

ENGSO Final Strategic Plan

As proposed by the ENGSO ExCom and approved by the

ENGSO General Assembly in Helsinki, May 5, 2007

Preamble

Based on the proposal of the ENGSO ExCom and following the decision of the ENGSO General Assembly, the European Non-Governmental Sports Organisation embarked on the journey wishing to make a step forward in its efforts to contribute ever more to the sport of Europe.

It entrusted this important task to the ENGSO Development Group which took on board the meticulous work, the result of which is to be presented during the stopover in Helsinki. The ENGSO General Assembly shall consider the report and the proposal in order to give their approval to the Final Strategic Plan that would mean a new move into the future.

After many versions of the ENGSO Draft Development Strategic Plan produced by EDG, numerous meetings involving ExCom members and Reference Group members and many deliberations, the ENGSO ExCom, at its meeting in Prague on March 9-10, 2007, adopted this final Strategic Plan that is now in the hands of the ENGSO General Assembly.

During the process, the Draft Strategic Plans (all versions) were posted on the website of ENGSO in order to enable transparency of the process to all ENGSO members and other stakeholders, together with their translations in several languages.

Based on the decisions of the ENGSO ExCom, follows the Final Strategic Plan to be deliberated by the GA 2007 in Helsinki. The other parts of the material produced by the EDG are presented in a separate EDG Report – Background and Process (Chapters 1, 2, 3 and the Appendix 1).

The material is divided in Executive Summary, 2 Chapters and 4 Appendixes and presents the proposal of the ENGSO ExCom Final Strategic Plan. When adopted as the Strategic Plan of ENGSO by the GA 2007, Chapter 2 will then be conducted so as to be in line with the decisions made in Helsinki.

It will then be the task and responsibility of ENGSO and its members to implement the decisions as taken by the General Assembly, and if and when necessary to take on board to amend and modify the Statutes accordingly.

ENGSO

Bengt Sevelius
President

Predrag Manojlović
Secretary General

ENGSO ExCom Final Strategic Plan Proposal

ENGSO, the European Non-Governmental Sports Organisation, is the pan European organisation for the national sports umbrella organisations (National Sports Confederations and/or National Olympic Committees) in Europe.

The Executive Committee of ENGSO decided in August 2005 to initiate a process to revitalise and strengthen the organisation. For this purpose an ENGSO Development Group (EDG) was appointed with the following tasks:

- Evaluation of ENGSO's role, aims, policies and strategies to date.
- Identifying a mission statement and important areas/issues for ENGSO.
- Outlining a long-term strategic plan for ENGSO

Based on a thorough evaluation of ENGSO today and taking into account the needs and wishes of ENGSO members, as well as paying attention to the input from relevant stakeholders in Europe, the ENGSO Strategic Plan (2007-2011) was devised.

The Plan, that is to be agreed at the General Assembly in May 2007, includes a new vision and mission and newly defined activity areas. The plan also refers to necessary changes in the internal organisation and its working methods.

The proposals of the ENGSO ExCom on the EDG Final Report are:

- The **ENGSO vision** is to be the strong voice of organised sport in Europe
- The **ENGSO mission** is to promote the interests of sport organisations in Europe.

ENGSO exists to be a proactive frontrunner in the sports political field, a strong networking organisation for sport in Europe, providing a platform for exchanging knowledge and information, and a credible counterpart for European governmental institutions dealing with sport. This requires a professional, proactive and progressive attitude and working methods, diplomacy in sports political matters and up to date information on European sporting affairs, as well as continuous development of the organisation. Evidently ENGSO can only fulfill its mission statement through good co-operation with other parties.

➤ **Priority ENGSO activity areas (2007-2011) are:**

1. Influence the sports political agenda by outlining and implementing a strategic approach for acting within the sports political field
2. Be a forum for exchange of knowledge and experiences
3. Upgrade and consolidate the ENGSO internal organisation
4. Develop clear and effective profile and communication methods
5. Identify and obtain new organisational resources

To strengthen the role of ENGSO and to facilitate the future tasks identified in the strategic plan, it is necessary to make changes to the organisation (structure, human resources) and its working methods. The following summarizes the most remarkable changes in that respect:

- Besides full members (the present ENGSO members), **associated members** (European branches of GAISF members and other Europe based sports related organisations), as agreed by the ENGSO ExCom, will be allowed to join the organisation if they assist in realising the ENGSO mission.
- **ENGSO members will pay an increased fee** to the ENGSO organisation. This is to increase resources for the revitalised organisation.
- **ENGSO staff** (presently consisting of the Secretary General and an Administrative coordinator at the ENGSO Secretariat in Belgrade) **will be complemented by an Information officer.**
- **There will be three permanent expert Working Groups**, consisting of representatives nominated by ENGSO members and appointed by the Executive Committee:
 - Communications & Marketing Working Group
 - EU Working Group
 - Funding Working Group
- **Temporary Working Groups can be established by ENGSO ExCom.** A Development Group will be established as a Temporary expert Working Group.
- For all Groups there is a description of tasks and responsibilities and of working methods and membership in respective Terms of Reference.
- To implement the Strategic Plan it is necessary to increase the ENGSO resources. Therefore a rise in membership fees and voluntary contributions is required. In the long-term, the ENGSO Secretariat costs (Secretariat, including Administrative Coordinator, Information Officer, Secretary General and communication related costs), and the operational costs for the Executive Committee and the Working Groups are to be covered by ENGSO means.
- The pillars for ENGSO's working methods will be:
 - To meet proactively with important stakeholders and target groups and strengthen the European sporting network in the interest of sport in Europe;
 - To involve and support national experts in policy development and promoting ENGSO across a range of subject areas;
 - Frequent and high quality exchange of information through the ENGSO website and electronic newsletters;
 - To formalise working procedures, especially in the field of communications (internally and externally), involving both the strategic and the operational level.
- It is important to note that the consequences of the changes as proposed above can result in amendments and modifications of the Statutes, which may additionally require a session of the Extraordinary Assembly of ENGSO.

For the interests of sport in Europe!

Chapter 1.

ENGSO Strategic Plan

The Strategic Plan for the future ENGSO has been based on the collected information on the present ENGSO situation and assembled ideas on the future role and responsibilities of ENGSO.

This chapter presents the new vision and mission, the five activity areas and the structure of the internal organisation.

1.1 ENGSO Vision and Mission

The notions of vision and mission are extremely close to each other and are sometimes confused. For ENGSO the 'Vision' refers to an ideal that is difficult to attain and to shared values.

Our vision is to be the strong voice of organised sport in Europe.

We value the unique characteristics of sport such as equality, tolerance and fair play.

We believe that the autonomy of sport, its democratic, non-governmental and mainly voluntary character and its commitment to the practice of good governance, including transparency, are essential for a healthy future both inside and outside of sport.

Our shared values are based on our belief that the sports structures, its volunteers and young participants are the backbone of sport in Europe. Building up and strengthening these structures and supporting volunteers is necessary to develop sport, increase participation, especially amongst the young, and maintain an impact that reaches beyond sport.

For ENGSO the 'Mission' gives the 'big idea' of the organisation and refers to its right to exist or its reason for being. A mission should be clear and compact, but also attractive.

Our mission is to promote the interests of sport organisations in Europe.

Some explanatory remarks on the mission:

- 'promotes' refers to the active and predominant sports political role of ENGSO, representing its members.
- 'sport organisations' refers to the ENGSO members and all other entities that jointly make up the so-called European sports model, but also to sport as an autonomous phenomenon with its specificities, which is of multiple value to society.
- ENGSO exists to be a proactive frontrunner in the sports' political field, a strong networking organisation for sport in Europe, providing a platform for exchange of knowledge and information, and a credible counterpart for European governmental institutions dealing with sport
- ENGSO is and should be seen as professional, proactive, open, progressive, diplomatic in sports political matters and up to date on in sport matters in Europe as well as continuously developing as an organisation
- ENGSO can only fulfil our mission statement in co-operation with others.

1.2 ENGSO Priority Activity Areas 2007-2011

Following the vision, including values, and the mission statement, four activity areas have been identified for the coming period. Based on developments within and outside ENGSO and on available resources ENGSO may add activity areas in the future.

1.2.1 Influence the sports political agenda by outlining and implementing a strategic approach for acting within the sports political field

Actions to be taken:

- Identify the sports political strategic themes Identify stakeholders, allies, supporters and counterparts and establish or maintain working relationships with them Identify roles and responsibilities of the ENGSO organisation in sports politics Establish procedures and working methods in the sports political work
- Write work programme for the 2007-2011 period
- Enlarge and strengthen the networks within the European sports sector
- Implement 2007-2011 Work Programme
- Evaluate and improve chosen strategy and activities

1.2.2 Be a forum for exchange of knowledge and experience

Actions to be taken:

- Actively make use of available information and expertise, within ENGSO and towards external stakeholders, also supporting ENGSO members in that respect, and provide educational opportunities through ENGSO events, such as the ENGSO Forum

1.2.3 Upgrade and consolidate the ENGSO internal organization and implement clear and effective profile and communication

Actions to be taken:

- Establish permanent Working Groups
- Establish a temporary working group called the Development Group on the basis of the Terms of Reference outlined in Appendix 2
- Define and follow up the descriptions of tasks and responsibilities for the Executive Committee and the expert Working Groups
- Recruit Information and Liaison Officer
- Develop the membership by involving associated members

1.2.4 Develop and implement clear and effective profile and communication

Actions to be taken:

- Establish strategic communications objectives, taking into account the sports political agenda
- Identify communication target groups
- Determine roles and responsibilities within ENGSO
- Identify procedures and working methods, concerning both internal and external communication
- Identify and develop relevant channels of communication also in support of ENGSO members
- Write, implement and evaluate Working Programme

1.2.5 *Identify and obtain new resources*

Actions to be taken:

- Determine strategic funding and marketing objectives
- Implement decision to increase resources originating from membership fees
- Identify and approach potential sponsors and agree on mutually beneficial sponsorship
- Identify and make use of EU funding, in relation to the sports political agenda of ENGSO
- Write, implement and evaluate Working Programme

1.3 **ENGSO internal organisation**

To strengthen the role of ENGSO and to be able to take on the future tasks identified in this strategic plan, it is necessary to make changes to the organisation (structure, human resources) and its working methods.

Below follows a general description of the different parts of the organisation and its practices; based on the need to increase participation within ENGSO, involve the required competences for both existing and the new tasks, and work professionally and proactively.

1.3.1 *Basic elements in the ENGSO organisation*

- a) General Assembly (referred to in the ENGSO Statutes, art. 8 and following)
- b) The ENGSO membership (referred to in the ENGSO Statutes, art. 5 and following)
- c) The ENGSO Secretariat
 - The ENGSO Secretariat deals with everyday issues, such as information dissemination, administrative duties, practical organisation of meetings.
 - ENGSO Secretariat functions:
 - Secretary General
 - Administrative coordinator
 - Information and Liaison Officer

The ENGSO Secretariat is based in the country of the ENGSO member that provides the elected Secretary General.
- d) The elected and appointed ENGSO volunteers (members of the Executive Committee and Working Groups)
 - Executive Committee (referred to in the ENGSO Statutes, art. 14.4 and following)
 - Besides the functions of President, Vice President, Secretary General and Treasurer, the responsibilities within the ENGSO priority activity areas will be divided within the Executive Committee
 - Expert Working Groups (Terms of Reference for the proposed permanent Working Group can be found in the appendices):
 - Permanent Working Groups:

- Communications and Marketing Working Group
- EU Working Group
- Funding Working Group
- Temporary Groups: issue based groups such as Development Group and others to be established on a requirement basis by the Executive Committee.
- ENGSO Youth
 - ENGSO Youth is an autonomous organisation under the patronage of ENGSO (referred to in the ENGSO Statutes, art. 17 and following)

Additionally, ENGSO aims to involve experts in specific fields, both professional and volunteers, from both in and outside member organisations, identified at national level, to support the work of elected ENGSO volunteers.

1.3.2 Finances

Currently ENGSO's financial resources come from membership fees and voluntary contributions (in kind).

To implement the Strategic Plan 2007-2011 it is necessary to increase these resources. In time, income may be obtained from sponsors and EU funding streams, but in the short term the proposal is to have a rise in the membership fee and voluntary contributions would be still more required.

ENGSO requires resources to cover:

- Operational costs of the ENGSO Secretariat (Secretariat, including Administrative Coordinator, Information Officer, Secretary General and communication related costs)
- Operational costs of the Executive Committee and the Working Groups

ENGSO Secretariat:

The costs for the Information Officer are covered mainly by voluntary contributions. In the long-term perspective the ENGSO Secretariat costs should be covered by ENGSO means.

Executive Committee and Working Groups:

Executive Committee members and Working Group members can be partially refunded by ENGSO for travel and accommodation costs occurred whilst fulfilling their tasks and responsibilities. In the long-term, the operational costs for the Executive Committee and the Working Groups should be covered by ENGSO means.

1.3.3 Working methods within ENGSO

The modifications in the ENGSO organisation will require changes in the way the practical work is being handled. This will create, strengthen and consolidate the desired image of ENGSO (as also referred to in the explanatory remarks to the mission).

- The pillars for ENGSO's working methods will be:
 - To meet proactively with important stakeholders and target groups and strengthen the European sporting network in the interest of sport in Europe;
 - To involve and support national experts in policy development and promoting ENGSO across a range of subject areas;
 - Frequent and high quality exchange of information through the ENGSO website and electronic newsletters;

- To formalise working procedures, especially in the field of communications (internally and externally), involving both the strategic and the operational level.

More changes are to follow along the way, but the four mentioned above are the most vital.

Chapter 2: ENGSO Action plan May 2007 – May 2008 ▶

Appendix 1:

ENGSO Development Group

Terms of Reference

Background

ENGSO had undergone a process of evaluation and planning for (strategic) development that will require implementation and expansion in the future.

The responsibility for this process lies with the Executive Committee; however there will be a Development Group to support their initiatives and to provide expertise and advice on specific objectives as outlined below.

The mandate of the Development Group coincides with the period of the strategic plan (2007-2011). Continuation of the Development Group afterward that date will be at the discretion of the Executive Committee.

Objectives

- To support the ongoing development of ENGSO
- To be a resource for the Executive Committee in the process of implementing the Strategic Plan, which includes evaluation of the reorganisation of ENGSO and monitoring progress, seeking the views of both ENGSO members and external stakeholder organisations.
- To support the identification and recruitment of human resources to continue to strengthen ENGSO

Method of working

The Group will draft the working programme in close co-operation with the Executive Committee.

A written report from each meeting is to be approved by the ExCom.

The Group will meet according to a specified plan, including the GA and the Forum, and maintain electronic communication throughout the year.

Membership

Membership of the Development Group is open to all members of ENGSO, on the understanding that their representatives on the Group must be active participants and possess expertise in organisational development.

The members of the Group are nominated by ENGSO members and appointed by the Executive Committee for a two year term. The Executive Committee member responsible for development will also sit on the Group in an ex-officio capacity.

The Group has an appointed Chair, who is either the participating Executive Committee member or another member of the Group. The Chair is also appointed by the Executive Committee for a two year term.

Appendix 2:

EU Working Group

Terms of Reference

Background

The ENGSO mission is to promote the interests of sport in Europe. Activities are focused on influencing the sports political agenda through a strategy of effective communication and action within the sports political field.

The EU Working Group exists to ensure coordinated and rapid lobbying activities and smooth working procedures. It will utilise public affairs expertise and facilitate the involvement of ENGSO members.

Objectives

On behalf of ENGSO and ENGSO ExCom:

- To monitor proposed legislation and regulations which might impact on sport in Europe and to respond in the best interests of sport, at both European and national level
- To act as a consultative body for the Executive Committee in its dealings with the European Commission on sports (political) matters
- To represent ENGSO at EU meetings and consultation events if necessary
- To establish and develop a communication network with other European sports bodies and initiate joint work where appropriate
- To share information on European political issues and funding opportunities related to sport
- To give advice to the ENGSO members concerning strategic political objectives and EU issues
- To organise and present the EU Pre-seminar at the ENGSO GA and Forum
- To co-operate with the permanent and temporary working groups and to complement the work of the Information and Liaison Officer

Method of working

The Group will draft the working programme in close co-operation with the Executive Committee.

A written report from each meeting is to be approved by the ExCom.

The Group will meet according to a specified plan, including the GA and the Forum, and maintain electronic communication throughout the year.

Membership

Membership of the Working Group is open to all members of ENGSO, on the understanding that representatives on the Group will be active participants and have political expertise.

ENGSO Youth will also be invited to participate in the Working Group.

The members of the Working Group are nominated by ENGSO members and appointed by the Executive Committee for a two year term. An Executive Committee member responsible for EU matters and the Information and Liaison Officer will sit on the Working Group in an ex-officio capacity.

The Working Group has an appointed Chair, who is either the participating Executive Committee member or another member of the Group. The Chair will be appointed by the Executive Committee for a two year term.

Appendix 3:

ENGSO Communications and Marketing Working Group

Terms of Reference

Background

The ENGSO vision is to be the voice of organised sport in Europe. To ensure this ENGSO needs to develop and maintain a clear profile, utilising effective and timely communication and marketing tools.

The Communication and Marketing Working Group will increase the visibility of ENGSO, addressing communication as its primary concern, and ensure that all members and stakeholders are aware and engaged in the work of ENGSO.

Objectives

- To establish new and innovative communication methods for disseminating information to members and stakeholders
- To manage the ENGSO message and ensure it is heard internally and externally
- To promote ENGSO and its work, via contacts with media, other organisations and amongst the membership
- To ensure the maintenance of up-to-date records and addresses of ENGSO members and external experts
- To co-operate with the permanent and temporary working groups
- To develop and manage the ENGSO brand, including the image and merchandising
- To seek opportunities for ENGSO to increase its profile through events and marketing

Method of working

The Group will draft the working programme in close co-operation with the Executive Committee.

A written report from each meeting is to be approved by the ExCom.

The Group will meet according to a specified plan, including the GA and the Forum, and maintain electronic communication throughout the year.

Membership

Membership of the Working Group is open to all members of ENGSO, on the understanding that representatives on the Group must be active participants and have communications and marketing expertise.

ENGSO Youth will also be invited to participate in the Working Group.

The members of the Working Group are nominated by ENGSO members and appointed by the Executive Committee for a two year term. An Executive Committee member responsible for communication and marketing matters also sits on the Working Group in an ex-officio capacity as well as the Information and Liaison Officer.

The Chair of the Working Group will either be the participating Executive Committee member or another member of the Group. The Chair will be appointed by the Executive Committee for a two year term.

Appendix 4:

ENGSO Funding Working Group

Terms of Reference

Background

The ENGSO mission is to promote the interests of sport in Europe. To ensure this ENGSO requires financial resources.

Objectives

- To enhance existing resources
- To seek and make use of new opportunities for funding
- To work with the Communications and Marketing Working Group to develop a sponsorship portfolio and income generating events
- To manage any funding relationships and look after the interests of sponsors

Method of working

The Group will draft the working programme in close co-operation with the Executive Committee.

A written report from each meeting is to be approved by the ExCom.

The Group will meet according to a specified plan, including the GA and the Forum, and maintain electronic communication throughout the year.

Membership

Membership of the Working Group is open to all members of ENGSO, on the understanding that representatives on the Group must be active participants and have fundraising expertise.

ENGSO Youth will be invited to participate in the Working Group.

The members of the Working Group are nominated by ENGSO members and appointed by the Executive Committee for a two year term. An Executive Committee member responsible for financial matters will sit on the Working Group in an ex-officio capacity.

The Working Group will have an appointed Chair, who is either the participating Executive Committee member or another member of the Group. The Chair will be appointed by the Executive Committee for a two year term.