



**Item No. 7**

**17<sup>th</sup> ENGSO GENERAL ASSEMBLY**  
House of Sports, Paris (France), April 24-25, 2009

**ENGSO Strategic and  
Action Plan**

ENGSO

# Intro

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 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 fulfil 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 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!**

# 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 four 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 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.
- 'interests of sport' refers to fundamentals of sport such as the autonomy of sport, the specificity of sport and the legal position of sport
- '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 a phenomenon, 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 fulfill 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 experiences***

#### 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.

Of all changes to follow along the way, the four mentioned above are the most vital.

# **ENGSO PRIORITIES 2009-2011**

**Active Citizenship**

**Impact of EU Policies on Societies**

**People's Well-being in Europe**

**Communication**



# PROPOSAL FOR CREATION OF A NEW ENGSO WORKING GROUP

## Proposal for Creation of the new ENGSO Sports Social Matters WG

According to the conclusion of the ENGSO ExCom, a need has been created for establishment of a new ENGSO Working Group that would cover all issues that imply the sports social matters and societal role of sport.

The proposal has been analyzed and is elaborated to show the background, motivation, objectives and major activities.

### 1. Background;

- Analysis of the matters for which other ENGSO WG were responsible (EU WG and Communication & Marketing WG)
- ENGSO Country Report agenda
- ENGSO Statutes and the ENGSO Strategic and Action plan
- ENGSO Priorities
- Discussions during the last ENGSO ExCom meetings

### 2. Reasons

- ENGSO EU WG is mostly concentrate to the EU matters which is directly touch to EU countries.
- More effective work and better cooperation and communication on vertical (President – Ex Com members - members) and horizontal level (between the 2 ENGSO WG groups)
- When we analyze the content of the ENGSO CR, we can notice that several important matters in sport aren't covered on right way yet, such as; women in sport, high performance in sport, sport for senior citizens, sport for pearson with disabilities, education and training, etc.
- Some of these matters are the part of the ENGSO priorities in the president and Ex Com members mandate
- This group could be the opportunity to motivate members who are not a part of EU to be more active with the purpose to develop and improve some of these activities which could directly improve the social dialoge on national and international level
- ENGSO WG for Founding wasn't constitute yet and in this period ENGSO EU WG has taken some activities which have secured the financial support for the ENGSO main activities (GA, FORUM, Seminars and meetings)
- Regarding the host priorities (theme) of the ENGSO Forum, this WG can prepare the data and facts that can be useful for the ENGSO members
- According to the ENGSO Ex Com member disscussion during the last meeting we made agreement: 1. To prepare the proposal and 2. To present and disccuss with the members during the ENGSO GA

### **3. ENGSO WG Sport Social Matters – Objectives**

- To follow the activities of the European Sports Organisations responsible for various activities, like women in sport (EWS, ENTER programme activities and results), mentoring and leadership programmes, education in sport and through sport (organisations and networks), educational programmes and development of status for athletes after their sports carrier, sport for senior citizens, etc.
- To improve communication and cooperation with these organisations
- To determine the situation in ENGSO members and to share best practices in countries which are interested in some of these matters
- To improve impact of different organisational sports activities in educational systems, such as physical education and extracurricular sports activities in schools, universities, etc. – According to PA guidelines

### **4. Activities**

- To strengthen and improve contacts with the European Organisations responsible for the areas of great importance for ENGSO
- To collect all relevant information and data from all stakeholders
- To define the responsible person in WG for each part of the above mentioned social matters
- To focus on ENGSO non-EU country members
- To secure the possibility for ENGSO to appear and act as partner on some attractive projects and work on them in cooperation with other European organisations
- To define the Action Plan for the next 2 years
- To follow the activities that ENGSO members have published in CR
- To publish all important information from these activities on the ENGSO website and in the ENGSO Newsletter

