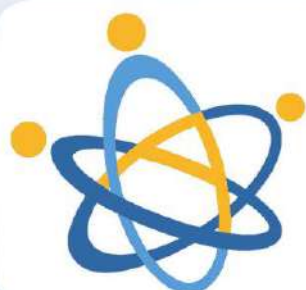
There is only occasional training of volunteers only in view of up-coming sport events and in relation to those events. These are undertaken by the relevant National Sport Federations.

#### **j) Qualifications required by law to work in sport**

The only related regulations that exist are under the Law for the Registration of Physical Education Instructors of 1995, which is currently under review.

#### **k) Education and training system in sub-sectors of sport**

The training and education system mainly falls under the National Sport Federations, but there is no supporting data. The Cyprus Olympic Committee has in the past offered some courses in Management and Administration and the Cyprus Sport Organisation offers dual career courses in cooperation with Universities that offer sport programmes.



**ESSA-SPORT**

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**7**

**FINDINGS FROM THE  
EMPLOYER SKILLS  
SURVEY**

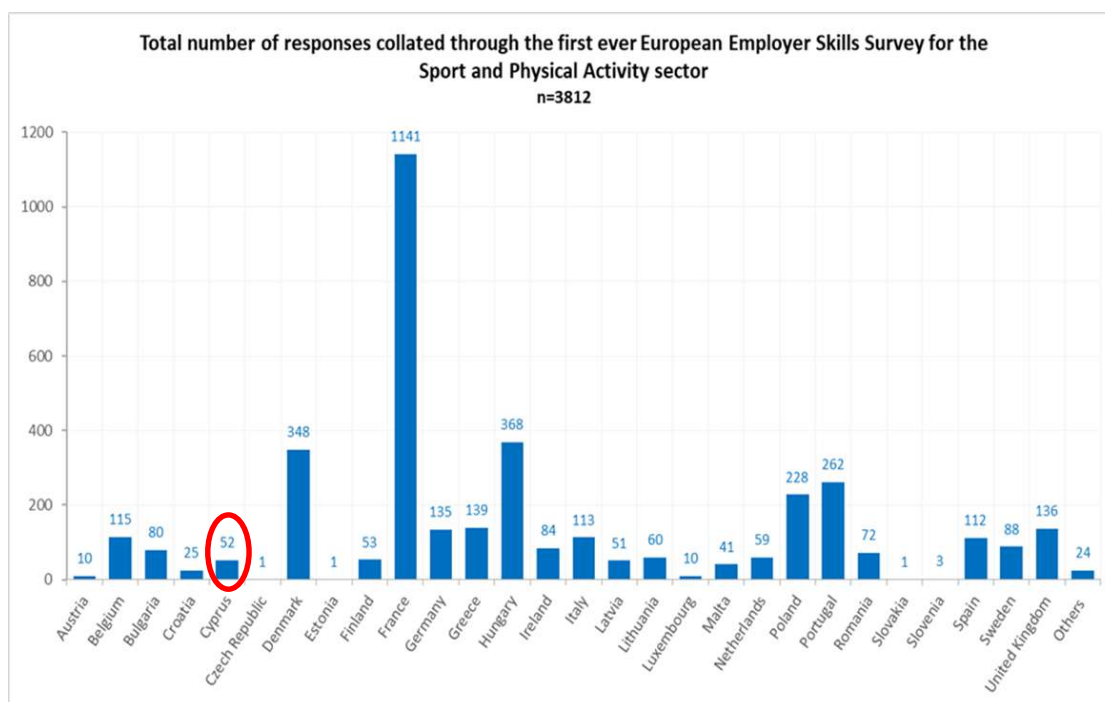


## 7. FINDINGS FROM THE EMPLOYER SURVEY

The Employers' Survey was conducted in Cyprus by the National Coordinator of the project, the University of Nicosia, using the questionnaire that was developed by the partners and which was translated in the Greek language by the Greek and the Cyprus partners in the project. In Cyprus the special link was sent by email to 484 employers and was open for reply from November 2018 until the end of January 2019.

The number of replies in Cyprus was 52 questionnaires (around 10%). The number was included in the 3,812 Europe-wide questionnaires.

### a) SECTION 1 – About respondent organisations

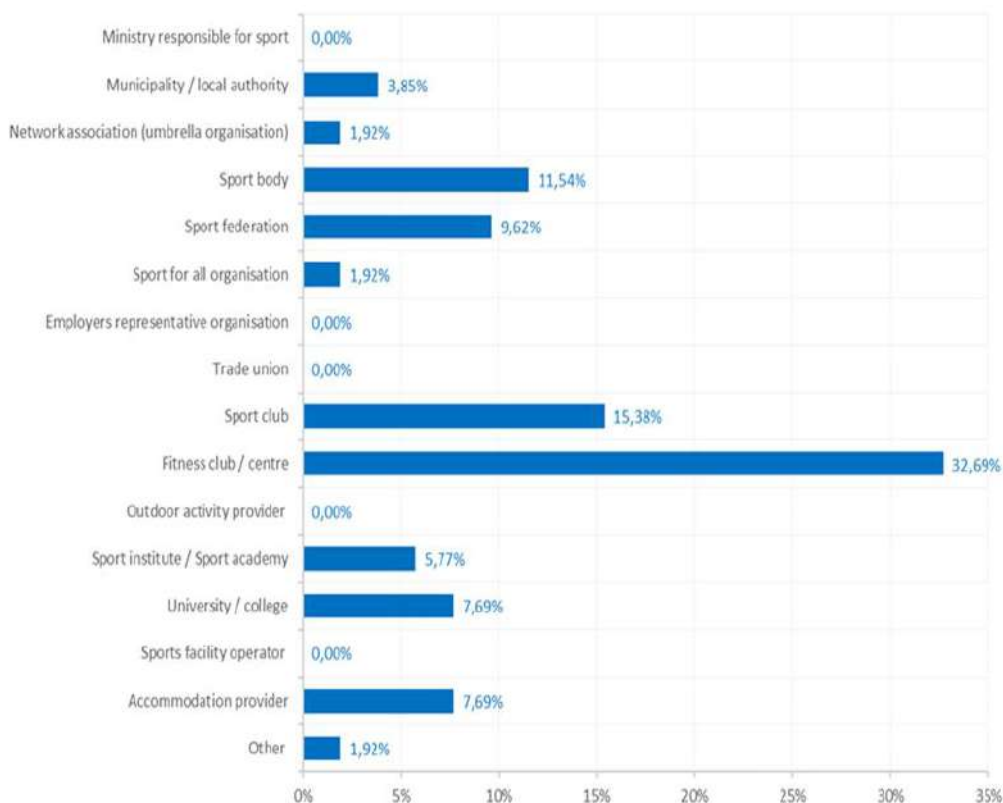


#### 1) Type of Organisations

The following graph describes the type of organisations whose employers responded to the questionnaire, as they themselves defined it. The majority of the questionnaires were replied by employers of Fitness clubs, as it was the case of the European overall replies. The second biggest response rate was from Sport clubs.

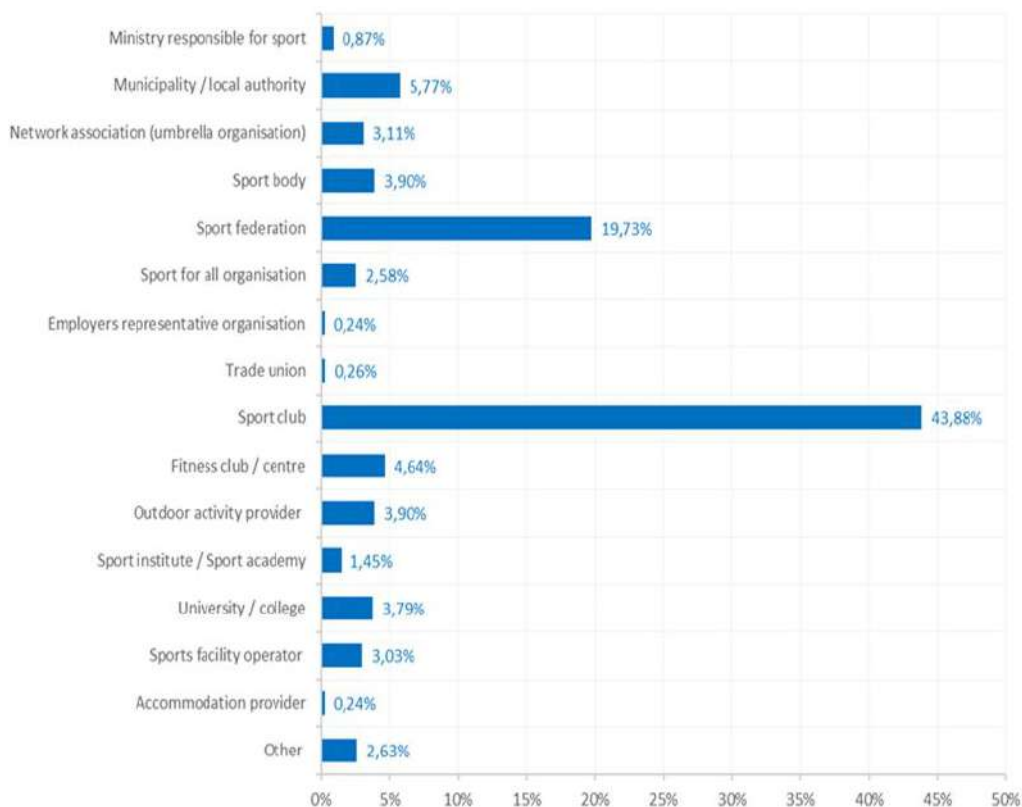
**Which of the following best describes your organisation?**

■ n=52



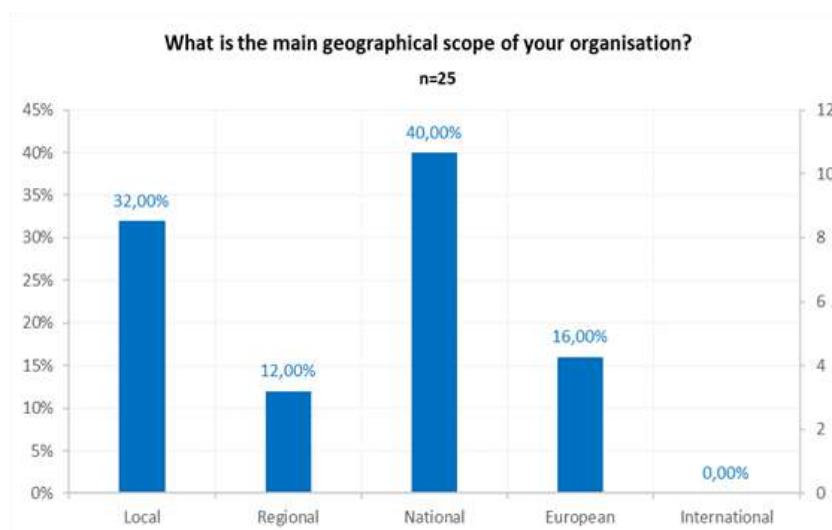
**Which of the following best describes your organisation?**

■ n=3797

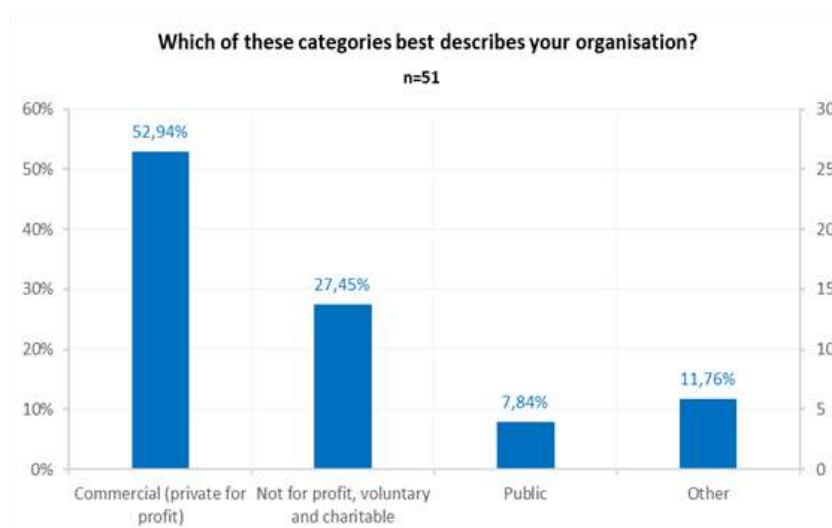


## 2) Status and Geographical Coverage

Only 25 respondents replied to this question. The coverage was 40% National, 32% Local, 16% European, and 12% Regional.



Description of organisation: Almost 53% replied that their organisation is a Commercial private for profit organisation. Another 28% stated that they are Non-for –Profit, voluntary and charitable organisation, almost 8% a public organisation and almost 12% other type of organisation. The equivalent average of the European responses show a percentage of 61% being Non-for –Profit, voluntary and charitable organisations and 18% public organisations. Only around 12% were commercial for profit organisations.

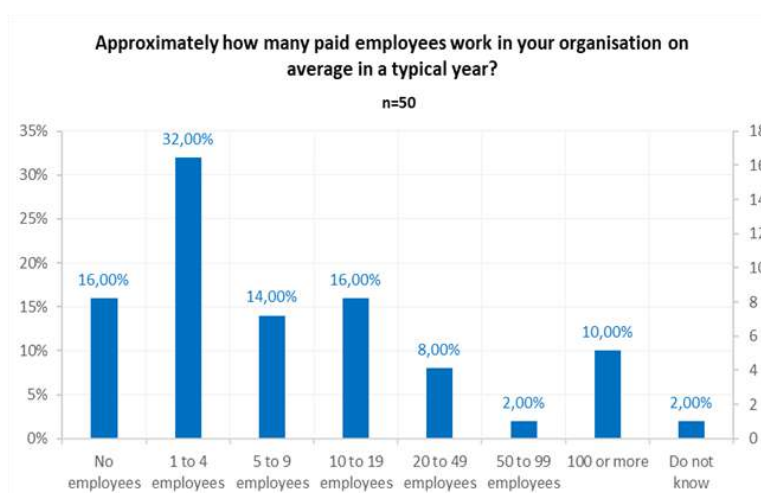


Out of 51 responses, around 86% stated that they are a single independent organisation and around 12% that they are one of a number of establishments belonging to a larger enterprise or organisation.

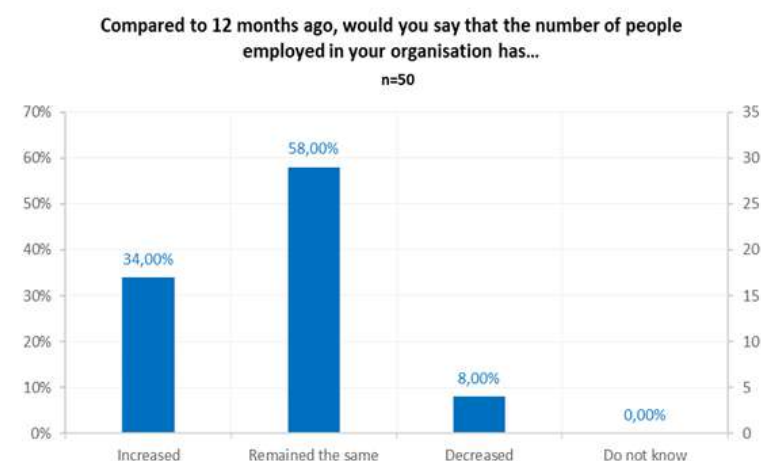
## b) SECTION 2 – Employment in respondent organisations

### 1) Size of organisations and tendencies

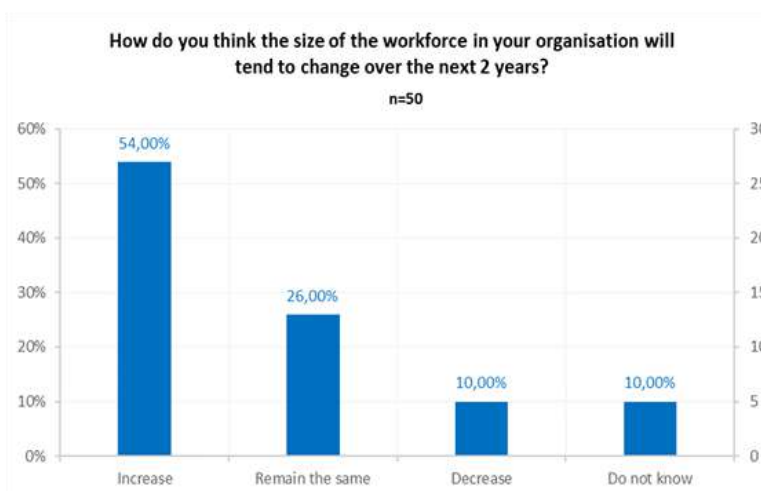
Only 16% of the organisations do not employ any staff. Around one third of the organisations employ 1-4 people in a typical year, 14% employ 5-9 people, 16% employ 10-19 people, 8% employ 20-40 people, 2% employ 50-99 people and 10% 100 people or more.



Additionally, compared to a year before 58% of the respondents stated that their organisation remained the same regarding the number of employees, in the last 12 months. However, 34% claimed that their number of employees have increased and only 8% that the number has decreased.

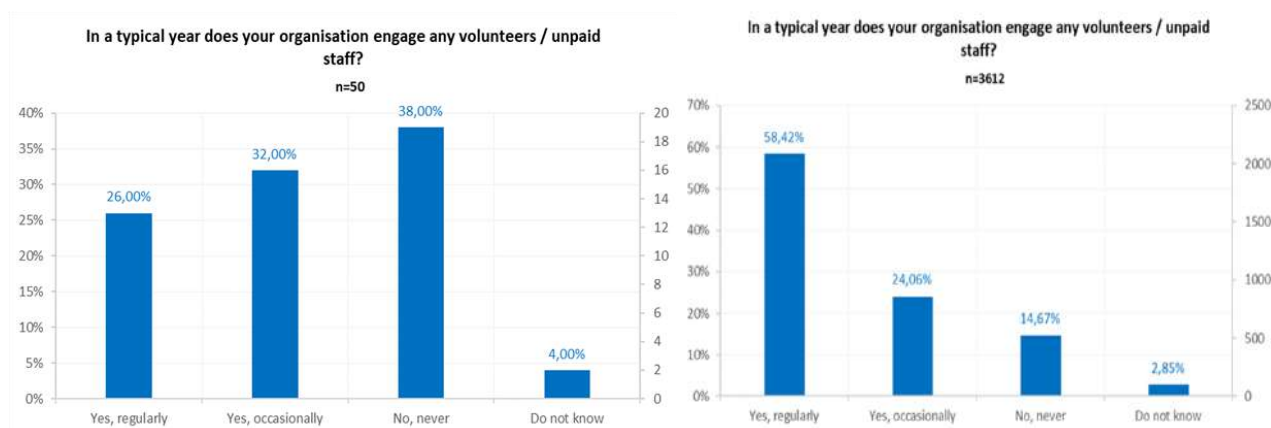


Out of the 50 responses a 54% percentage believe that in the next 2 years their workforce will increase, 26% that it will remain the same and 10% that it will decrease. Another 10% could not predict whether there would be any changes.

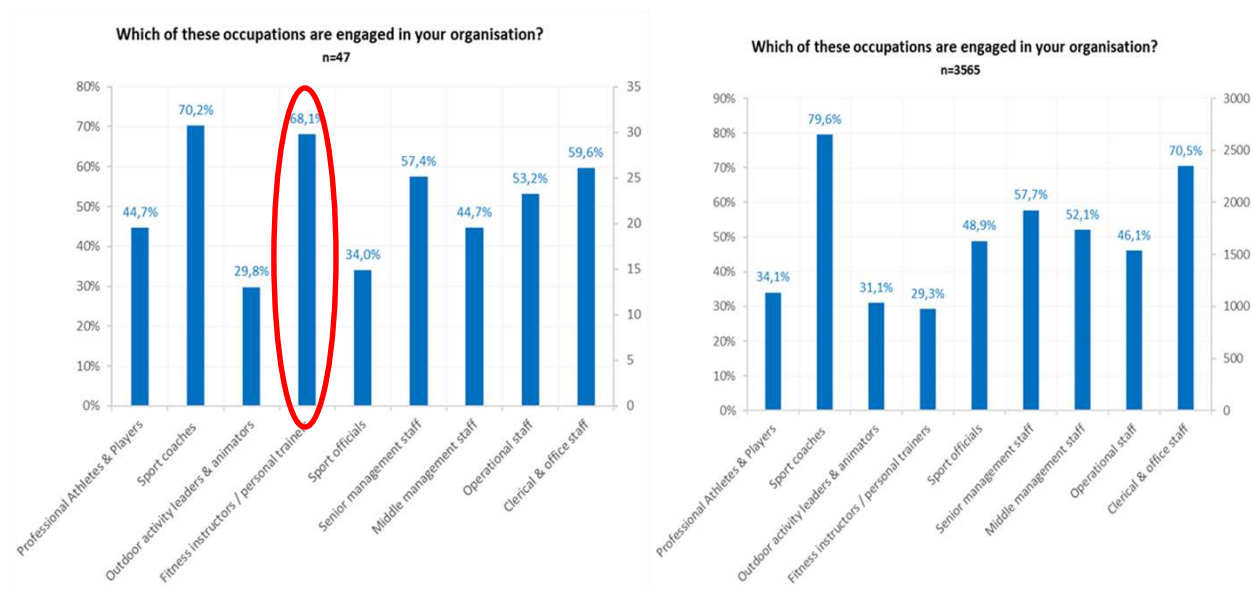


## 2) Engagement of volunteers

In this case, data from Cyprus seem to be quite different than the overall European ones, since in Europe, organisations use volunteers a lot more than in Cyprus. This might also have to do with the fact that the majority of respondents in the case of Cyprus are Commercial organisations as opposed to the ones in Europe which are mainly non-for-profit organisations. Hence only 26% of the respondents in Cyprus use volunteers regularly, as opposed to 58% in Europe, 32% use volunteers occasionally as opposed to only 24% in Europe and 38% stated that they never use volunteers, compared to only 15% in Europe.



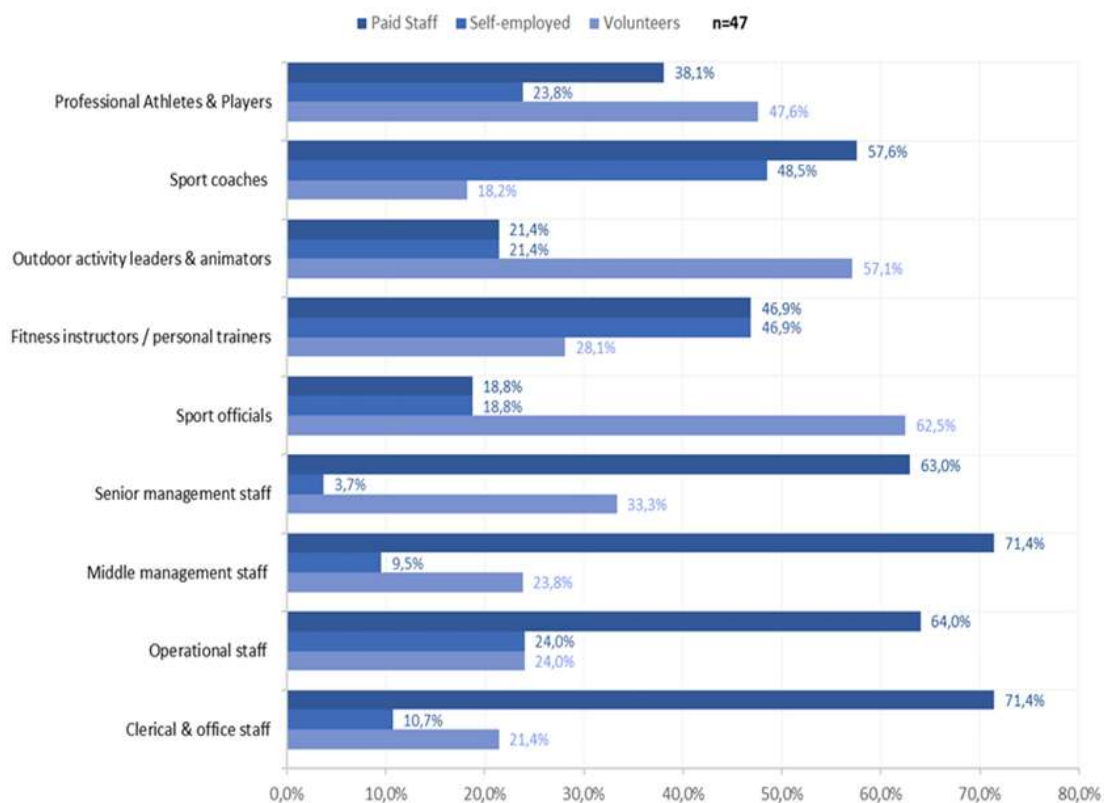
Also the following figures reflect the fact that most Cypriot respondent organisations are private Fitness clubs. As in the case of Europe the first category of employees is sport coaches, by 70% (European equivalent percentage is 79%). However, the second category in Cyprus is Fitness Instructors and Personal trainers which rise up to 68%, the equivalent European percentage being only 29%.



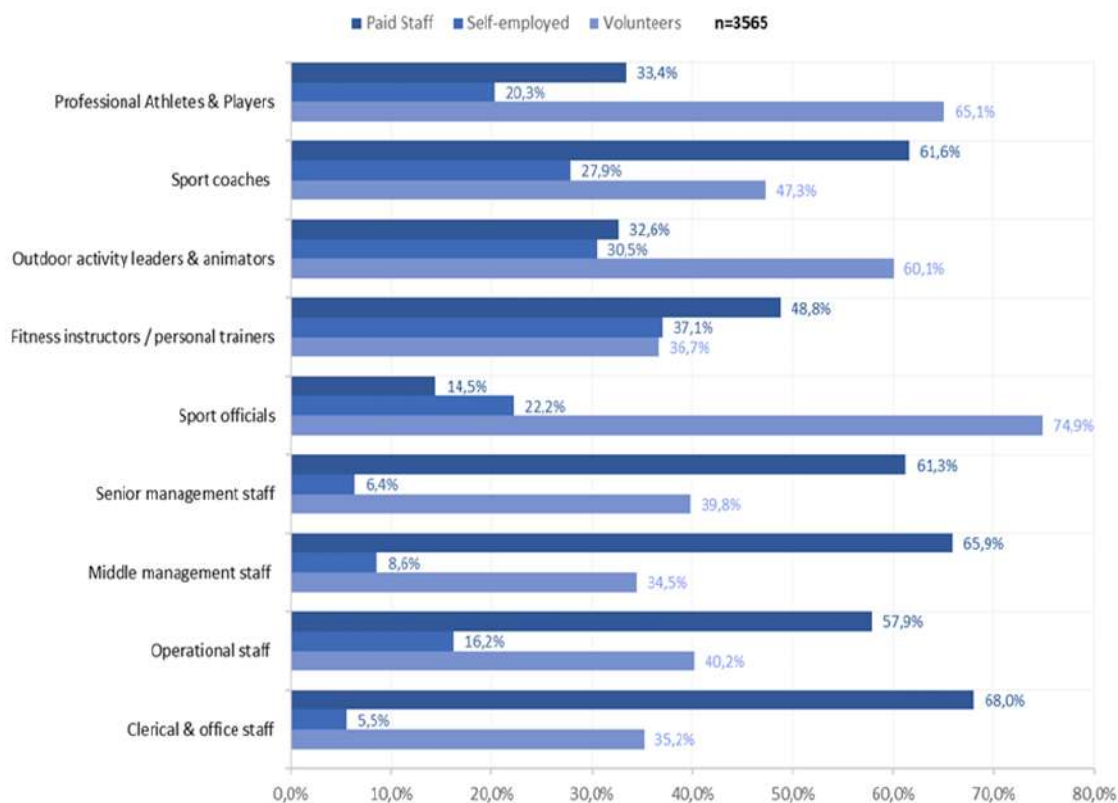
Regarding the type of contract, in most cases the employees are paid staff. The number of volunteers, as shown also above, is much smaller than in the case of Europe.



**Which of these occupations are engaged in your organisation?  
Breakdown by type of contract**

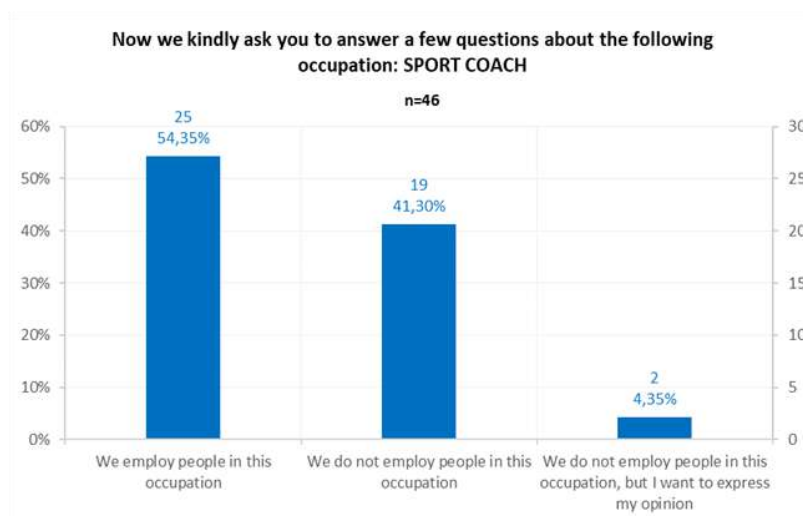


**Which of these occupations are engaged in your organisation?  
Breakdown by type of contract**



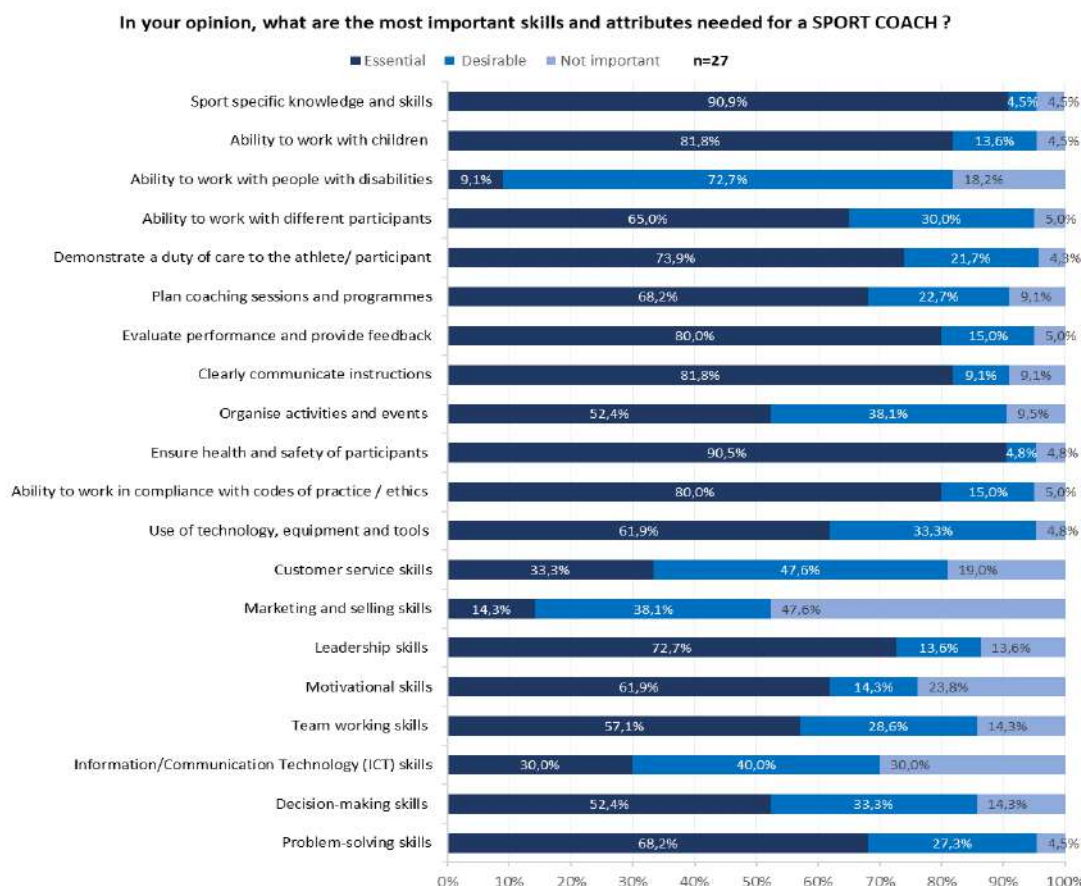
## c) SECTION 2.1- Employment skills of a sport coach

Out of the 46 replies in Cyprus 54% employ sports Coaches.

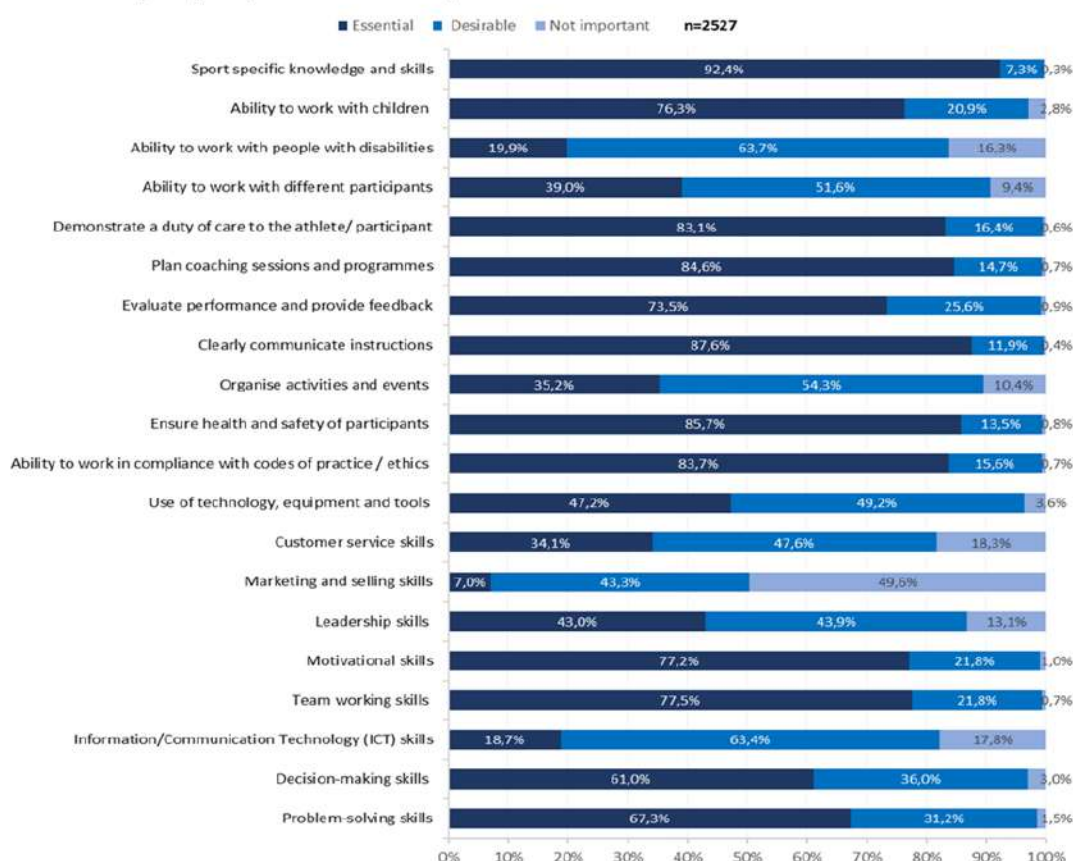


### 1) Most important skills and attributes

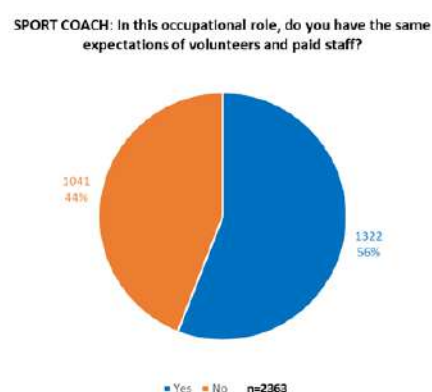
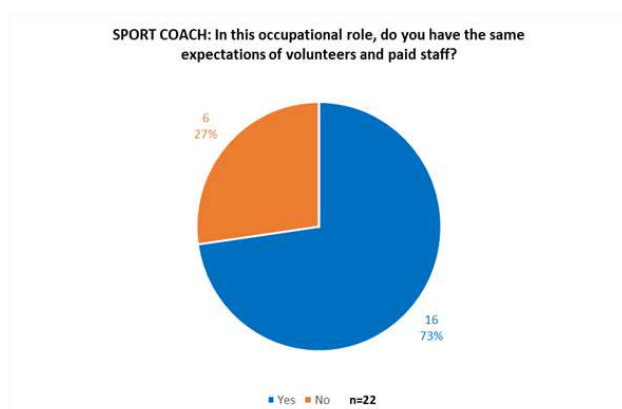
As in the case of Europe, the most essential skill seems to be the Sport Specific Knowledge and skills and the ability to work with children. Ensuring Health and safety for the participants seems to be a very essential skill/attribute, as well as the ability to work in compliance with the codes of practice and ethics of the sport. However, it is to be noted that only 27 employers replied to the specific question.



**In your opinion, what are the most important skills and attributes needed for a SPORT COACH ?**



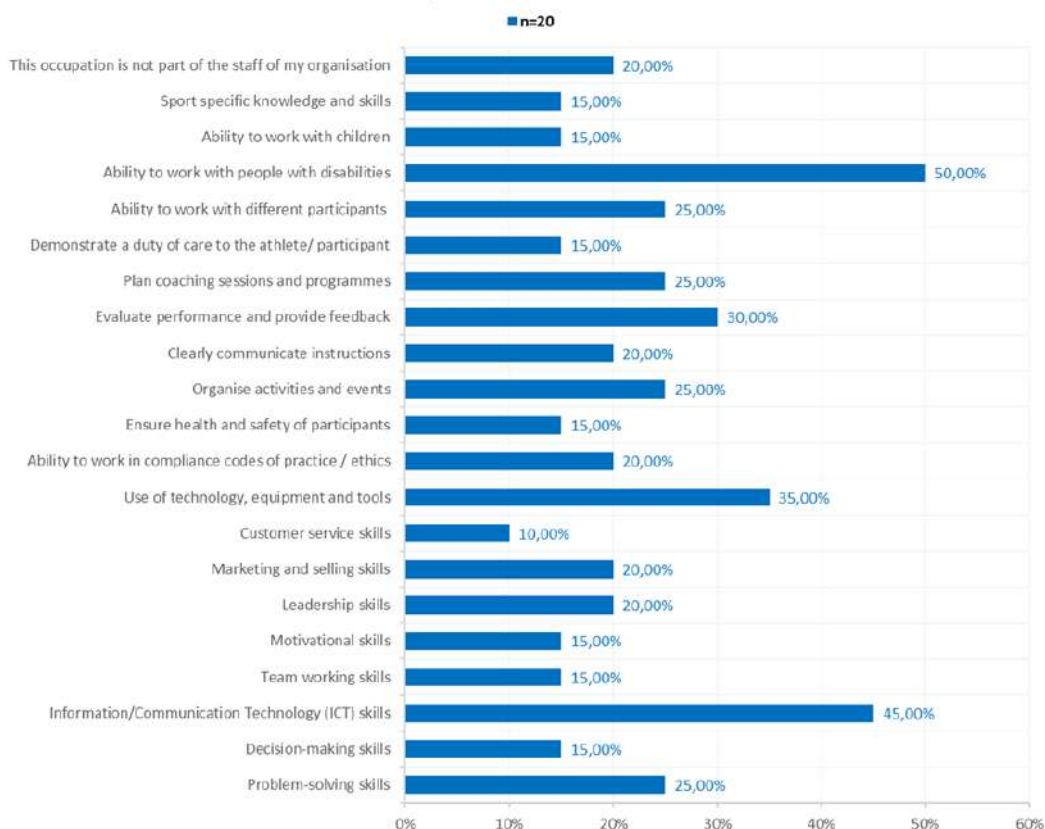
Furthermore, out of the 20 employers who replied to the question, 73% said that they have the same expectations from their paid staff as they do with their volunteers, compared to 56% of the replies from the whole European survey.



## 2) Weakest skills or need for improvement

Out of the 20 employers who responded to this question, 50% stated that their sports coaches had to improve their ability to work with children, 45% to improve their Information/Communication Technology (ICT) skills, and 35% to improve their ability to use technology, equipment and tools. Another interesting skill considered worthwhile to improve is the evaluation of performance and feedback (30%). Most of the European responses are the same as the Cypriot ones in terms of hierarchy.

**SPORT COACH: which skills (if any) are regarded as the weakest or in need of improvement in your organisation's current team?**



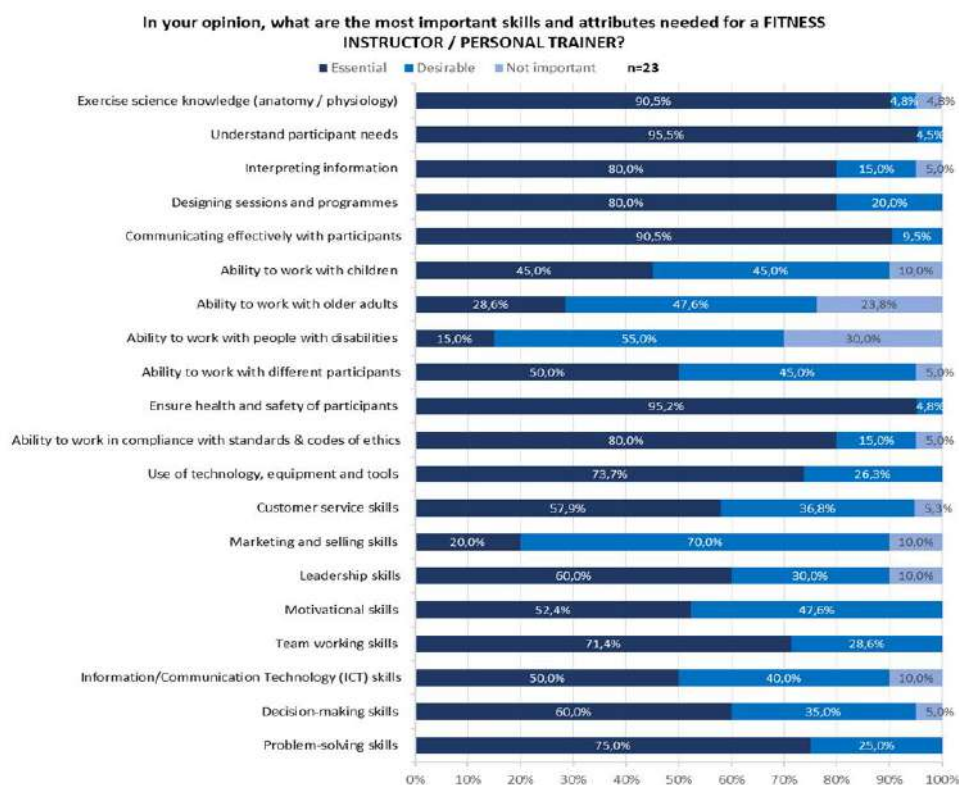
**d) SECTION 2.2 – Employment and skills of an outdoor activity leader**

As the majority of respondents 74% stated that they do not employ outdoor activity leaders and animators, numbers of responses were only very few and not worthwhile analysing (11).

**e) SECTION 2.3 - Employment and skills of a fitness instructor or personal trainer**

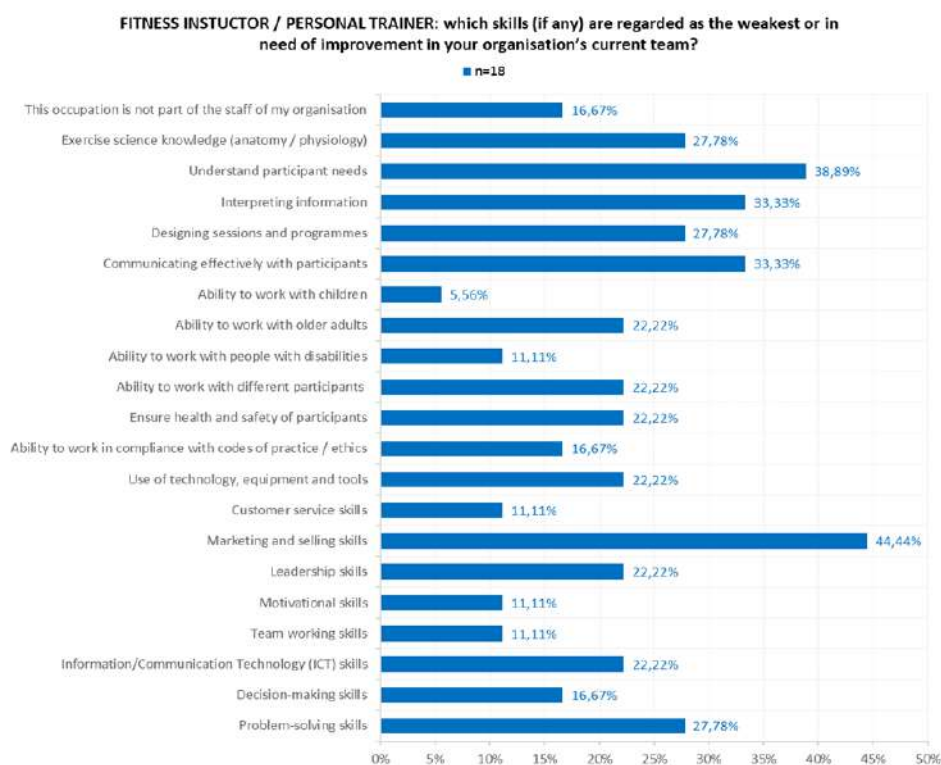
Out of the 41 respondents, 21 said that they employ Fitness instructors / personal trainers. Another 2 people who do not employ people in this occupation still wanted to express their opinion.

So from the 23 responses of this part of the survey, again the most essential skills /attribute are to be able to exercise science knowledge (anatomy / psychology). To understand the participant's needs, to ensure the health and safety of the participants, communicating effectively with the participants, team working skills and problem solving.



### 1) Weakest skills or in need for improvement

As in the case of the overall European replies, the primary skill that need improvement in the case of Fitness Instructor / Personal Trainer, is the Marketing Skills, the second one being understanding of participants' needs and communication with participants, followed by Problem-solving skills. However it is to be noted that only 18 employers replied to the specific question.





## f) SECTION 2.4 – Employment and skills of a sport official

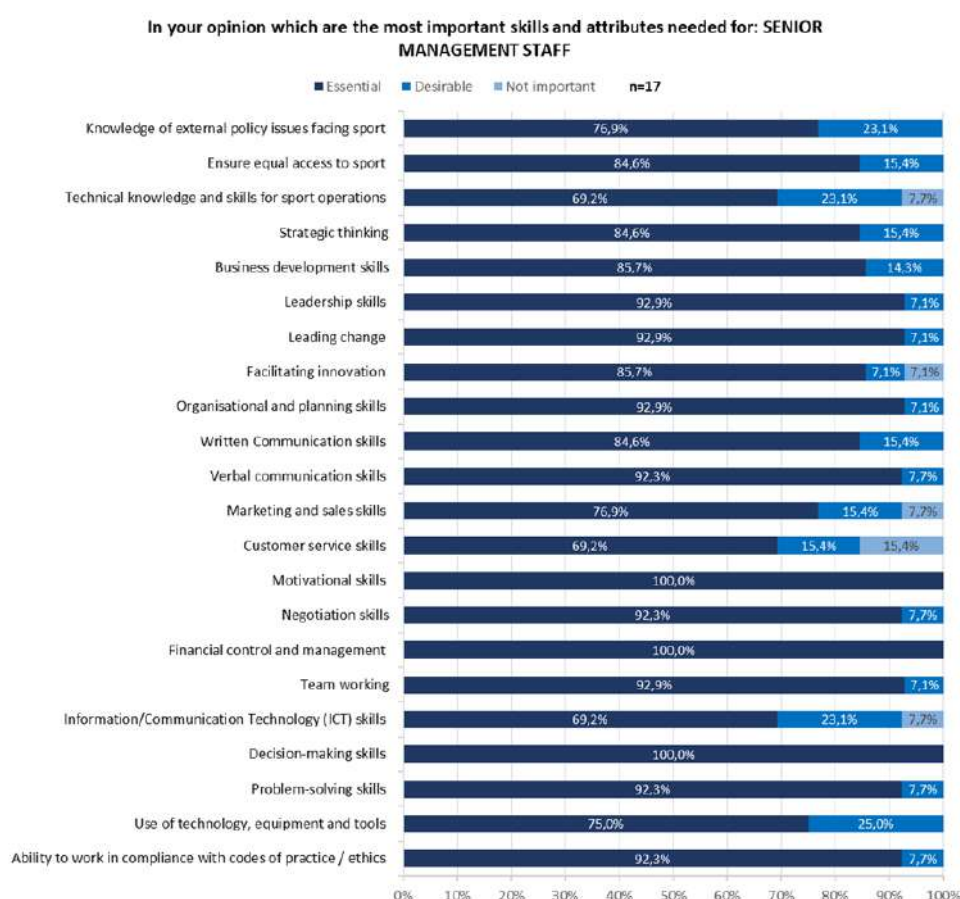
Only 7 employers said that they employ sport officials and therefore their replies are not considered statistically significant.

## g) SECTION 2.5 - Employment and skills of a senior management staff

In this case 15 employers said that they employ people from this occupation, but 2 more replied to the relevant questions.

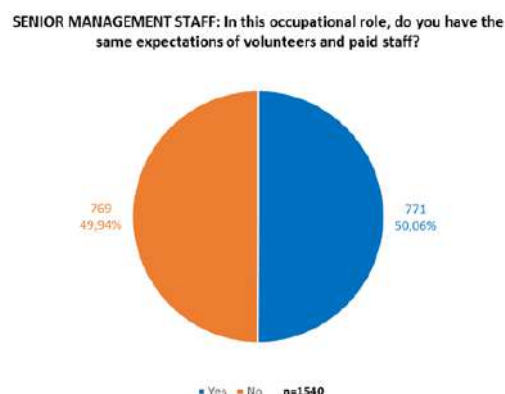
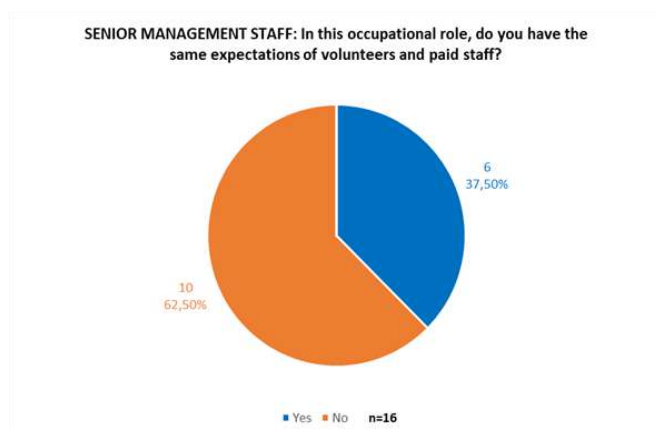
### 1) Most important skills and attributes

The most important skills according to the 17 people who replied to this question are motivation skills, Financial control and management, and decision-making skills. These are followed by the ability to work in compliance with the codes of practice / ethics, the organizational and planning skills and the verbal communication skills.

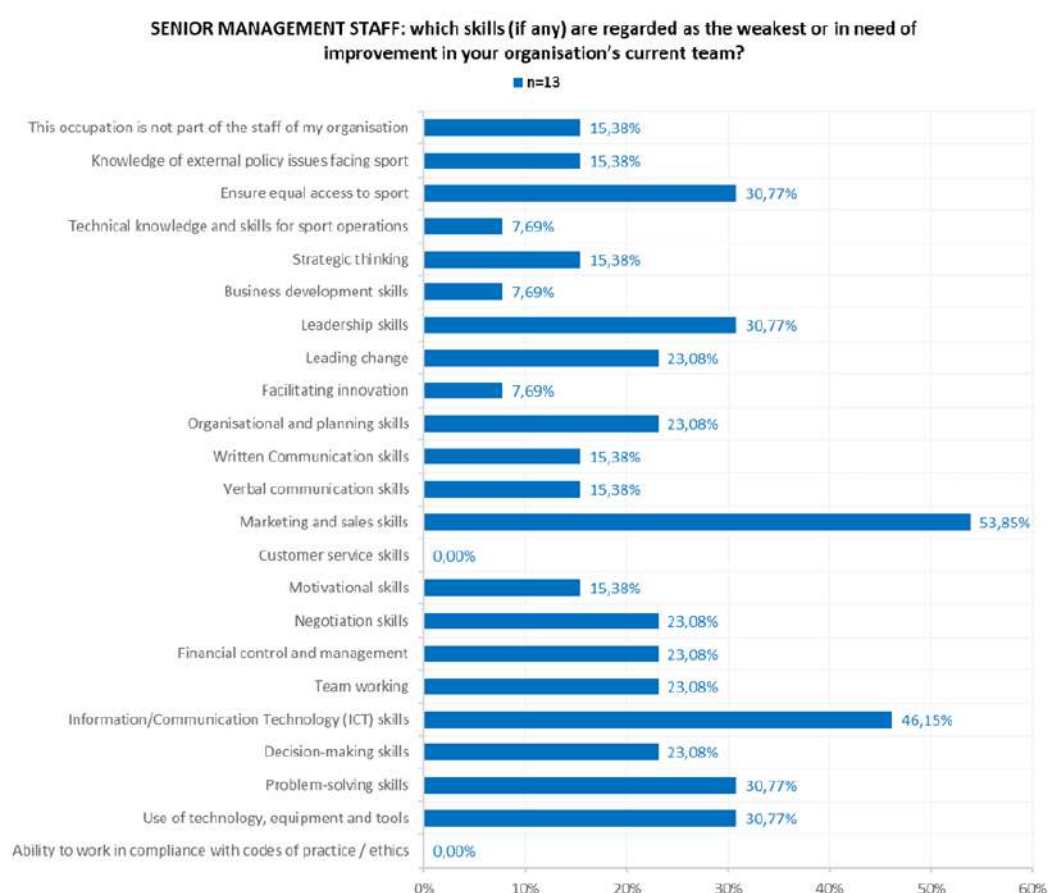


### 2) Expectations of volunteers and paid staff

Although the European picture shows that expectations of volunteers and paid staff share a 50-50%, of employers having the same expectations, the Cypriot employers seem to have more expectations from their paid staff than by volunteers. Only 37,50% of those who reply said that they have the same expectations.



### 3) Weakest skills or in need for improvement



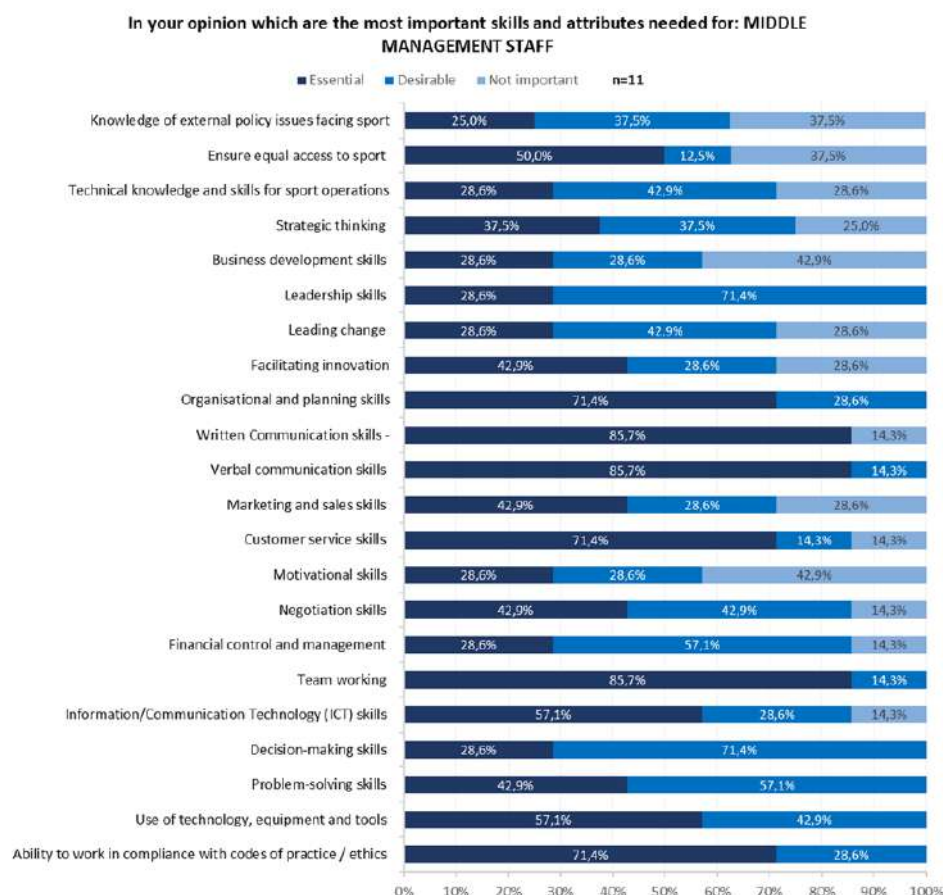
Regarding the skills that need to be improves, the first one, as in the general European picture is Marketing skills, the other skills in Cyprus that need improvement are Information and Technology Skills (ICT), Use of Technology, Equipment and Tools, Problem Solving skills and Ensuring access to sport. However it needs to be pointed out that only 13 employers replied to the relevant question.

## h) SECTION 2.6 – Employment and skills of a middle management staff

Only 11 employers stated that they hire Middle Management staff.

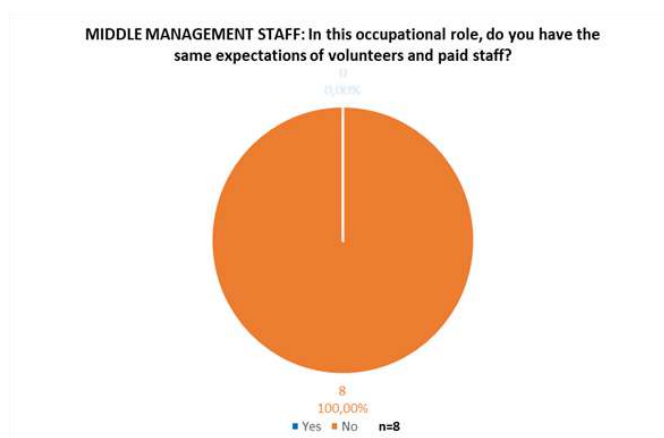
### 1) Most important skills and attributes needed for Middle Management Staff

The most essential needs identified are Verbal and Written communication skills, Team working and ability to work in compliance to codes of practice / ethics. ICT skills also seem quite essential, as well as the use of technology, equipment and tools.



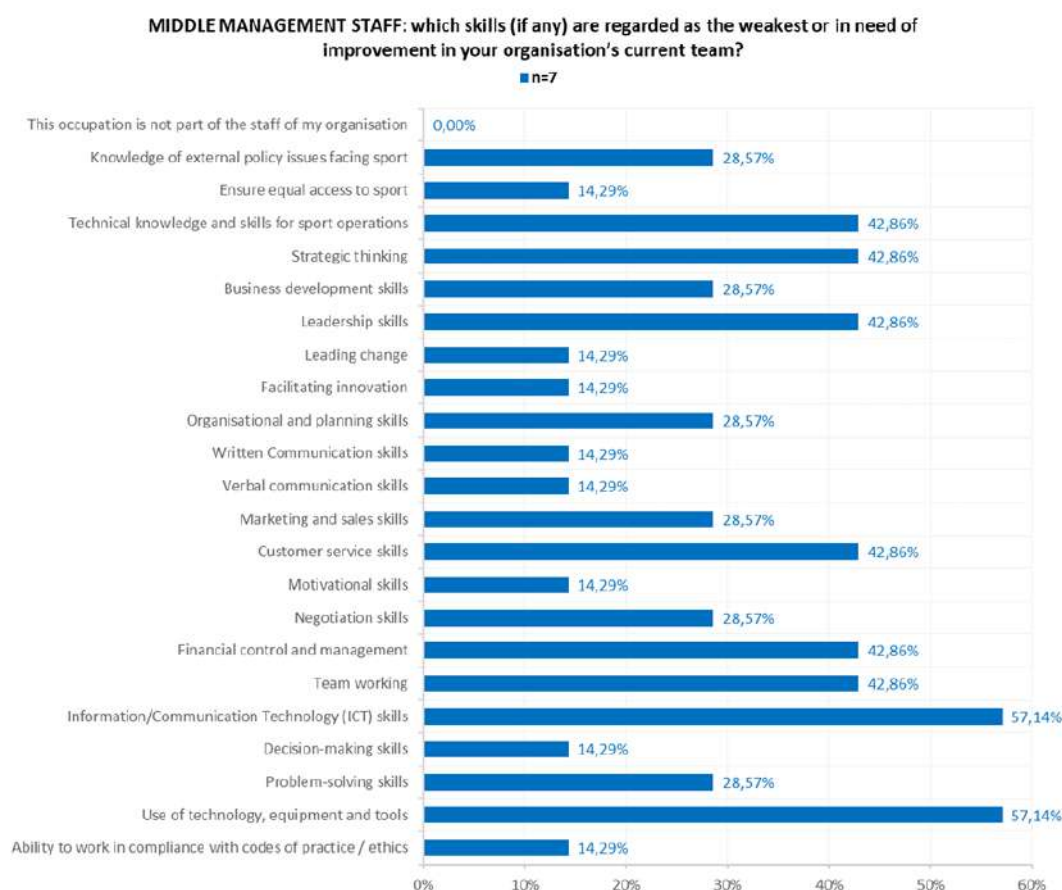
### 2) Expectations of volunteers and paid staff

Only 8 people replied this question and all of them said that they do not have the same expectations of volunteers and paid staff.



### 3) Weakest skills or in need for improvement

Only 7 employers replied this question and, although it might not be statistically important, it is interesting to observe that also in this case the ICT skills and use of technology, equipment and tools are considered very important for improvement. These are followed by technical knowledge and skills for sports operations, strategic thinking skills and leadership skills.

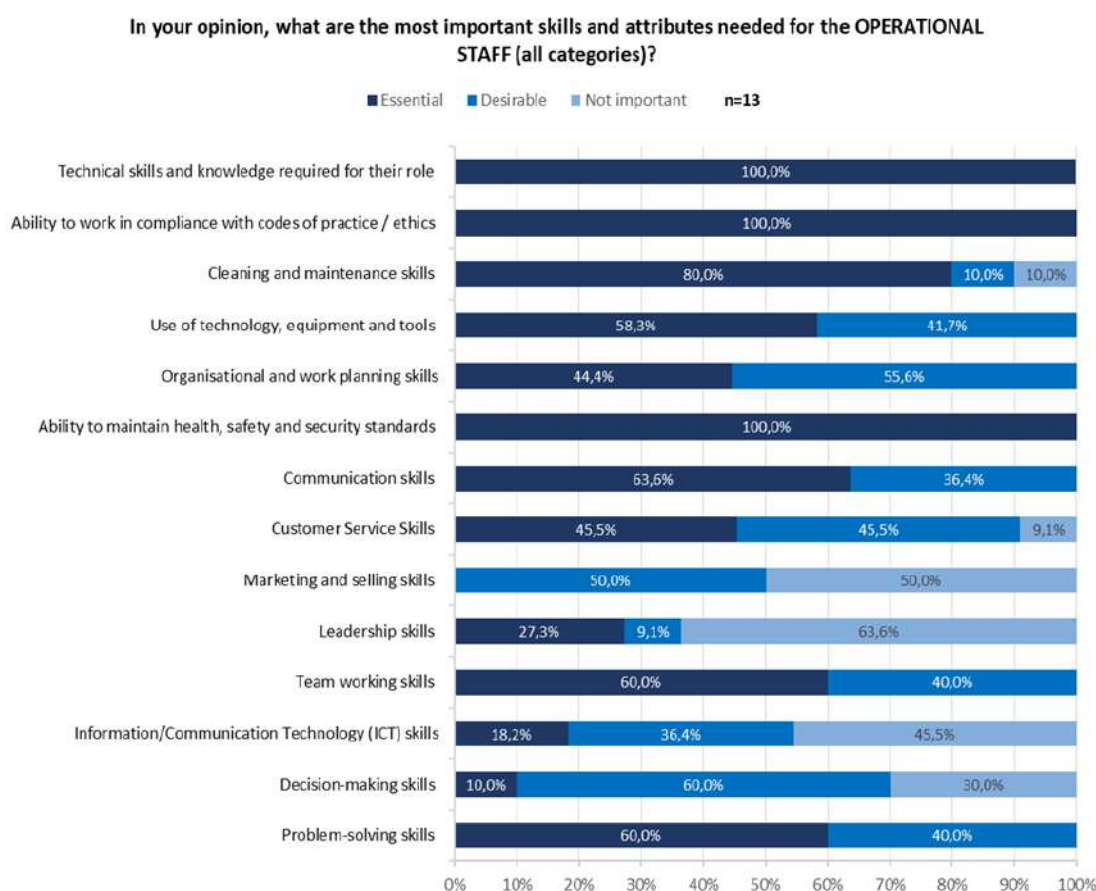


## i) SECTION 2.8 – Employment and skills of operational staff

Only 13 employers stated that they employ operational staff.

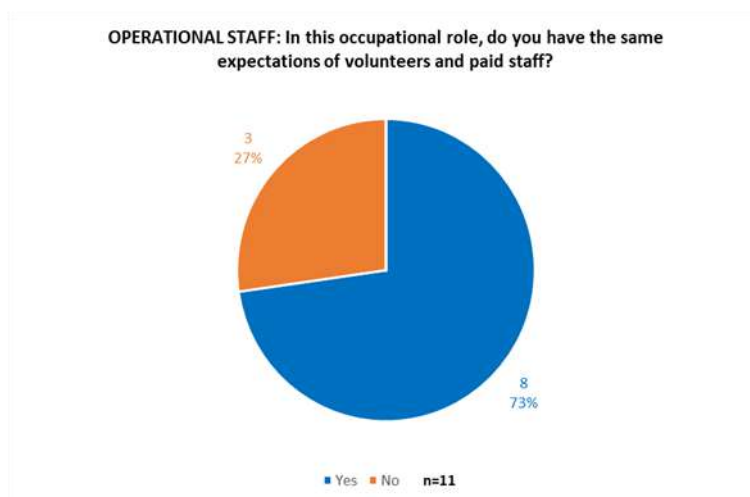
### 1) Most important skills and attributes needed for operational staff

The most essential skills that need improvement according to the 13 employers who answered the relevant question are the Technical skills and knowledge required for their role, the ability to work in compliance with the codes of practice / ethics and the ability to maintain health, safety and security standards; to a lesser degree, cleaning and maintenance skills, problem solving skills and communication skills.



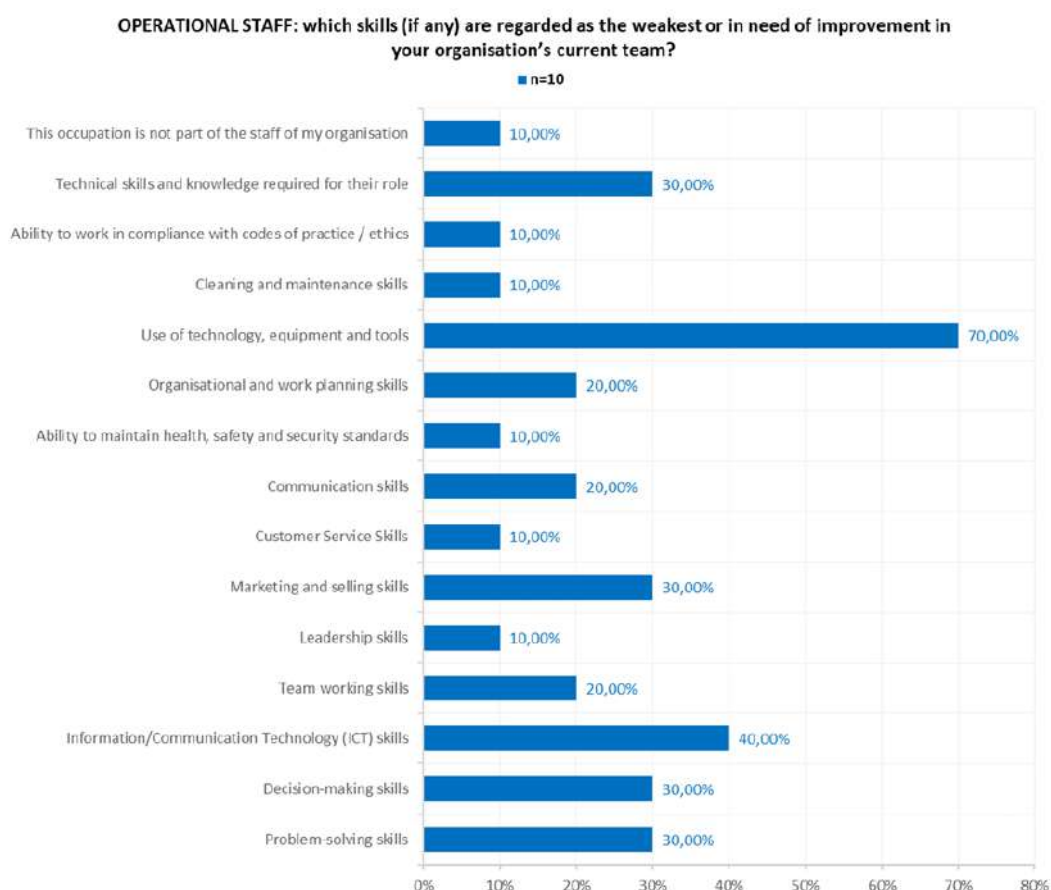
b) Interestingly enough, in the case of operational staff, employers seem to have the same expectations from volunteers and paid staff to a much larger degree that in the case of all the other occupations. Only 3 employers stated that they do not have the same expectations





## 2) Weakest skills or in need for improvement.

Only 10 respondents replied to this question. The most important skill that needs improvement is the use of technology, equipment and tools (70%). The other skills receive a much lower percentage and, because of the small number of responses they cannot be statistically significant

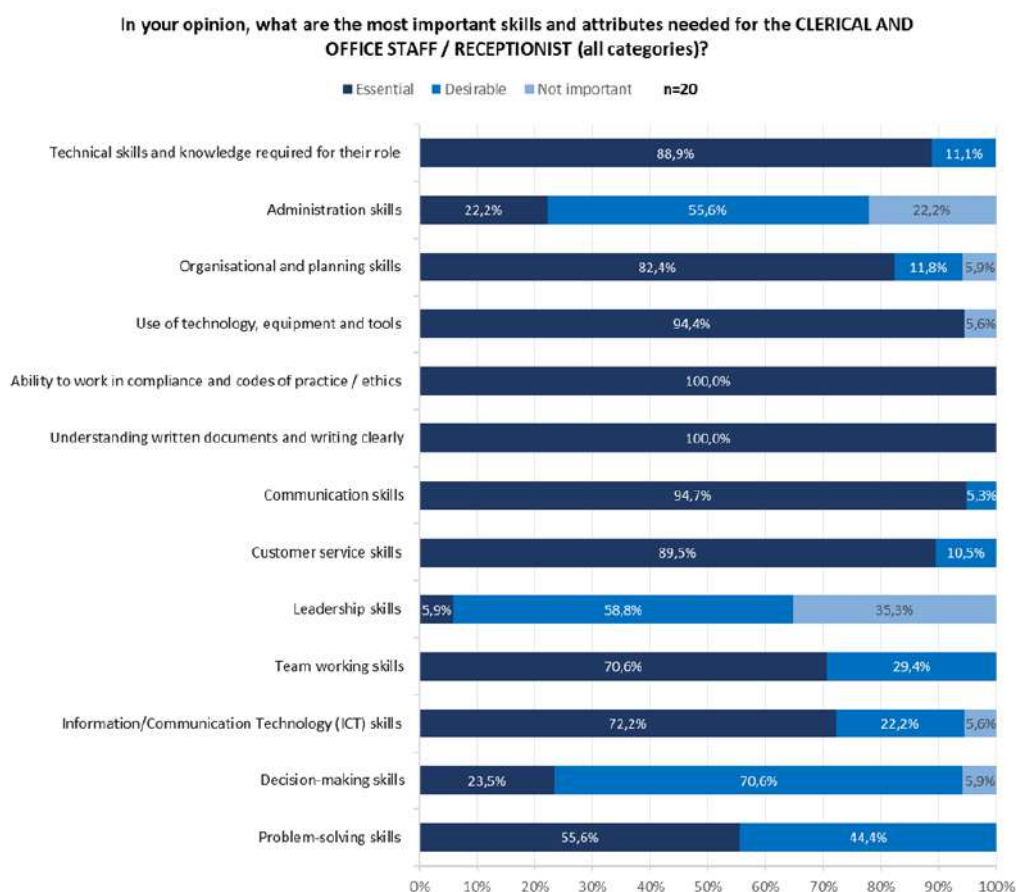


## j) SECTION 2.9 Employment and skills of clerical and office staff

From the 37 responses, only 19 employers stated that they employ clerical and office staff

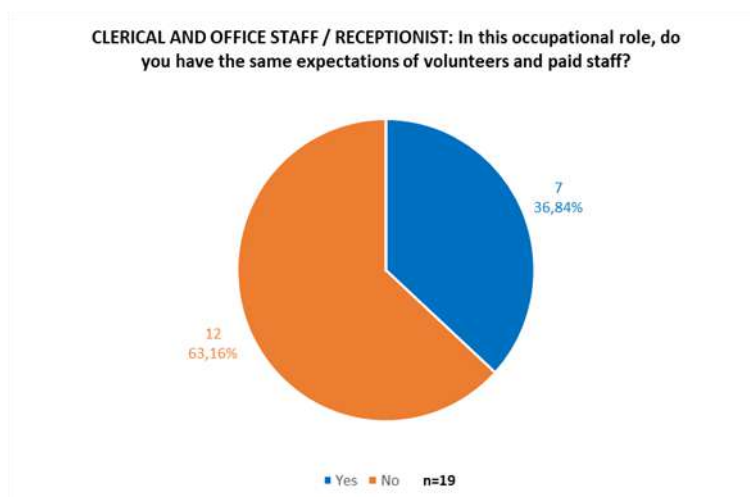
### 1) Most important skills and attributes needed for Clerical and Office staff

The most essential skills for the employers in this case are considered the ability to work in compliance with the codes of practice /ethics, understanding written documents and writing clearly, followed by communication skills, technical skills and knowledge required for their role, use of technology, equipment and tools and customer service skills.



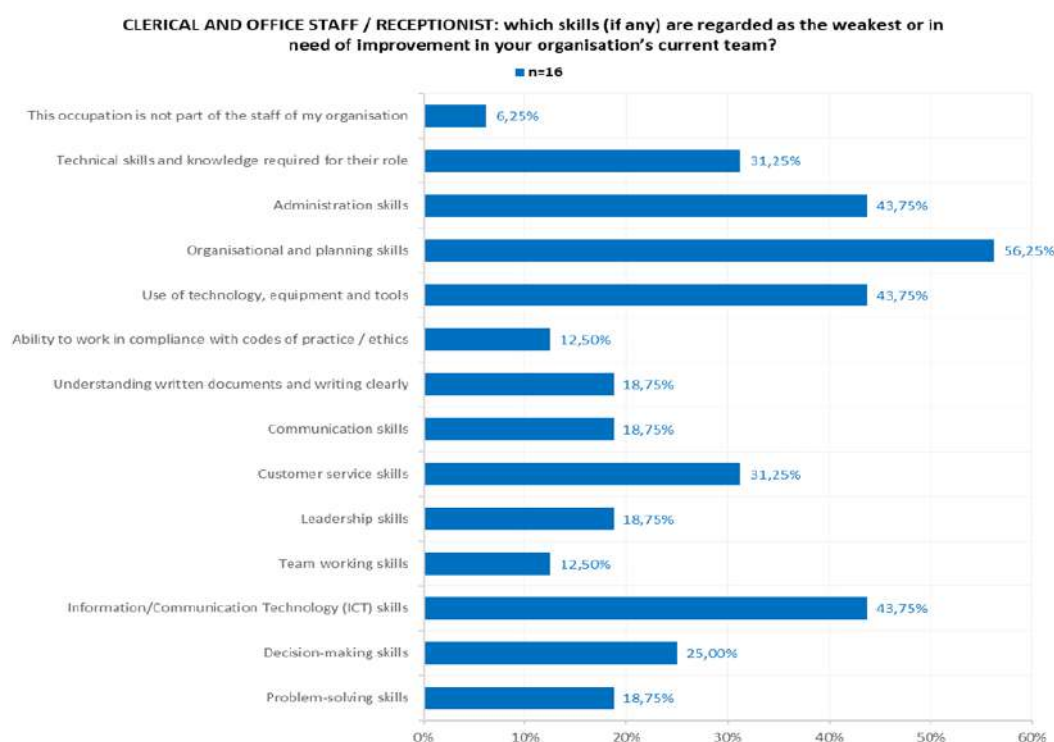
### 2) Expectations of volunteers and paid staff

In this case replies are different, meaning that 64% of the employers do not have the same expectations of the volunteers and paid staff.



### 3) Weakest skills or in need for improvement

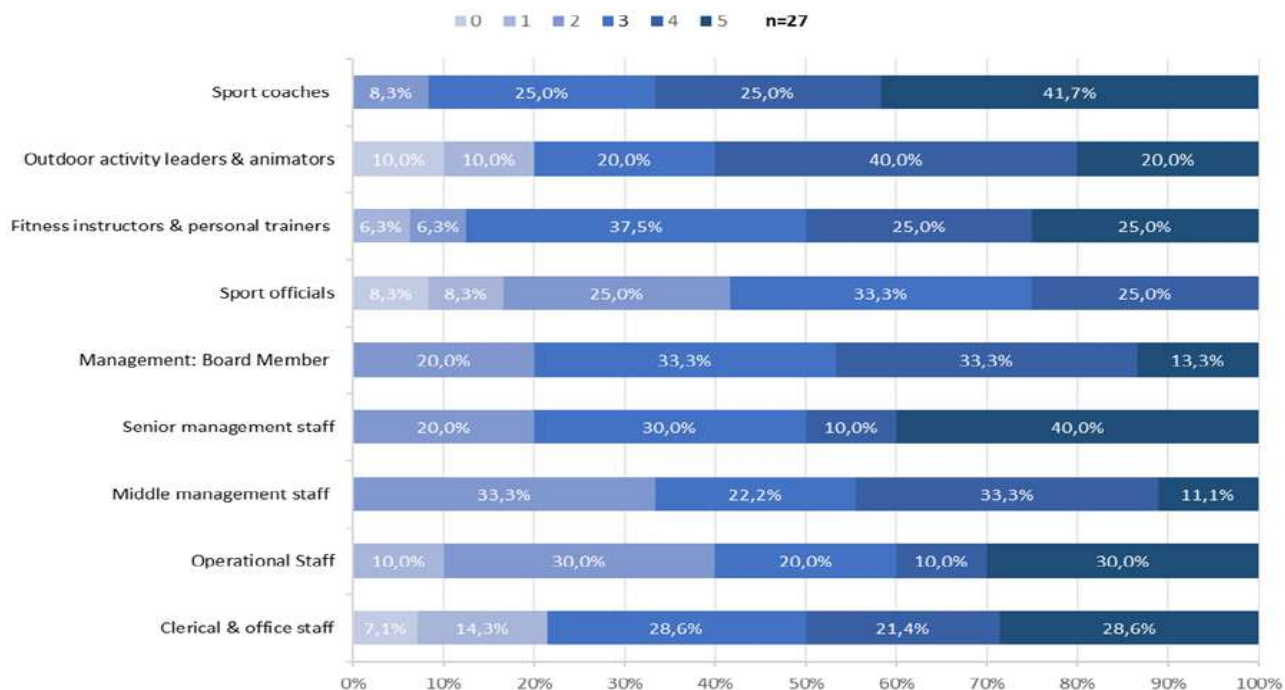
In this case we had only 16 replies. The most important skills that need improvement in this occupation according to these replies, are organizational and planning skills followed by the use of technology, equipment and tools as well as ICT skills.



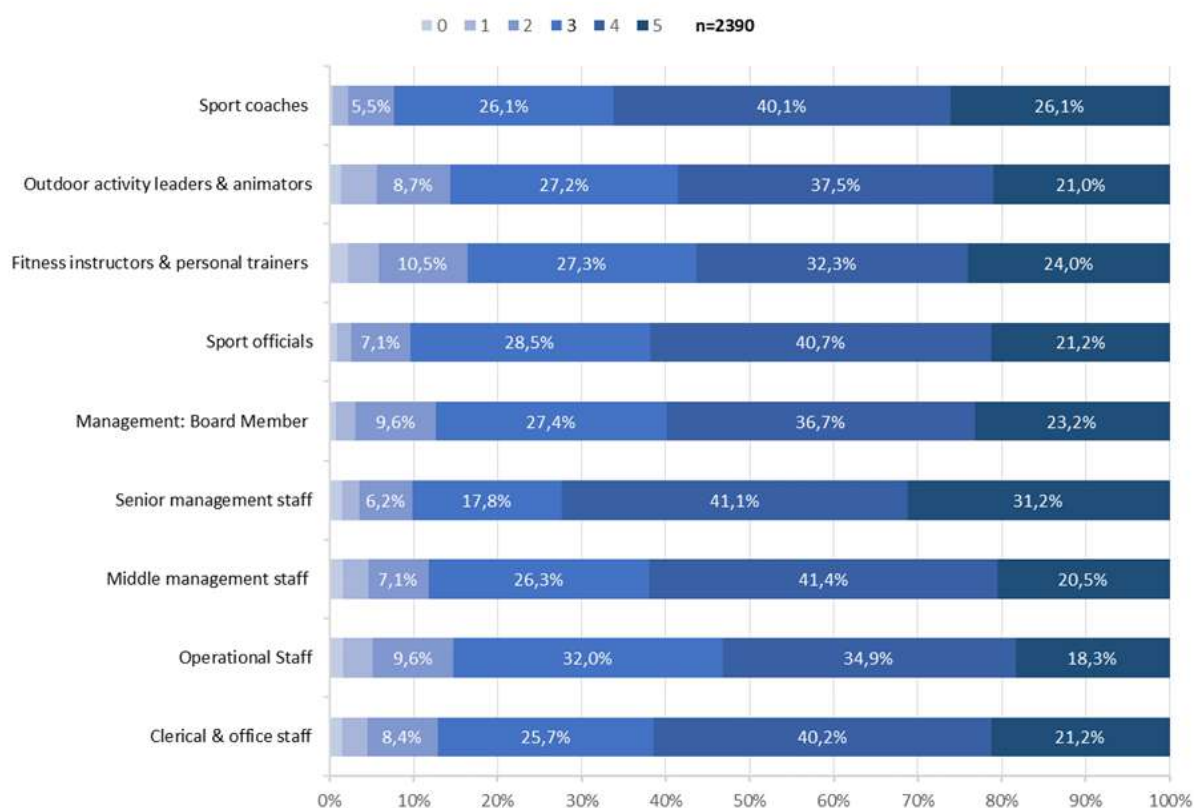
### k) SECTION 2.10 – Skills of volunteers

From the respondents only 27 employers replied to the question of how they would rate the volunteers in their organization. Compared to the overall European replies, the best rated are the sport coaches in both cases. However, in the case of Cyprus the second best rated are the Fitness instructors and personal trainers. This is considered an expected finding, since most of the respondents are owners of Fitness Clubs.

**How would you rate the skills of your VOLUNTEERS in relation to what is required to perform their roles?**



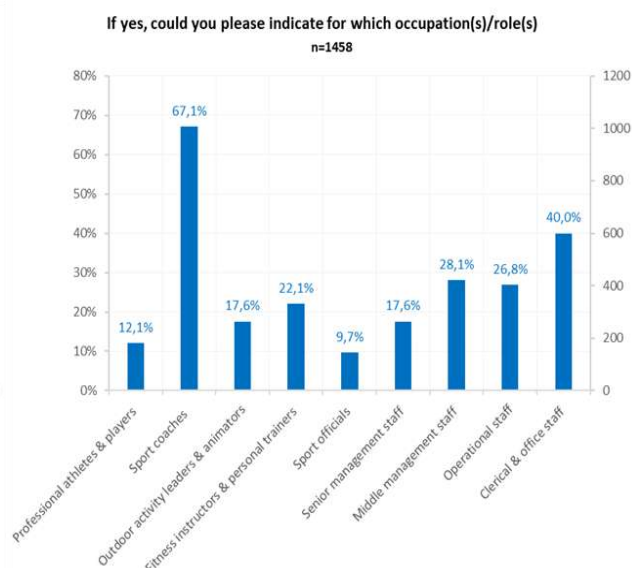
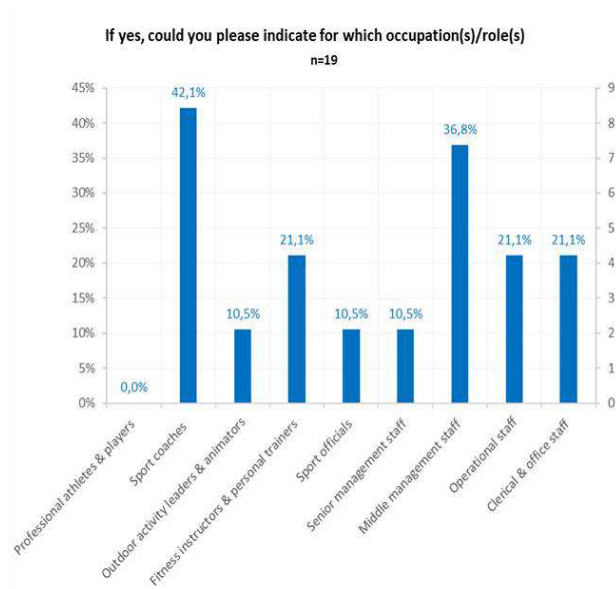
**How would you rate the skills of your VOLUNTEERS in relation to what is required to perform their roles?**



## I) SECTION 3 – Recruitment of paid staff and volunteers

### 1) Recruitment in the past 12 months

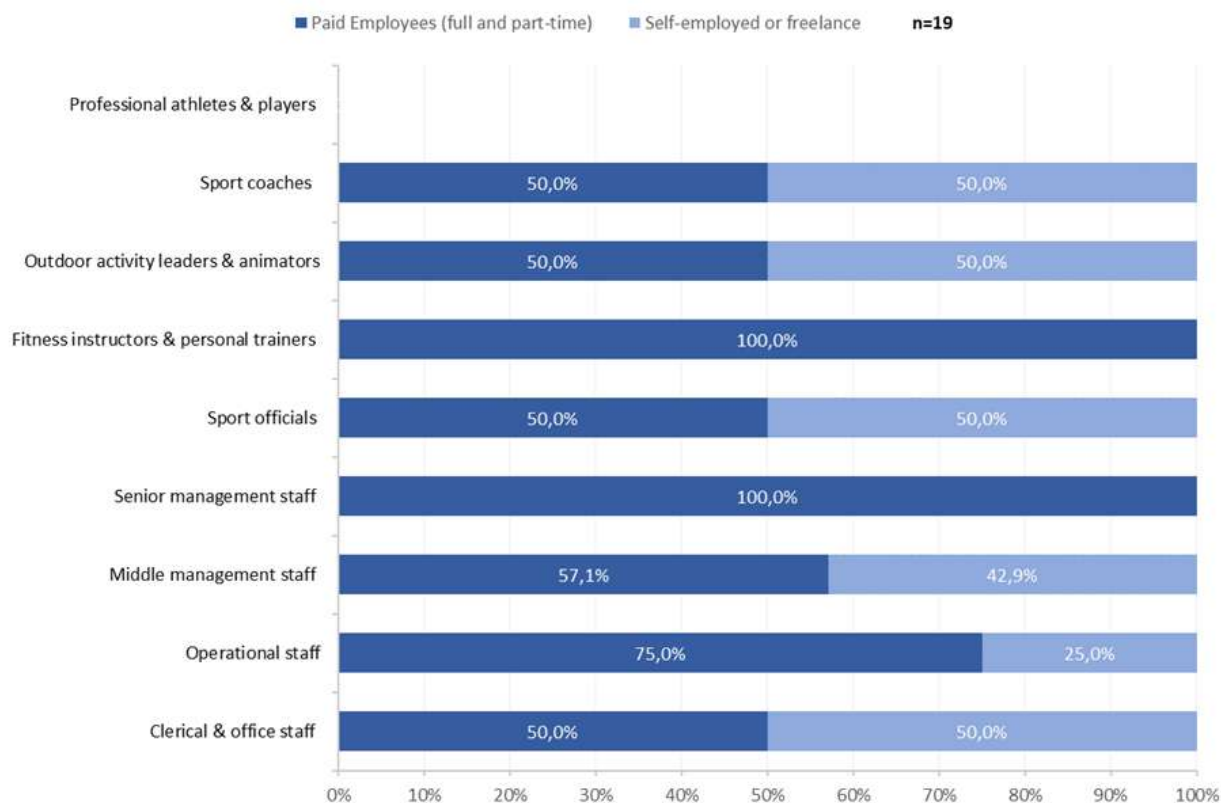
Almost 56% of the employers stated that they have recruited paid staff in the past 12 months. Compared to the overall European picture, the first occupation they have recruited is in both cases Sport Coaches. However, in the case of Cyprus almost 36% of the respondents said that they recruited also middle management staff, while in Europe the second occupation to have been recruited is clerical and office staff.



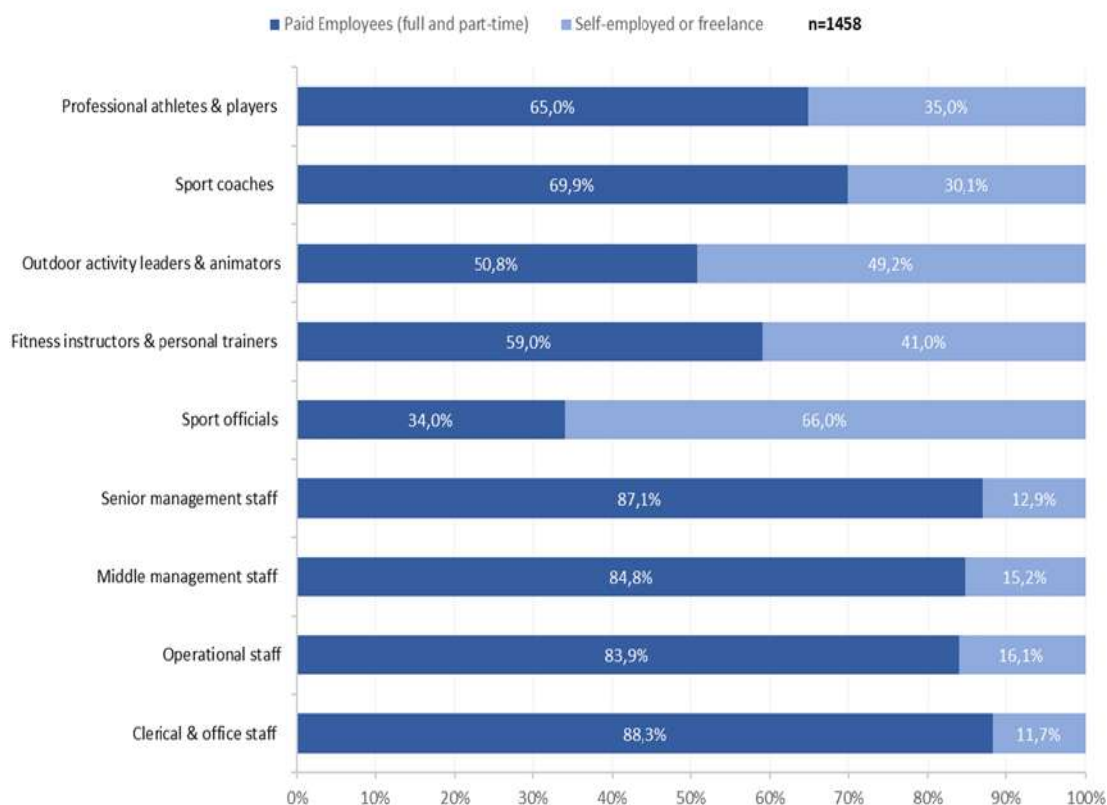
Regarding paid staff, the first occupational category that was hired as paid employees are Sport coaches and the second is operational staff. In the other occupational categories around half of the employees who were recruited were paid staff and the other half self-employed or free-lance. This is a different picture than the European average, where free-lance employees have been recruited in all categories.



**If yes, could you please indicate for which occupation(s)/role(s)**  
**Breakdown by type of contract**

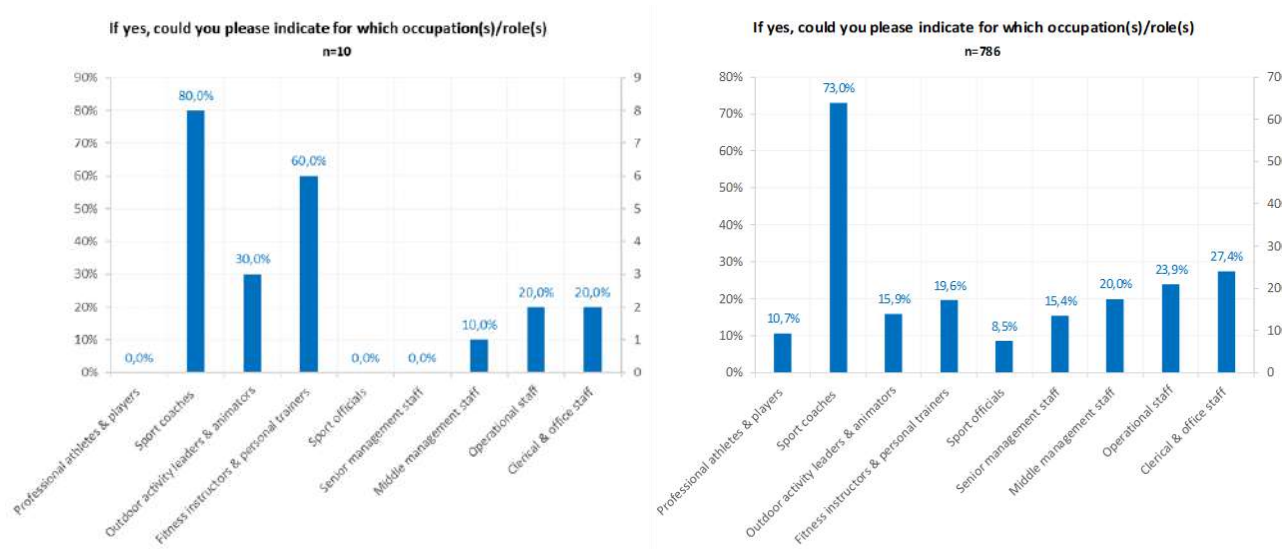


**If yes, could you please indicate for which occupation(s)/role(s)**  
**Breakdown by type of contract**

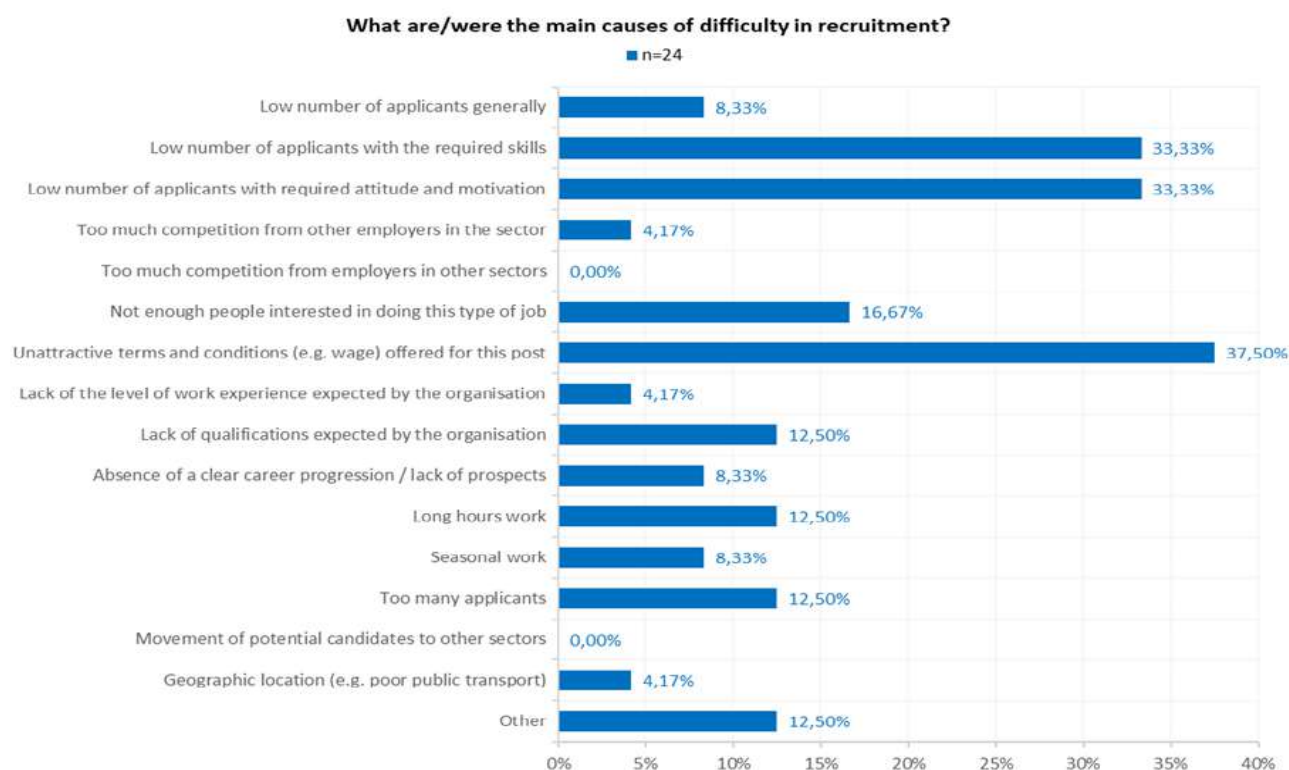


## 2) Difficulties in recruiting paid staff

Only 11 employers answered that they had difficulties in recruiting paid staff. The main difficulty was in the recruitment of sport coaches (80%) and of fitness instructors / personal trainers (60%). The difficulty in the recruitment of sport coaches though, is, as it seems, the same in the overall European picture.

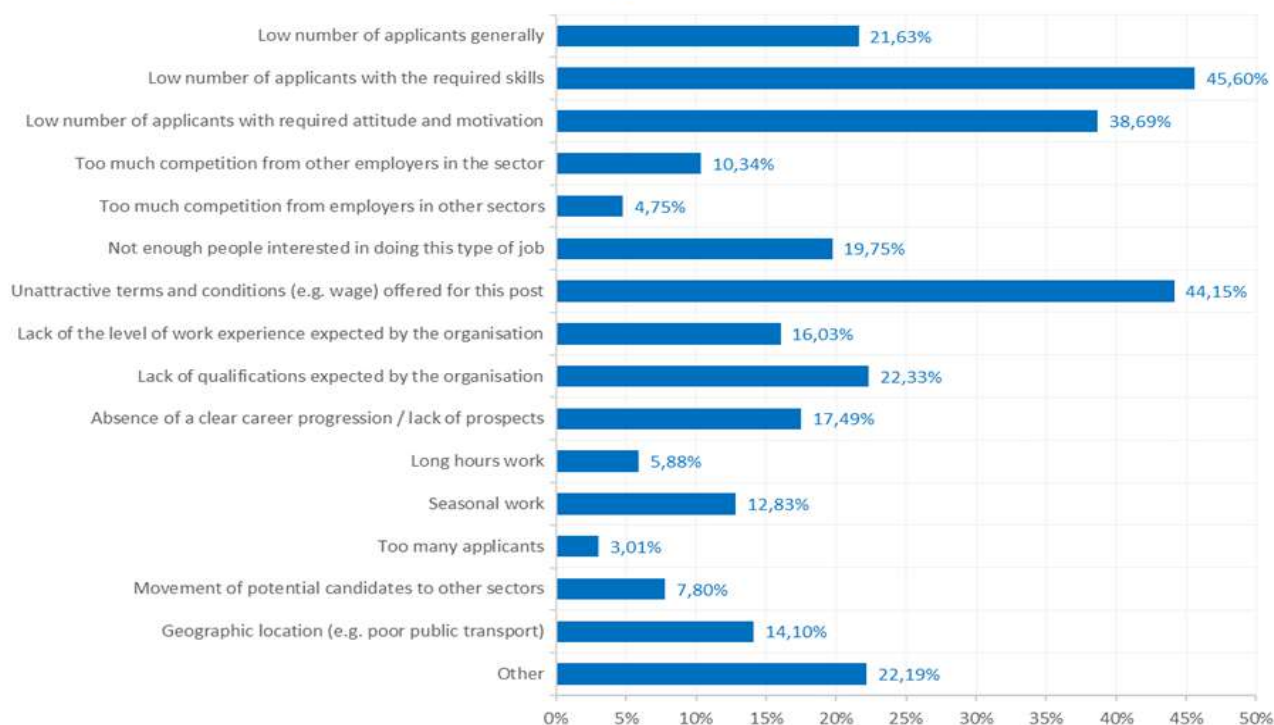


As it is also the case in Europe, the main reasons for the difficulty in recruiting paid staff is the low number of applicants with the required skills and the unattractive terms and conditions of employment, as well as the low number of applicants with required attitude and motivation.



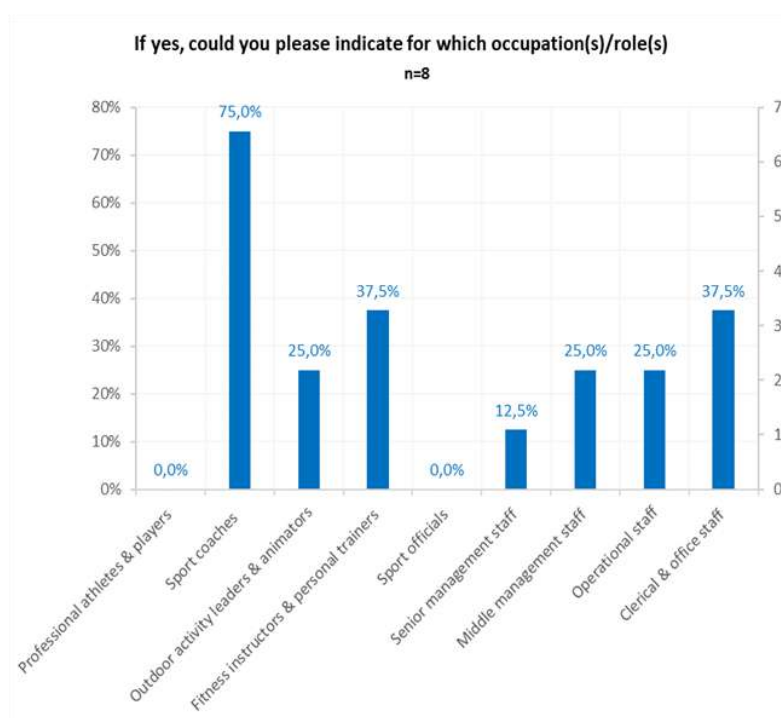
### What are/were the main causes of difficulty in recruitment?

■ n=2127



### 3) Current staff vacancies

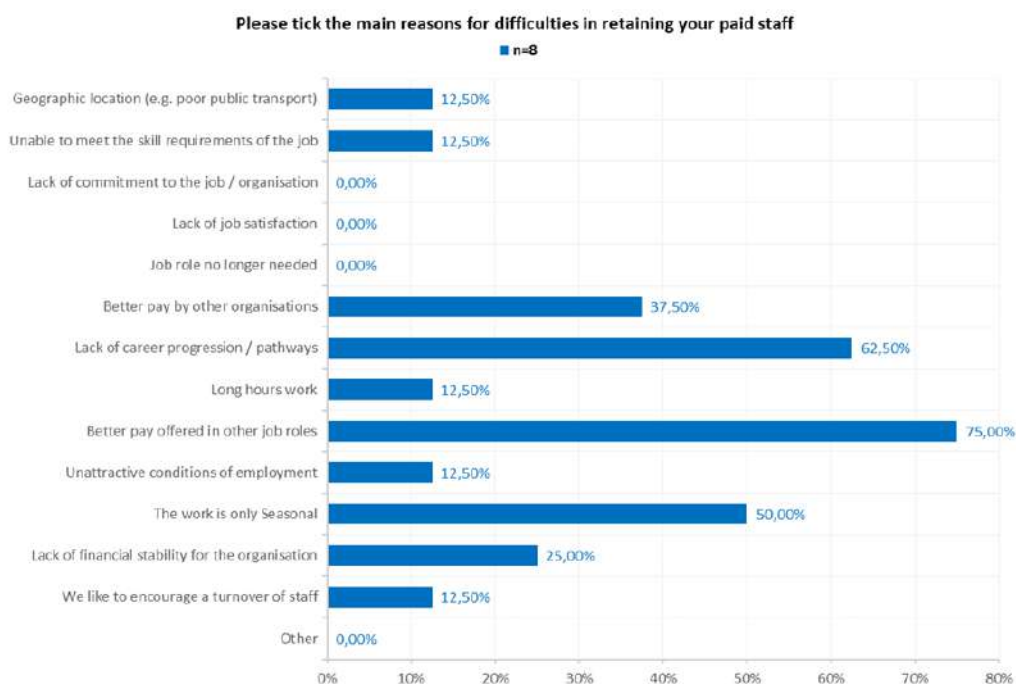
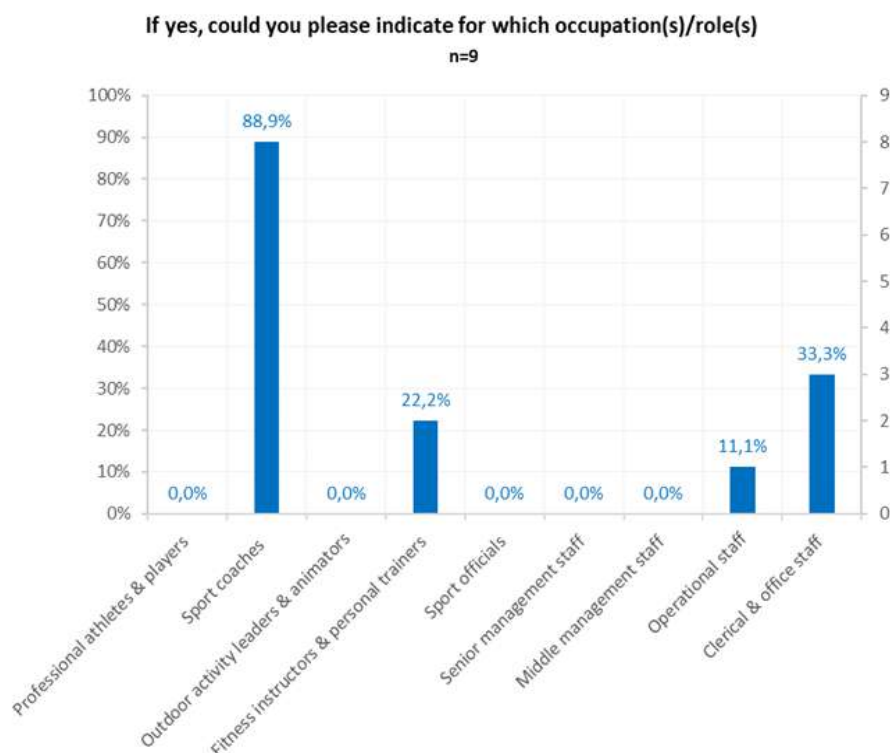
Only 10 people out of the 36 who replied to this question stated that they have vacancies in their organization, mainly for sport coaches (75%), for fitness instructors / personal trainers (37%) and clerical / office staff (37%)



The question of contract breakdown is not analysed as only 8 people replied and it is statistically insignificant.

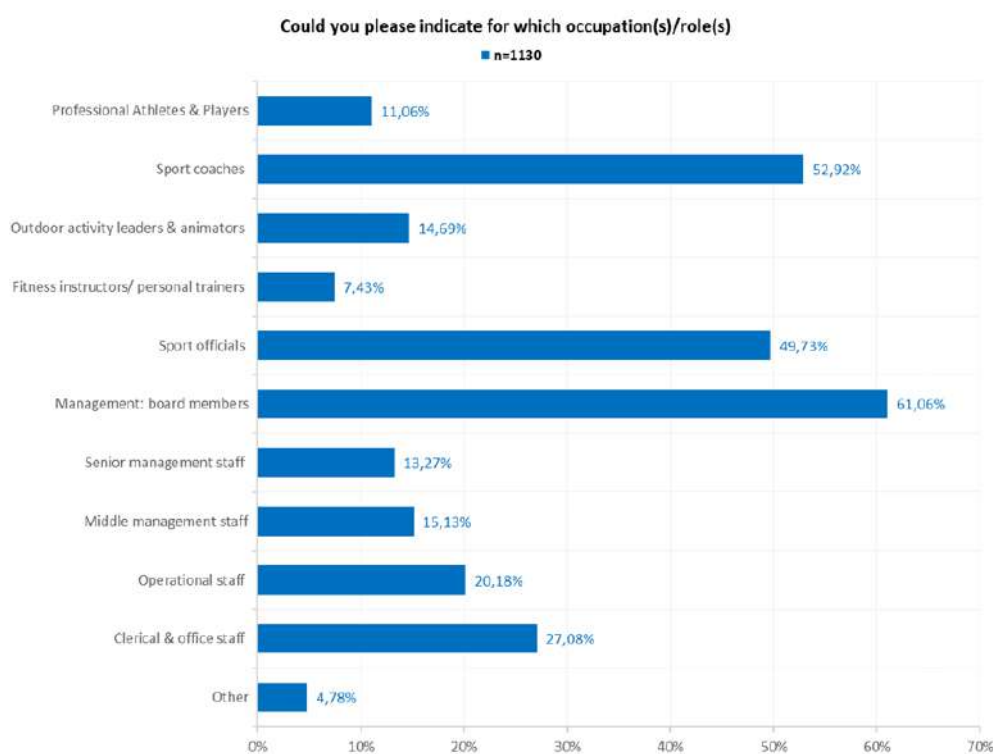
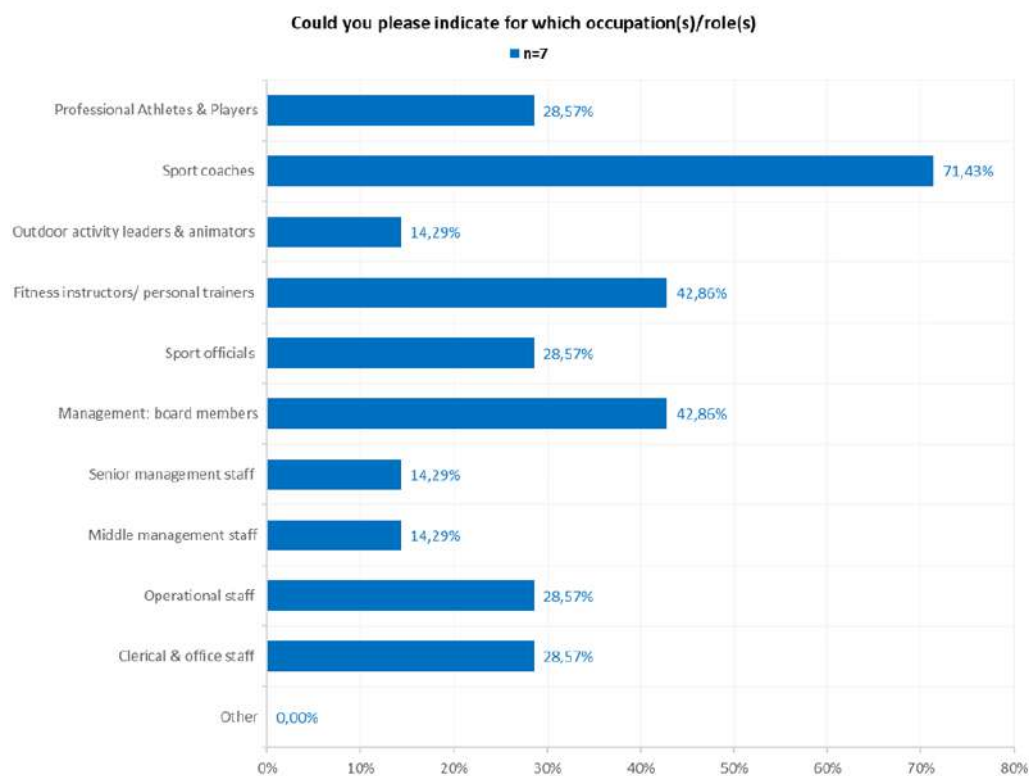
#### 4) Difficulties in retaining paid staff

Only 9 employers said that they have difficulty in retaining paid staff and this mainly regards sport coaches. The main reasons for this problem is that the staff can get better-paid jobs by other organisations and the lack of career progression / pathways.



## 5) Engaging volunteers

Only 6 employers stated that their organization had any particular problem in engaging volunteers. This refers mainly to sport coaches and secondly to fitness instructors and management – board members. Although the number of respondents is very small, the finding is consistent with the overall European finding.

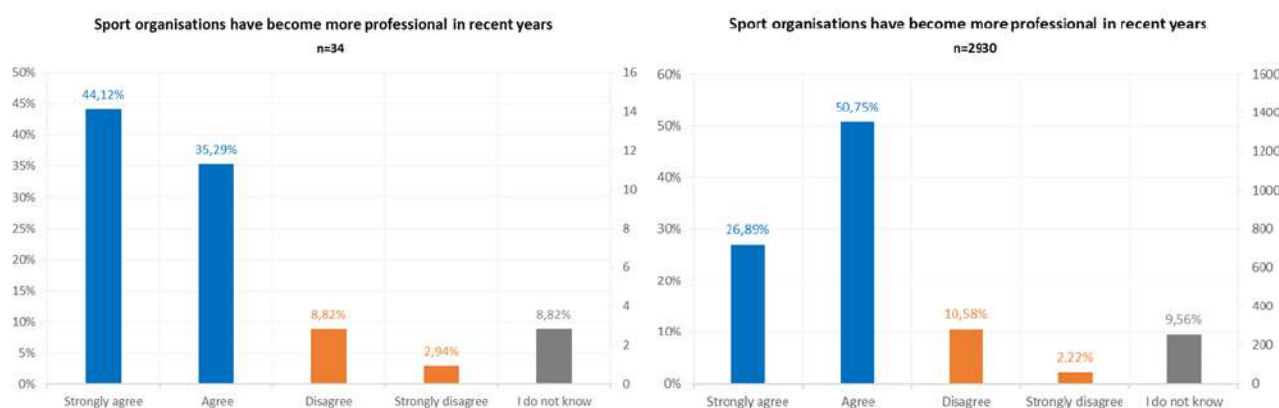




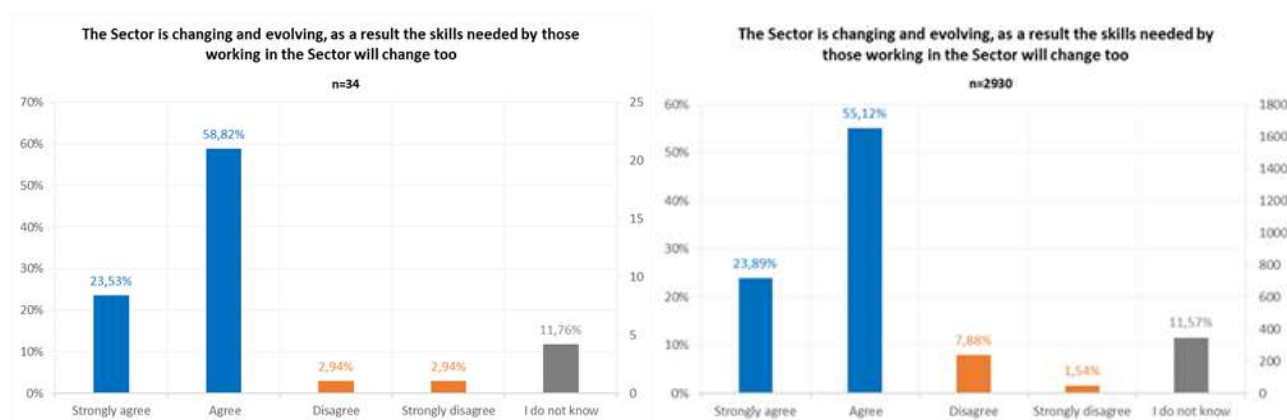
### m) SECTION 4 – Working in sport and physical activity – key issues

A total of 27 statements were proposed to the respondent which was asked to indicate her/his level of agreement with each of them from “Strongly Disagree” to “Strongly Agree” (5 scale options).

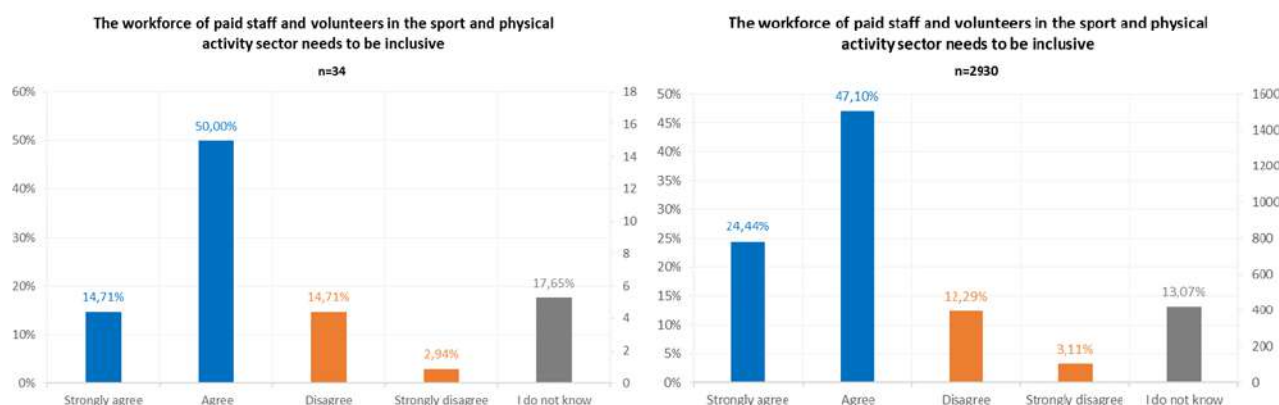
The Cypriot employers strongly agree with that sport organisations have become more professional in recent years by 45%, which is quite higher than the 26% if the overall European picture, where most of the respondents just said that they agree.



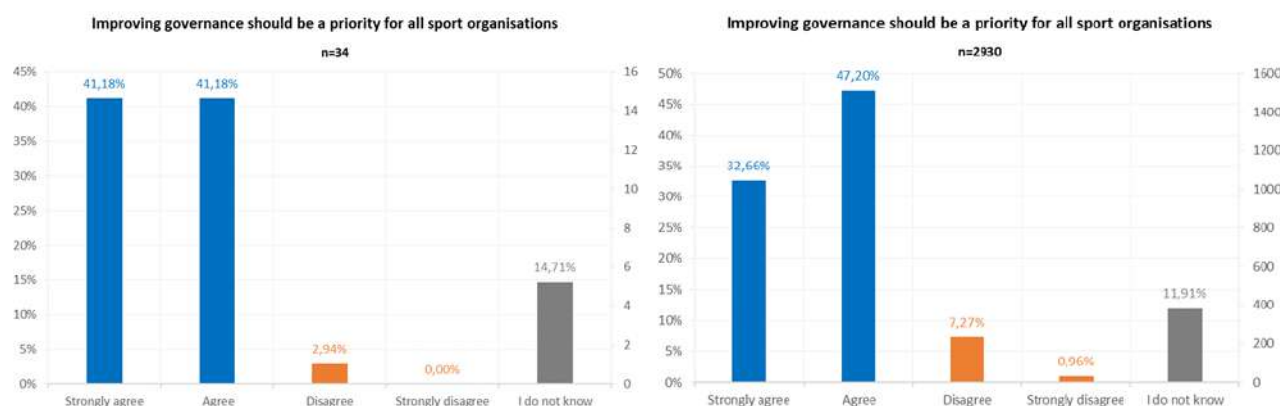
Also, out of the 34 who replied to the statement, 59% agree that the sector is changing and evolving and as a result as a result the skills needed by those in the sector will change too. The percentage of those who agree and strongly agree in Cyprus are a bit higher than the overall European.



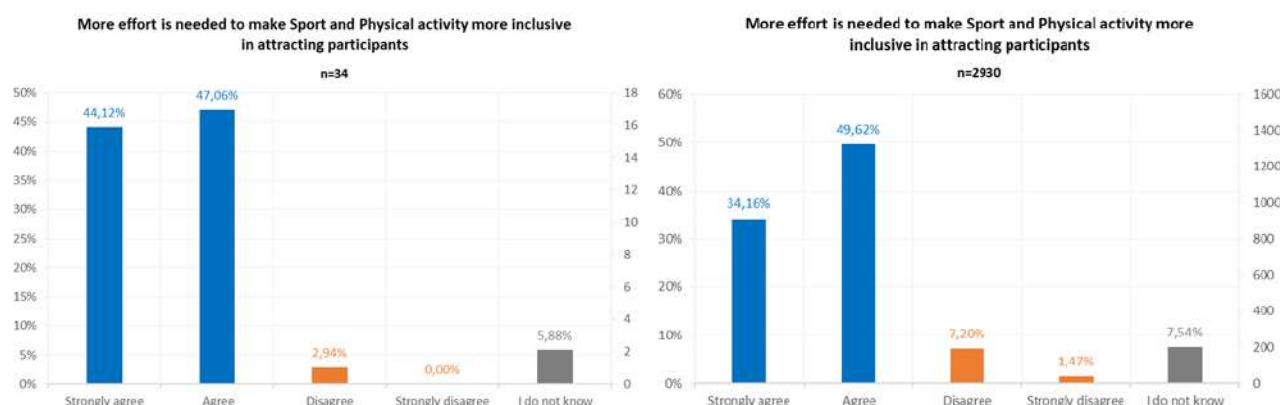
Half of the respondents in Cyprus agree with the statement that the workforce of paid staff and volunteers in the sport and physical activity sector needs to be inclusive. The finding is consistent with the overall European finding.



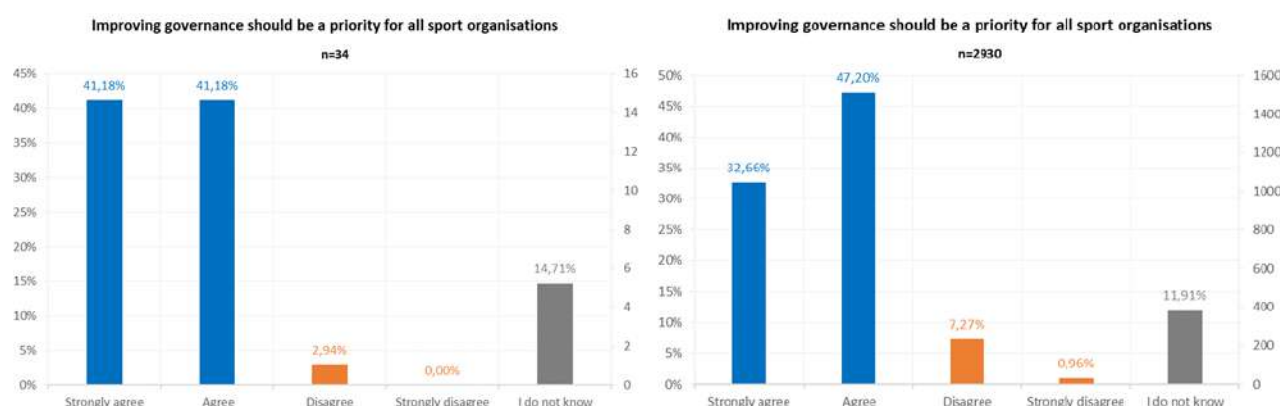
The majority of the respondents either strongly agree or agree that good governance should be a priority for all sport organisations, a finding that is generally consistent with the overall European finding.



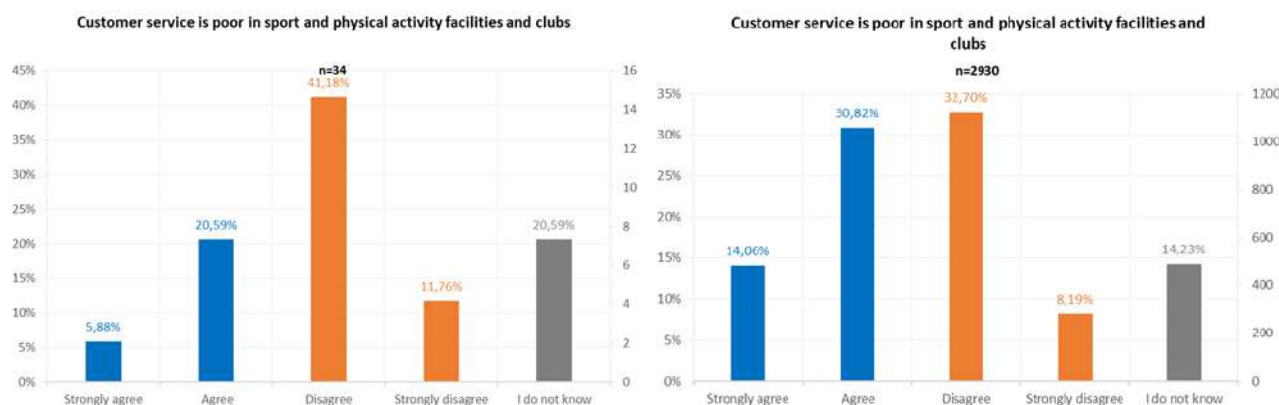
However, the level of agreement of the Cypriot employers with the statement that more effort is needed to make Sport and Physical activity more inclusive in attracting participants is higher than the European overall (more than 90% compared to around 85% of the European overall).



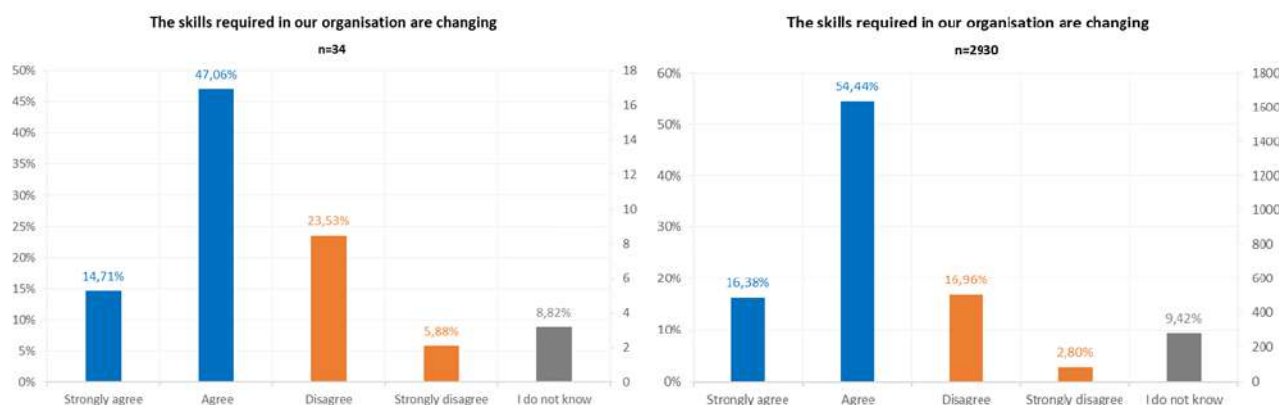
The above finding is also consistent with the one below, which shows high levels of agreement with the statement “improving governance should be a priority for all sport organisations”.



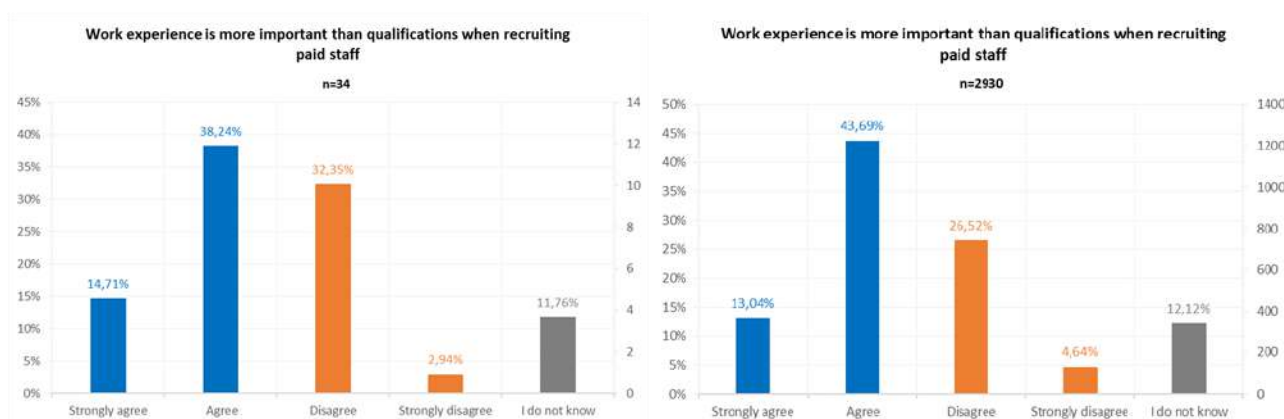
The majority of the 34 Cypriot employers who replied to this section disagree that customer service is poor in sport and physical activity facilities and clubs (almost 53% compared to 46% of the European overall finding). It is also interesting to note that one in five respondents do not know whether they agree or disagree.



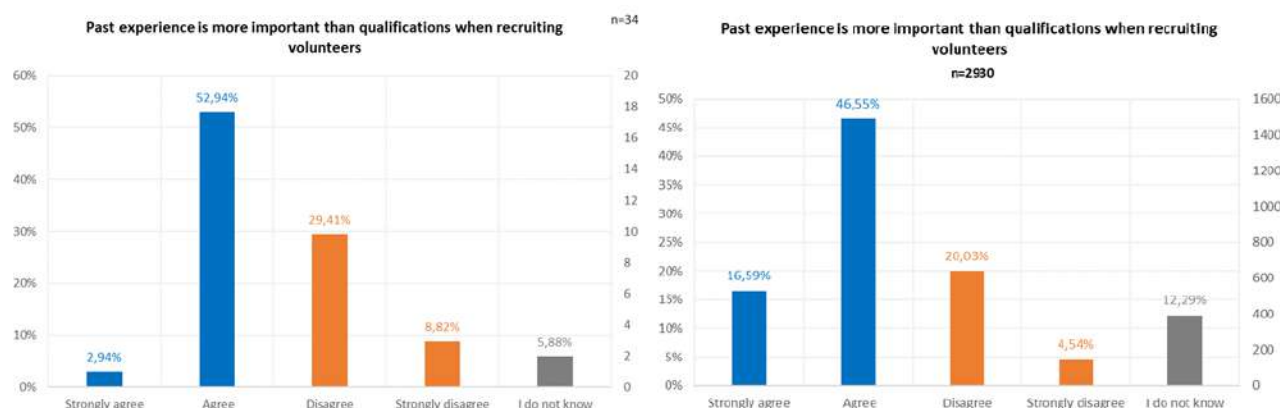
Additionally, the majority of the employers in the case of Cyprus (almost 62%) either strongly agree or agree that the skills required in their organization are changing, while another 28% disagree. The levels of agreement with the statement in the European overall is around 70%.



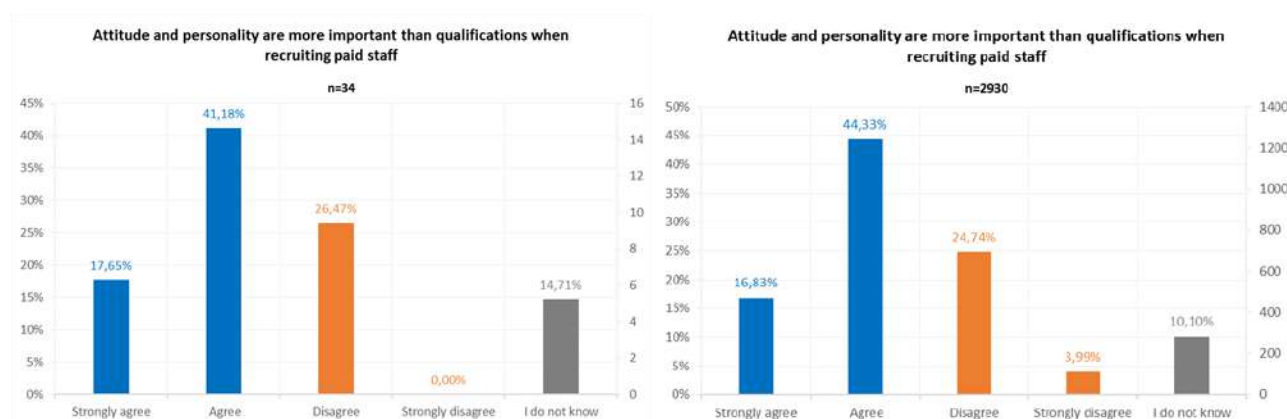
Work experience seems to play a very important role. Only one in 3 Cypriot employers seem to disagree that work experience is more important than qualifications when recruiting paid staff, a finding which is consistent with the European overall.



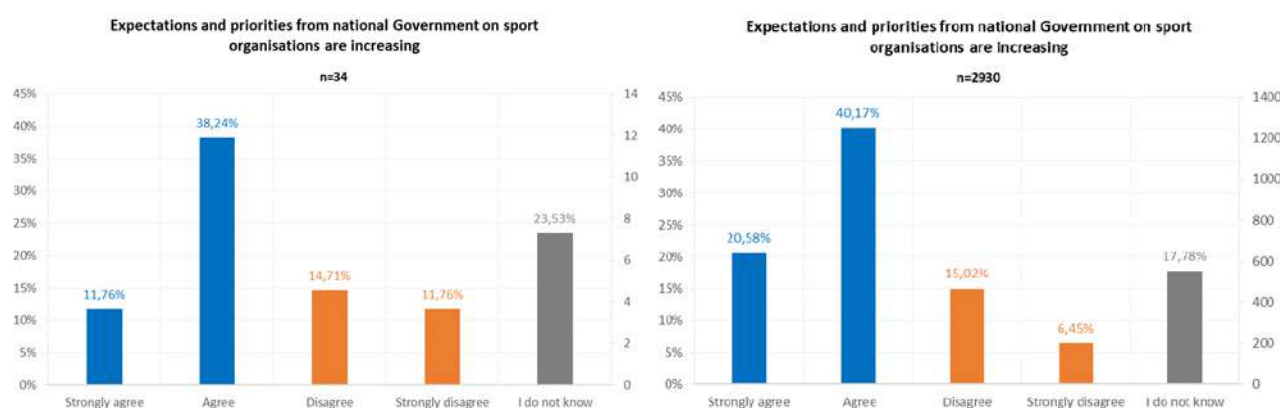
However, most of the employers both in the Cyprus case and at European level agree that past experience is more important than qualifications when recruiting volunteers.



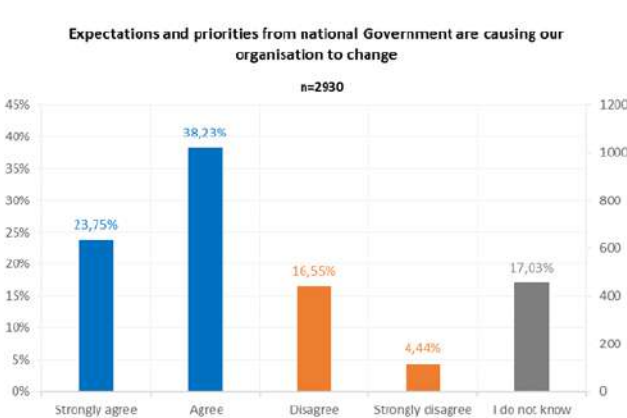
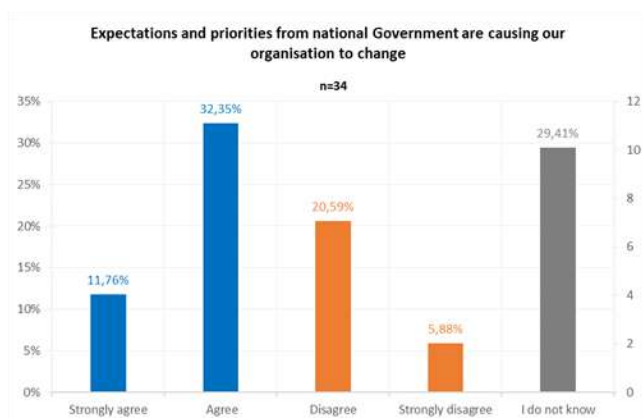
The overall level of agreement with the statement that attitude and personality are more important than qualifications when recruiting paid staff is quite high, both in the case of Cyprus, as well as in the European overall picture.



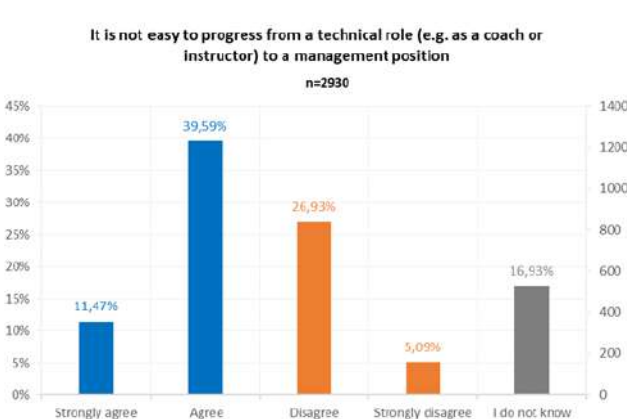
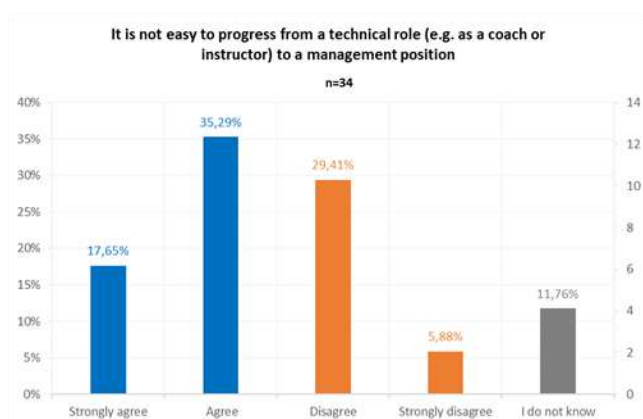
However, in the following case, where people are asked to agree or disagree with the statement “expectations and priorities from national government on sport organisations are increasing” there seems to be a lower level of agreement for the Cypriot respondents compared with the European overall responses. What is even more interesting are the *do not know* replies which in the case of Cyprus is 15%.



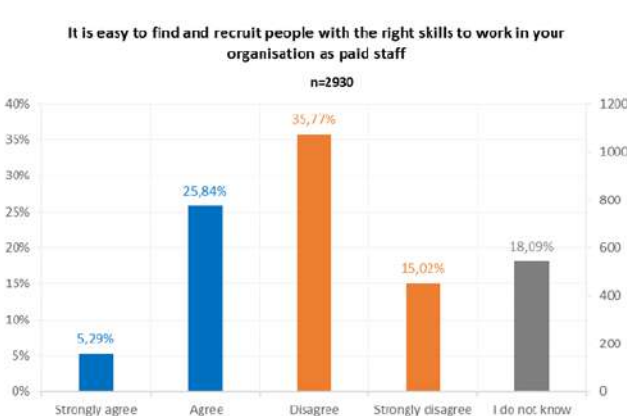
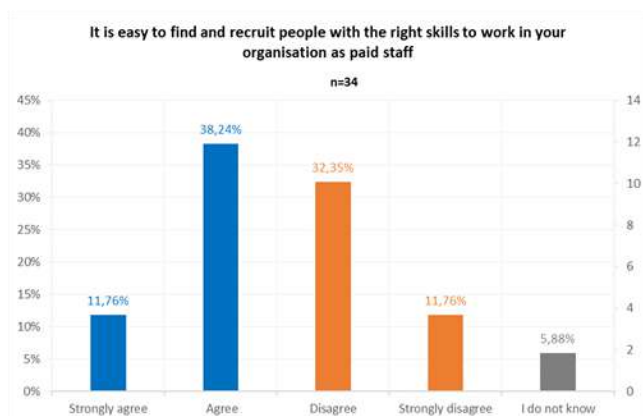
The percentage of the do not know answers is even higher (almost 30% compare to only 17% of the total European respondents) in the case of the statement “expectations and priorities from national Government are causing our organization to change”.



Almost 35% of the Cypriot respondents compared to almost 32% of the European overall disagree that it is not easy to progress from a technical role to a management position.

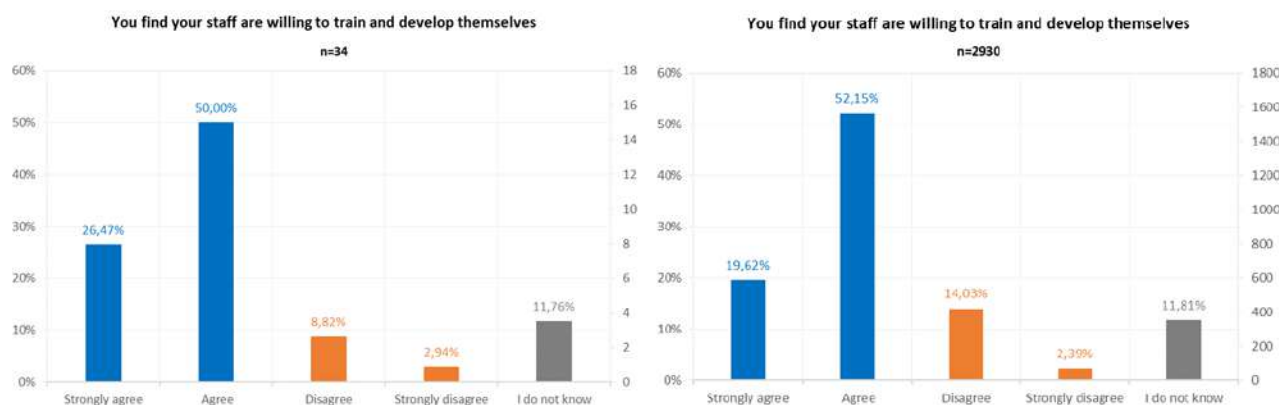


Furthermore, out of the 34 employers from Cyprus who replied to this part of the survey, almost 34%, compared to 50% of the European respondents disagree that it is easy to find and recruit people with the right skills to work in their organization.

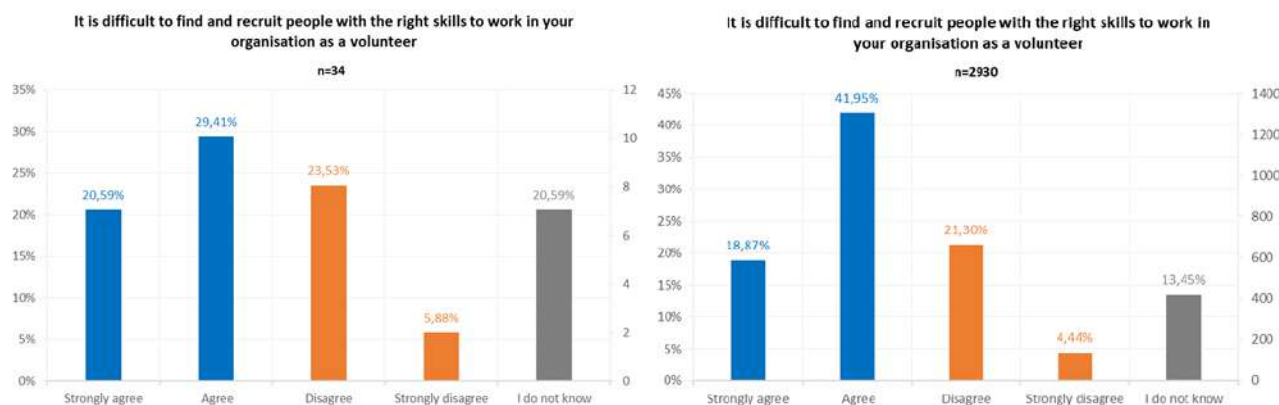


As in the case of findings in the overall European survey, the vast majority of the respondents either strongly agree or agree that they can find that their staff are willing to train and develop themselves.

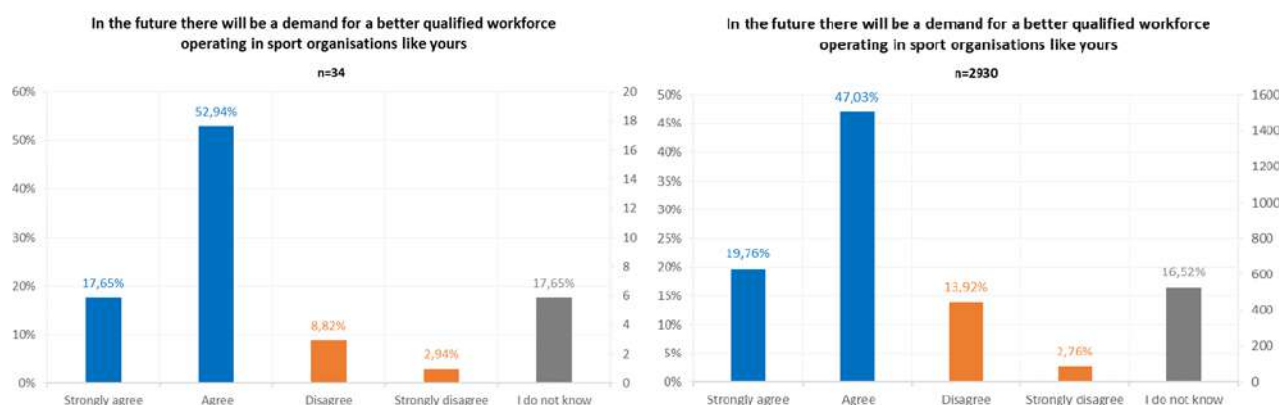




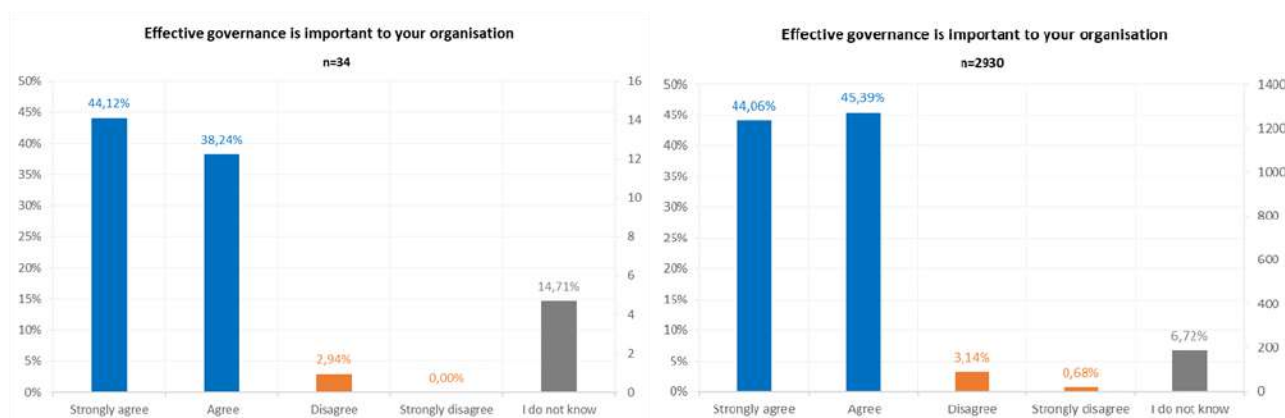
One in three Cypriot employers who replied to this question disagree that it is difficult to find and recruit people with the right skills to work in their organization as volunteers, a result which is consistent with the European finding.



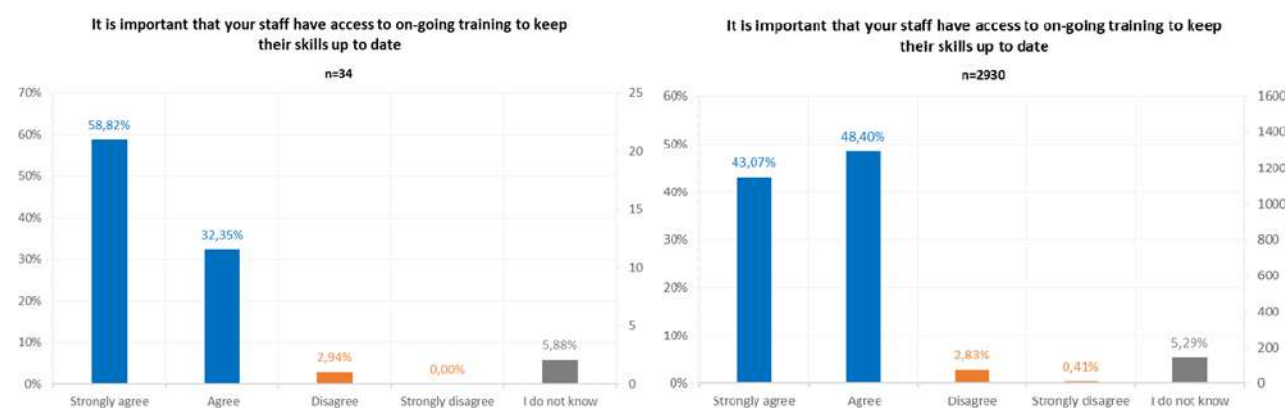
As in the case of the European replies, the Cypriot employers agree or strongly agree by 70% that in the future there will be a demand for better qualified workforce operating in sport organisations like their own.



Also a vast majority of around 90% agree that effective governance is important to their organization. This is a statement which both at national and European level seems to be very essential.



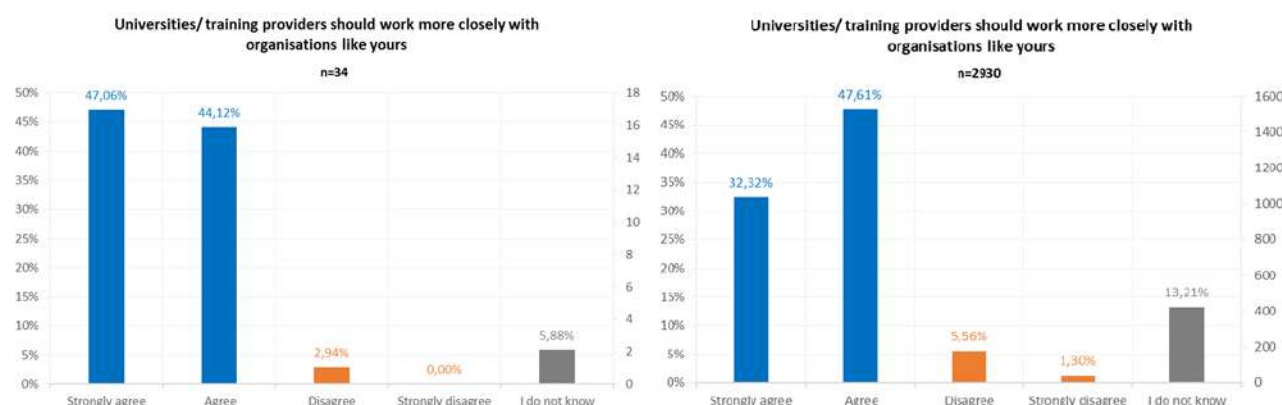
As in the case of the European average the Cypriot employers either strongly agree or agree that it is important for their staff to have on-going training for keeping their skills up-to-date. The percentage in both cases is almost 92%.



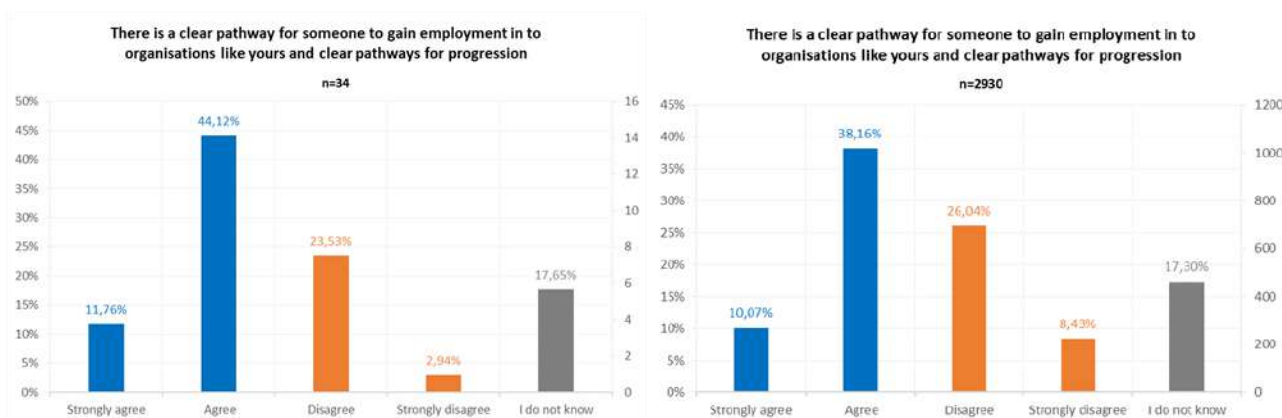
However, in the next statement that has to do with the requirements in training courses, it is obvious that in Cyprus, there is a lot more need for training courses than the average European findings show, since the percentage of employers who agree with the statement “new training courses are required to meet the needs of an organization like yours” is 38,24% who strongly agree, compared to 22,59% of the European; the percentage of those who agree is 44,12% for the Cypriots and 49,35% for the European overall.



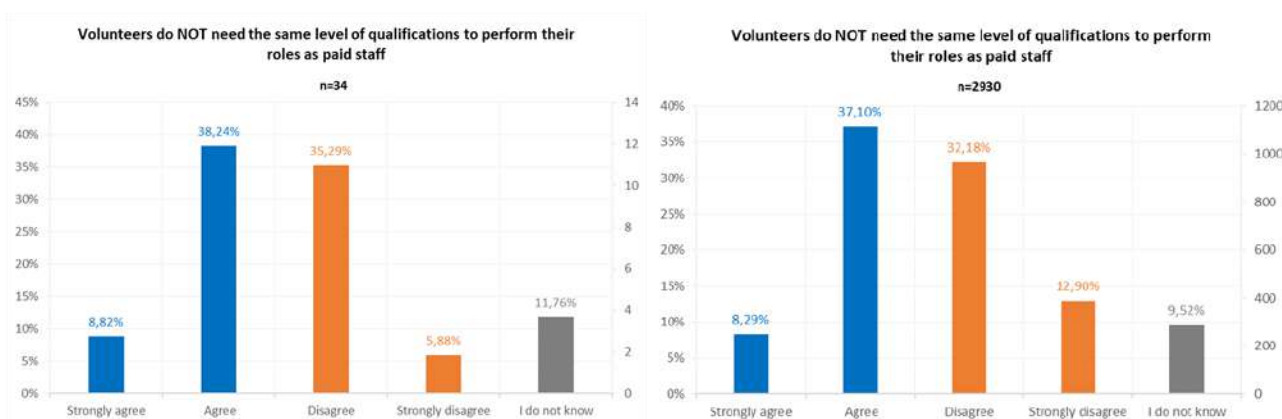
Connecting academia with the industry seems of utmost importance. The percentage of the Cypriot employers who strongly agree is 47.06% compared to 32,32% of the European percentage and of those who agree is 44,12% compared to 47,61% of the European overall.



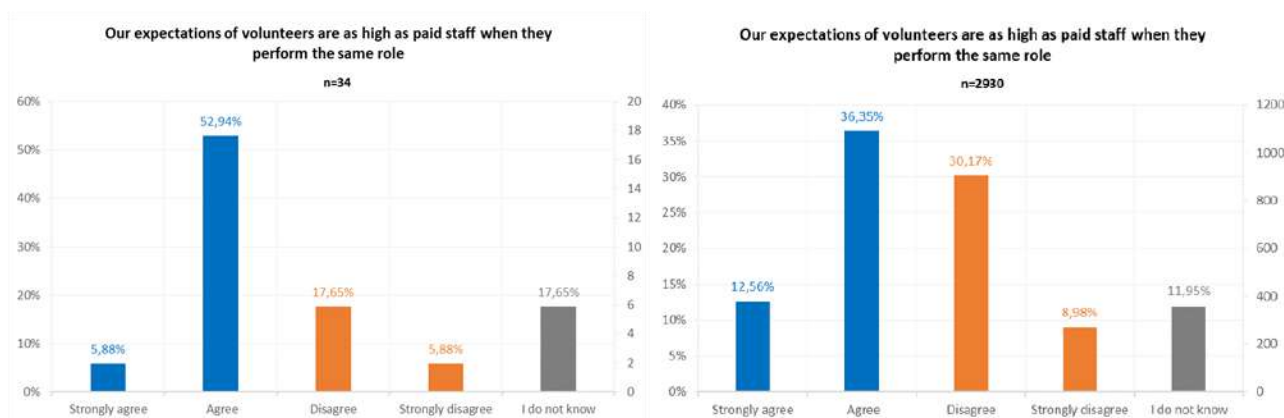
In contrast to the overall European picture, the Cypriot employers agree to a higher level they there is a clear pathway from someone to be employed and progress in their organisation. Although the percentages of those who strongly agree are the same, the ones for those who agree from the Cypriot employers are 44,12% compared to 38,16% of the European.



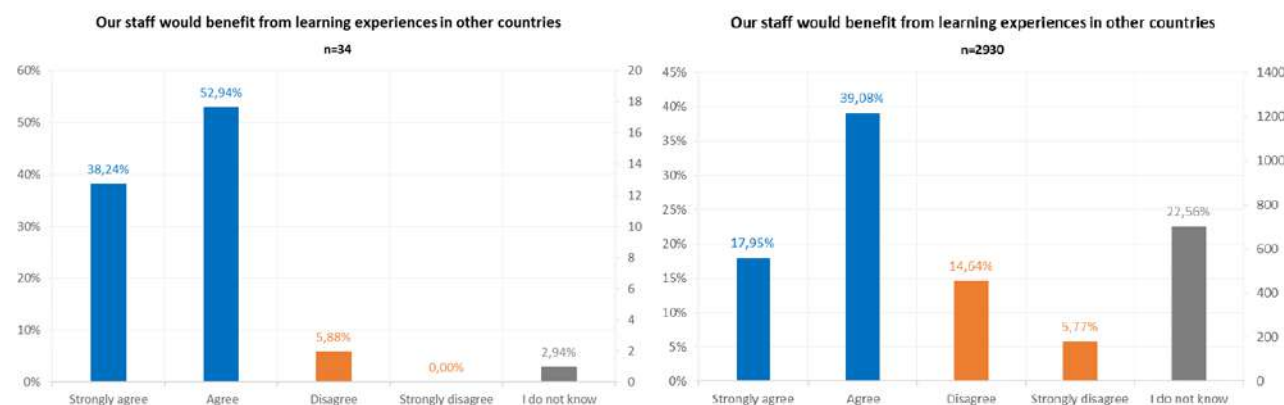
However, regarding the role of the volunteers, it seems that the picture is around the same both in Cyprus and in the European findings, with half of the respondents agreeing and half of them disagreeing that volunteers do not need the same qualifications as the paid staff in their roles.



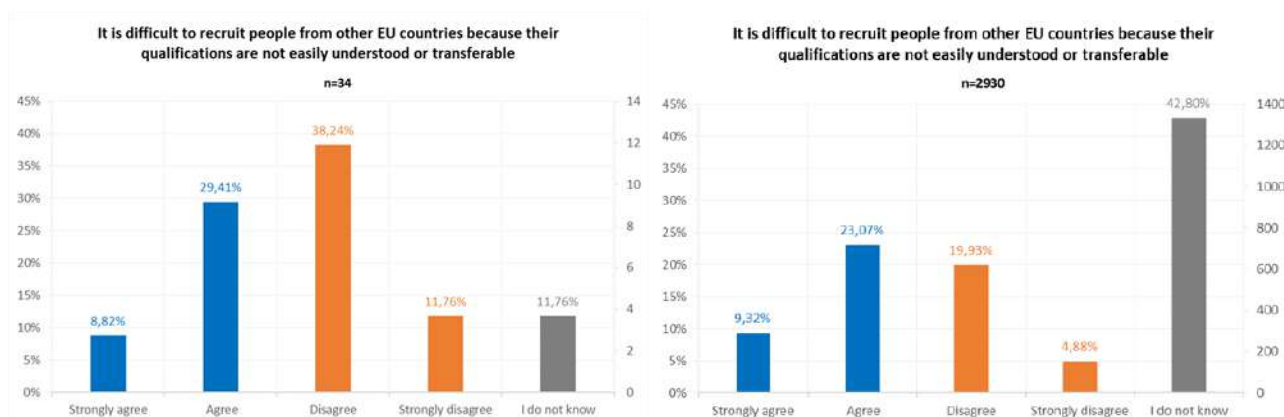
On the other hand, the Cypriot employers agree to a higher level that they have as high expectations from the volunteers as from the paid staff in the performance of the same role.



Although in the overall European finding one in five employers stated that they do not know whether their staff would benefit from learning experiences in other countries, in Cyprus this percentage is extremely low. The vast majority of the Cypriot employers agree that there would be benefit (around 91%).

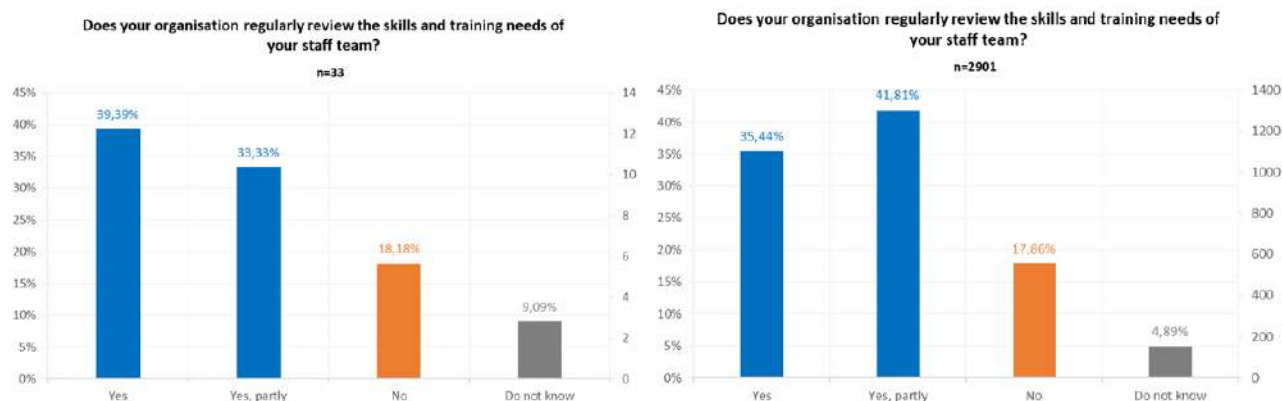


Finally, 50% of the Cypriot respondents disagree and another 38% agree with the statement “it is difficult to recruit people from other EU countries because their qualifications are not easily understood or transferable”. This probably has to do with the fact that a lot of Cypriots in the sector are graduates of universities abroad, so they are familiar with those qualifications. This explains also the very low percentage of the *do not know* answer, which in the European overall finding is 22,56%.

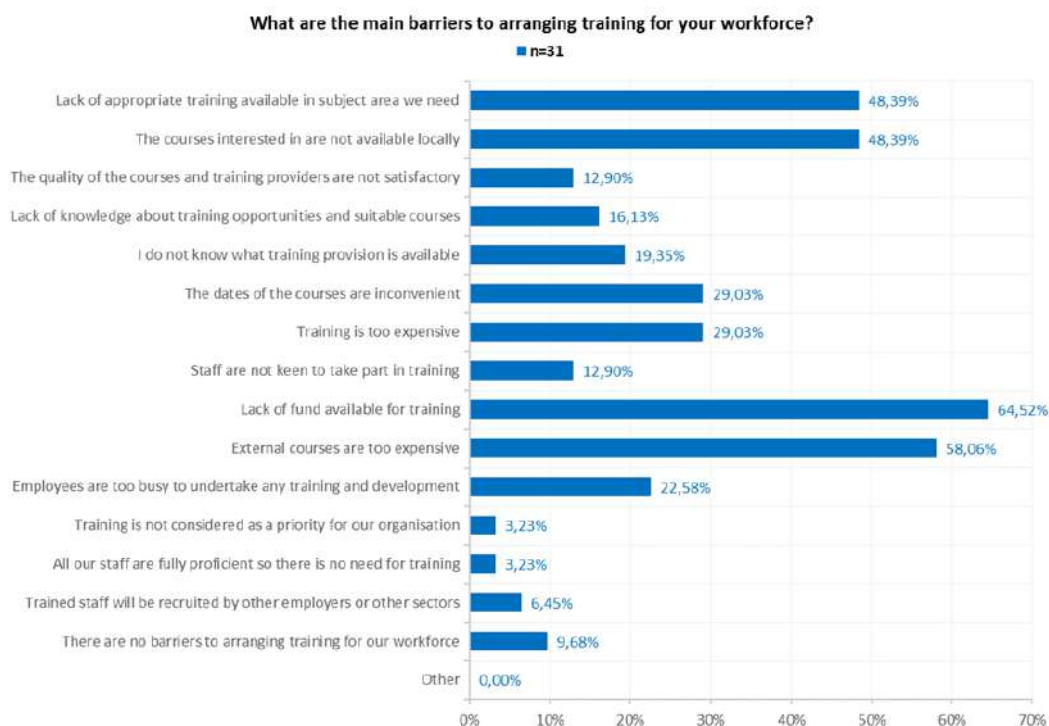


## n) SECTION 5 – Workforce development and training

Almost 40% of the Cypriot employers said that they regularly review the skills and training needs of their staff. Another 33,3% said that they partly do so and only 18,18% said that they do not. The European overall finding shows a higher percentage of those who partly do so, than those who said yes.



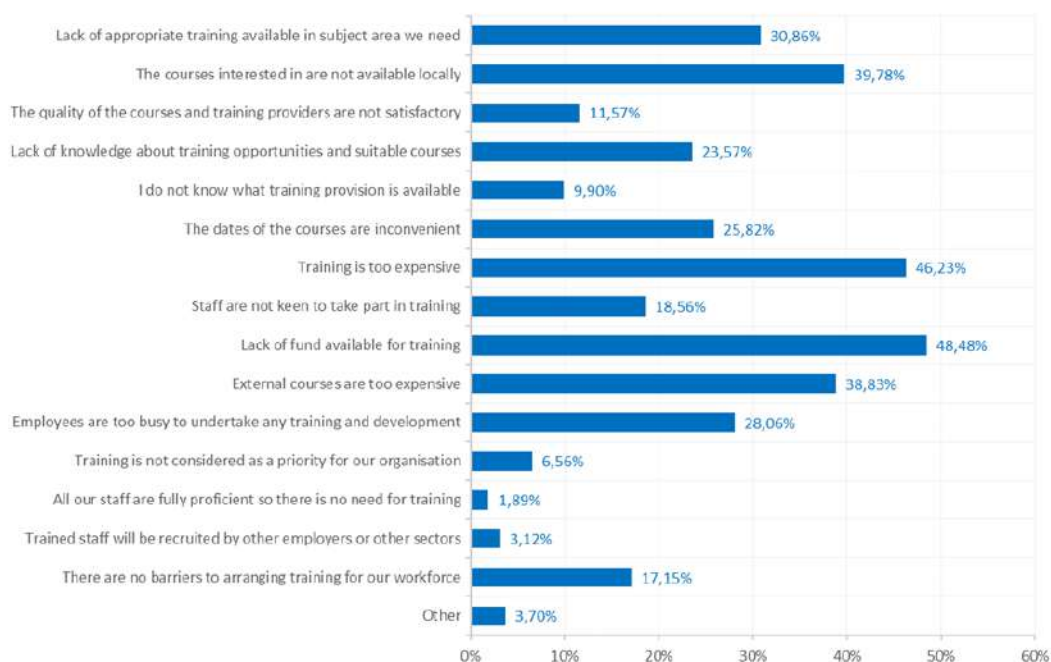
Regarding the main barriers in arranging workforce training, for the Cypriot employers the first barrier is the lack of funding. The other main barriers are the expensiveness of external courses, the unavailability of local courses and the lack of appropriate training available in the areas they need. The sequence of barriers is about the same as the European average, although some of the Cyprus percentages are higher than the European ones.

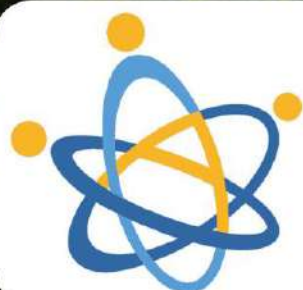




### What are the main barriers to arranging training for your workforce?

■ n=2758





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# 8

## REPORT ON NATIONAL CONSULTATIONS








## 8. REPORT ON NATIONAL CONSULTATIONS

### a) Cyprus Workshop 1









The workshop took place on the 20th of September 2017. During the workshop a presentation was done by Stephen Studd, Director of Development, EOSE, where the organization was presented, its scope and its objectives, as well as the ESSA project.

Also presentation on behalf of the University of Nicosia by Professor Nicos Kartakoullis and Christina Loizou, where the main preliminary results of the ESSA report for Cyprus were presented.


The workshop was attended by stakeholders from the sector:

-  The Ministry of Education (MoE)
-  The Cyprus Sports Organisation (CSO)
-  Sports Federations
-  Students
-  Representative of the Ernst and Young Consultants (EY)

After the presentations discussion followed with the following outcomes:







-  There is a need to map the qualifications of all people working in the sector (A relevant study has already been carried for the Cyprus Sports Organisation by EY).
-  There is a need to register all people working in the sector
-  There is a need to attempt to identify the gaps in the sector and the requirements regarding necessary qualifications and other needs of the sector.
-  Many Gyms and Fitness Centers employ people who are not officially registered
-  Many Gyms and fitness Centers, although registered, do not possess the relevant licenses
-  There is a lot of data required by the report that does not exist
-  Some data can be updated, amended by the CSO, e.g. the new Satellite
-  There should be another workshop where more attention should be given in safeguarding larger representation of the relevant stakeholders, especially from sports federations. Politics regarding the leaderships of Federations might lead to lack of interest on their behalf. However we need to work with more persistence in order to persuade stakeholders that this attempt is to their own interest and in order to achieve better quality standards and efficiency in the sector, giving better future prospects, especially by addressing the matter of professional qualifications and the requirements in terms of education and employment.

DECISION: it was decided that, after the updating of the Cyprus Report and the completion of the second phase of the survey, another workshop will be organized, both for purposes of dissemination, as well as for identifying new challenges in the sector.

-  It is to be noted that the University of Nicosia issued a Press Release about the workshop (Appendix no. 4).

## **b) Cyprus Workshop 2**







The second workshop took place on the 13<sup>th</sup> of June 2019, following the results of the Employers' survey. The following organisations, who are the main stakeholders and decision makers:

-  The Cyprus Physical Education and Sports Science Association
-  The Human Resource Development Authority Cyprus
-  The Cyprus Sports Organisation
-  The Cyprus Gyms Association
-  The Cyprus Ministry of Education (invited but did not make it the last moment)
-  The Cyprus Olympic Committee




During the workshop a presentation was done by Prof Nicos Kartakoullis and Christina Loizou on behalf of UNIC. The first part of the presentation showed some of the main findings of the first phase of the ESSA project showing some results of the NACE 93.1 and ISCO342 data. Then the main results of the Employers' survey were presented and which the participants were asked to comment on and express their opinions.

Points noted by the participants:






### 1) Sports culture

-  The number of fitness centres and sports clubs in Cyprus is relatively big for the size of the population. This can explain the fact that the majority of the responses came from fitness clubs
-  Volunteerism is mainly used by sports federations.
-  Volunteerism culture is relatively under-developed in Cyprus compared to Europe
-  Sports culture is gradually developing and this is something visible every decade, especially in the 21st century, compared to the lack of sports culture in previous decades
-  It seems that after the economic crisis, people are more interested in exercising and sports than they used to in the past. This led to the creation of small fitness clubs and gyms literally in every neighbourhood.
-  This development has offered a lot of employment opportunities for many people who were previously unemployed




### 2) Lack of necessary skills of Sports coaches – Commenting on the fact that the staff is not so familiar with new technologies

-  There is a lot of difference locally in the use of technology, which seems to be of a lower standard than what I being used in Europe. The most representative example is the investment in football, where budgets do not include the latest technology, in favour of other, less important fields
-  More investment is needed, both in infrastructure, as well in the skills of the coaches and other staff in the sports sector
-  The main problem is the inadequacy of the clubs in terms of budgets in general





### 3) Personal trainers

-  Apart from the CSO program Sport for all, there is nowhere else a developed culture for attracting the elderly into exercising.
-  A new approach is needed in order to include people of all ages as well as the disabled
-  Qualifications of the personal trainers can be disputable, as at the moment anybody in the sport / physical activity / physical education sector who can take a very short course, can become a personal trainer.
-  The fitness clubs should prefer university graduates who are specially trained.
-  There should be a body who can evaluate academic and skill qualifications, as well continuous training / education

### 4) Hiring of staff

-  There should have been a definition of what we mean good governance
-  The percentages regarding the use of volunteers is quite small in Cyprus compared to Europe
-  The procedure regarding the evaluation of qualifications should make the landscape clearer

### 5) Development of Training programs

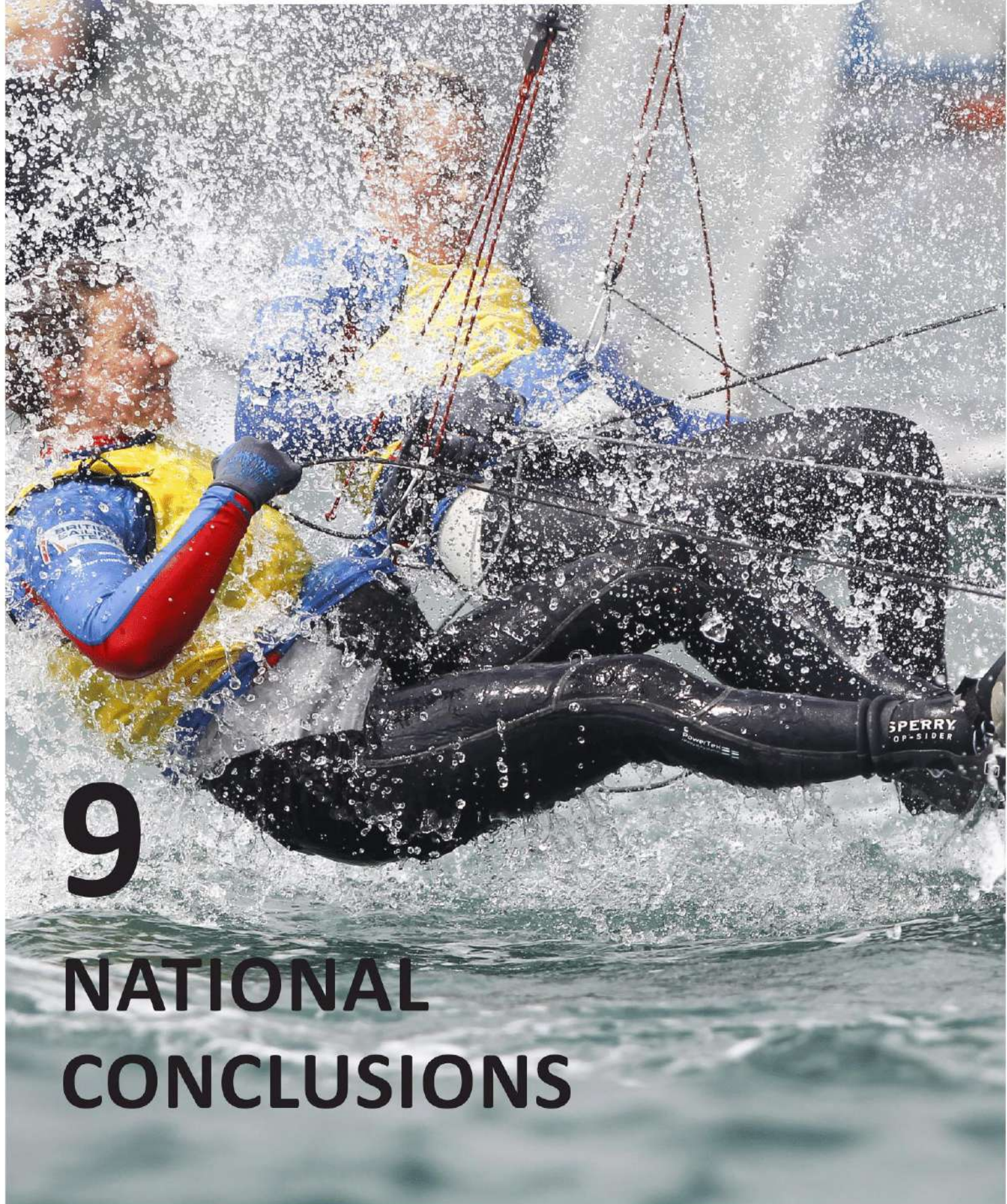
-  There seems to be a lack of funding for training courses
-  There seems to be a lack of local courses. External training seminars or courses require a lot of funding
-  There can be courses provided through the Human Resource Development Authority that can address special needs of any required occupational field within the sector. For example special training seminars can be developed in the field of ICT, where there seems to be a need to improve skills in most occupational fields examined in the survey.
-  It is high time that the NQF mechanism and the relevant legislation will be implemented in order to have qualifications evaluated. The ultimate purpose should be to connect academia with the sport / physical activity sector and to send standards that will benefit both the provider, as well as the client in the sector.





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**9**

**NATIONAL  
CONCLUSIONS**



## 9. NATIONAL CONCLUSIONS

### a) Data Availability

In Cyprus there has been a lack of available data with NACE 93.1 and ISCO 342 until 2015. Therefore the information on the contribution of the Sports Sector in the overall country's economy is actually fully available as from 2015 onwards.

Suggestion: This data needs to continue to be collected, in order to assist the sector's growth and its consequent positive contribution to the country's economy.

### b) Qualification standards

As in the general European picture, there seems to be a need to overview qualification standards in the sector, in an attempt to maximize the sector's contribution to the economy, both at national and at European level. Such an attempt will also maximize the quality in service provision within the sector of sports and physical activity to the benefit of the clients and the society in general.

Suggestion: The overview of qualifications is a procedure that need to be intensified, in order to set the necessary standards.

### c) NQF and EQF standards in Cyprus

In Cyprus, currently the NQF scheme has not been fully implemented. Legislation is still being discussed at Parliamentary and social partners' level and mechanisms, both for the introduction of the qualifications quality standards as well as for their evaluation are still to be introduced.







Suggestion: The NQF scheme must be applied the soonest possible, to safeguard quality standards that will assist the quality in the provision of services and the evaluation procedures.

### d) Employment in the Sport and Physical Activity sector in Cyprus

Following the economic crisis of 2011 in Cyprus, there was a quite serious blow in employment in the sector, as it happened in most economic sectors in Cyprus. Unemployment was at its height until 2014, when numbers started to show an upward trend. However, employment in the sector, until 2016 which is the period under study of this project, although it is in a recovery mood, has not managed to reach the numbers previous to the economic crisis.

Suggestion: Assisting the sector's growth will eventually reduce unemployment in the sector, therefore steps should be taken towards this direction. Within this framework it is important both for the academia, as well as for the industry, to understand the importance of introducing programmes offering qualifications that will address the quality standards, issue and most importantly to offer courses which will include skills that respond to the industry's needs.

### e) Employers' survey

-  *Size of organisations:* As in the case of Europe, the majority of the Cypriot employers' replies are from Fitness Centers and Sports Clubs. Most of the organisations employ up to 4 paid staff. Their majority are optimistic that the size of their organization will grow in the future.
-  *Use of volunteers:* The use of volunteers seems to be limited in Cyprus compared to the use of volunteers in Europe in general.
-  *Most important skills and attributes needed for paid staff:* It seems essential that the staff of all occupations have the necessary knowledge for their specific field and that they are able to apply it to different groups of population.
-  *Skills that need improvement:* In all occupations of paid staff in Cyprus, the main skills that need improvement is the ability to work with the elderly, children and the disabled. Also the use of technology, equipment and tools in the particular sport and mainly the use of Information and Communication Technology.
-  *Recruitment – retaining of paid staff:* Most of the employers in Cyprus stated that they do not have particular difficulty in recruiting staff. However, one barrier is the low number of applicants, or low number of applicants with required skills, as well as the unattractive terms and conditions offered for employment. They also stated that they have some problems in retaining staff, as people might have opportunities of being employed elsewhere with better work packages.
-  *Development and Training of staff:* It seems that there is difficulty in training staff of organisations in Cyprus as there is lack of training opportunities at local level, especially in specific subject areas, external training seminars seem to be very expensive and there is lack of necessary funding.

Suggestions: Offering the necessary training opportunities for staff, in order to improve their skills which are necessary in order to perform their roles, seems to be extremely essential, mainly in responding to the needs of the industry as a whole and in the consequent development and growth of the sector. The HRDA can assist in this field by designing the necessary training programmes in cooperation with the stakeholders and with the necessary subsidies.



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# 10 NATIONAL ACTION PLAN AND RECOMMENDATIONS



## 10. NATIONAL ACTION PLAN AND RECOMMENDATIONS

### a) Recommendations for Cyprus at national level



#### 1) Thematic 1: Collection of Data, Improvement of Knowledge in the sector

-  Regular collection of data by the Cyprus Statistical Service with easy access to relevant stakeholders
-  Further research in the sector

#### 2) Thematic 2: Legal framework and implementation of the NQF scheme

-  Completion of discussion of quality standard qualifications with relevant stakeholders
-  Implementation of the NQF mechanism

#### 3) Thematic 3: Training of Staff and Learning opportunities

-  Developing training and learning programmes at tertiary education level
-  Developing training and further learning programmes at vocational level



Thematic 1: Collection of Data, Improvement of Knowledge in the sector					
Recommendation	Priority Action	Actors	Timeline	Measure of success	Comment
<b>Recommendation 1</b> Regular collection of data by the Cyprus Statistical Service with easy access to relevant stakeholders	In-depth Data should be collected and made accessible to decision makers	CySTAT	Starting first reports in 2021	Inclusion in the CySTAT yearly reports	To assist in the development of the sector and reduction of unemployment.
	In-depth data should be made accessible to relevant stakeholders	CySTAT Eurostat	As from 2020	Comparison of Cyprus data with the European	To assist the relevant stakeholders improving their services and aligning with the rest of Europe
	Use of data to reinforce statistics of the full labour market	CySTAT	As from 2020	Availability of Data to decision makers dealing with the overall Country's economy	To assist in improving the sector and the sector's contribution in the country's economy
<b>Recommendation 2</b> Further Research in the sector	Commission of research in the sector. Support of detailed research on the working conditions in the Sport Sector.	CSO	As from 2020	Relevant reports	Improvement and modernisation of the sector through the production of knowledge
	Research at national and at European level, both on employees in the sector, as well as on the needs of the industry in service provision and the level of engagement of the general public in sports and physical activity.	Tertiary Institutions	As from 2020	Research outcomes	Production of new knowledge that will be accessible to decision makers and relevant stakeholders
	Policy design at national level	CSO	As from 2021	Evaluation of implementation of research outcomes	Use of results to the benefit of the sector

Thematic 2: Legal framework and implementation of the NQF mechanism					
Recommendation	Priority Action	Actors	Timeline	Measure of success	Comment
<b>Recommendation 1</b> Legal Framework	Completion of discussion on standards of academic and vocational qualifications	MOED CSO Parliament	As from 2020	Production of relevant Legislation	Legislation will assist the design of the relevant policy
	Implementation of the produced legislation and policy	MOED CSO	As from 2021	Evaluation of the Implementation results with special Indexes	Safeguarding the implementation of the legislation
<b>Recommendation 2</b> Implementation of the NQF mechanism	Introduction of the NQF scheme on quality standards qualifications	MOED CSO	As from 2021	Production of Reports	Establishment of a complete system that will address the issue of quality academic and vocational qualifications
	Evaluation of quality standards / address the needs of the Sport Sector Industry	NQF mechanism MOED CSO	As from 2021	Production of Indexes / reports	Evaluation of the quality standards in academic and vocational qualifications and the connection of the academic / vocational qualifications to the Industry
	Implementation of NQF	Academic Institutions	As from 2021	Annual Reports	Better quality provision of services

Thematic 3: Training of staff, Learning opportunities					
Recommendation	Priority Action	Actors	Timeline	Measure of success	Comment
<b>Recommendation 1</b>  Developing training and learning programmes at tertiary education level	Updating academic programmes	Universities CSO	As from 2021	Annual reports	Academic qualifications should be able to meet the needs of the Sport sector industry
	Modernising / readapting academic qualifications as a result of research	Universities	As from 2021	Annual reports	As a result of research, tertiary education institutions should re-adapt their programmes in order to be able to meet the needs of the sport and physical activity sector
<b>Recommendation 2</b>  Developing training and further learning programmes at vocational level	Introducing vocational programmes	MOED CSO HRDA	As from 2021	Annual evaluation of programmes and their outcomes	Programmes should be able to meet the NQF qualification standards, as well as the needs in trained staff in the sector
	Further training of paid staff and volunteers in subject areas where inadequacy of skills has been identified	HRDA, Gyms Association, Physical Educators Association	As from 2020	Evaluation of programmes	This should address the problem of inadequacy of certain skills as a result of the employers' survey






















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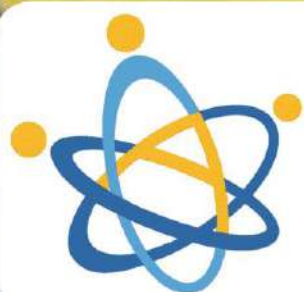
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**ANNEXES**

## ANNEXES

### a) Annexe 1



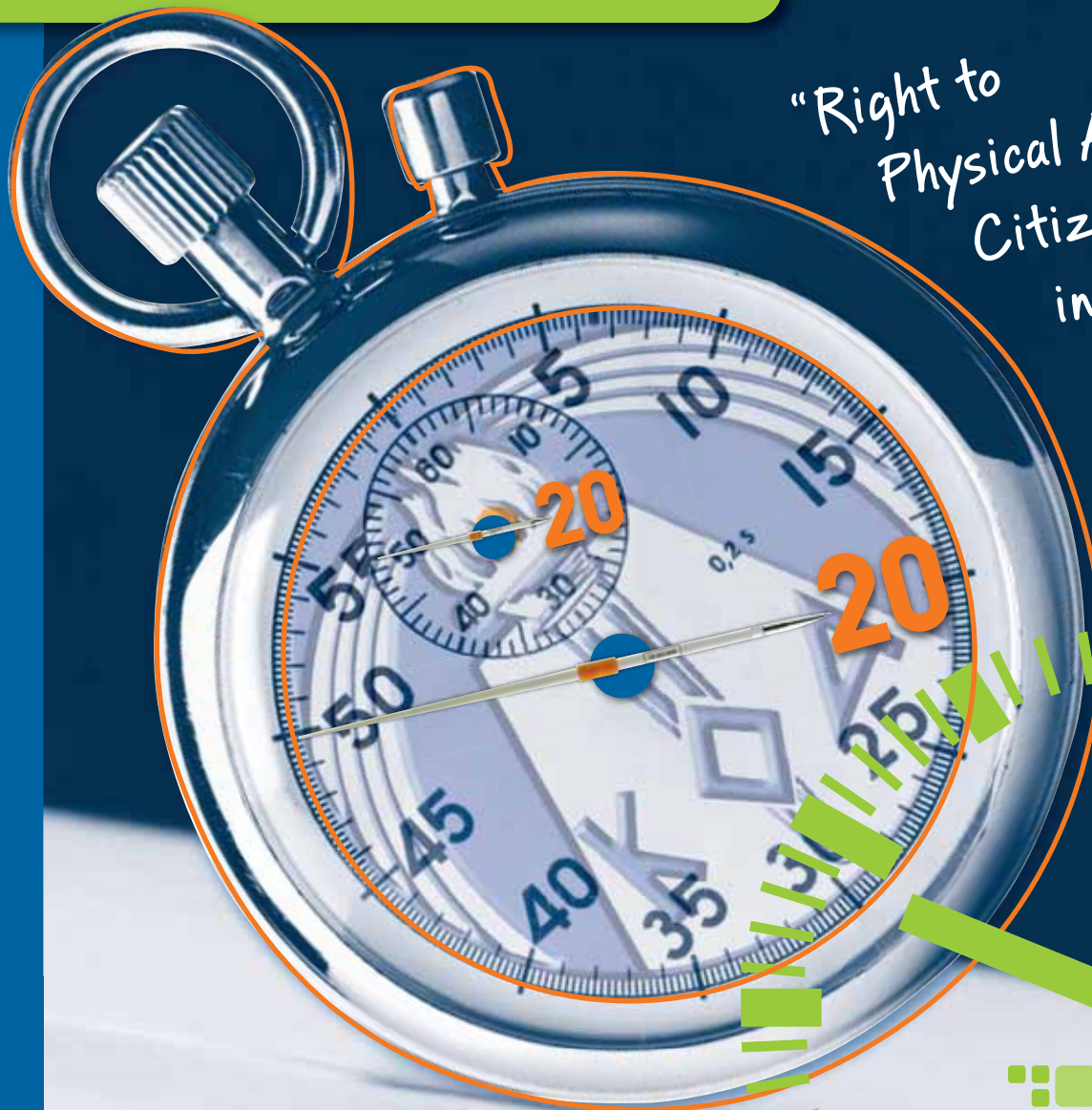


CYPRUS  
SPORT  
ORGANIZATION

# The CSO's 2020 Strategy

*"Right to  
Physical Activity  
Citizens  
in action"*

The CSO's 2020 strategy seeks to trace a new era for the Cyprus sport agenda. A new and different dimension comes up and it focuses on the new reality as determined by the European Sport Area and mainly the European Union.



**Publication:**

The CSO's 2020 Strategy  
"Right to Physical Activity – Citizens in action"

**Publishing process directed by:**

Costas Papacostas, CSO's General Director

**Content editing:**

Antigoni Tamba, Social Sports Officer

**Publication editing:**

Neophytos Georgiou, CSO Press-Promotion Office

**Design & Printing:**

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"Right to  
Physical Activity  
Citizens  
in action"





## Address by the President of the Cyprus Sports Organisation Mr Pambos Stylianou

Strategic Planning marks out the future process in each sector of society, and in sports too. Under the term of Nicos Kartakoullis as President, the Cyprus Sports Organization's Board had the inspiration to go ahead with such Planning, with the major contribution by the relevant departments of the Organization. The outcome is the publication you hold in your hands.

The CSO's 2020 Strategy entitled very accurately “Right to Physical Activity – Citizens in action”, prescribes the new era in Cyprus sports. This new era will be inspired by the rich and productive past. It will be an investment in the future impregnated with visions and ambitions and will meet the challenges that arise.

The right to physical activity has for decades been the top priority of the CSO's policy. It is reflected in the mass sports national programs and the social sports planning, developed and sustained by the Organization. Expertise and experiences acquired so far become the roadmap for the unhindered harmonization with the new dimension of sports, which emanates from the European area and becomes specific through the provisions of the White Paper on Sport.

The new priorities are marked out through these provisions with a unique goal: to maintain health and improve the quality of life, regardless of age, gender, national or social origin. This is the “quintessence” of social sports.

The “CSO's Strategy 2020” publication is a commitment in terms of the policies and targets, which the Organization will pursue in the coming years. It is a substantial and useful tool for all the active sport administration leaders in our country. It becomes the “compass” for sports further development and progress in the modern and complex circumstances, under which we are invited to operate.

**Pambos Stylianou**  
*President of the Cyprus Sports Organization*



**Costas Papacostas**  
**General Director**  
**Cyprus Sports Organization**

The Cyprus Sports Organization complying with specific directives of the European Union and relying upon proposals, like those adopted by the European Parliament, has been involved in planning the CSO 2020 Sports-related Strategy.

The Cyprus Sports Organization 2020 Strategy “Right to Physical Education – Citizens in Action” is an attempt to trace a new era in terms of the sport program implemented in Cyprus. A further distinguished dimension is denoted and focuses on new current data as set up by the European Sport Area and specifically the European Union through the Lisbon Treaty and the White Paper.

The CSO has stepped forward and determined such primary goals in sports, responding to the European Union's concrete instructions, on the basis of the suggestions as endorsed by the Council of the European Union.

The main feature of the CSO 2020 Strategy is that the course of the Cypriot Sports is traced by 2020 through eight strategies. These eight strategies are analysed by using basic performance indexes. The CSO is, therefore, committed to take actions and provide assistance, thus enhancing any further sports development and progress.

The strengths and the weakness as well as the current opportunities in the Cypriot Sports generally have seriously been considered in the context of the Strategy.

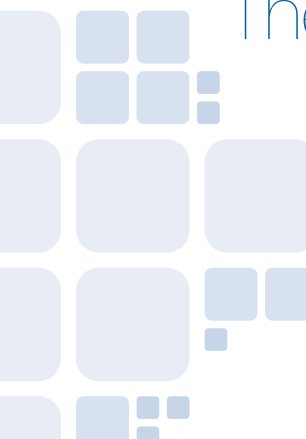


## The CSO's Strategic Plan 2010-2020:

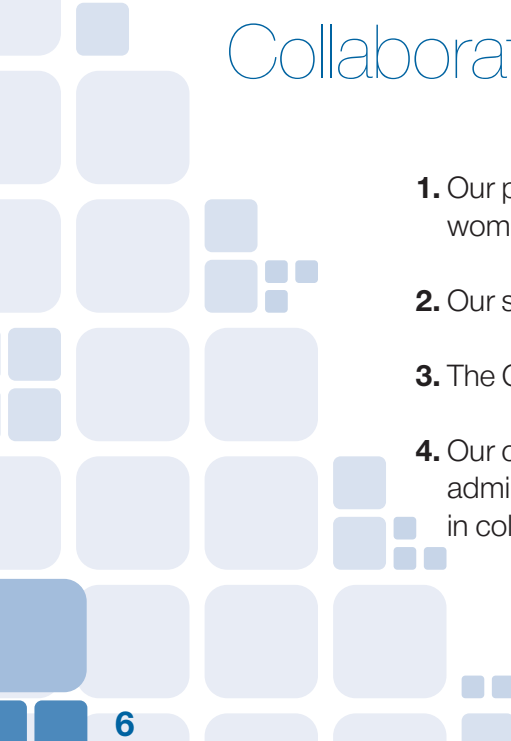
- It is directly linked to the European reality.
- It supports all sports levels.
- It marks out its orientations and priorities and defines the strategies to be implemented.
- It determines the main output indexes of the strategic challenges.
- It identifies the direct priorities in association with the allocation of the available sources.



## The Objectives of the CSO's Strategy :

- 
- 1.** To preserve our country's remarkable position in the International Competitive Sports in terms of both performance level and administrative positions.
  - 2.** To develop enlarged Sport Activity Programs aiming to enhance the citizens' health, no matter their age or gender.

## Collaboration

- 
- 1.** Our partners: All citizens: working class, retired persons, children at a development age, women, persons with disabilities, vulnerable and minority population groups.
  - 2.** Our supporters: Ministry of Education and Culture, House of Representatives.
  - 3.** The Cyprus Olympic Committee (COC) being a like-minded organization.
  - 4.** Our collaborators: National Federations, Sport Clubs and Associations, athletes, coaches, administrators, volunteers, officials, referees, Sport Mass Media, International sport bodies, in collaboration with the Member States and further countries.



## The CSO:

- Shapes a policy within the framework of a Strategic Planning.
- It encourages the modernization of sport institutions.
- Is accredited for the quality management system applied in accordance with the CYS EN ISO 9001: 2008 standard by the Cyprus Certification Company.

## The Strategic Plan relies upon:

- 1.** A high level CSO's diagnostic Internal Environment Analysis
- 2.** An External Environment Study of the CSO
- 3.** Forming the framework of the new policy and strategy of the CSO

## Our vision:

To let sports become a tool for a better civil society in all sectors.

## Our objective:

To guide the sport institutions so that the sport movement may be supported, with a view to achieve co-operation amongst them and cope with the new strategic challenges in the sport sector, based on their social role.

## What should be our characteristics:

We should be:

- Innovative
- Visionary
- Devoted

while endeavouring to achieve our objectives and make our vision become true.

## Our beliefs:

We believe that sports are:

- A need for each citizen
- The best means ensuring a better life quality
- Multidimensional
- A way of living
- Beneficial for the citizens
- Oasis in tough times

## Our spirit:

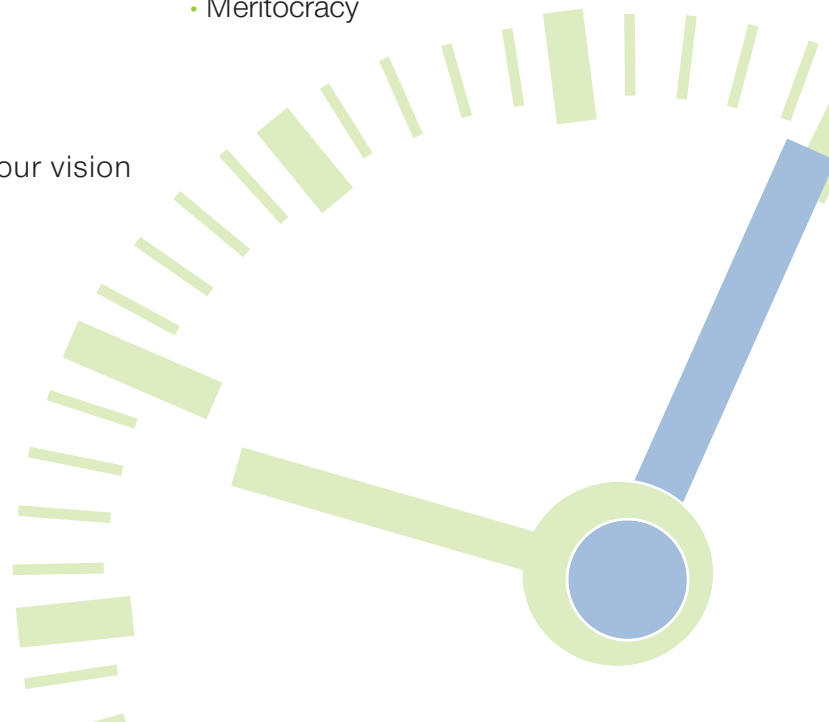
The CSO determines the statement:  
“Right to Physical Activity, Citizens in action”

## Our focus:

The citizen

## The 3 key principles of the CSO:

- Unselfishness
- Dignity
- Meritocracy





# Landmarks in the History of Sports in Cyprus

## DEPENDENCE ERA

1896 – 1969

- Sport dependence on Greece except from the CFF
- Political dependence

→ THOI – Ethnic and Popular Clubs

→ Youth Sports Organisation

## ORGANISATION ERA

1969 – 1980

- Establishing the CSO (1969)
- Establishing Federations, which gain World and European Federations membership
- Recognition of the COC by the IOC
- Cyprus first participation in the Olympic Games in Moscow 1980
- Organising the Club Sports

## DEVELOPMENT ERA

1980 – 2000

- Building new international standards sport locations
- Supporting the clubs to have their own sport locations built
- Launching the Sports For All National Program (1985)
- Implementing a National Planning as per the CSO and the Federations
- Transnational Agreements with European countries (Greece, Russia, Bulgaria, Rumania)
- Upgrading the relations with the Council of Europe and other International institutions (organising two informal ministerial meetings in Cyprus) – the CSO's members take key positions in the Council of Europe
- A boom is observed to the extent of our country's sport capability (1985:6000 persons, 2000: 60000 persons)

Landmarks  
in the History  
of Sports in  
Cyprus

## EMINENCE ERA

2000 – 2020

- European and World Events organised by our Federations
- Members of our Federations become members of International Federations' Councils
- Excellence of athletes competing in individual and group sports in the context of Mediterranean, Commonwealth, European and World Games
- Taking advantage of the new data resulting from Cyprus becoming member of the EU (2004)
- Implementation of the White Paper's provisions on sports, stressing on sports' social role (2007)
- Extending the CSO's National Competitive Planning
- 2012 Cyprus Presidency and the CSO's Priorities (2012)



## Analysis



### **The high level diagnostic study of the CSO's internal environment analysis**

- SWOT ANALYSIS
- Certification of a quality management system (ISO)

### **The CSO's external environment analysis defines:**

- Direct relation with sports
  - ➡ The direct sport environment in Cyprus (Federations and Clubs)
  - ➡ The international environment (EU, Council of Europe, UNESCO, IOC, NOCs, International Federations, etc)
- The National Programs
- Indirect relation with sports
  - ➡ Municipalities, Communities
  - ➡ Ministries (Education, Health, Interior and Defence)
  - ➡ Other Social Partners



## **Development framework of the CSO's new policy and strategy**

- The vision of the CSO
- The mission and the objectives of the CSO
- The duties and the responsibilities of the CSO
- ➡ Developmental dimension
- ➡ Financing dimension

The CSO determines classification criteria of the amount of subsidies granted to the sport institutions

## **Financing the monitored institutions by the CSO is subject to a specific detailed business process:**

- Budgets
- Reports
- Competitive evaluations
- ➡ Regulatory dimension
- ➡ Auditing dimension
- ➡ Co-ordinating dimension

## Goals

- Institutional modernization of the sport environment in Cyprus
- Administrative and operational modernization of the monitored sport institutions in Cyprus
- Promotion and multi-aspect support of the country's sport development, considering Sports For All, High Performance Sports and Professional Sports, basic axes
- Enlargement, upgrading and promotion of the country in the international sport world
- Upgrading the Cyprus sport infrastructure
- Introduction and management of innovative technology applications

## Action Plans for implementing the goals

They are undertaken through the two following channels:

- Non competitive Sports
  - ➡ Sport Infrastructure
  - ➡ Sport Activity
- Competitive Sports
  - ➡ Sport Infrastructure
  - ➡ Sport Activity



## Strategies to achieve the goals

- 1 Developing the Sport Infrastructure**
- 2 Supporting Federations and Clubs**
- 3 Developing National Programs**
- 4 The Social Role of Sports**
- 5 The Cyprus Sports Organization and the European Union**
- 6 Sports Economic Dimension**
- 7 Maximising the Internal Capacity**
- 8 Improving communication**

## Contents of Strategic Challenges

- **Current situation**
- **Challenge**
- **Primary responsibilities**
- **Strategic outcome**
- **Basic performance indexes**
- **Strategic Initiatives**

## 1. Developing the Sport Infrastructure







# Developing the Sport Infrastructure

## Strategy 1

### Current Situation

- Sport facilities in accordance with international standards
- A welter of sport facilities without predetermining any land planning classification
- Lack of sport facilities for physical activity
- Obsolete sport facilities
- Non-scaling needs on a regional level
- The sport facilities are partially taken advantage of

### Challenge

- Upgrading – improving the sport facilities

### Primary Responsibilities

- CSO – Federations – Clubs

### Strategic Outcome

- Taking advantage of the facilities for both competitive sports and physical activity to the highest level

### Basic Performance Indexes

- An increase by 10% (with an annual increase by 1% in sport field square metres) per citizen of the Republic, including sport recreation fields

### Strategic Initiatives

- Co-ordinating actions with the National Federations to identify the needs in sports fields
- Co-operation – co-ordination of actions with the Local Authorities and upgrading the sport facilities
- Establishing administrative policies and action plans improving processes with our collaborators
- Finalising the communication bureaux with the sport institutions and the Local Authorities

## 2. Supporting Federations' and Clubs' Competitive Programs





# Strategy 2

## Supporting Federations' and Clubs' Competitive Programs

### Current Situation

- An active being of sports in Cyprus
- Sport institutions developing an administrative activity
- 70.000 people actively involved in sport practising

### Challenge

- A more and more active participation of citizens in sports – in both sports and physical activity

### Primary Responsibilities

- CSO – Federations – Clubs

### Strategic Outcome

- Taking a top place in international games in both individual and team sports

### Basic Performance Indexes

- Participating in at least 6 disciplines during the London 2012 Olympic Games, in 6 – 8 disciplines during the Rio 2016 Olympic Games, in 8 – 10 disciplines during the 2020 Olympic Games
- Taking at least one medal during the 2012 Olympic Games, 1 – 2 medals during the 2016 Olympic Games and 2 – 3 medals during the 2020 Olympic Games
- Taking 1 – 2 medals during the 2014 Youth Olympic Games
- Increase the number of people actively involved in sports by 0.5%

### Strategic Initiatives

- The Federations co-ordinate their actions for a common competitive perception and a common competitive model
- The CSO adopts a competitive model

### 3. Developing National Sport Programs





# Strategy 3

## Developing National Sport Programs

### Current Situation

- 5 National Programs are currently operational
  1. Sports For All
  2. National Plan for Supporting Developmental Sports
  3. Talent Planning
  4. Elite Category
  5. Planning High Performance

### Challenge

- Selecting properly and valorising talent athletes
- Scientific follow-up
- Orientation – Guiding in sport practising

### Primary Responsibilities

- CSO – COC – National Federations – Cyprus Sport Research Centre

### Strategic Outcome

- Providing the chance to be qualified during preliminary games in World, European and International Games with excellent results

### Basic Performance Indexes

- In relation to the Sports For All Program, an increase in the number of members by 1% in 2011 (155 person), with an annual increase by 0.5% to reach an overall 4% (883 persons) in 2020
- An increase by 1 – 3 % in the number of male and female athletes in developing age (130-400 male and female athletes)
- Achieving the target in the programs related to Talents, Elite and High Performance Athletes (totalling 110 athletes), increasing the number by 0.5% -1% (5-6 persons annually), 128 team sport athletes on a regular basis

### Strategic Initiatives

- The Federations establish best practices for sport talents selection purposes by scientific methods
- A system is established for coaches training at elite athletes level



#### 4. Social Role of Sports





# Strategy 4

## Social Role of Sports

### Current Situation

- Operating social contribution programs

### Challenge

- Enhancing National Programs addressing population's special groups
- Supporting local authorities' institutions to create sporting conditions for citizens aiming to enhance health
- Implementing the « Pierre De Coubertin » action plan activities

### Primary Responsibilities

- CSO
- Ministry of Education and Culture
- Ministry of Interior
- Ministry of Labour and Social Insurance
- Ministry of Health
- Ministry of Public Order
- Local Authority

### Strategic Outcome

- Coordinating things, establishing efficient communication with the institutions but also with persons belonging or working in the above stated area

### Basic Performance Indexes

- Meeting all the groups' needs in this area by 50% annually
- Supporting the sport infrastructure of the institutions participating in the program by at least 20% as required annually

### Strategic Initiatives

- Pumping funds from other CSO's sources to enhance the social background
- Creating the adequate administrative conditions for the interested citizens to contribute to sports on a volunteer basis

## 5. The Cyprus Sport Organisation and the European Union





# The Cyprus Sport Organisation and the European Union

## Strategy 5

### Current Situation

- The EU strongly present in sports throughout time

### Challenge

- 2006 Eurobarometer on Health and Nutrition (European Commission-Special Eurobarometer 246)
- 2009 Eurobarometer on Sport and Physical Activity (European Commission – Special Eurobarometer 334)
- Taking actions and Implementing the EU Guidelines on Physical Activity (2009)

### Primary Responsibilities

- CSO
- Ministry of Education and Culture

### Strategic Outcome

- Sports social role
- Sports economic dimension
- Sports organisation
- Follow-up

### Basic Performance Indexes

- Reducing the gap related to the physical activity by giving the opportunity to all Europeans be physically active
- If all the EU societies reach the current EU countries' 25% level – then 100 millions more Europeans will get involved in a daily regular sport and physical activity

### Strategic Initiatives

- Building consent
- Enlarged policy for sports
- Focusing on the current priorities
- Perseverance and improvement



## 6. Sports Economic Dimension



CYPRUS  
SPORTS  
ORGANISATION





# Strategy 6

## Sports Economic Dimension

### Current Situation

- Direct dependence on the State
- Insufficient administrative financial systems within the sport institutions
- Obvious sport system collapse risks in relation to the institutions, which are not subject to the State's auditing

### Challenge

- Sports running in proportion to the financial resources

### Primary Responsibilities

- State: Lack of a specific Financial Management Legal Framework
- CSO: Improving the existing institutions' financial auditing
- Federations: Lack of knowledge and willingness to improve the situation
- Clubs: Lack of willingness and knowledge to improve management

### Strategic Outcome

- Utilizing the financial sources in favour of the athletes and the citizens

### Basic Performance Indexes

- Setting up sport policies
- Ensuring public support for sports
- Maintaining and developing a viable financing model for the sport organisations' long-term support
- Possibility to fix a reduced VAT rate for sports
- Specificity of sports
- 3% annual increase in State Subsidy
- 5% annual increase in further income

### Strategic Initiatives

- Establishing best practices related to the economic management either supported financially by the State or otherwise

## 7. Maximising the Internal Capacity





# Strategy 7

## Maximising the Internal Capacity

### Current Situation

- 1989 Organisational Structure: two fields – two sectors
- Partial independence of some departments of the Organisation
- A significant percentage of temporary staff
- Sufficient officers' knowledge level

### Challenge

- Revising the Organisation's organisational structure

### Primary Responsibilities

- State: Financial crisis
- CSO

### Strategic Outcome

- Utilizing the current Organisational Structure

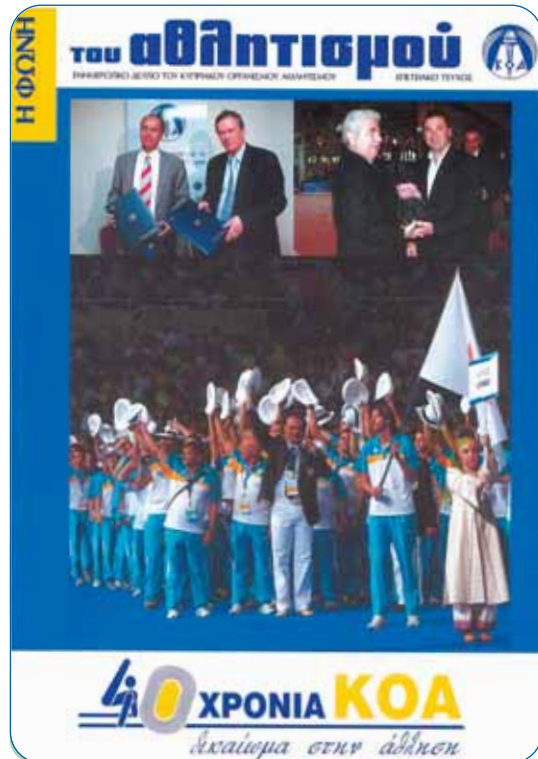
### Basic Performance Indexes

- Improving the performance of Permanent and Temporary staff based on a minimum number of complaints by our collaborators

### Strategic Initiatives

- A new and modern Organisational Structure for the Organisation with a European orientation
- Operating a training system in favour of the Organisation's staff

## 8. Improving Communication





# Strategy 8

## Improving Communication

### Current Situation

- The communication with the citizens is a post-intervention one to a great extent
- Lack of a specific model to communicate with the citizens and our partners

### Challenge

- Planning a specific strategy from a managerial point of view aiming to enhance communication

### Primary Responsibilities

- CSO
- Federations

### Strategic Outcome

- As regular communication as possible on a weekly basis
- Flyers - information material
- Guidance – information printed material

### Basic Performance Indexes

- The minimum number of complaints made by collaborators of the Organisation in the context of the auditing method as defined by the quality management system (CYS EN ISO 9001:2008)

### Strategic Initiatives

- A new and modern Organisational Structure for the Organisation with a European orientation
- Operating a training system in favour of the Organisation's staff



# BASIC PERFORMANCE INDEXES (KPI'S)

## Strategy 1

### Developing the Sport Infrastructure

2011	2012	2013	2014	2015
<ul style="list-style-type: none"> <li>- LARNACA SHOOTING GROUND: €2,6m</li> <li>- Five (5) grounds with FIFA* &amp; ** STAR turf</li> <li>- CHARALAMBOS KOUKOULLARIDES, PELENDRI and AKROPOLIS Sport Halls €5m</li> <li>- Ten or twelve (10-12) social sports programs €804.000</li> <li>- To improve sport facilities in Municipalities and Communities €1m</li> <li>- TENNIS facilities in YEROSKIPOU €400.000</li> </ul>	<ul style="list-style-type: none"> <li>- TWO (2) A category football grounds in Limassol: APOLLON, AEL-ARI (totally €20m subsidies - €6.6m/annually)</li> <li>- DOXA KATOKOPIAS ground upgrading €1m</li> <li>- LAKATAMIA MUNICIPAL STADIUM upgrading €2m (early estimate)</li> <li>- KYPEROUNTA AND CHANDRIA ground upgrading €5m (early estimate)</li> <li>- Two or three (2-3) grounds with FIFA* &amp; ** STAR turf</li> <li>- AYIOS DOMETIOS MUNICIPALITY SPORT HALL €2m</li> <li>- NEAS SALAMINAS SPORT HALL €1.8m (early estimate)</li> <li>- Ten (10) Social sports programs €700.000</li> <li>- To improve sport facilities in Municipalities and Communities €1m</li> <li>- To upgrade a COMMUNITY CENTRE IN LARNACA €4.5m (early estimate)</li> <li>- Swimming pool in DERYNEIA €5m</li> <li>- YEROSKIPOU facilities €400.000</li> </ul>	<ul style="list-style-type: none"> <li>- TWO (2) A category football grounds in Limassol: APOLLON, AEL-ARI (totally €20m subsidies - €6.6m/annually)</li> <li>- MAKARIOS STADIUM upgrading €12m</li> <li>- DOXA KATOKOPIAS ground upgrading €1m</li> <li>- LAKATAMIA MUNICIPAL STADIUM upgrading €2m (early estimate)</li> <li>- KYPEROUNTA AND CHANDRIA ground upgrading €5m (early estimate)</li> <li>- Two or three (2-3) grounds with FIFA* &amp; ** STAR turf</li> <li>- AYIOS DOMETIOS MUNICIPALITY SPORT HALL €2m</li> <li>- NEAS SALAMINAS SPORT HALL €1.8m (early estimate)</li> <li>- Ten (10) Social sports programs €700.000</li> <li>- To improve sport facilities in Municipalities and Communities €1m</li> <li>- To upgrade a COMMUNITY CENTRE IN LARNACA €4.5m (early estimate)</li> <li>- Swimming pool in DERYNEIA €5m</li> <li>- PALAIS DES SPORTS Pafos €12m (early estimate)</li> </ul>	<ul style="list-style-type: none"> <li>- TWO (2) A category football grounds in Limassol: APOLLON, AEL-ARI (totally €20m subsidies - €6.6m/annually)</li> <li>- MAKARIOS STADIUM upgrading €12m</li> <li>- KYPEROUNTA AND CHANDRIA ground upgrading €5m (early estimate)</li> <li>- Ten (10) Social sports programs €700.000</li> <li>- To improve sport facilities in Municipalities and Communities €1m</li> <li>- To upgrade a COMMUNITY CENTRE IN LARNACA €4.5m (early estimate)</li> <li>- Swimming pool in DERYNEIA €5m</li> <li>- Swimming pool in the NICOSIA major area €5m (early estimate)</li> <li>- PALAIS DES SPORTS Pafos €12m (early estimate)</li> <li>- PALAIS DES SPORTS Pafos €12m (early estimate)</li> </ul>	<ul style="list-style-type: none"> <li>- MAKARIOS STADIUM upgrading €12m</li> <li>- PARALIMNI MUNICIPALITY SPORT HALL €4.5m (early estimate)</li> <li>- Ten (10) Social sports programs €700.000</li> <li>- Improving sport facilities in Municipalities and Communities €1m</li> <li>- Upgrading a COMMUNITY CENTRE IN LARNACA €4.5m (early estimate)</li> <li>- Swimming pool in DERYNEIA €5m</li> <li>- Swimming pool in the NICOSIA major area €5m (early estimate)</li> <li>- PALAIS DES SPORTS Pafos €12m (early estimate)</li> <li>- LARNACA SAILING CENTRE €1.5m (early estimate)</li> </ul>



BASIC PERFORMANCE INDEXES (KPI'S)	2016	2017	2018	2019	2020
<b>Strategy 1</b>  <b>Developing the Sport Infrastructure</b>	<ul style="list-style-type: none"> <li>- PARALIMNI MUNICIPALITY Sport Hall €4.5m (early estimate)</li> <li>- Ten (10) Social sports programs €700.000</li> <li>- To improve sport facilities in Municipalities and Communities €1m</li> <li>- Swimming pool in the NICOSIA major area €5m (early estimate)</li> <li>- PALAIS DES SPORTS Pafos €12m (early estimate)</li> <li>- LARNACA SAILING CENTRE €1.5m (early estimate)</li> </ul>	<ul style="list-style-type: none"> <li>- PAFOS SHOOTING GROUND €1.5m (early estimate)</li> <li>- PARALIMNI MUNICIPALITY Sport Hall €4.5m (early estimate)</li> <li>- Ten (10) Social sports programs €700.000</li> <li>- To improve sport facilities in Municipalities and Communities €1m</li> <li>- Swimming pool in the NICOSIA major area €5m (early estimate)</li> </ul>	<ul style="list-style-type: none"> <li>- PAFOS SHOOTING GROUND €1.5m (early estimate)</li> <li>- Ten (10) Social sports programs €700.000</li> <li>- To improve sport facilities in Municipalities and Communities €1m</li> </ul>	<ul style="list-style-type: none"> <li>- Ten (10) Social sports programs €700.000</li> <li>- To improve sport facilities in Municipalities and Communities €1m</li> </ul>	<ul style="list-style-type: none"> <li>- Ten (10) Social sports programs €700.000</li> <li>- To improve sport facilities in Municipalities and Communities €1m</li> </ul>

**BASIC PERFORMANCE INDEXES (KPI'S)**

**2011**

**2012**

**2013**

**2014**

**2015**

**Strategy 2**

**Supporting Federations' and Clubs' Competitive Programs**

- Preparing for the OLYMPIC GAMES (2012 LONDON Olympic Games) 25 – 35 male and female athletes, €500.000

- Male and female team games participating in EUROPEAN CHAMPIONSHIPS on 2<sup>nd</sup> and 3rd stage level, €1.3m

- Placed 1<sup>st</sup> in the 14<sup>th</sup> 2011 GSSE in Liechtenstein

- 10-12 Cypriot athletes keeping their place amongst the 20 best as per the world classification in individual sports

- The CSO still subsidizes the Federations and the clubs by ±4%

- Consolidating the active competitive sport force to 70.000 male and female athletes

- To participate in LONDON OLYMPIC GAMES 6-8 sport disciplines (track and field, shooting, sailing, gymnastics, archery, tennis)

- To participate in the LONDON OLYMPIC GAMES with 16-22 male and female athletes

- The target is 2-4 athletes taking the 8 first places, possibly coming up to be medallists

- 3-4 male and female athletes (13-16) to be amongst the 20 best on a world classification scale

- To increase the CSO subsidies in favour of the Federations and the clubs by 1-2%

- To participate in team -male and female team games participating in EUROPEAN CHAMPIONSHIPS on 2<sup>nd</sup> and 3rd stage level, €1.3m

- To increase the active sport force by 0.5% (70.350)

- To try and ensure a better competitive participation in the 2013 MEDITERRANEAN GAMES (Mersin – Turkey)

- To be placed 1<sup>st</sup> in the 15<sup>th</sup> 2013 GSSE in LUXEMBOURG

- Male and female team sports to participate in EUROPEAN CHAMPIONSHIPS on 2<sup>nd</sup> and 3rd stage level, €1.3m

- To increase the CSO's subsidies in favour of the Federations and the clubs by 1%

- To increase the active sport force by 0.5% (70.700)

- 5-6 male and female athletes to be placed amongst the 6 best athletes on a world classification scale

- further 10 athletes to be placed amongst the 20 best ones on a world classification scale

- To try and ensure a better competitive participation in the 2014 COMMONWEALTH GAMES in GLASGOW – SCOTLAND

- Cyprus to be placed amongst the 10 best Commonwealth countries (2010-Cyprus 12th place)

- To participate in the Nanjing Youth Olympic Games (NYOG) – China with 6-8 male and female athletes- the objective is 2-3 such athletes to be classified amongst the 6 first ones

- Male and female team sports to participate in EUROPEAN CHAMPIONSHIPS on 2<sup>nd</sup> and 3rd stage level, €1.3m

- To increase the active sport force by 0.5% (71.100)

- To increase the CSO's subsidies to the Federations and the clubs by 1%

- To prepare for the OLYMPIC GAMES (2016 RIO DE JANEIRO Olympic Games) 25 – 35 athletes, €550.000 (10% increase)

- To be placed 1<sup>st</sup> in the 16<sup>th</sup> 2015 GSSE in Iceland

- To upgrade Federations' classification on the European individual sports classification scale

- To upgrade Federations' classification by two places on the world individual sports classification scale

- Male and female team sports to participate in EUROPEAN CHAMPIONSHIPS on 2<sup>nd</sup> and 3rd stage level, €1.3m

- To increase the active sport force by 0.5% (71.500)

- To increase the CSO's subsidies in favour of the Federations and the clubs by 1%



BASIC PERFORMANCE INDEXES (KPI'S)	2016	2017	2018	2019	2020
<b>Strategy 2</b>  <b>Supporting Federations' and Clubs' Competitive Programs</b>	<ul style="list-style-type: none"> <li>- To participate in the RIO DE JANEIRO OLYMPIC GAMES in 7-9 sport disciplines (track and field, shooting, sailing, gymnastics, archery, tennis etc)</li> <li>- 17-25 male and female athletes to reach the Olympic Threshold</li> <li>- 3-5 male and female athletes likely to take the 6 first places and be awarded 1-2 medals</li> <li>- To increase the CSO's subsidies in favour of the Federations and the clubs by 1%</li> <li>- The Federations should keep their position on the European individual sports classification scale</li> <li>- The Federations should keep their position on a world team sports classification scale over the last years</li> <li>- To participate in team -Male and female team sports participating in EUROPEAN CHAMPIONSHIPS on 2<sup>nd</sup> and 3<sup>rd</sup> stage level, €1.3m</li> <li>- To increase the active sport force by 0.5% (71.850)</li> </ul>	<ul style="list-style-type: none"> <li>- To try and achieve a better competitive participation in the 2017 MEDITERRANEAN GAMES</li> <li>- To take the 1st place at the 17<sup>th</sup> 2017 GSSE</li> <li>- To participate in team -Male and female team sports participating in EUROPEAN CHAMPIONSHIPS on 2<sup>nd</sup> and 3<sup>rd</sup> stage level, €1.3m</li> <li>- To increase the active sport force by 0.5% (72.200)</li> <li>- To increase the CSO's subsidies in favour of the Federations and the clubs by 1%</li> <li>- The Federations should keep their position on the European individual sports classification scale</li> <li>- The Federations should keep their position on a world team sports classification scale over the last years</li> </ul>	<ul style="list-style-type: none"> <li>- To participate in the Youth Olympic Games with 7-9 male and female athletes- the objective is 3-4 such athletes being classified amongst the 6 first</li> <li>- To try and achieve a better competitive participation in the 2018 COMMONWEALTH GAMES in AUSTRALIA or in SRI LANKA</li> <li>- To participate in team -Male and female team sports participating in EUROPEAN CHAMPIONSHIPS on 2<sup>nd</sup> and 3<sup>rd</sup> stage level, €1.3m</li> <li>- To increase the active sport force by 0.5% (72.560)</li> <li>- To increase the CSO's subsidies to the Federations and the clubs by 1%</li> <li>- The Federations should keep their position on the European individual sports classification scale</li> <li>- The Federations should keep their position on a world team sports classification scale over the last years</li> </ul>	<ul style="list-style-type: none"> <li>- To prepare for the OLYMPIC GAMES (The Host City to be determined) 30-40 athletes, €605.000 (10% increase)</li> <li>- To take the 1<sup>st</sup> place in the 18<sup>th</sup> 2019 GSSE</li> <li>- To participate in team -Male and female team sports participating in EUROPEAN CHAMPIONSHIPS on 2<sup>nd</sup> and 3<sup>rd</sup> stage level, €1.3m</li> <li>- To increase the active sport force by 0.5% (72.920)</li> <li>- To increase the CSO's subsidies to the Federations and the clubs by 1%</li> <li>- The Federations should keep their position on the European individual sports classification scale</li> <li>- The Federations should keep their position on a world team sports classification scale over the last years</li> </ul>	<ul style="list-style-type: none"> <li>- To participate in the OLYMPIC GAMES (The Host City to be determined) in 7 – 9 sport disciplines (track and field, shooting, sailing, gymnastics, archery, tennis etc)</li> <li>- 19-27 male and female athletes to reach the Olympic Threshold</li> <li>- 4-6 male and female athletes to take the first 6 places, likely to be awarded 1-3 medals</li> <li>- To participate in team - Male and female team sports participating in EUROPEAN CHAMPIONSHIPS on 2<sup>nd</sup> and 3<sup>rd</sup> stage level, €1.3m</li> <li>- To increase the active sport force by 0.5% (73.300)</li> <li>- To increase of the CSO's subsidies to the Federations and the clubs by 1%</li> </ul>

**BASIC PERFORMANCE INDEXES (KPI'S)**

**2011**

**2012**

**2013**

**2014**

**2015**

**Strategy 3**

**Developing National Sport Programs**

- To increase the number of citizens involved in sport activities by 1%
- To increase the number of male and female athletes (130-400 such athletes) in developmental age by 1-3%
- To have the best 400-500 male / female athletes, the National Teams will be composed of
- To select the best 170 high performance talents aiming to be awarded 10-15 medals in European and World Games
- To select the best 40 athletes who will reach the basic threshold for the 2012 Olympic Games
- To excel by taking the 1<sup>st</sup> place in the GSSE

- To increase the number of citizens involved in the sport activities programs by 0.5%
- To increase the number of male and female athletes (130-400 such athletes) in developmental age by 1-3%
- To have the best 400-500 male / female athletes registered in the National Teams
- To increase the high performance talents by at least 0.5%
- At least 16-22 male / female athletes to participate in the London Olympic Games

- To increase the number of citizens involved in the sport activities programs by 0.5%
- To increase the number of male and female athletes (130-400 such athletes) in developmental age by 1-3%
- To have the best 400-500 male / female athletes registered in the National Teams
- To increase the high performance talents by at least 0.5%
- To participate in the Mediterranean Games in at least 6 sport disciplines and be awarded 3-4 gold medals
- To excel by taking the 1<sup>st</sup> place in the GSSE

- To increase the number of citizens involved in the sport activities programs by 0.5%
- To increase the number of male and female athletes (130-400 such athletes) in developmental age by 1-3%
- To have the best 400-500 male / female athletes registered in the National Teams
- To increase the high performance talents by at least 0.5%
- To be awarded at least 2 medals in the Youth Olympic Games
- Better competitive participation in the Commonwealth Games, to be placed in a higher position than 12th
- To be awarded at least 10-15 medals in European and World Games

- To increase the number of citizens involved in the sport activities projects by 0.5%
- To increase the number of male and female athletes (130-400 such athletes) in developmental age by 1-3%
- To have the best 400-500 male / female athletes registered in the National Teams
- To increase the high performance talents by at least 0.5%
- To select at least 40 athletes to form a preliminary Olympic Team – getting thresholds
- To excel by taking the 1<sup>st</sup> place in the GSSE





BASIC PERFORMANCE INDEXES (KPI'S)	2016	2017	2018	2019	2020
<b>Strategy 3</b>  <b>Developing National Sport Programs</b>	<ul style="list-style-type: none"> <li>- To increase the number of citizens involved in sport activities programs by 0.5%</li> <li>- To increase the number of male and female athletes (130-400 such athletes) in developmental age by 1-3%</li> <li>- To have the best 400-500 male / female athletes, registered in the National Teams</li> <li>- To be awarded at least 2 medals in the Rio Olympic Games. 25-30 athletes participating</li> <li>- 4-6 athletes to participate in the finals</li> </ul>	<ul style="list-style-type: none"> <li>- To increase the number of citizens involved in the sport activities programs by 0.5%</li> <li>- To increase the number of male and female athletes (130-400 such athletes) in developmental age by 1-3%</li> <li>- To have the best 400-500 male / female athletes, registered in the National Teams</li> <li>- To excel by taking the 1<sup>st</sup> place in the GSSE</li> </ul>	<ul style="list-style-type: none"> <li>- To increase the number of citizens involved in the sport activities programs by 0.5%</li> <li>- To increase the number of male and female athletes (130-400 such athletes) in developmental age by 1-3%</li> <li>- To have the best 400-500 male / female athletes, registered in the National Teams</li> <li>- Commonwealth Games with a view to take the 8th place</li> </ul>	<ul style="list-style-type: none"> <li>- To increase the number of citizens involved in the sport activities programs by 0.5%</li> <li>- To increase the number of male and female athletes (130-400 such athletes) in developmental age by 1-3%</li> <li>- To have the best 400-500 male / female athletes, registered in the National Teams</li> <li>- To excel by taking the 1<sup>st</sup> place in the GSSE</li> </ul>	<ul style="list-style-type: none"> <li>- To participate in the Rio Ohympic Games, 2-3 medals, 4-6 male and female athletes in the finals</li> <li>- To increase the number of male and female athletes (130-400 such athletes) in developmental age by 1-3%</li> <li>- To have the best 400-500 male / female athletes, registered in the National Teams</li> <li>- To increases the high performance talents by at least 0.5%</li> </ul>

**BASIC PERFORMANCE INDEXES (KPI'S)**

**Strategy 4**

**Social Role of Sports**

**2011**

**2012**

**2013**

**2014**

**2015**

- Supporting hardly 50% of the programs related to the following targeted groups in the population, on both physical activity and competitive sports level
- deaf people
- people with transplants
- mentally retarded
- with motional problems
- aliens and migrants
- Supporting at least 20% of the "sport-oriented" activities
- Meeting the competitive needs of at least one international game annually, with a competitive participation in the first 6 countries
- Financing 10-12 youth sport activity programs to promote health in villages, municipalities and communities
- Improving at least 10% Sport facilities where sport activities take place
- Cyprus participating in the Summer World Games "Special Olympics" taking place in Athens and 47 medals being awarded (13 gold, 17 silver, 17 bronze)

- To support hardly 50% of the programs related to the following targeted groups in the population, on both physical activity and competitive sports level
- deaf people
- people with transplants
- mentally retarded
- with motional problems
- aliens and migrants
- To support at least 20% of the "sport-oriented" activities
- To meet the competitive needs of at least one international game annually, with a competitive participation in the first 6 countries
- To finance 10-12 youth sport activity programs to promote health in villages, municipalities and communities
- To improve at least 10% Sport facilities where sport activities take place

- To support hardly 50% of the programs related to the following targeted groups in the population, on both physical activity and competitive sports level
- deaf people
- people with transplants
- mentally retarded
- with motional problems
- aliens and migrants
- To support at least 20% of the "sport-oriented" activities
- To meet the competitive needs of at least one international game annually, with a competitive participation in the first 6 countries
- To finance 10-12 youth sport activity programs to promote health in villages, municipalities and communities
- To improve at least 10% Sport facilities where sport activities take place
- Cyprus to participate in the Winter World Games "Special Olympics" and be awarded at least 12 medals

- To support hardly 50% of the programs related to the following targeted groups in the population, on both physical activity and competitive sports level
- deaf people
- people with transplants
- mentally retarded
- with motional problems
- aliens and migrants
- To support at least 20% of the "sport-oriented" activities
- To meet the competitive needs of at least one international game annually, with a competitive participation in the first 6 countries
- To finance 10-12 youth sport activity programs to promote health in villages, municipalities and communities
- To improve at least 10% Sport facilities where sport activities take place

- To support hardly 50% of the programs related to the following targeted groups in the population, on both physical activity and competitive sports level
- deaf people
- people with transplants
- mentally retarded
- with motional problems
- aliens and migrants
- To support at least 20% of the "sport-oriented" activities
- To meet the competitive needs of at least one international game annually, with a competitive participation in the first 6 countries
- To finance 10-12 youth sport activity programs to promote health in villages, municipalities and communities
- To improve at least 10% Sport facilities where sport activities take place
- Cyprus to participate in the Winter World Games "Special Olympics" and be awarded at least 50 medals



BASIC PERFORMANCE INDEXES (KPI'S)	2016	2017	2018	2019	2020
<b>Strategy 4</b>  <b>Social Role of Sports</b>	<ul style="list-style-type: none"> <li>- To support hardly 50% of the programs related to the following targeted groups in the population, on both physical activity and competitive sports level</li> <li>- deaf people</li> <li>- people with transplants</li> <li>- mentally retarded</li> <li>- with motional problems</li> <li>- aliens and migrants</li> <li>- To support at least 20% of the “sport-oriented” activities</li> <li>- To meet the competitive needs of at least one international game annually, with a competitive participation in the first 6 countries</li> <li>- To finance 10-12 youth sport activity programs to promote health in villages, municipalities and communities</li> <li>- To improve at least 10% Sport facilities where sport activities take place</li> </ul>	<ul style="list-style-type: none"> <li>- To support hardly 50% of the programs related to the following targeted groups in the population, on both physical activity and competitive sports level</li> <li>- deaf people</li> <li>- people with transplants</li> <li>- mentally retarded</li> <li>- with motional problems</li> <li>- aliens and migrants</li> <li>- To support at least 20% of the “sport-oriented” activities</li> <li>- To meet the competitive needs of at least one international game annually, with a competitive participation in the first 6 countries</li> <li>- To finance 10-12 youth sport activity programs to promote health in villages, municipalities and communities</li> <li>- To improve at least 10% Sport facilities where sport activities take place</li> <li>- Cyprus to participate in the Winter World Games “Special Olympics” and be awarded at least 15 medals</li> </ul>	<ul style="list-style-type: none"> <li>- To support hardly 50% of the programs related to the following targeted groups in the population, on both physical activity and competitive sports level</li> <li>- deaf people</li> <li>- people with transplants</li> <li>- mentally retarded</li> <li>- with motional problems</li> <li>- aliens and migrants</li> <li>- To support at least 20% of the “sport-oriented” activities</li> <li>- To meet the competitive needs of at least one international game annually, with a competitive participation in the first 6 countries</li> <li>- To finance 10-12 youth sport activity programs to promote health in villages, municipalities and communities</li> <li>- To improve at least 10% Sport facilities where sport activities take place</li> </ul>	<ul style="list-style-type: none"> <li>- To support hardly 50% of the programs related to the following targeted groups in the population, on both physical activity and competitive sports level</li> <li>- deaf people</li> <li>- people with transplants</li> <li>- mentally retarded</li> <li>- with motional problems</li> <li>- aliens and migrants</li> <li>- To support at least 20% of the “sport-oriented” activities</li> <li>- To meet the competitive needs of at least one international game annually, with a competitive participation in the first 6 countries</li> <li>- To finance 10-12 youth sport activity programs to promote health in villages, municipalities and communities</li> <li>- To improve at least 10% Sport facilities where sport activities take place</li> <li>- Cyprus to participate in the Summer World Games “Special Olympics” and be awarded at least 55 medals</li> </ul>	<ul style="list-style-type: none"> <li>- To support hardly 50% of the programs related to the following targeted groups in the population, on both physical activity and competitive sports level</li> <li>- deaf people</li> <li>- people with transplants</li> <li>- mentally retarded</li> <li>- with motional problems</li> <li>- aliens and migrants</li> <li>- To support at least 20% of the “sport-oriented” activities</li> <li>- To meet the competitive needs of at least one international game annually, with a competitive participation in the first 6 countries</li> <li>- To finance 10-12 youth sport activity programs to promote health in villages, municipalities and communities</li> <li>- To improve at least 10% Sport facilities where sport activities take place</li> </ul>

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**Strategy 5**

**The Cyprus Sport Organisation and the European Union**

- Cyprus Presidency and Trio Presidency: Poland – Denmark – Cyprus topics
- The CSO participating in the European Commission's Experts' groups
- The CSO participating in the informal Councils of Ministers and Sports Directors
- 2011 European Year of Volunteering and the CSO adopting the right practices
- Activating the "Dual Career" Program
- Following-up and considering the EU recommendations on sports-related topics and the CSO's relevant actions
- Follow-up and activities in the context of the "Pierre De Coubertin" Action Plan
- Follow-up of the 2020 Strategic Planning and revising the priorities if needed

- 2012 Cyprus Presidency-CP
- The CSO' CP priorities
- To organise an Informal Meeting of the Ministers of Sports
- To organise an Informal Meeting of the Sports Directors
- Organising two Meetings of Experts
- Cyprus Presidency cultural events (Exhibition of pictures on the History of the Cypriot Sports in antiquity, a manual on the same topic to be published, collection medals)
- To follow-up and consider the EU recommendations on sports-related topics and the CSO's relevant actions
- Follow-up and activities in the context of the "Pierre De Coubertin" Action Plan
- Follow-up of the 2020 Strategic Planning and revising the priorities if needed

- The CSO to participate in the European Commission's Experts' groups
- The CSO to participate in the informal Councils of Ministers and Sports Directors
- To follow-up and consider the EU recommendations on sports-related topics and the CSO's relevant actions
- Follow-up and activities in the context of the "Pierre De Coubertin" Action Plan
- Follow-up of the 2020 Strategic Planning and revising the priorities if needed

- The CSO to participate in the European Commission's Experts' groups
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- Follow-up and activities in the context of the "Pierre De Coubertin" Action Plan
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BASIC PERFORMANCE INDEXES (KPI'S)	2016	2017	2018	2019	2020
<b>Strategy 5</b>  <b>The Cyprus Sport Organisation and the European Union</b>	<ul style="list-style-type: none"> <li>- The CSO to participate in the European Commission's Experts' groups</li> <li>- The CSO to participate in the informal Councils of Ministers and Sports Directors</li> <li>- To follow-up and consider the EU recommendations on sports-related topics and the CSO's relevant actions</li> <li>- Follow-up and activities in the context of the "Pierre De Coubertin" Action Plan</li> <li>- Follow-up of the 2020 Strategic Planning and revising the priorities if needed</li> </ul>	<ul style="list-style-type: none"> <li>- The CSO to participate in the European Commission's Experts' groups</li> <li>- The CSO to participate in the informal Councils of Ministers and Sports Directors</li> <li>- To follow-up and consider the EU recommendations on sports-related topics and the CSO's relevant actions</li> <li>- Follow-up and activities in the context of the "Pierre De Coubertin" Action Plan</li> <li>- Follow-up of the 2020 Strategic Planning and revising the priorities if needed</li> </ul>	<ul style="list-style-type: none"> <li>- The CSO to participate in the European Commission's Experts' groups</li> <li>- The CSO to participate in the informal Councils of Ministers and Sports Directors</li> <li>- To follow-up and consider the EU recommendations on sports-related topics and the CSO's relevant actions</li> <li>- Follow-up and activities in the context of the "Pierre De Coubertin" Action Plan</li> <li>- Follow-up of the 2020 Strategic Planning and revising the priorities if needed</li> </ul>	<ul style="list-style-type: none"> <li>- The CSO to participate in the European Commission's Experts' groups</li> <li>- The CSO to participate in the informal Councils of Ministers and Sports Directors</li> <li>- To follow-up and consider the EU recommendations on sports-related topics and the CSO's relevant actions</li> <li>- Follow-up and activities in the context of the "Pierre De Coubertin" Action Plan</li> <li>- Follow-up of the 2020 Strategic Planning and revising the priorities if needed</li> </ul>	<ul style="list-style-type: none"> <li>- The CSO to participate in the European Commission's Experts' groups</li> <li>- The CSO to participate in the informal Councils of Ministers and Sports Directors</li> <li>- To follow-up and consider the EU recommendations on sports-related topics and the CSO's relevant actions</li> <li>- Follow-up and activities in the context of the "Pierre De Coubertin" Action Plan</li> <li>- Follow-up of the 2020 Strategic Planning and revising the priorities if needed</li> </ul>



**BASIC PERFORMANCE INDEXES (KPI'S)**

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**Strategy 6**

**Sports Economic Dimension**

- 3% annual increase in State subsidy (€36.000.000-2011 State subsidy)
- 5% increase in the governmental sport institution's income from sources other than the State (€3.711.110)-2011 income
- Obtaining at least 10% of our Federations' budgets from sponsors others than the CSO
- Obtaining 30% of sport clubs' budgets from sponsors others than the CSO
- Supporting sport projects by at least 7% derived from other organizations (CYTA, CEA, OPAP etc)
- Decreasing by at least 5% the operational cost of our federations

- 3% annual increase in State subsidy (+€1.080.000)
- 5% increase in the governmental sport institution's income from sources other than the State (+€185.550)
- To obtain at least 10% of our Federations' budgets from sponsors others than the CSO
- To obtain 30% of sport clubs' budgets from sponsors others than the CSO
- To support sport projects by at least 7% derived from other organizations (CYTA, CEA, OPAP etc)
- To decrease by at least 5% the operational cost of our federations

- 3% annual increase in State subsidy (+€1.192.399)
- 5% increase in the governmental sport institution's income from sources other than the State (+€194.833)
- To obtain at least 10% of our Federations' budgets from sponsors others than the CSO
- To obtain 30% of sport clubs' budgets from sponsors others than the CSO
- To support sport projects by at least 7% derived from other organizations (CYTA, CEA, OPAP etc)
- To decrease by at least 5% the operational cost of our federations

- 3% annual increase in State subsidy (+€1.145.772)
- 5% increase in the governmental sport institution's income from sources other than the State (+€204.574)
- To obtain at least 10% of our Federations' budgets from sponsors others than the CSO
- To obtain 30% of sport clubs' budgets from sponsors others than the CSO
- To support sport projects by at least 7% derived from other organizations (CYTA, CEA, OPAP etc)
- To decrease by at least 5% the operational cost of our federations

- 3% annual increase in State subsidy (+€1.180.146)
- 5% increase in the governmental sport institution's income from sources other than the State (+€214.804)
- To obtain at least 10% of our Federations' budgets from sponsors others than the CSO
- To obtain 30% of sport clubs' budgets from sponsors others than the CSO
- To support sport projects by at least 7% derived from other organizations (CYTA, CEA, OPAP etc)
- To decrease by at least 5% the operational cost of our federations



BASIC PERFORMANCE INDEXES (KPI'S)	2016	2017	2018	2019	2020
<b>Strategy 6</b>					
<b>Sports Economic Dimension</b>	<ul style="list-style-type: none"> <li>- 3% annual increase in State subsidy (+€1.215.549)</li> <li>- 5% increase in the governmental sport institution's income from sources other than the State (+€225.013)</li> <li>- To obtain at least 10% of our Federations' budgets from sponsors others than the CSO</li> <li>- To obtain 30% of sport clubs' budgets from sponsors others than the CSO</li> <li>- To support sport projects by at least 7% derived from other organizations (CYTA, CEA, OPAP etc)</li> <li>- To decrease by at least 5% the operational cost of our federations</li> </ul>	<ul style="list-style-type: none"> <li>- 3% annual increase in State subsidy (+€1.252.016)</li> <li>- 5% increase in the governmental sport institution's income from sources other than the State (+€236.821)</li> <li>- To obtain at least 10% of our Federations' budgets from sponsors others than the CSO</li> <li>- To obtain 30% of sport clubs' budgets from sponsors others than the CSO</li> <li>- To support sport projects by at least 7% derived from other organizations (CYTA, CEA, OPAP etc)</li> <li>- To decrease by at least 5% the operational cost of our federations</li> </ul>	<ul style="list-style-type: none"> <li>- 3% annual increase in State subsidy (+€1.289.577)</li> <li>- 5% increase in the governmental sport institution's income from sources other than the State (+€248.662)</li> <li>- To obtain at least 10% of our Federations' budgets from sponsors others than the CSO</li> <li>- To obtain 30% of sport clubs' budgets from sponsors others than the CSO</li> <li>- To support sport projects by at least 7% derived from other organizations (CYTA, CEA, OPAP etc)</li> <li>- To decrease by at least 5% the operational cost of our federations</li> </ul>	<ul style="list-style-type: none"> <li>- 3% annual increase in State subsidy (+€1.328.263)</li> <li>- 5% increase in the governmental sport institution's income from sources other than the State (+€261.096)</li> <li>- To obtain at least 10% of our Federations' budgets from sponsors others than the CSO</li> <li>- To obtain 30% of sport clubs' budgets from sponsors others than the CSO</li> <li>- To support sport projects by at least 7% derived from other organizations (CYTA, CEA, OPAP etc)</li> <li>- To decrease by at least 5% the operational cost of our federations</li> </ul>	<ul style="list-style-type: none"> <li>- 3% annual increase in State subsidy (+€1.368.112)</li> <li>- 5% increase in the governmental sport institution's income from sources other than the State (+€275.149)</li> <li>- To obtain at least 10% of our Federations' budgets from sponsors others than the CSO</li> <li>- To obtain 30% of sport clubs' budgets from sponsors others than the CSO</li> <li>- To support sport projects by at least 7% derived from other organizations (CYTA, CEA, OPAP etc)</li> <li>- To decrease by at least 5% the operational cost of our federations</li> </ul>

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**Strategy 7**

**Maximising the Internal Capacity**

- Modifying the CSO's organisational structure by creating 4 directorates

- Increasing by at least 30% the horizontal communication amongst the departments of the organization

- Creating at least three (3) sectors in the field of sports and two (2) sectors in the other fields, e.g. Accounts

- To approve the CSO's new structure with 4 directorates

- To increase by at least 10% the horizontal communication amongst the departments of the organization

- To approve the creation of at least three (3) sectors in the field of sports and two (2) sectors in the other fields, e.g. Accounts

- To organise at least three training seminars on Management subject

- To operate a European Affairs Bureau

- To organise a symposium on Sport Administration addressing the Federations

- To retain the ISO for at least three Federations with a budget exceeding the €500.000

- To approve the 4 Directorates

- To increase by at least 10% the horizontal communication amongst the departments of the organization

- To approve at least three (3) sectors in the field of sports and two (2) sectors in the other fields, e.g. Accounts

- To organise at least three training seminars on Management subject

- 30% of the CSO's temporary staff to become permanent meeting persisting needs of the Organization

- To approve the ISO for at least three Federations with a budget exceeding the €500.000

- To extend the ISO to at least three Federations with a budget exceeding the €500.000

- To consolidate the horizontal communication to 50%

- To approve the ISO for at least three Federations with a budget exceeding the €100.000

- To organise at least three training seminars on Management subject

- To consolidate the horizontal communication to 50%,

- To Approve the ISO for at least three Federations with a budget exceeding the €100.000

- To organise at least three training seminars on Management subject



BASIC PERFORMANCE INDEXES (KPI'S)	2016	2017	2018	2019	2020
<b>Strategy 7</b>  <b>Maximising the Internal Capacity</b>	<ul style="list-style-type: none"> <li>- To consolidate the horizontal communication to 50%</li> <li>- To approve the ISO for at least three Federations with a budget exceeding the €100.000</li> <li>- To organise at least three training seminars on Management subject</li> </ul>	<ul style="list-style-type: none"> <li>- To consolidate the horizontal communication to 50%</li> <li>- To approve the ISO for at least three Federations with a budget exceeding the €100.000</li> <li>- To organise at least three training seminars on Management subject</li> </ul>	<ul style="list-style-type: none"> <li>- To consolidate the horizontal communication to 50%</li> <li>- To approve the ISO for at least three Federations with a budget exceeding the €100.000</li> <li>- To organise at least three training seminars on Management subject</li> </ul>	<ul style="list-style-type: none"> <li>- To consolidate the horizontal communication to 50%</li> <li>- To approve the ISO for at least three Federations with a budget exceeding the €100.000</li> <li>- To organise at least three training seminars on Management subject</li> </ul>	<ul style="list-style-type: none"> <li>- To consolidate the horizontal communication to 50%</li> <li>- To approve the ISO for at least three Federations with a budget exceeding the €100.000</li> <li>- To organise at least three training seminars on Management subject</li> </ul>

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**Strategy 8**

**Improving Communication**

- Dealing with at least 70% of the outsiders' complaints addressing the CSO
- Contacting the sport editors over a fortnight
- Members of the CSO's Board of Administration or officers of the Organization making a presentation on it during 10 information events
- Increase by at least 10% of the CSO's communication material (Sports Voice, Sports For All leaflets, publications etc)
- Making a presentation on the Organization during at least 15 sport institutions' seminars annually, subsidized by the Sport Academy

- To deal with at least 80% of the outsiders' complaints addressing the CSO
- To contact the sport editors over a fortnight
- Members of the CSO's Board of Administration or officers of the Organization to make a presentation on it during 10 information events
- Increase by at least 10% of the CSO's communication material (Sports Voice, Sports For All leaflets, publications etc)
- To make a presentation on the Organization during at least 15 sport institutions' seminars annually, subsidized by the Sport Academy

- To deal with at least 90% of the outsiders' complaints addressing the CSO
- To contact the sport editors over a fortnight
- Members of the CSO's Board of Administration or officers of the Organization to make a presentation on it during 10 information events
- Increase by at least 10% of the CSO's communication material (Sports Voice, Sports For All leaflets, publications etc)
- To make a presentation on the Organization during at least 15 sport institutions' seminars annually, subsidized by the Sport Academy

- To deal with at least 100% of the outsiders' complaints addressing the CSO
- To contact the sport editors over a fortnight
- Members of the CSO's Board of Administration or officers of the Organization to make a presentation on it during 10 information events
- Increase by at least 10% of the CSO's communication material (Sports Voice, Sports For All leaflets, publications etc)
- To make a presentation on the Organization during at least 15 sport institutions' seminars annually, subsidized by the Sport Academy

- To deal with at least 100% of the outsiders' complaints addressing the CSO
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- Members of the CSO's Board of Administration or officers of the Organization to make a presentation on it during 10 information events
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BASIC PERFORMANCE INDEXES (KPI'S)	2016	2017	2018	2019	2020
<b>Strategy 8</b>  <b>Improving Communication</b>	<ul style="list-style-type: none"> <li>- To deal with at least 100% of the outsiders' complaints addressing the CSO</li> <li>- To contact the sport editors over a fortnight</li> <li>- Members of the CSO's Board of Administration or officers of the Organization to make a presentation on it during 10 information events</li> <li>- Increase by at least 10% of the CSO's communication material (Sports Voice, Sports For All leaflets, publications etc)</li> <li>- To make a presentation on the Organization during at least 15 sport institutions' seminars annually, subsidized by the Sport Academy</li> </ul>	<ul style="list-style-type: none"> <li>- To deal with at least 100% of the outsiders' complaints addressing the CSO</li> <li>- To contact the sport editors over a fortnight</li> <li>- Members of the CSO's Board of Administration or officers of the Organization to make a presentation on it during 10 information events</li> <li>- Increase by at least 10% of the CSO's communication material (Sports Voice, Sports For All leaflets, publications etc)</li> <li>- To make a presentation on the Organization during at least 15 sport institutions' seminars annually, subsidized by the Sport Academy</li> </ul>	<ul style="list-style-type: none"> <li>- To deal with at least 100% of the outsiders' complaints addressing the CSO</li> <li>- To contact the sport editors over a fortnight</li> <li>- Members of the CSO's Board of Administration or officers of the Organization to make a presentation on it during 10 information events</li> <li>- Increase by at least 10% of the CSO's communication material (Sports Voice, Sports For All leaflets, publications etc)</li> <li>- To make a presentation on the Organization during at least 15 sport institutions' seminars annually, subsidized by the Sport Academy</li> </ul>	<ul style="list-style-type: none"> <li>- To deal with at least 100% of the outsiders' complaints addressing the CSO</li> <li>- To contact the sport editors over a fortnight</li> <li>- Members of the CSO's Board of Administration or officers of the Organization to make a presentation on it during 10 information events</li> <li>- Increase by at least 10% of the CSO's communication material (Sports Voice, Sports For All leaflets, publications etc)</li> <li>- To make a presentation on the Organization during at least 15 sport institutions' seminars annually, subsidized by the Sport Academy</li> </ul>	<ul style="list-style-type: none"> <li>- To deal with at least 100% of the outsiders' complaints addressing the CSO</li> <li>- To contact the sport editors over a fortnight</li> <li>- Members of the CSO's Board of Administration or officers of the Organization to make a presentation on it during 10 information events</li> <li>- Increase by at least 10% of the CSO's communication material (Sports Voice, Sports For All leaflets, publications etc)</li> <li>- To make a presentation on the Organization during at least 15 sport institutions' seminars annually, subsidized by the Sport Academy</li> </ul>

## Vision “Right to the Physical Activity – Acting Citizens”

### Objective: Mapping out a new era for Cyprus sport program

Strategic challenges	1. Developing the Sport Infrastructure	2. Supporting Federations' and Clubs' Competitive Programs	3. Developing National Sport Programs	4. Social Role of Sports	5. The Cyprus Sports Organization and the European Union	6. Sports Economic Dimension	7. Maximising the Internal Capacity	8. Improving Communication
<b>Current situation</b>	Sport facilities without any determined land and survey classification	70.000 athletes under 714 national federations' clubs	Implementation of 5 national programs	Implementation of social contribution programs	Historic moments of the EU's interested in sports	- Direct dependance on the State - deficient economic and administrative systems	- Organizational structure. Two sectors – two fields - CSO's departments becoming partially independent	Lack of a specific communication model for both the citizen and the partners
<b>Challenge</b>	Upgrading – improving the sport facilities	Enhancing citizens' active participation	- Promoting the talents - Turning towards physical education to the citizens' benefit	National programs for targeted groups in the population in collaboration with the Local Authorities	- Eurobarometers on physical activity and health - EU guidelines for physical activity	Sports running according to the available financial resources	Revising the CSO's organizational Structure	Designing a specific strategy aiming to achieve communication
<b>Primary responsibilities</b>	- CSO - Federations - Clubs	- CSO - Federations - Clubs	- CSO - COC - Federations - Cyprus Sport Research Centre	- CSO - Ministries - Local Authorities	- CSO - Ministry of Education and Culture	- State - CSO - Federations - Clubs	- State - CSO	CSO
<b>Strategic outcome</b>	Taking advantage of the existing sport facilities and having constructed new ones	Taking an Important place in International Games	- Being qualified to participate in Youth World and European Games and excelling - Getting new physical activity institutions involved	Coordination and efficient communication with the various institutions	- Equal pportunities to all the citizens in terms of hysical activity - The social role of Sports - The economic dimmension of Sports	Using the existing financial sources to the benefit of the athlete and the citizen	Taking advantage of the current organizational structure	Contacting regularly Sport Institutions, Ministries, Local Authorities, Non-Governmental Organizations



## Vision “Right to the Physical Activity – Acting Citizens”

### Objective: Mapping out a new era for Cyprus sport program

Strategic challenges	1. Developing the Sport Infrastructure	2. Supporting Federations' and Clubs' Competitive Programs	3. Developing National Sport Programs	4. Social Role of Sports	5. The CSO and the EU	6. Sports Economic Dimension	7. Maximising the Internal Capacity	8. Improving Communication
<b>Basic performance indexes</b>	<p>10% increase in square metres (sqm) per citizen of the Republic by 2020</p> <ul style="list-style-type: none"> <li>• Having constructed three (3) indoor facilities for many disciplines as per the International Standards</li> <li>• Having constructed six (6) indoor facilities on a club level</li> <li>• Having constructed three (3) football fields on a UEFA C level</li> <li>• Establishing fifteen (15) club facilities for individual and team sports</li> </ul>	6-10 disciplines in the Olympic Games and to be awarded 1-3 medals by 2020	3% increase in participation in physical activities and 3% increase in participation in high level games	<p>Meeting teams' needs by at least 5% annually</p> <p>Meeting the sport infrastructure's needs by at least 20% annually</p>	<p>-The organisation of Sports</p> <p>-Follow-up</p>	<p>- Maintaining and developing a viable model financially to ensure long term support of the sport agencies</p> <p>- Lowered VAT rates</p> <p>- Specificity of sports</p>	Improving the performance of permanent and temporary staff	Planning, developing and implementing a communication framework
<b>Strategic initiatives</b>	Enhancing coordination and collaboration with Federations and Local Authorities	Common competitive model of Federations through the CSO	Establishing best practices related to selecting talents, training coaches	<p>- Finding financial sources from further institutions</p> <p>- volunteering in sports</p>	Enlarged policy in sports	Establishing best practices regarding the financial management	A new organizational structure for the CSO, keeping abreast with a European orientation	<p>- Coordinating a communication professional program</p> <p>- Using efficiently communication media</p>

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• EU member</li> <li>• Well developed international contacts and regular membership in International Agencies</li> <li>• 40 years experience / know-how in all sectors</li> <li>• State subsidy / sound finances and political stability</li> <li>• Political will to develop sports</li> <li>• Both the CSO's Board of Administration and staff acknowledge change is a necessity</li> <li>• Sports are part of our peoples' culture</li> <li>• Small country – contacting the decision-making centres quickly</li> <li>• Financial possibility of the citizens</li> <li>• ISO certification</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of strategy and clearly set up targets by the Sport Federations</li> <li>• Lack of the CSO's and generally the sport world's work promotion</li> <li>• Weakness in developing coordination actions and partnerships amongst state bodies</li> <li>• Weakness in the Sport Institutions' organizational sector</li> <li>• Centralized and slow motion decision-making system</li> <li>• Human resources deprived from motivation and enthusiasm</li> <li>• Restrictions in the Law on CSO</li> <li>• Difficulties in getting sport leaders trained</li> <li>• Lack of Physical Education and Sports High Schools</li> <li>• The same people remaining for a long time in the Sport Institutions' administrative positions</li> <li>• Lack of mass participation places (sport parks)</li> <li>• Lack of coordination amongst the CSO's departments</li> <li>• Lack of stability at the workplace as faced by a big majority of the CSO's staff</li> </ul>	<ul style="list-style-type: none"> <li>• The CSO complying with the International Agencies' decisions</li> <li>• Developing sport market</li> <li>• Human Resources development</li> <li>• Targeting specific groups efficiently</li> <li>• Changing the CSO's image</li> <li>• Modernizing the legislation</li> <li>• Attracting more resources</li> <li>• Close collaboration with the International Agencies' centres</li> <li>• Developing the Sports Experts' level</li> <li>• Identifying the Cyprus legislation to the Community's</li> <li>• Sport Tourism</li> <li>• Participating in European Boards of Administration</li> <li>• Enlarging the CSO's social cohesion role</li> <li>• Adopting the Lisbon Treaty (article 165)</li> <li>• Developing transparency culture in the sport system</li> </ul>	<ul style="list-style-type: none"> <li>• Depending absolutely on the State subsidy</li> <li>• Athletes tending to go after making money more and more</li> <li>• Failure and lack of satisfaction culture</li> <li>• Low level collaboration will amongst the institutions involved</li> <li>• A developing trend of bringing players who are EU member countries' nationals</li> <li>• Personal relations determine, most of the time, the Sport Bodies' structure</li> <li>• Young children's excessive time-consuming habit in using PCs and getting involved in other than sport activities</li> <li>• Families tending more and more to ensure their children's education and manage time cutting any sport activity</li> <li>• Increase in obesity rate in children and youngsters</li> <li>• Failure to determine the sport autonomy term</li> </ul>

## Concise Table of Income

INCOME PER ITEM	2011 €	2012 €	2013 €	2014 €	2015 €	2016 €	2017 €	2018 €	2019 €	2020 €
State subsidy	36.000.000	37.080.000	38.192.399	39.338.171	40.518.317	41.733.866	42.985.882	44.275.459	45.603.722	46.971.834
Income from owned and other sport places	841.100	883.155	927.313	973.678	1.022.362	1.073.480	1.127.154	1.183.512	1.242.688	1.304.823
Further income	2.870.010	3.013.511	3.164.186	3.322.395	3.488.515	3.662.941	3.846.088	4.038.392	4.240.312	4.452.327
Loan 2009/2010/2011	850.000									
Total income	40.561.110	40.976.666	42.283.898	43.634.244	45.029.194	46.470.287	47.959.124	49.497.363	51.086.722	52.728.984







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b) Annexe 2

A/A	FEDERATION	NUMBER OF ATHLETES - CATEGORIES - 2015							ATHLETES	
		MEN	WOMEN	TEEN-AGE BOY	TEEN-AGE GIRL	BOYS	GIRLS	ACADEMIES	TOTAL	PERCENTAGES%
1	CYPRUS CO-FEDERATION OF LOCAL FEDERATIONS	8.200							8.200	14,8
2	CYPRUS FEDERATION OF AMATEUR SPORTS	110	65	150	130	250	220	900	1.825	3,3
3	CYPRUS SHOOTING FEDERATION ΕΚΟΚ	500	17	47	13	20	10		607	1,1
4	CYPRUS FEDERATION OF AMATEUR SWIMMING	55	30	220	250	200	200	1.200	2.155	3,9
5	CYPRUS FOOTBALL FEDERATION	1.699	233	1.696		2.950		4.000	10.578	19,1
6	CYPRUS BASKETBALL FEDERATION	225	80	230	90	320	190	700	1.835	3,3
7	CYPRUS VOLLEYBALL FEDERATION	168	168	210	255	350	475	2.310	3.936	7,1
8	CYPRUS HANDBALL FEDERATION	300	200	300	180	120	100	1.000	2.200	4,0
9	CYPRUS TABLE TENNIS FEDERATION	488	77	389	46	407	65	344	1.816	3,3
10	CYPRUS TENNIS FEDERATION	320	100	350	200	100	75	2.000	3.145	5,7
11	CYPRUS SKI FEDERATION	17	6	14	5	18	14	58	132	0,2
12	CYPRUS FEDERATION OF AMATEUR JUDO	39	11	34	9	24	9	170	296	0,5
13	CYPRUS KARATE FEDERATION	50	10	190	50	250	100		650	1,2
14	CYPRUS TAE KWON DO FEDERATION	67	18	66	20	129	37	350	687	1,2
15	CYPRUS WRESTLING FEDERATION	80		70		60		80	290	0,5
16	CYPRUS GYMNASTICS FEDERATION	10	9	10	19	2	42	215	307	0,6
17	CYPRUS SAILING FEDERATION	70	15	40	20	80	20		245	0,4
18	CYPRUS UNDERWATER ACTIVITIES FEDERATION	19							19	0,0
19	CYPRUS WATER SKI FEDERATION	12	5	12	13	15	15	29	101	0,2
20	CYPRUS ROWING FEDERATION	14	17	22	10	31	7		101	0,2
21	CYPRUS FEDERATION OF AMATEUR BODY BUILDING	400	80	130					610	1,1
22	CYPRUS FEDERATION OF AMATEUR BOXING	105	42	135	20	175	30	75	582	1,0
23	CYPRUS FEDERATION OF WEIGHT LIFTING	25	9	8	2	2			46	0,1
24	CYPRUS BADMINTON FEDERATION	16	10	20	20	80	80	300	526	0,9
25	CYPRUS ARCHERY FEDERATION	61	18	8	5	13		267	372	0,7
26	CYPRUS BIKING FEDERATION	30	8	13	3	23	2	300	379	0,7
27	CYPRUS SQUASH FEDERATION	150	20	60	30	30	20	100	410	0,7
28	CYPRUS RIDING FEDERATION	35	45	25	40	20			165	0,3
29	CYPRUS BOWLING FEDERATION	691	64	78	11	20	10	96	970	1,7
30	CYPRUS FENCING FEDERATION	26	20	20	14	14		60	154	0,3
31	CYPRUS AIRSPORTS FEDERATION	88							88	0,2
32	CYPRUS HOCKEY FEDERATION	190	30	80	15			60	375	0,7
33	CYPRUS MUAYTHAI FEDERATION	50	10	80	10	30	10		190	0,3
34	CYPRUS MOTORCYCLE FEDERATION	35		30		20			85	0,2
35	CYPRUS CANOE FEDERATION	17	8	49	20	27	16	90	227	0,4
36	CYPRUS CHESS FEDERATION	179	16	37	4	89	16	105	446	0,8
37	CYPRUS AMTEUR FOOTBALL FEDERATION	2.000							2.000	3,6
38	CYPRUS SPORTS MEDICINE ASSOCIATION								0	0,0
39	CYPRUS BRIDGE FEDERATION	62	73						135	0,2
40	CYPRUS DARTS FEDERATION	380	20	10	5				415	0,7
41	CYPRUS ASSOCIATION OF SPORTS EMPLOYEES								0	0,0
42	CYPRUS KICK - BOXING FEDERATION	50		60		60			170	0,3
43	CYPRUS TWI.ITF FEDERATION	31	12	47	23	140	30		283	0,5
44	CYPRUS LIFE SAVING FEDERATION								0	0,0
45	TRADITIONAL KARATE FEDERATION	67	32	60	25	145	31	260	620	1,1
46	CYPRUS TRIATHLON FEDERATION	57	14	9	2	26	12		120	0,2
47	CYPRUS BASEBALL FEDERATION	30		20					50	0,1
48	CYPRUS SOFTBALL FEDERATION		20	20					40	0,1
49	CYPRUS JETSKI FEDERATION	15							15	0,0
50	CYPRUS POOL FEDERATION	170	4	12		6			192	
51	CYPRUS POCKET BILLIARDS FEDERATION									
52	CYPRUS SNOOKER FEDERATION	75	4	16					95	0,2
53	CYPRUS PENTATHLON FEDERATION			9	3	16	8	50	86	0,2
54	CYPRUS MOTORSPORT ASSOCIATION	518							518	0,9
55	CYPRUS GOLF FEDERATION	1.298	261	39	26	82	31		1.737	3,1
56	CYPRUS MOUNTAINEERING, SPORT CLIMBING AND ORIENTEERING FEDERATION	63	42	50	40	60	50	60	365	0,7
57	CYPRUS PARACHUTISTS FEDERATION	20	3						23	0,0
58	CYPRUS WATERPOLO FEDERATION	150		200		220		400	970	1,7
59	CYPRUS SHOTOKAN KARATE	50	10	60	20	70	15	150	375	0,7
60	CYPRUS RUGBY FEDERATION	120			30	100	20	120	390	0,7
61	CYPRUS TRADITIONAL MUAYTHAI FEDERATION	40	4	25	4	50	4	250	377	0,7
62	CYPRUS BOWLS FEDERATION	170	94						264	0,5
63	CYPRUS JIU JITSU FEDERATION	45	8	70	30	50	25		228	0,4
64	CYPRUS AIKIDO FEDERATION	22	20	12	12	24	16	10	116	0,2
65	CYPRUS OF SOCIAL AND SPORTS DANCE FEDERATION	100	200	100	200	100	100		800	1,4
66	CYPRUS ICESKATING FEDERATION			2	3	5	7	20	37	0,1
67	CYPRUS FUDOKAN (KARATE) FEDERATION	20	12	50	20	150	20		272	0,5
	<b>TOTAL</b>	<b>20.094</b>	<b>2.274</b>	<b>5.694</b>	<b>1.947</b>	<b>7.173</b>	<b>2.132</b>	<b>16.129</b>	<b>55.443</b>	<b>12</b>

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c) Annexe 3

# Cyprus Sports Organisation

Competition no. 25/2016

Survey on the mapping of the Qualifications of Physical Educators, as they are defined by the Cyprus Sports Organisation Regulations of 1995 and 2012: suggestions for improvement and updating

December 2016

## Executive Summary

### Purpose of Study

The purpose of the Study is the mapping of the current situation, the particularities, the problems and the prospects of the sector of the Physical Educator (including weights, music, or pure physical fitness). As well as the suggestion of an action plan for the updating of qualifications.

The Cyprus Sports Organisation (CSO), recognizing the necessity of the study of required qualifications, based on the Cyprus Sports Organisation Regulations of 1995 and 2012, for Physical Educators, commissioned Ernst & Young (EY) the conduct of this survey. In the 1995 and 2012 regulations Private Schools on Physical Education, Part IV – School Personnel the required qualifications for Physical Educators are defined as follows:

*“The school coaches (Physical Fitness) of any kind of physical activity (with weights, with music or simply for fitness) must have the following qualifications: University degree or title equivalent to Physical Education”*

The survey concerns only the qualifications of physical educators including weights, with music, or pure physical fitness, as defined in the 1995 and 2012 regulations on Private Schools of Physical Education. Any other sport than this is outside the scope of the present study.

It is to be noted that, according to the Sport and Activity topic of the 412 Eurobarometer , it is observed that, for 2013 in Cyprus, the percentage of people who do not do any exercise increased by 8% and went up to 54% of the country's total population (according to the study persons over 15 years of age on this year were 838.897). From the 46% of the people who exercise even a little, 22% do it in Private Sports Schools. Thus, it is estimated that 10,12% of the total population in Cyprus exercised in gyms schools, which corresponds to around 84.896 people.



## Methodological Approach

To achieve the purpose of the study 4 basic pillars were identified:

- Registration and assessment of current situation
- Mapping of the sector of the Physical Educator
- Action Plan
- Cost-effectiveness analysis

The methodology suggests a step-by-step approach with specific actions under the 4 work pillars. Moreover the stage approach allows the easier monitoring of the project.

### *Pillar 1 – Registration and assessment of current situation*

The registration and assessment of current situation led the researchers to the following conclusions:

- The sector employs mainly young people (men and women) of Cypriot origin, in urban areas with a yearly salary under €20.000
- Trainers hold certificates both from programmes of conventional learning, as well as programmes of non-conventional learning. The majority (around 65%) owns certificates of conventional learning.
- The trainers remain aware of the market trends though seminars in Cyprus, abroad, but also online.
- A flexible form of employment is observed in the sector.
- Trainers own more than one specialty / specialization
- Learning motives are mainly individual and do not seem to be a pre-requisite by employers
- The economic contribution of the sector, as it was estimated based on the EY methodology, was 23,4 million, that is 0.14% of Cyprus GDP for the year 2016
- The lack of mapping of the sector limits the possibility of identifying learning gaps
- There are professions / sectors that interact and overlap with the main activities of the trainer with weights, with music or pure physical fitness
- Inconsistencies have been observed regarding the national sector legislation
- The Cyprus National Qualifications Framework has been correlated to the European on the 08/02/2017
- A Committee was established for the preparation of an Action Plan for the creation of the ratification of conventional and non-conventional learning
- The European directive regarding the recognition of professional qualifications has been implemented. However, at the moment the proper mechanism has not been introduced.
- Based on the analysis that was carried out, it was observed that the sector title needs to be re-adjusted in order to correspond to the current facts. Thus, the title of the sector is re-adjusted as the one of “Trainer in Physical Fitness”

### *Pillar 2 – Mapping of the sector of Trainer*

The objective of Pillar 2 is the definition and the registration of the framework of the trainer’s sector, which was a result of the information and data collected during the actions under Pillar 1.

In this section a mapping was conducted of the sector of the trainer of all forms of physical activity including weights, with music or pure physical fitness. The mapping of the sector was conducted based on the data, which were collected, registered and analysed in the previous sections.

The mapping of the sector includes the following:

- Definition of the sector
- Purpose / objectives of the sector
- Trainer's profile
- Organisational structure of the sector
- Kinds/ forms of organisations that employ trainers of the sector
- Activities of the Sector
- Major and related job positions in the sector and general description of work roles.
- Description of the sector's customers
- National and European policies and how these are implemented
- Basic motivation forces of the sector.

According to the aforementioned data that were studied and analysed, the title of the sector is redefined as "Physical Condition Trainer".

Hence, it is defined that the Physical Condition Trainer will direct, train and lead the people who do individual and team exercise for the improvement of their physical condition and health.

According to the analysis that was carried out in the previous section, the main jobs in the sector are the following:

- **Personal Trainer**, who designs, implements and evaluates courses of exercise / physical activity for a range of individual customers, collecting and analyzing information on the customers to ensure the effectiveness of personal training courses. A personal trainer at an individual level should also actively encourage prospective customers/members to participate and attend regular courses of exercise / physical activity, using appropriate motivation strategies to achieve this effectively and safely.
- **Fitness Instructor**, who introduces and attracts members to physical condition by providing introductory courses to new members and updated courses to existing members. These courses have to be designed, explained and evaluated. A Fitness Instructor trains customers through such courses and is responsible for the ensuing experience of the customer, which has to be positive and satisfy the customers' needs effectively and with safety. This role also includes the active promotion and encouragement for participation and consistency of regular exercise
- **Group Fitness Instructor / Trainer**, who introduces and attracts members to physical fitness with team programmes for new and existing customers. These programmes have to be delivered effectively and safely. The Group Fitness Instructor / Trainer trains customers in groups through these programmes and is responsible for the ensuing positive experience of the customer and for satisfying the customers' needs effectively and with safety. This role also includes the active promotion and encouragement for participation and consistency of regular exercise

### *Pillar 3 – Action Plan*

The 3<sup>rd</sup> pillar included the creation of an Action Plan. In the Action Plan produced, good practices from two European Countries were taken into consideration, that of Malta and that of Ireland, as they both have similar characteristics to Cyprus.

Below there is a description of the pillars, the crucial factors for success and suggestions for the effective implementation of the action plan

#### **1. Establishment of a Skills / Professional Standards Framework for the three (3) main job positions of the sector (primary professional education)**

Based on the mapping that was carried out in the present study, which set the definitions, the objectives, the 3 major job descriptions of the sector of Physical Activity Instructor, the general description of the work roles for each job position etc., a Skills / Professional Standards Framework will have to be defined, which will refer to each job position in the sector. To define the Skills / Professional Standards Framework of each job position the following steps need to be followed:

- i. Definition of Job Purpose of professional standard.
- ii. Description of duties and competencies of each professional standards (Job description)
- iii. Establishment of a Functional Map
- iv. Definition of Knowledge, Skills, and Competencies (Knowledge Framework)
- v. Definition of Learning Paths
- vi. Correspondence of each professional standard on the basis of the National Qualification Standards and ECVET
- vii. Establishment of a Quality Assurance Mechanism

#### **2. Establishment of an evaluation system and certification of programmes continuous In-service training**

Upon completion of materialization of the above suggestion, which will assure the initial professional training for the 3 main job positions in the sector of Physical Activity Instructor, an evaluation system and certification of programmes continuous In-service training will have to be established.

The purpose of the certification of programmes continuous In-service training within the framework of Lifelong Learning will be:

- The improvement of professional qualifications of the sector's human resources
- The reinforcement of the credibility of continuous In-service training and its closer connection to the labour market requirements
- The quality and effectiveness assurance of programmes continuous In-service training within the framework of Lifelong Learning

The purpose is achieved through:

- The direct connection of programmes continuous In-service training with the corresponding professional standards
- The establishment of methods, standards and evaluation criteria of the Lifelong Learning programmes, which guarantee programme quality
- The development of procedures and tools of the certification of knowledge, skills and competencies, which contribute to the recognition by the labour market of professional qualifications acquired within the framework of Lifelong Learning
- The enhancement of the role of stakeholders in the Lifelong Learning system

Therefore, the terms, the conditions and the procedures of certification of continuous In-service training should be defined.

It is suggested that the continuous In-service training within the framework of Lifelong Learning is a pre-condition for the re-registration of Physical Activity Instructors in the Trainers' Registry since, according to the EY position, it re-ensures the professional skill/adequacy of professionals.

### **3. Materialization of suggestions**

#### Critical Success Factors:

- i. The CSO, as the Highest Sports Authority, should have the collective responsibility of implementation and operation of the Action Plan
- ii. The active involvement of Social Partners (stakeholders) in all stages of the materialization of the Action Plan and their true commitment
- iii. The hiring of experts with the required experience and knowledge for the materialization of the Action Plan
- iv. Finding Funds for the Action Plan Materialization

#### Suggestions for the Implementation of the Action Plan

##### **1. Establishment by the CSO of a Committee for the monitoring of the implementation and operation of the Action Plan**

The suggestion towards achieving this is that the CSO, as the Highest Sports Authority (Ministry of Sports) and as the relevant stakeholder for sports in Cyprus, has the collective responsibility of the implementation and operation for this new framework to be introduced.

The EY suggestion is to establish a Monitoring Committee of the implementation and operation of the Action Plan by the CSO. Our suggestion is that this Committee will be appointed by the CSO Executive Board, which will decide its composition and terms of reference.

##### **2. Establishment of Advisory Council consisted of all Social Partners (stakeholders)**

In order for the CSO to be able to achieve all of the above, the direct involvement and cooperation of all Social Partners (stakeholders) is required. Apart from the CSO, stakeholders include:

- State bodies involved directly or indirectly with the proposed reform, such as the Ministry of Education and Culture, the Human Resource Development Authority and the Ministry of Labour, Welfare and Social Insurance
- Unions of employees in the sector
- Unions of employers in the sector
- Conventional Training stakeholders
- Non-conventional training

The EY suggestion is that a technical / advisory council will be established, consisting of all stakeholders, which will overview the issues included in the Action Plan for the proposed reform. To ensure transparency in the operations of the Council, Terms of Reference should be issued by the CSO, as the major stakeholder for the reform. The Terms of Reference should be agreed and co-signed by the stakeholders' representatives who will participate in this Council.

### **3. Hiring of Experts**

The hiring of Experts who will have the necessary credentials, experience and expertise for the above issues is considered of vital importance since it will largely assist in the implementation of the relevant suggestions. The experts will provide, through their knowledge and expertise, the appropriate technical assistance and support to the CSO. Moreover, by providing their expertise for the proposed reform, they will enrich the Advisory / Technical Council, which, as aforementioned will be consisted of stakeholders' representatives. The transfer of this expertise will enhance and enrich the public debate with stakeholders.

For the hiring of experts, the following options are proposed:

- Cooperation with the European Commission through the sponsoring of the hiring of experts from Directorate of Structural Reform Support Services (SRSS), which funds projects related to structural reforms.
- Cooperation with the Human Resource Development Authority through the funding of hiring of experts out of its own funds
- The CSO to act, as the commissioning Body, by implementing the tender procedure.

### **4. Funding for the materialization of the Action Plan**

The funding of the project, which involving the hiring of experts, is analysed in Chapter 10 of the Long report where a Cost-effect analysis is provided.

### **Pillar 4 – Cost-Effect Analysis**

The analysis of the cost of the Action Plan implementation is focused specifically in the costing of its 3 basic implementation pillars, as they have been reported and analysed above.



Basically, the relevant cost that must be estimated is the one related to the hiring of experts, who will have the appropriate experience and expertise to materialize the following proposed projects:

- Establishment of a Skills/Professional Qualifications Framework (primary professional training)
- A certification system of Knowledge, Skills and Competencies Programmes, within the framework of continuous In-Service Lifelong Learning professional training

Based on experience from similar projects with regards to the timeframe of deliverables that need to be prepared, as well as the workload of the present study, an indicative cost might be the following:

- **Establishment of a Skills/Professional Qualifications Standards Framework (primary educational training):** The duration of the project, according to the Action Plan, will be 16 months. There will be 7 deliverables, which are the actions described in the Action Plan. The indicative cost for this project is 110.000 euros.
- **Certification system for Knowledge, Skills and Competencies Programmes within the framework of continuous In-service Lifelong Learning Programmes:** the duration of this project, according to the Action Plan is 24 months. There will be 3 deliverables, which are the actions described in the Action Plan. The indicative cost for this project is 40.000 euros.

Therefore, the total duration of the proposed projects is 23 months.

The basic benefits resulting from the proposed reform attempt are mainly qualitative. With the proposed actions, the sector will be regulated according to new facts in the fitness sector, which will in turn result to the ensuring of high quality and safety services.

More specifically, the reform attempt will increase the mobility of labour force in the sector from and to EU member states, will reduce unemployment rates and will connect Education with Employment.

In addition, it will ensure the development of qualifications and training programmes based on learning outcomes, the level and credits, according to the National Qualifications Framework and the ECVET. Moreover, it will connect Education with Employment.

Based on the above, the Physical Activity Instructors will have the possibility to define clear ways of learning and career pursuing, as well as evaluate their skills and professional goals.

Finally, the education stakeholders will be in a position to evaluate based on a specific framework, the learning gaps that might arise and to re-adapt their training programmes accordingly, to respond to the labour market needs.

Moreover, it is likely that economic benefits will accrue for the CSO, if a registration fee will be introduced for registering or re-registering in the CSO Registry for those who fulfill the defined qualifications.

The possible funding sources are the following:

➤ **Funding from EU funds**

The reform could, through the appropriate and timely cooperations of all relevant state bodies involved in the EU project funding procedures, be funded to a large percentage (or even entirely) by EU sources.

As it was highlighted above, the proposed reform is very important for the sport sector in Cyprus, while, as it is well known, EU funds are already used for funding projects on reforms in Cyprus, such as the administration reform; the reform of the unification of the department of taxation to a single tax department; the reform on public finances management; and projects on reforms in the Ministry of Education.

A substantial percentage of the reforms funding mentioned above came from funds of the Structural Reform Support Services (SRSS) Directorate which is under the European Commission. The funds of this particular Directorate are mainly distributed to projects on structural reforms in EU state members.

The funding of the proposed projects, as they are described above, for the proposed reform could be realized with funds secured from the SRSS.

- It is proposed that the SRSS application for funding is submitted through the Ministry of Education for the following reasons:
  - The Ministry of Education and Culture is the relevant Ministry on Sports, and the CSO functions under this Ministry
  - It has experience in the procedure that must be followed for the submission of a funding application to the SRSS.
  - The Ministry has already secured funding from the SRSS for reforms in the area of education.

Once the CSO decides to apply for SRSS funding, the actions required towards this direction must be treated as urgent, in order to secure the required funding as soon as possible.

➤ **Funding from funds of other state stakeholders**

The project funding could be processed through the HRDA, since it has the possibility to finance the Action Plan with own funds. Moreover, something that reinforces the reform attempts pursued by the CSO is that the HRDA, in the immediate future, will call for a public competition for the development of professional standards for different professional categories, where the 3 job positions of the Physical Activity Instructor sector could be included.

Within the framework of the call of this competition, an exploratory type of contact has been carried out with the Organisation for the possibility of including the three professional standards. The respond was initially positive, on the condition that the CSO will apply immediately.

In addition, the HRDA, being the relevant state body, owns the expertise in matters of development of professional standards, something that reinforces the attempt of achieving this reform.

➤ **Funding from CSO funds**

Funding from National sources could be done from funds distributed through the CSO budget.

d) Annexe 4

## Δελτίο Τύπου

### Εργαστήριο για τον Αθλητισμό και την Απασχόληση

Το Πανεπιστήμιο Λευκωσίας φιλοξένησε ειδικό εργαστήριο ενημέρωσης για το Ευρωπαϊκό Πρόγραμμα ESSA-Sport, που ασχολείται με την Προώθηση Δεξιοτήτων για τον Αθλητισμό και τη Φυσική Δραστηριότητα. Το πρόγραμμα διεξάγεται από τον οργανισμό EOSE (Ευρωπαϊκό Παρατηρητήριο για τον Αθλητισμό, την Απασχόληση και την Εκπαίδευση) του οποίου το Πανεπιστήμιο Λευκωσίας είναι μέλος.

Στο εργαστήριο συμμετείχαν κοινωνικοί εταίροι στον τομέα του Αθλητισμού και της Φυσικής Δραστηριότητας, όπως το Υπουργείο Παιδείας και Πολιτισμού, ο Κυπριακός Οργανισμός Αθλητισμού, η Κυπριακή Ολυμπιακή Επιτροπή και Αθλητικές Ομοσπονδίες, καθώς και ο ελεγκτικός οίκος Ernst and Young, ο οποίος διεξήγε παρεμφερή έρευνα για λογαριασμό του ΚΟΑ. Ο Stephen Studd, Διευθυντής Ανάπτυξης του EOSE είχε την ευκαιρία να παρουσιάσει τους στόχους του προγράμματος, ενώ ο Πρόεδρος του Πανεπιστημίου Λευκωσίας Καθηγητής Νίκος Καρτακούλλης και η Χριστίνα Λοΐζου παρουσίασαν τα προκαταρκτικά στοιχεία από την Εθνική Αναφορά της Κύπρου για το συγκεκριμένο πρόγραμμα.

Οι κύριοι στόχοι του Προγράμματος ESSA Sport είναι α) η διενέργεια έρευνας σε κάθε κράτος μέλος της ΕΕ για συλλογή δεδομένων σχετικά με την απασχόληση στον τομέα, τη στρατηγική της κάθε χώρας για τον αθλητισμό και τον καθορισμό των αναγκαίων δεξιοτήτων των εργοδοτούμενων στον τομέα β) Να ενθαρρύνει τη συζήτηση και τη συνεργασία με τους κοινωνικούς εταίρους, γ) να καθορίσει τις ελλείψεις στον τομέα και την ασυμφωνία των δεξιοτήτων και των προσόντων των παρόχων σε σχέση με τις ανάγκες του τομέα, την αντιμετώπιση του κενού που υπάρχει ανάμεσα στην προσφορά και στη ζήτηση στην αγορά εργασίας και δ) την ανάπτυξη συνεργειών με άλλους παρεμφερείς τομείς απασχόλησης. Η ετοιμασία των εθνικών αναφορών, καθώς και οι σχετικές χαρτογραφήσεις, θα επιτρέψουν στον οργανισμό να εισηγηθεί πλαίσια δράσης στους τομείς της απασχόλησης και της εκπαίδευσης, εστιάζοντας σε κριτήρια ποιότητας. Τα πλαίσια δράσης θα αφορούν την βιομηχανία του αθλητισμού, τόσο σε εθνικό επίπεδο ξεχωριστά για κάθε κράτος μέλος, όσο και σε Ευρωπαϊκό επίπεδο γενικότερα.

Κατά τη διάρκεια της συζήτησης εντοπίστηκαν αρκετά κενά που υπάρχουν στον τομέα, όπως η έλλειψη αρκετών στατιστικών στοιχείων, το θολό τοπίο όσον αφορά τα διαφορετικά προσόντα των παρόχων υπηρεσιών στον τομέα του αθλητισμού και της φυσικής δραστηριότητας και η ανάγκη για θεσμοθέτησης κριτηρίων ποιότητας και ακαδημαϊκών προσόντων.

Σε επόμενο στάδιο η μεθοδολογία του προγράμματος προβλέπει τη χορήγηση ηλεκτρονικών ερωτηματολογίων





[www.essa-sport.eu](http://www.essa-sport.eu)

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