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This publication has been funded with support from the European Commission. It reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.
Dear Members and Friends,

In two years from now, EOSE will celebrate its 15th Anniversary. As President of our network, I can only be proud of the journey so far. Together with the partners, Members and staff, we have worked on a long standing and relevant approach for the sector. Our Work Programme for 2015 truly embraced the spirit of cooperation which has animated EOSE since its creation and I am delighted to introduce you to this Annual Report. Let me also take this opportunity to express a warm thank you to all contributors: EOSE Secretariat and Executive Board could have not delivered this ambitious programme without the involvement of Members and the support of partners!

The number and range of activities and projects carried out has significantly increased. Yet it has been our main priority to remain within our area of expertise and the remit of our mission.

In fact, with the publication of EOSE first ever book and the branding of the 7 Step Model back in 2014 we have worked in continuity. We are also delighted to bring some innovation in our daily work in line with EOSE’s mission and previous work. Indeed 2015 was marked with the launch of two ambitious Social Media Campaigns on Skills and Mobility building upon the results and momentum of recent Feasibility Studies as well as a strong push on learning mobility and also the organisation of five successful national round tables.

However we are also putting effort on anticipating future needs. We will indeed never rest on our laurels but rather strive to initiate new thinking. This was the case this year with the launch of a new initiative on the recognition of non-formal and informal learning in and through sport as well as our engagement in
EU funded projects dealing closely with the good governance of sport. These choices have proved to be more relevant than ever in 2015 (crisis of migrants on one hand, scandals at FIFA and IAAF just to mention the two major ones on the other hand). Therefore we intend more than ever to make our contribution towards the building of good governance as a prevalent culture, behaviour and way of thinking for every organisation. To do so we are convinced that a set of procedures must be developed.

Some will be upstream, when it comes to train officials in sports organisations to empower good governance, hence the participation of EOSE as active partners within the SIGGS project led by the EOC EU Office. Others will be downstream, when it comes for example, to ensure compliance with the rules of inclusion, whether of gender equality but also various minorities. This is the reason for EOSE’s involvement in the SCORE project led by ENGSO.

In contributing to these projects, EOSE aims to support the development of good governance in and for the sport and active leisure sector in Europe as we believe good governance principles can only be met and applied by a skilled workforce. These actions are complementary to our traditional ones and meant to contribute to the EOSE’s vision which is to deliver “A sport and active leisure sector that is playing its full part in the economic, health and social development of Europe and its member states”.

This is also the reason of our involvement as an observer in four of the five EU Expert Groups (Economic Dimension of Sport, Health Enhancing Physical Activity, Good Governance and Human Resources Management) as well as the High Level Group on Sport Diplomacy. Indeed we believe it is of importance to invest in such representation with a double fold aim: to voice a clear message as regard education, training and employment of the sector but also to be in the capacity of cascading down to our members the latest information as regard EU policies and tools.

EOSE has and will never aim and claim to be representative of the sector -far too vast and rich of its diversity for a single organisation to be its voice- rather are we driven by this desire to be a catalyst for workforce development whenever we can. That is the reason why it has been with great pleasure that we in 2015 entered into new partnerships and strengthen existing ones with “TRANSPARENCY AND TRUST” as core fundamental values.

Let me conclude with these few words of wisdom by Chris Grosser: “Opportunities don’t happen. You create them”. May we create them for the sector we believe in and which can bring much more to society. Indeed the impact of sport goes far beyond the daily delivery of sport activities and we see new roles FOR sport leading to new roles IN sport!

Thierry Zintz
EOSE President

EOSE MISSION

To facilitate and support the development of the sport and active leisure sector workforce, in bringing education and employment, to ensure people working and volunteering in the sector have the right skills to perform and enable the sector to fulfil its potential.
EOSE’s GROWTH IN FIGURES

From an informal group to an international organisation

Set up in 1994 as an informal group
2002 Official registration as a not for profit association in France
Opening up of EOSE services, EOSE sister organisation registered in UK as a company limited by guarantee (not for profit company) 2012

4 Full-time permanent staff in 2014
5 Executive Board members
14 Ambassadors

Annual Balance

3,684 € 2003
86,274 € 2007
233,163 € 2011
244,776 € 2013
249,392 € 2014
260,000 € 2015 (Foreseen)

Involvement in EU funded Projects

33 EU funded projects since its creation
20 Projects as a leader
3.630,444 € Total projects grant

33 Countries
12 Projects as a partner
3.775,718 € Total projects grant

92 Partners
14 EU networks
28 Countries

5 Full-time permanent staff in 2014
10 Executive Board members
14 Ambassadors

Annual Balance

3,684 € 2003
86,274 € 2007
233,163 € 2011
244,776 € 2013
249,392 € 2014
260,000 € 2015 (Foreseen)

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33 Countries
12 Projects as a partner
3.775,718 € Total projects grant

92 Partners
14 EU networks
28 Countries
OUR MEMBERS

4 NEW COUNTRIES

EOSE MEMBERSHIP IN 2015

5 NEW ORGANISATIONS

BELGIUM
BELGIUM
BULGARIA

CYPRUS
DENMARK
FINLAND

FRANCE
GERMANY
GREECE

HUNGARY
ITALY
IRLAN

ITALY
IRELAND
LATVIA

UNIVERSITY OF NICOSIA

GAREF SPORT

CONI

CONI

LSP
From the 22nd of September to the 23rd of November 2015, EOSE had the opportunity to organise and run five national round tables in Poland, Hungary, Bulgaria, Ireland and the Netherlands gathering national stakeholders such as representatives from ministries, education providers, research institutes, social partners as well as various sport organisations.

This challenge was successfully met thanks to the invaluable help of EOSE national Members in each country. Indeed the National Institute of Sport in Warsaw, the University of Physical Education in Budapest, the National Sports Academy in Sofia, the Institute of Technology Tralee in Dublin and the WOS in Utrecht provided strong support in reaching national stakeholders, ensuring translation and moderating the debates.

In total, these events gathered more than 160 stakeholders. The main goal of these successful round tables was to gather various actors from the sectors, to present them the realities of the sector and an update of EU policies, and to introduce them to the innovative concept of a European Sector Skills Council/Alliance for the sport and active leisure sector. Following this introduction, the central part of these events was to encourage discussion and exchange between stakeholders on the concrete challenges of the sector at the national level and also to assess the level of interest in such issues, and to explore potential way forward for possible collaboration at the national and European level.

EOSE chaired this consultation section full of exchanges and discussions on the position and challenges for these countries.

These national events would have not been possible to organise and successful without the strong support and involvement of corresponding EOSE Members.

Late April 2015 saw the official launch of the media campaigns with #MobilitySupPORTjobs and #SkillsSetMatch as a catchline.

Informed by its recent European Feasibility Studies on learning mobility (2013) and on the setting up of a Sector Skills Council for the sector (2014) as well as some test activities conducted in 2014, EOSE made use of social media to raise awareness and spread the message about both Learning mobility and Skills development issues and opportunities in and for the sector. In particular EOSE shared best practices and supported the concept of learning mobility in underlining the recognised benefits and added value for individuals and organisations.

These campaigns have just started so we encourage all of you to make use of these hashtags to contribute to the journey.
MOBILITY IN PRACTICE: 1 MONTH, 6 LOCATIONS, 40 TRAINEES!

During the month of June 2015, a total of 40 Maltese participants, involved within the European Social Fund (ESF) funded SUCCESS training programme, carried out a unique internship abroad to gain experience from another working environment, monitor the way sport is organised and increase the network of contacts with particular emphasis on their area of interest. These placements which took place in Finland, Ireland, Lithuania, the Netherlands, England and Wales were also designed to maximise learning which can be transferred and applied where relevant to the Maltese sport context.

EOSE Members acted as local host organisers and facilitators and EOSE played a major role in facilitating the internships. Tailored job shadowing was facilitated for each participant within a sport organisation related to her/his work and expectations for professional development and career enhancement including various field such as management, administration and events as well coaching, activity leadership, finance, marketing, volunteerin, talent identification not to forget sport for all delivery. Feedback has been overwhelmingly positive and shows that all of the participants have enjoyed this experience and would recommend it to colleagues in the sector. The CEO of Sport Malta, Mark Cutajar, underlined that "learning mobility in training reaps long lasting benefits to both the participants and the organisation involved".

EOSE is going to continue spreading information about the success of such initiatives and will encourage and support activities of mobility to be implemented within the sector.

EOSE RECOGNISED AS AN EXPERT AND RESPECTED NETWORK IN SKILLS DEVELOPMENT IN THE SECTOR

EOSE mission and approach are directly related to several EU policy priorities and whilst EOSE is not a lobby organisation it can through its expertise be influential on behalf of the sector and its members at a European level.

We are delighted to highlight that our organisation has been accepted as Observer in four of the five existing EU Expert Groups: Economic Dimension of sport, Health Enhancing Physical Activity, Good Governance and Human Resources Management. These groups had been set up following the adoption of the new EU Work Plan for sport (2014-2017) by the European Commission to look at particular areas related to sports policy. In addition, Thierry Zintz, EOSE President, has been invited by EU Commissioner Navracsics to join a High level group on Sport Diplomacy and has been elected as a rapporteur of the group together with French Parliamentary Valerie Fourneyron (former Minister of sport). The aim of the group is to assess the value of sport in EU external policies, and in public diplomacy in general.

More information about EU Expert Groups can be found on: http://ec.europa.eu/sport/policy/cooperation/expert_groups_en.htm?page=3&mx=1
WHO ARE WE?
In 2002, the European Observatoire of Sport and Employment (EOSE) registered in France as a not for profit association and its network is now composed of organisations that share a common interest and expertise in sport and physical activity and mainly in skills and workforce development.

In June 2012, following a unanimous decision taken by Members during the General Assembly 2011, the EOSE Executive Board took the step to implement their resolution and supported the establishment of EOSE Services to work as a sister organisation to EOSE and to create a core team shared between the two legal entities.

It was decided that this organisation should be established in the UK as a company limited by guarantee (non-profit) and linked to EOSE by a Memorandum of Understanding (MoU) that would give the EOSE Board an appropriate level of control over its activities.

The purpose of the new company is to support EOSE to expand its income away from its dependence on EU non-profit contracts, to diversify the range of activities and to enable a small core team to be maintained to provide sustainability, continuity and support to the organisation and its Members.
The scope of EOSE is understood to cover the whole sport and active leisure sector including the Outdoors and Fitness.

In fact the definition of sport by the Council of Europe, “all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels”, is and has always been the basis for the understanding of the scope of EOSE work.

EOSE is a technical and expert independent not-for-profit organisation with specialist knowledge and expertise in the sport and active leisure sector, labour market and Vocational Education and Training policy.

EOSE has a track record of leading and delivering European funded projects aligned with EU policies and initiatives and which draw on the expertise of its Members, partners and staff. These projects have enabled EOSE to carry out various activities and develop expertise in the corresponding specific areas:

- Research and Methodologies
- Occupational Standards
- Project Management
- Sport and Educatives Systems
- Training Programmes Design and Delivery
- Collaborative Networks.

“EOSE activity responds to the fact that it is becoming more and more important for the sport policy makers, the sport industry and the training providers of each country to have a better understanding of the real needs of the labour market and also changes affecting that market.”
RATIONAL

# Potential of the sector

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

This has been showcased in different studies and is officially recognised by key institutions at all levels e.g. World Health Organisation, the European Union, and United Nations. Moreover, the Council of the EU has recently identified sport as a tool to tackle youth unemployment directly as an employer and indirectly as a developer of skills and competencies in young people.

Last but not least the Paris Declaration on “Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education” from March 2015 (written by the European Union Education Ministers) has recognised the potential and role of sport when aiming at better access to education, social integration, transversal skills development, intercultural dialogue and civic values.

It is also worth reflecting on the size and potential of the sport and active leisure sector in Europe. Out of 505 million citizens, 61% take part in physical activity at least once a week and 41%, which amounts to some 200 million people (Source: Special Eurobarometer 412 on Sport and Physical Activity, March 2014).

There are 700,000 sport associations in Europe and sport makes up on average 1.6% of Gross Domestic Product of member states. Concerning the labour market, around 1.5 million people are employed in the sector and 35 million citizens actively involved as volunteers.

Moreover and according to a recent study commissioned by the European Commission, the share of sport in European value added is considered as comparable to the share of agriculture, forestry, and fishing sectors combined.

We believe at EOSE that if the sector is to meet its challenges and impact positively on these wider agendas, it is imperative that those working and volunteering in sport are equipped with the necessary skills and knowledge through fit for purpose qualifications.

Indeed it is a people-facing sector, where the engagement of others, whether this is at the grass roots or high performance end of the spectrum, is paramount to its success. The impact of sport goes far beyond the daily delivery of sport activities and we see a new role FOR sport leading to new roles IN sport.

The following diagram (p 14) illustrates the contribution sport makes to society and it is clear that education, training and employment play a major role in that aspiration.

Indeed, the development of fit for purpose qualifications and training aligned with expectations and realities from the labour market will enhance the sector chances to meet its potential and positively impact on the economy (e.g. tourism, employment), health (e.g. participation) and social dimension (e.g. integration) of a nation and the European Union as a whole.
The need for change: realities and challenges of the sector

But the reality is different. In analysing Vocational Education and Training (VET) in the European Union, EOSE and its Members were in the position not only to highlight the complexities that exist within the sport and active leisure sector but also the main barriers and realities that need to be considered if the sector is to achieve its recognised potential for positively affecting individuals and communities. As the sector grows across the European Union, employers / sport organisations are often seeking well trained employees / volunteers able to match the requirements of more demanding customers and participants.

Overall, there is a recognised widening gap between the competencies required by sport employers and those held by prospective employees and volunteers.

“We see a new role FOR sport leading to new roles IN sport.”
Furthermore, a clear career structure showing how to enter and progress through the sector is lacking in sport. This would indeed greatly benefit the sector and will enhance the chances to attract people, describe career progressions and give graduates a better opportunity to find employment in the sector.

Moreover, in different parts of Europe, the sector is moving from its voluntary sector or state-led roots to a mixed economy of public, private and voluntary organisations offering new services and increasing opportunities for paid employment. However, historically in many countries, sport training has often been aimed at the needs of volunteers, of which there are many million in the sport sector, so developing courses relevant and attractive to both paid and unpaid workers is a challenge to education providers and the sport federations.

The identified lack of communication and cooperation between the different stakeholders of such a fragmented sector also provides a challenge for putting in place a coherent and high quality vocational education and training system.

Last but not least, sport is also being challenged by the implementation of the European Qualification Framework (EQF) and the impact this is having on National Qualification systems. Traditionally, sport training has sat outside the national qualification structure in many countries and, as European countries put new qualifications systems in place, sport needs to respond and engage with these developments to keep pace with other sectors.

"Overall, sport and active leisure needs to have a co-ordinated response to education and training if it is to fulfil its potential and develop a competent workforce."

**# Building upon existing opportunities:** the importance of linking to EU policies and tools

Recent European developments implemented in education and training in sport have been influenced by policy and initiatives at the European level in sport, vocational education and training (VET) and employment. Sport and Active Leisure is not a well-defined or universally recognised sector, thus ensuring that all developments in the sector are in line with European policies increases the possibility for the sector to be taken seriously as an important and significant sector which is at the forefront of implementing VET initiatives at the European level. Linking to EU directives and initiatives gives the sport sector greater legitimacy and has been instrumental in developing and implementing EOSE long series of European funded projects and activities through the past twelve years of activity. Indeed, EOSE has always considered as very important to ensure the

"Ensuring that all developments in the sector are in line with European policies increases the possibility for the sector to be taken seriously"
development of innovative activities and tools directly linked with the priorities included within the Education, Employment and Sport Policies to give the sport and active leisure sector legitimacy and consideration.

**Figure 2:** European Policies targeted through EOSE work:

- EU White paper on sport 2007
- Lisbon Treaty - Art. 165 2009
- Communication on “Developing EU dimension in Sport” 2011
- EU Work Plan Sport 2011-2014
- EU Work Plan Sport 2014-2017

**SPORT**

**EDUCATION**

- E&I 2020: Strategic framework for cooperation in education and training 2009
- Joint Education and Training Report on the implementation of ET2020 2015
- Paris Declaration on Promoting citizenship and common values 2015

**EMPLOYMENT & SKILLS**

- New Skills for New Jobs: Anticipating and matching labour market & skills needs 2010
- Youth on the move 2010

EOSE developed in 2009, through the EQF-Sport project, a first version of a co-ordinated response to the main challenges facing the sector in terms of education and employment entitled the “Lifelong Learning Strategy for the whole sport and active leisure sector” and also known as the “7 Step Model”.

The Lifelong Learning Strategy for sport was the main outcome of ten years of work for EOSE at the centre of vocational education and training in sport at the European level. The Strategy responds to both the challenges of the sport sector and also aligns with EU policy on education and the modern VET reforms such as the European Qualifications Framework (EQF).

The Strategy has been tested in sub-sectors and sports, (including health and fitness and golf) and disseminated and exploited at the national level. EOSE is confident that the Strategy can positively impact on the supply of education and training for the sector and improve the skills and competence of the workforce.

Ultimately this will allow the sector to realise its potential and achieve success in both the world of sport and also in the areas where sport can make such an impact such as social inclusion and the economy.

# The Lifelong Learning Strategy for Sport as an answer
RATIONALE

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

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

IMPLEMENTATION

This strategy has then been tested and amended through a series of European projects and is therefore flexible enough to be used by a wide range of stakeholders in the fields of both sport and education. Indeed, the Model can be utilised as a set of tools and a reference point to achieve a variety of education or employment objectives and also to develop an organisation’s role in the sector.

MEASURES OF SUCCESS ARE AS BELOW:

- Acknowledged good and transferable method by the CEDEFOP;
- Successful delivery of a strategic programme of European projects work: EQF Sport, LLLSport, VSPORT+, SZA Sport;
- Uptake of 7 Step Model at a national level to implement NQF (Poland) or develop a training programme (Malta);
- Massive use of the methodology’s outcomes by European Federations and internationally (EGA and PGAs in the golf sector, EuropeActive and EC-OE in the fitness and outdoors sector).
The model has been recognised by many actors of the sector as a concrete methodology able to bring together the worlds of education and employment and to ensure that vocational education, training and qualifications exist to support the development of a competent workforce through fit for purpose qualifications and training programmes.

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

- A framework of skills and competences to be translated into national qualifications and training programmes at a national level in line with NQF/EQF.
- A common framework that supports learning mobility and transferability between countries.
- Understanding of occupational standards and learning outcomes approach.
WHAT DO WE DO?
EOSE and EOSE Services are committed to work with and on behalf of its Members and partners, in their mission to promote and support the development of the paid and unpaid workforce that are essential to the future success of the sector.

EOSE seeks to position itself and its Members at the centre of Vocational Education and Training (VET) policy developments in Europe and to be seen as an independent expert organisation recognised as such by the European Commission as well as the CEDEFOP and other policy makers. Indeed, EOSE has a track record of leading and delivering European funded projects and international activities which draw on the expertise of its Members, partners and staff.

EOSE has been actively involved in the development of European project proposals and participated as promoter and/or partner in several European activities in 2015.

The section below lists and briefly introduces the European projects conducted by EOSE during that period of time as “PROMOTER” or “INITIATOR/LEADER”.

EOSE PROJECTS IN 2015
The S2A Sport project is focused on the skills needed by “Sport Administrators” who have a crucial role in the delivery of sport. Sport Administrators are working in paid and voluntary middle management roles in local, regional, national and European sport organisations across Europe. They have the responsibility to translate the overall strategy of their organisation into action, to turn the ambitions of the sport into real programmes that will attract more participants and bring success, to apply policies for good governance and to ensure the integrity of sport.

It is recognised that a gap exists between the competencies of Sport Administrators within sport organisations and the skills needed to properly fulfil the realities and expectations of this position.

What skills do they need? Do they have access to appropriate training for the new challenges? The S2A Sport project will tackle these key issues. In fact, one of the key parts of the S2A Sport project will be the implementation of the 7 Step Model for the development of industry-
led occupational standards specifying the standards of performance, and defining the precise knowledge and skills Sport Administrators need to perform effectively as well as the production of a corresponding training programme handbook and material that will be tested and piloted in the second part of the project. Overall, the end goal will be to change and modernise existing training programmes, to equip those working or volunteering as Sport Administrators with the right skills and so to contribute to building the capacity and effectiveness of sport organisations across Europe.

The consortium working together to achieve this ambitious project gathers experienced partners from various parts of the sport and active leisure sector across Europe. Led by EOSE, it brings together a unique combination of stakeholders composed of 8 national organisations and 4 pan-European associations from 10 different European countries.

Project website: www.s2a-sport.eu
The Consortium was appointed by the Directorate-General Employment and Social Affairs to carry out a Feasibility Study to explore with the whole sport and active leisure sector whether there is a NEED and DEMAND for an ESSC and whether there is the CAPABILITY and CAPACITY to establish one.

**The Feasibility Study aimed:**
- To explore the potential for the creation of an ESSC that could support the development of the Sector, and especially its workforce, at both a national and European level.
- To launch a mapping and feasibility exploratory phase to assess the value added and willingness of creating an EU Sector Skills Council for the sport and active leisure sector.

With this study, the sport and active leisure sector was given the opportunity to take its place as a sector of relevance while joining other major ones considered as leaders in this initiative (Textiles & Leather, Commerce and Construction for example).

**The methodology:**
Three phases of consultation formed the basis of the Study:
- Broad sector wide consultation centred around an online questionnaire;
- Consultation with European Networks and Associations in the Sector;
- Consultation at a national level co-ordinated by the national Members of the Project Partners to disseminate knowledge.

**NOTE:**
The concept of European Sector Skills Councils (also named European Sector Council on Employment and Skills) has been promoted by the European Commission with a view to acquiring a deeper understanding of skill needs at sectoral level. The Commission supports the creation of European Sector Skills Councils which have the main objectives to propose a mechanism to tackle the sector’s workforce challenges, to develop a clear picture of the size and skills of the workforce in the sector through consistent Labour Market Information and to support a dialogue between education and employment at a national and European level.

The results of the Feasibility Study have been illustrated by a Special Infographics which can be found on page 26 of this Annual Report.
Led by SportMalta, the Maltese Sport Council (formerly known as KMS), the project had the ambition to implement the innovative 7 Step Model in Malta to provide a mechanism to define the work based competences expected for those acting as sport administrators and from these to develop and deliver a fit for purpose training programme matching the need and expectations from the sector in the national context.

This innovative programme took the form of a Continuing Professional Development Award Level 5 in Public Service Sports Administration and was carried out in 2015 for 75 participants identified by SportMalta. Four different modules in strategy, leadership, governance and events management were developed and delivered by international lecturers from the EOSE membership.

Furthermore in June 2015 the project provided the opportunity to 40 students to benefit from a week of learning mobility abroad to gain experience from another working environment and develop international network. These national visits took place in Vierumaki (Finland), Tralee (Ireland), Kaunas (Lithuania), Papendal (the Netherlands), Leeds and Cardiff (UK), and where possible EOSE Members acted as local host organiser and facilitator.

Learning Mobility in training reaps long lasting benefits to both the participants and the organisation involved. As a matter of fact this project strengthened the institutional and administrative capacity of SportMalta in its roles of regulator and provider of services in the sport and active leisure sector to support local sports from grassroots to elite level.

Further information about the project available on request with EOSE secretariat.
Building upon the results of the Feasibility Study of setting up a European sector council on skills and employment for the sport and active leisure conducted in 2014 (more info page 24 of this Report), EOSE decided to move forward in developing specific activities towards the promotion of skills development within the sport and active leisure sector.

As part of its Work Plan 2015, a special promotional leaflet based on infographics was created professionally designed and printed copies of the leaflet are still available on demand. To reduce the language barrier and enhance the dissemination impact, the Infographics was **translated and designed in 9 other languages:** Bulgarian, Dutch, French, German, Greek, Hungarian, Polish, Spanish and Swedish.

**NOTE:** **THESE DOUBLE PAGE IS MEANT TO OFFER YOU AN EXTRACT OF THE INFOGRAPHICS, VISIT THE DEDICATED WEBPAGE**

*(go to section resources / eose infographics) AT WWW.EOSE.ORG TO SEE IT ALL.*
EOSE ACTIVITIES IN 2015

In the continuity of the past 3 years, EOSE has conducted many activities in 2015 thanks to the high level of involvement of its network of Members and partners, the dedication of its Executive Board members and the work of its staff. The main objective for EOSE 2015’s work plan was to increase and strengthen the recognition of EOSE and understanding of the work undertaken at the European and national level in the sector. Therefore each activity undertaken was meant to serve as solid groundwork that strengthens the foundations of EOSE work, challenges and projects as lead expert organisation supporting the implementation of EU VET policies in the sport and active leisure sector.

THE ACTIVITIES CARRIED-OUT IN 2015 CAN BE DIVIDED INTO 3 MAIN CATEGORIES

1. Internal organisational and managerial meetings
2. Networking and awareness raising activities
3. Knowledge and expertise sharing activities

2015 AT A GLANCE

- **79 EVENTS**
- **34 Organised**
- **45 Attended**
- **21 Countries visited**
Internal events and meetings

These meetings were meant to create dynamism within the organisation, encourage exchanges of good practices and ideas between Board Members, Members and other stakeholders but also to strengthen the network, and to discuss and develop a strategic plan outlining priorities for future work. These events gave also the opportunity to develop ideas for new transnational EU funded projects, to provide updates on current work as well as to enhance the capacity and effectiveness of EOSE.

BoaRD MEEtINgS
Ensuring the leadership and governance of the organisation

Four Executive Board Meetings gathering Board Members and the Operational team were organised during the year 2015:

- **Malta** - 14th April 2015
- **Belgium** - 3rd July 2015
- **France** - 5th October 2015
- **Finland** - 16th-17th December 2015

The leadership of the organisation is ensured by the EOSE Executive Board composed of the President, Treasurer, Secretary General, and two extra Board Members.

During Executive Board meetings, detailed financial updates are presented, latest progress toward current EU projects and/or International contracts given, potential opportunities for future work and/or collaborations discussed, participation in events/conference decided, and strategic decisions on the development of the organisation taken.

Overall Executive Board Members are charged with representing EOSE within European events and expert groups, and ensuring a strong and efficient relationship with the decision makers but also creating an efficient atmosphere and synergies within the organisation, realising regular up-dates of the state of achievement of the work undertaken (time and budget) by EOSE and EOSE Services and being reactive to manage potential obstacles and difficulties.

WHAT DO WE DO? - EOSE ACTIVITIES IN 2015

Internal events and meetings

**2015 EVENTS TIMELINE**

**January**
- **8th-9th** ESCO meeting
  - **BRUSSELS** - **BELGIUM**
- **30th** Launch of the SUCCESS education programme
  - **VALLETTA** - **MALTA**

**February**
- **3rd-4th** SIGGS Kick-off meeting
  - **PAPENDAL** - **THE NETHERLANDS**
- **9th** Meeting EU Expert Group on “Health Enhancing Physical Activity”
  - **BUDAPEST** - **HUNGARY**
- **10th-11th** UFIT Full Partner meeting
  - **LONDON** - **UK**
- **16th** EU Presidency conference on “Physical activity and development of skills”
  - **RIGA** - **LATVIA**
- **16th-17th** SCORE Kick-off meeting
  - **STOCKHOLM** - **SWEDEN**
- **16th-20th** Module 1 of SUCCESS programme
  - **“Understanding and developing strategy for sport and physical activity”**
  - **KIRKOP** - **MALTA**
- **17th** Meeting EU Expert Group on “Human Resources Development in Sport”
  - **RIGA** - **LATVIA**

**March**
- **5th**
  - **MEETING EU EXPERT GROUP ON “GOOD GOVERNANCE”**
  - **BRUSSELS** - **BELGIUM**

**9th**
- **PUBLIC HEARING ON “SPORT AND EUROPEAN VALUES”**
  - **BRUSSELS** - **BELGIUM**

Events organised by EOSE
**NATIONAL VISITS**

*Expanding EOSE horizons and prospecting for new Members*

- **Luxemburg** - 15th June 2015
- **Copenhagen** - 6th August 2015
- **Potsdam** - 15th September 2015
- **Warsaw** - 21st of September 2015

With the objective to attract and grow the membership of EOSE as well as to provide opportunities for new collaboration, EOSE decided to include four strategic national visits as part of its 2015 Work Plan. This part of the work plan was coordinated by the staff of EOSE with the support of the Executive Board Members. This set of activities provided the possibility to revive the links with the Ministry for Sport in Luxemburg and in particular with ENEPS (Ecole Nationale de l’Education Physique et des Sports), to strengthen cooperation with the Institute of Sport in Poland but also to visit new organisations such as iDAN (Danish Institute for Sport Studies) in Denmark and the Fachhochschule für Sport und Management in Potsdam. These meetings provided the opportunity to meet and understand the realities and challenges faced by these organisations, to present EOSE, its mission, activities, to and exchange on EU/National funding on the work carried on at national level in these four countries when dealing with workforce development in sport. The initiative proved to be very effective as three of these organisation joined EOSE as official Members by the end of the year 2015. It will therefore be replicated in 2016 in EOSE journey to cover the whole European Union.

**REGIONAL MEMBERSHIP DEVELOPMENT WORKSHOP**

*Towards new horizons for the membership: facilitating and encouraging exchanges and cooperation*

- **Budapest** - 28th September 2015

To support the ambition of EOSE to expand its membership and network of contacts across Europe EOSE as well as to provide room for new collaboration both between EOSE Members organisations but also between members and other organisations involved in VET development for the sport sector, EOSE included in its 2015 Work Plan a specific regional workshop. The main idea behind the concept is that the workshop should both allow to present EOSE and its activities to potential new Members but also explore paths for collaboration. On the 28th of September 2015, some national organisations with an expertise and interest in skills development in the sector from the Czech Republic, Romania, Slovenia and Slovakia, were invited to take part in the EOSE Membership Development Workshop organised in Budapest (Hungary). Carole Ponchon, EOSE PR and Project Manager chaired the event with the priceless help of Stephen Studd, EOSE Director of Development, together with Judit Farkas and Tibor Kozsla from the University of Physical Education acting as hosts of the event. Together they presented the mission and main activities of EOSE as well as, the benefits of being a member of the association. Positive feedback was received from all participants and it is expected that some of these national organisations will join EOSE membership in 2016.
EUROPEAN WORKSHOP ON NON FORMAL AND INFORMAL LEARNING
Opening new perspectives towards recognising and valuing competences

Copenhagen - 5th November 2015

In 2015, EOSE has launched a new initiative on the ambitious and challenging topic of the recognition of non-formal and informal learning (NFIL) in and through sport. EOSE organised in partnership with ISCA (the International Sport and Culture Association) a European round table gathering 21 participants -from 11 countries representing 18 organisations- with the aim to consult and gather views, needs and suggestions of a wide variety of European citizens and civil organisations. The workshop was based on a mix of key note presentations, World Café style discussions and showcase of good practices focusing on the topic of NFIL. This event should be considered as the starting point of a long journey that will lead to a tailor-made feasible and relevant roadmap and activities for future initiatives around this topic in the sector. The goal is to work all together to identify adapted processes and methodologies that will allow skills and experiences acquired through sport to be given recognition and consideration by employers, formal education and civil society in general.

A specific article can be found on: http://eose.org/2015/11/opening-new-perspectives-towards-recognising-and-valuing-competences/

EUROPEAN ROUNd TABlE ON lEARNING MOBIlItY IN SPORt
Towards a culture of learning mobility in and for the sector

Brussel - 17th November 2015

EOSE strongly believes in the benefits of international learning mobility under all its forms. The conclusion of a recent European Feasibility Study on Learning Mobility (conducted by EOSE in 2014) mentioned “Not only do we strongly believe that immense benefits could be reached if the sector adopts a culture of Learning Mobility, we are convinced that this is a co-shared responsibility of all stakeholders to take concrete actions”. That is the reason why EOSE decided to invest in the topic and to carry out some activities to keep the momentum. Gathering 19 stakeholders from 14 organisations in the particular context following Paris’s terrorist attack, the European round table on Learning Mobility gave EOSE an opportunity to recall the goals mentioned along the Paris declaration from March 2015 and to highlight the significant potential of learning mobility in the sector. In addition, the results of the Feasibility Study as well as some concrete case studies were presented. Participants agreed that learning mobility in the sector should be given a new impetus considering its central place in 21st century’s education as well as existing support by public authorities, from the local to the European level. The discussion focused on the conditions for sport to benefit more from these opportunities of mobility, to increase the level of awareness and take up, to maximise the added value of mobility and to provide some support and mechanisms to make mobility a reality in sport. It was agreed to work on a mechanism in order to develop the accessibility and the quality of mobility opportunities in sport, and some concrete activities will be pursued in 2016.

A specific article can be found on : http://eose.org/2015/11/towards-a-culture-of-learning-mobility-in-and-for-the-sector/
EOSE GENERAL ASSEMBLY 2015
A statutory event reporting and accounting to our Members
Nicosia 1st December 2015

Hosted by EOSE Cypriot member, the University of Nicosia, the annual General Assembly gathered national Members of the organisation and provided the opportunity to present them the latest developments of the sector and activities of EOSE as well as the priorities and challenges of the sector, the detail of the audited annual financial report and to carry out the official elections procedures.

Projects which EOSE had led, or been involved in during 2014/15 were introduced to the participants. Furthermore activities carried out by EOSE Services were also reported to the Members. Last but not least EOSE Executive Director together with EOSE treasurer provided a thorough presentation of the financial situation and annual accounts. As for the formal election procedure, Mairit Pellinen and Vilma Cingiene -who were elected in 2014 as Executive Board Members of EOSE for a mandate period of 2 years- confirmed their willingness to pursue their role until the next General Assembly in 2016.

Three posts were opened to candidates for election at the GA 2015 following the end of the 2 years mandate of Jean-Louis Gouju and Thierry Zintz and the withdrawal this year of Mr Gino Schiavone for personal and professional reasons.

The three candidates who submitted their candidature via the official process, Thierry Zintz, Jean-Louis Gouju and Nicos Kartakoullis had the opportunity to shortly introduce themselves during the General Assembly and explained their main motivations to join the Board and contribute to EOSE development.

Their candidatures were then officially proposed to the General Assembly and were unanimously approved through a vote by show of hands. They will serve a two year mandate until the General Assembly 2017. It was agreed that the positions (President, Treasurer and Secretary General) will be defined by the Executive Board during its first meeting to be organised at the end of December 2015.

EOSE MEMBERS SEMINAR
Opening new perspectives through a specific training on EU funding opportunities
Nicosia 1st December 2015

On the 1st of December 2015, the EOSE Annual Members Seminar was held in Nicosia, Cyprus alongside the GA. Attendance was restricted to EOSE official Members except for three special guests from Denmark, Germany and Poland which were potentially interested in joining the EOSE membership. It was very encouraging to notice a very high level of commitment and participation as the events gathered 29 participants from
17 countries. The programme was built to update Members on EU policies and funding opportunities as well as to encourage a maximum of interactivity and exchange. Stephen Studd, EOSE Director of Development, provided participants with an introduction to the context of the day, reminding them of EOSE journey since its creation and especially focusing on the meaning and scope of the sport and active leisure sector, the realities and challenges in education and employment as well as the role of EOSE (vision, mission and activities). He ended his presentation by giving a thorough presentation of EOSE, including its genesis, vision, mission and core activities and then highlighting pathways to translate this vision into reality.

Aurélien Favre, EOSE Executive Director, then delivered a special session providing participants a thorough update on main EU policy and priorities for education, employment and sport, focusing on the main Policy drivers in Europe and the major challenges and opportunities related to EOSE mission and activities. As a civil-society organisation it was EOSE duty to put much emphasis on the Paris Declaration on Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education. EOSE Members were therefore reminded that “the purpose of education is not only to develop knowledge, skills, attitudes” and invited to think about the potential contribution of sport when aiming at better access to education, social integration, transversal skills development, intercultural dialogue and civic values.

The afternoon session was meant to showcase a sample of activities / projects and was chaired by Aurélien Favre. The main idea was to update Members about recent and on-going activities, to give the floor to national Members having led such projects therefore providing concrete ideas for future collaboration. Presentations were given by EOSE Members from Malta, Ireland and Poland. This specific session contributed to strengthening the spirit of cooperation within the network.

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The floor was then given to EOSE Executive Board Members who are actively involved and represent EOSE (as observer) within the EU Expert Groups as well as the newly set up High Level Group on Sport Diplomacy. An update of the progress made towards the original objectives was provided. To conclude the morning sessions, Carole Ponchon, PR and Projects manager, led a special “Get to know” session. The proposed game was meant to break the ice between all the participants and give opportunity for everyone to get to know more about each other in a different context.

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ESSC Development Information day
Exploring a special opportunity for the sector
Nicosia (Cyprus) • 2nd December 2015

The Labour Market and the skills of the workforce have been at the heart of the EOSE Mission since it was established in 2002.

Therefore, EOSE had taken the opportunity to conduct a Feasibility Study during 2014 into the need and potential for an ESSC for the sector. This was intended to open the way for the sector to move forward and develop a proposal to formally establish the ESSC. However, at the same time the shift from ESSC to “Sector Skills Alliances” (under Erasmus+ Key Action 2) was announced.

In Cyprus, EOSE Members came together to discuss the implications of these changes. They also considered the outcome of round table events, led by EOSE and its Members in Poland, Hungary, Bulgaria, Ireland and the Netherlands in 2015.

Feedback from Members confirmed their willingness for EOSE, in partnership with the recognised social partners, to actively progress with a project submission. It was agreed the proposal for the labour market mapping should cover the whole sector – public, private, voluntary and not for profit organisations involved in the delivery of all sport and physical activity encompassed under the definition of the Council of Europe for sport.

The group welcomed the change of title and felt that the term Sector Skills Alliance better reflected the “bottom up” structure recommended in the Feasibility Study whereas the idea of a “Council” has often been perceived as a coercive centralist entity.

The focus of the project would be research, mapping and consultation, and it will provide an opportunity for the engagement of the sector behind on-going collaborative action to improve the skills of the sector, create better employment and volunteering pathways and realise the value and potential of sport.
The organisation of this training seminar was explicitly requested by EOSE Members during the General Assembly 2014.

A specific capacity building seminar directly targeting interested Members was therefore organised by EOSE on the 2nd of December 2015 in Cyprus as an add-on to the generic session on EU funding and policies delivered at EOSE Members seminar on the 1st of December. The training gathered 17 participants from 16 organisations. Based on a bottom-up approach (involvement, ideas and leadership from EOSE Members), the objective was to increase the level of knowledge and familiarisation with existing EU funding opportunities but also to impact/encourage/support interested stakeholders to join forces and create synergies to develop and submit innovative transnational applications for projects aligned with EU priorities and sector’s challenges. A first round of information was given on EU funding opportunities and in particular on Erasmus+ and the European Social Funds with special focus on where to find relevant information and the type of eligible activities.

Discussions then went on regarding past and current involvement from Members as well as concrete opportunities to be explored in a near future.
In the continuity of the past 3 years and to increase and strengthen the recognition of EOSE and understanding of the work undertaken at the European and national level in the sectors, EOSE attended as speaker or participants a series of events and workshops, fully listed in the attached timeline and some of which further developed above. This was crucial to enhance and strengthen the relationship but also the recognition of EOSE by key policy and decision makers as lead expert organisation supporting the implementation of EU VET policies in the Sport and Active Leisure sector.

ESCO MEETING
Contributing to shaping the classification of European Skills, Competences, Qualifications and Occupation for the sport and active leisure sector
Brussel 8th and 9th January 2015

EOSE was officially accepted in 2013 as an expert from the sector to join the ESCO Reference Group “Arts, Culture, Entertainment, Sport and Active Leisure”.

Sport is included as one of three sub-sectors under the broad heading of Arts, Culture and Recreation (NACE Code 93). A list of occupations was agreed to be included for the sport sector and EOSE was involved in the definition of the list of skills and competences for some of them such as Sport Administrator, Sport Facility Manager, Sport Official and Professional Athlete.

Aurélien Favre, Executive Director of EOSE, attended this ESCO meeting in Brussels.

THE AIM OF ESCO:
- TO CREATE A MAP/DATABASE THAT WILL EVENTUALLY COVER ALL SECTORS AND ALL OCCUPATIONS IN EUROPE.
- THE DATABASE WILL UNDERPIN A RANGE OF “TOOLS” TO BE USED BY THE EMPLOYMENT SERVICES ACROSS THE EU TO HELP THE UNEMPLOYED AND YOUNG PEOPLE TO FIND EMPLOYMENT AND TO CHOOSE THE RIGHT QUALIFICATIONS.
- THIS DATABASE WILL BE BUILT BY “VOLUNTEER” EXPERTS SELECTED FROM SECTORS BY THE COMMISSION WHO WILL ADVISE APPOINTED TAXONOMY EXPERTS WHO WILL UNDERTAKE DETAILED WORK SPECIFIED BY THE EXPERTS TO DEVELOP 3 Pillars of Information.

ESSENTIALLY, THE 3 Pillars of Information Are:
- OCCUPATIONS – TITLES BASED ON NACE CODES
- SKILLS AND COMPETENCIES FOR EACH OCCUPATION
- QUALIFICATIONS THAT MATCH THE SKILLS REQUIRED

Visit the webpage: https://ec.europa.eu/esco/portal/home
The conference “Sport and Physical Activity for Development of the Human Capital” was organised by the Latvian Presidency of the Council of the European Union in Riga on 16th of February 2015. It brought together 130 participants and served as a European platform for discussion between the government authorities and the sports movement across Europe, addressing such issues as sport as a social environment, as well as educational aspects and grassroots sports as an instrument developing transversal skills. EOSE was represented by Mrs Vilma Cingiene, Executive Board Member, who made a presentation on “The role of public, voluntary and private providers as an opportunity to take one step up”. Furthermore EOSE Director of Development, Mr Stephen Studd, as well as EOSE Members from Hungary and Bulgaria were also in attendance.

**EU PRESIDENCY CONFERENCE ON PHYSICAL ACTIVITY AND DEVELOPMENT OF SKILLS**
Reaching new stakeholders and contributing to EU debates
Riga 16th February 2015
PUBLIC HEARING ON SPORT AND EUROPEAN VALUES  
Reaching new stakeholders and contributing to EU debates  
Brussel 9th March 2015

On the 9th of March 2015, the EESC (the European Economic and Social Committee) gathered a broad panel of speakers from various backgrounds together with many stakeholders (over 100 participants) to explore and discuss how sport can strengthen European values. The EESC was in the process of producing a draft opinion and therefore wanted to open up the debate. EOSE was represented by Mrs Carole Ponchon, European PR and Projects manager.

WORKING MEETING WITH THE EUROPEAN GOLF ASSOCIATION  
Raising awareness and spreading the word of EOSE while forging strategic partnership  
Geneva 8th April 2015

With the objective to explore the potential of future collaboration and to get to know each other further, the European Golf Association (EGA) and EOSE had a working meeting in Geneva in April 2015. The main purpose of the meeting was to explore the possibility for EOSE to contribute and provide support to EGA in the management of a new Erasmus+ funded golf project “GoGolf Europe”. The meeting with the Executive General Secretary Richard Heath was successful and paved the way for future collaboration which has now resulted in a concrete partnership through GoGolf Europe.

ANESTAPS ANNUAL CONGRESS  
Supporting Youth’s initiatives  
Montpellier 13th March 2015

On the 13th of March 2015, EOSE European PR and Projects Manager, Ms Carole Ponchon, took part in the 32nd Congress of the ANESTAPS (the French Association of Students in Sport Studies).

The event gathered about 190 participants, all of them being students, student representatives and student association leaders with the aim to explore and question the current situation of young people in terms of education and employment in the sport sector. High-level panellists from the European Commission - Sport Unit (DGEAC), ENGSO Youth, the French Ministry of Sport and the French Ministry of Higher Education provided their views on the proposed theme.

EOSE was asked to set the stage and introduce some key figures highlighting the realities and challenges of the sector in relationship to the colloquium’s main theme as well as some potential answers. This national Congress organised in Montpellier (France) was an opportunity to exchange on the realities and challenges of these student organisations from the sector, to strengthen the link with them and to contribute to a significant topic for the development of the sector.
In Lisbon on 29-30th of April 2015 were held the ENSGO and ENGSO Youth General Assembly (GA).

Both events were of importance for the two organisations held elections to renew their respective executive board. Two new Presidents have been elected: Dr. Paolo Emilio Adami (IT) for ENGSO Youth and Professor Carlos Cardoso, President of the Portuguese Sports Confederation, became President of ENGSO.

The event was an opportunity for EOSE to become more familiar with the work and activities carried out but also to strengthen the relationship with these two organisations. It confirmed how synergies could be developed and will hopefully open some potential pathways for further collaboration between organisations.

In addition, Carole Ponchon, EOSE PR and Projects Manager, was awarded as “Best Sport Volunteer of the Year” for her contribution to the “Sport Employs Europe” project led by ENGSO Youth.
**EOC EU OFFICE’S EUROPEAN EVENING OF SPORTS**

*Forging new alliances*

**Brussels** 6th May 2015

The fourth staging of the European Evening of Sports took place on the 6th of May 2015 in Brussels.

The event was organised by the EOC EU Office and brought together over 300 participants, including key figures from the world of sport, the EU and national politics who discussed the role of sport in society.

Thierry Zintz, as President, represented EOSE on this occasion and had the opportunity to exchange with many participants.

EOSE especially picked up the statement made by Jens Nyman Christensen, Deputy Director-General of the European Commission DG Education and Culture, who emphasised that “sport has the economic capacity to generate jobs for young people in Europe.”

**EUCIS LLL CONFERENCE**

*Collecting up-to-date information and networking with key stakeholders*

**Luxembourg** 16th June 2015

This Annual Conference entitled “Lifelong Learning, paving the way to learning and qualifications” brought together participants from a variety of sectors, ranging from public institutions, private enterprises to civil society organisations.

High level speakers including Claude Meisch, Luxembourgish Minister for Education, Childhood and Youth, stressed the importance of lifelong learning and the need for countries such as Luxembourg to reinforce their own strategies in partnership with stakeholders.

The European Commission, represented by Chiara Gariazzo, Director, DG EAC, offered meaningful insight on the future of education and training cooperation at EU level and the consequent role civil society organisations will have to play in it.

Carole Ponchon, EOSE PR and Projects manager, attended the event and participated to the afternoon workshop entitled “Bridging the gap between education and the labour market” during which she put emphasis on the 7 Step Model developed by EOSE as a potential transferable framework.
ENSSEE FORUM
A message on sport employability delivered
Rome 11th October 2015

Hosted by the University of Rome «Foro Italico», the Italian University for Sport and Movement, the 2015 ENSSEE Forum took place from 9th to 11th of September 2015 in Rome. EOSE was invited to participate as keynote speaker and was represented by Ms Carole Ponchon, PR & Projects manager. On Friday the 11th of September, during the Symposium entitled “Sport sector employability in Europe and beyond”, Carole gave a presentation on EOSE activities and views on how to reach the best match between the needs of the job market and the qualifications offer in the sport and active leisure sector.

GoGolf Europe partners meeting
Towards a Golf Innovative Coaching Methodology
Lisbon 29th and 30th October 2015

The second Steering Group meeting of the GoGolf Europe project was hosted by the Portuguese Golf Federation in Lisbon on 30th September and 1st October 2015.

The meeting gathered a broad group of representatives from the golf sector, with the project leader, the European Golf Association (EGA), being joined by the R&A, the European Tour, and the whole transnational partnership bringing together the National Golf Federations from five European countries: the Czech Republic, Estonia, France, the Netherlands and Portugal, alongside the PGAs of Europe, the European Observatory of Sport and Employment (EOSE) and the University of St Andrews.

This meeting provided the opportunity to provide a detailed update on progress made towards the original work plan, to underline eventual difficulties/challenges encountered at the European and national level, to agree the next steps and responsibilities through the partnership as well as to fully understand the financial and administrative aspects to the project. A special focus was made on the presentation of the draft Golf Innovative Coaching Methodology to be implemented through the project and on the design of the participative research methodology.

Aurélien Favre, EOSE Executive Director, and Ben Gittus, EOSE Director of Standards, attended the meeting in Lisbon and are actively involved in the coordination of the project.
FINAl CONFERENCE OF thE UFIt PROjECt
An international launch for the #LetsInclusivizefitness movement
Marseille 19th October 2015

The UFIT Conference marked the international launch of the comprehensive solution toolkit and leading transformational training programme which champions inclusivity. It provided an exclusive first hand opportunity to see what the training and associate toolkit is like, hear from all stakeholders and to be a leader in this important social change movement. Organised alongside the IHRSA European congress, the event was a true success gathering more than 70 participants. Keynote speakers such as Lauren Darenbourg US President’s Council, Molly Kemmer IHRSA Chair, and Catherine Carty Manager UNESCO Chair in Inclusive Physical Education, Sport, Fitness and Recreation provided the audience with special insights to transform the way the physical activity sector engages with and provides for people with disabilities.

Aurélien Favre, EOSE Executive Director and Stephen Studd, EOSE Director of Development presented at the event.

EUROPEAN EDUCATION, TRAINING & YOUTH FORUM
Looking for multi-level cross-fertilisation
Brussels 19th and 20th October 2015

The Forum gathered over 300 representatives willing to implement the new priorities for European cooperation under Education and Training 2020 and the EU Youth Strategy, including ideas on how education, training and youth work can contribute to the follow-up to the Paris Declaration. Taking place at a crucial moment, the Forum was built upon plenary and panel sessions, TED-like talks, interactive workshops on the priority areas, and a networking village allowing fruitful and relevant debates between all.

For the first time in the Forum’s long history, a specific workshop was devoted to the contribution of sport. EOSE took part in this annual event and was represented by and Carole Ponchon, PR and projects manager whose role had been to ensure that the sport and active leisure sector came out of the closet and was recognised by other sectors.

Presentations and conclusions are available at: https://education-training-youth-forum.teamwork.fr/en/gallery
CEDEFOP CONFERENCE
Acting for the recognition of the sector and towards possible collaboration with other sectors via exchange of best-practice and transfer of knowledge
Thessaloniki 26th and 27th November 2015

The conference gathered over 100 participants from over 30 countries, including Australia, New Zealand and India, and more than 20 European federations, associations and international companies to share views on how to develop VET for a globalised economy.

Some of the main issues covered at the conference included how international standards are used to broaden national qualifications and to influence VET content, and the opportunities offered by international qualifications to strengthen employability.

Ben Gittus, EOSE Director of Standards, presented in a workshop on the topic of “Sport qualifications in Europe: managing the expectations of national qualifications frameworks and international federations”.

Ben’s presentation described the situation in Europe of international standards and qualifications developed by sport federations being implemented at the national level and the impact and links to emerging national qualifications frameworks. Ben in particular discussed the work of the European commission Sport Unit’s Expert Group for Human Resource Management who have a focus on this issue.

It is extremely positive for EOSE that the Cedefop see the sport sector and the work of EOSE as leading the way sector reform and development of VET at the European level. EOSE looks forward to continuing to support and work in partnership with Cedefop in the future.

TÉChNICAL WORKING MEETING WITH STReETGaMES
Sharing knowledge and forging new alliance
London 9th December 2015

Hannah Crane, Director of Sport and Workforce at StreetGames, and Aurélien Favre, Executive Director at EOSE, met on 9th of December 2015 in London.

A focus was made on the current project led by StreetGames and funded under the Erasmus+ Programme, Key Action 2: Strategic Partnerships in the field of Youth entitled “Youth Leaders Across Borders”.

The meeting also gave the opportunity to exchange on the mission and expertise of both organisations, the main challenges and priorities, and so to explore any potential areas for collaboration in a near future. It was agreed to further discuss concrete opportunities for common work/activities and to keep regular contacts to update each other about any innovative development or potential projects.
It is part of EOSE’s DNA to be a pro-active contributor to EU funded projects lead by other organisations with the aim to learn from others as part of a lifelong learning process and exchange of good practices as well as to support the implementation of EU VET policies in the sport and active leisure sector building upon the team’s experience in project management, recommendations development and on the 7 Step Model approach.

EOSE IS THEREFORE IN A POSITION TO ACT:
- **AS AN ADVISER** – PROVIDING ADVICE TO MEMBERS AND PARTNERS ON THE PREPARATION OF WORKFORCE DEVELOPMENT STRATEGIES AND PROJECT PROPOSALS;
- **AS A PARTNER** – LEADING OR ADDING ADDITIONAL SUPPORT AND EXPERTISE TO NATIONAL AND EUROPEAN/INTERNATIONAL PROJECTS;
- **AS A NETWORKER** – USING ITS NETWORKS TO EXPAND THE REACH AND IMPACT OF PROJECT WORK AND AS A MEANS OF IDENTIFYING, DISSEMINATING AND SHARING BEST PRACTICE;
- **AS A FACILITATOR** – SUPPORTING EXCHANGES BETWEEN KEY STAKEHOLDERS IN THE WORLDS OF EMPLOYMENT AND EDUCATION, UNDERTAKING RESEARCH AND DETAILED TECHNICAL CONSULTATION.

In the following section you will find complete presentation of the projects in which EOSE has been active as a partner in 2015.
Justification for the project comes from the reality that people with disabilities are three times less likely to be physically active and twice as likely to be obese than the able bodied population.

Resources had been tailored to ensure fitness professionals are equipped with the skills necessary to work with people with disabilities in fitness clubs. In addition the project launched a European Awareness and Education Campaign to be used in wide-scale dissemination activities across the social partner and stakeholder mix of VET Trainers, Employers, Employees, and Representative Bodies.

As a result of this project, more fitness instructors will be equipped with competence needed to work with people with disabilities and more workplaces will cater for their inclusion.

**EOSE role**
- Advise on developed tools
- Be a force for dissemination and campaigning
- Develop the Universal Management Framework

Further information about the project and working progress available on www.justdoufit.com
The project represents European wide initiatives that promote youth-employment in and through the sport sector and highlights the transferable skills that sport can develop.

This one year project aimed to better understand and promote the role of sport in developing employability and to explore sport as a sector of employment for young people.

**EOSE role as Associate partner:**

- Advise on the online questionnaire;
- Provide analysis of the answers to the online questionnaire;
- Be a force of proposition for the dissemination and the campaign.

**Several actions raised awareness on opportunities of employment for young people across Europe:**

- **Questionnaire on skills acquired in sports;**
- **Seminar “Sport Employs YOUrope - Recognise non-formal education in sport to fight youth unemployment” in Rome/Italy, 1st to 5th of October 2014;**
- **National youth-led campaigns on non-formal education in sports as a tool to fight youth employment, 10th October 2014 to 31st of January 2015;**
- **Tool kit to support national project actions.**

Further information about the project and working progress available on www.youth-sport.net
Building upon the “Proposal for Strategic Actions on Gender Equality and Sport”, the project, led by ENGSO, promotes equal opportunities, namely gender equality in coaching, and focuses on increasing the number of employed and volunteer female coaches at all levels of sport as well as enhancing knowledge on gender equality in coach education. During the project, partners will work together to develop an awareness pack/educational toolkit (identifying existing best practices in Europe to increase the number of female coaches and break the barriers for female coaching) as well as mentoring education (a specific training programme for mentor developed and implemented in partner countries with the aim to educate around 20-24 future mentors for potential coaches).

PROMOTING GENDER EQUALITY IN COACHING

Specific objectives of the project are as followed:

- To promote the representation of employed and volunteer female coaches in the coaching workforce
- To increase the number of female coaches by creating tools to support female coaches to develop towards the coaching of high performance
- To include evidence-based information about gender and gender equality in coach education appropriate to all levels

Further information about the project and working progress available on www.score-coaching.eu
INVESTING IN GOOD GOVERNANCE IS INVESTING IN SPORTING SUCCESS

The general objective of the SIGGS project (spin-off of the S4G - Sport for Good Governance project funded under the Preparatory Actions) is to promote and support good governance in sport by providing practical guidance to National Olympic Committees (NOCs) and national sport federations (NFS) on how to implement principles of good governance in order to enhance their governance.

SPECIFIC OBJECTIVES OF THE PROJECT ARE AS FOLLOWED:

- To create a steering committee in order to exchange expertise and good practice examples.
- To develop educational tools to provide practical guidance to NOCs and NFS.
- To analyse the needs of individual NOCs and NFS and customise the educational tools accordingly.

Further information about the project and working progress available on www.siggs.eu
The GoGolf Europe project, funded by the European Commission under Erasmus+, has been developed to:

1. INCREASE THE AWARENESS OF, AND EVIDENCE BASE FOR, THE HEALTH BENEFITS OF GOLF FOR EUROPEAN CITIZENS

2. INCREASE PARTICIPATION IN THE SPORT OF GOLF AT A PAN-EUROPEAN LEVEL

GoGolf Europe provides a unique opportunity for golf to demonstrate its value in providing health benefits to European citizens and its significant contribution towards the wider objective of increasing physical activity levels. The project will also test an innovative training approach in order to blueprint a model for effectively increasing golf participation of youths at grassroots level across Europe.

Led by the European Golf Association (EGA), the transnational partnership brings together a mix of stakeholders with a diverse set of skills and perspectives. It includes the National Golf Federations from five European countries: the Czech Republic, Estonia, France, the Netherlands and Portugal, alongside the PGAs of Europe, the European Observatoire of Sport and Employment (EOSE) and the University of St Andrews. Within the five collaborating member states, a total of 640 youths will be given the opportunity to learn and play golf for the first time through a series of 12 lessons of two hours per week provided by local golf coaches.

EOSE role as partner:
- Expertise in administration and project management
- Contribution to the dissemination strategy
- Leading some partners meeting

Further information about the project and working progress available on www.gogolfeurope.eu
SEVEN EXCLUSIVE interviews and forewords since September 2014.
SPECIAL INSIGHTS into EU policies, funds, work and initiatives.
RAISING AWARENESS about EOSE’s work and activities.
PRICELESS INPUTS on European current and upcoming challenges and opportunities.

A NEW STRUCTURE to ensure interactivity as well as easy and fast access to information.
EASY ACCESS TO A EUROPEAN RESOURCES CENTRE introducing the key stakeholders and their role as well as gathering the work they lead having an impact in the field of sport, education and employment.
INTERACTIVITY THROUGH SOCIAL MEDIA: links to EOSE accounts & sharing tools.
SPECIAL EMPHASIS ON OUR EXPERTISE

KEY FIGURES since the launch in May 2014 so in a period of 19 months: 15664 individual users, 40238 pages seen, average of 2:05 min spent per session (as of the 15th of December 2015).

EVERY 2 MONTHS A SPECIAL INSIGHT INTO EOSE WORLD: a tool to communicate on the activities of EOSE, members and partners across Europe, to inform people about latest developments and good practices, to disseminate link with key documents and highlight main events in the sector.

KEY FIGURES: 6 EDITIONS sent in 2015 to a GROWING DATABASE of contact (+ 18.7% of subscribers in one year [Sept 2014 – November 2015]) reaching over 1000 individual subscribers.

A SPECIAL SUMMER EDITION on the concept of Learning Mobility
THE FIRST EVER PUBLISHED EOSE BOOK published in 2014
A COLLECTIVE EFFORT: 16 contributors and authors from 11 European countries
A SERIES OF ARTICLES AND CONTRIBUTIONS aiming to provide information about the creation and development of the organisation, a summary of the principle achievements and activities carried out by EOSE since 2002 but also to highlight the main challenges facing the sector in terms of Education and Employment
KEY FIGURES: 168 pages, 3 forewords, 9 chapters/articles, 300 hard copies printed and disseminated across Europe.
THE FUNCTIONING OF EOSE
The organisation chart of EOSE has evolved through the past years with the enlarging and widening of the scope and remit of the association.

The structure of the organisation summarised through the diagram below was developed to ensure the most efficient delivery of the activities and based on different levels of responsibility corresponding to a specific division of tasks.

A full description of the role and mission of each component of the diagram can also be found on www.eose.org.
EOSE’s ORGANISATION CHART 2015

THE WORKFORCE BEHIND EOSE

# Constitution of the Executive Board after EOSE 2015 GA

President
Thierry Zintz
Nominated by CMOS
Elected: GA 2015 for 2 years

Treasurer
Jean-Louis Gouju
Nominated by GAREF Sport
Elected: GA 2015 for 2 years

Secretary General
Vilma Cingiene
Nominated by MRU
Elected: GA 2014 for 2 years

Member of the Board
Mairit Pellinen
Nominated by SIF
Elected: GA 2014 for 2 years

Member of the Board
Nicos Kartakoulis
Nominated by the University of Nicosia
Elected: GA 2015 for 2 years
# Constitution of the Operational Team

Through the income generated by the activity, a core team has been established and maintain to support the delivery of EU funded project work for EOSE and it is available to members, international partners and other organisations.

In addition, through the EU funded projects LLL Project (2010-2011) and its successor, VSPORT+ (2011-2014), EOSE has developed a team of National Ambassadors amongst its Members, trained in and having a full understanding of the 7 Step Model. These EOSE national Ambassadors can now be regarded as entirely part of the EOSE team as they are regularly consulted and actively involved within the on-going work and studies carried out at the European and national level.

More info about the team including full list of Associates Ambassadors available on: www.eose.org
EOSE is truly a membership organisation composed of national expert organisations that recognise the importance of qualifications and training for the sport and active leisure sector and are committed to leading and facilitating their modernisation in the context of the policies and commitments of the European Union and its Member States. Members of EOSE are entirely part of the organisation and the goal is to try to involve as much as possible Members in relevant activities and European projects/studies. They represent a wide range of stakeholders.

<table>
<thead>
<tr>
<th>Country</th>
<th>Organisation</th>
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<tbody>
<tr>
<td>Belgium</td>
<td>Catholique University of Louvain (UCL) - Chair Management of Sports Organisations (CMOS)</td>
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<tr>
<td>Belgium</td>
<td>Flemish Office for Employment in Sport (Vlabus)</td>
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<tr>
<td>Bulgaria</td>
<td>National Sports Academy «Vassil Levski» (NSA)</td>
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<tr>
<td>Cyprus</td>
<td>University of Nicosia (NIC)</td>
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<tr>
<td>Denmark</td>
<td>Danish Institute for Sport Studies (IDAN)</td>
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<td>Finland</td>
<td>VIERUMAKI – Sport Institute of Finland (SIF)</td>
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<tr>
<td>France</td>
<td>GAREF Sport</td>
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<tr>
<td>Germany</td>
<td>Potsdam University of Applied Sciences for Sport and Management (FHSMP)</td>
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<tr>
<td>Greece</td>
<td>Secretariat General of Sports (SGS)</td>
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<tr>
<td>Hungary</td>
<td>Hungarian University of Physical Education</td>
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<td>Italy</td>
<td>Italian National Olympic Committee (CONI) – School of Sport</td>
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<td>Italy</td>
<td>Higher Institute of Physical Education in Florence (ISEF)</td>
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<td>Italy</td>
<td>University of Cassino and Southern Lazio (UNICLAM)</td>
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<td>Ireland</td>
<td>Institute of Technology Tralee (ITT)</td>
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<td>Latvia</td>
<td>Latvian Academy of Sport Education (LSPA)</td>
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<td>Lithuania</td>
<td>Lithuanian Sports University (LSU)</td>
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<td>Lithuania</td>
<td>Mykolas Romeris University (MRU)</td>
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<td>Malta</td>
<td>Sport Malta</td>
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<td>Poland</td>
<td>Institute of Sport Warsaw - National Research Institute</td>
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<td>Portugal</td>
<td>Rio Maior School of Sport (ESDRM)</td>
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<td>Portugal</td>
<td>Portuguese Institute of Sports and Youth (IPDJ)</td>
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<td>Spain</td>
<td>National Federation of Sports’ Employers (FNEID)</td>
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<tr>
<td>The Netherlands</td>
<td>Organisation of Employers in Sport (WOS)</td>
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<td>UK</td>
<td>EOSE Services</td>
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<td>UK</td>
<td>SkillsActive</td>
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<tr>
<td>UK</td>
<td>University of Chester (UoC) – Sport and Community Engagement</td>
</tr>
<tr>
<td>UK</td>
<td>University of Stirling – School of Sport</td>
</tr>
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</table>
EOSE success is mainly based on its capability to run and take part to EU funded projects. In 2014 the income category (latest audited account at the time of publication) were as followed:
BECOME A MEMBER
SUPPORT OUR ACTION
EOSE is an international organisation working towards the development of the sport and active leisure sector. Expert in building bridges between the worlds of education and employment, EOSE aims at ensuring the development of a competent workforce with the right skills through a wide network of Members and partners.

We are working to provide a range of services and activities based on the combined expertise of our two entities (the European Observatoire of Sport and Employment and EOSE Services).

**WHY BECOME A MEMBER?**

1. Get access to a wide network and database

2. Increase your legitimacy while being member of a recognised stakeholder at EU level

3. Receive the latest news from the sector and updates on EU policies

4. Benefit from a prime access to EOSE EU funded projects

5. Build upon EOSE recognised expertise in projects management

6. Get tailor-made information on potential EU funding

7. Contribute to the development of a structured approach to screen and anticipate the sector’s needs

8. Be involved in data collection and collaborative publication

9. Take part in the sector development and support our work

10. Contribute to shaping EOSE’s future while making your voice heard at the GA
A new approach on education for sport professions based on learning outcomes which will led to the best possible match between the needs of society, requirements of the job market and qualifications offered has to be set in place. With those efforts we contribute to better employability, which is one of the main concerns of the Commission under President Juncker. That is why I warmly welcome all your efforts related to sectoral qualification frameworks or recognition of non-formal and informal education and training in sport professions.”

António Silva Mendes, Director for the Education & Vocational Training, DG EAC, European Commission

“First and foremost, I would like to express my appreciation for the job done by EOSE so far. [...] From my perspective as a Minister for sport, the main short-term objective should be creating opportunities for people to engage in sports [...]. However, to further strengthen these opportunities and positive outcomes, we need competent staff in the field of sport [...]. Awareness raising and encouragement of the development of knowledge, skills and competences among staff and volunteers, cooperation in standard rising in the education of trainers and coaches as well as volunteers by facilitating the exchange of information and experience between policy-makers and sport stakeholders would be the steps to promote a successful workforce development.”

Mārīte Seile, Latvian Minister of Education, Science, Youth and Sports

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

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

“Qualifications- occupational standards- quality assurance. It is the functioning of these three sectors within the sport and active leisure sector that will ensure a skilled workforce capable to meeting today’s and tomorrow’s labour market forces.”

Dr. Joachim James Calleja, Director of CEDEFOP

“As Chair of the IOC Athletes Commission, I endorse the mission of EOSE. Indeed “facilitating and supporting the development of the sport and active leisure sector workforce [...] to ensure people working and volunteering in the sector have the right skills to perform [...]” is a mission that all responsible in sport should support.”

Claudia Bokel, Chair of the IOC Athletes Commission

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TESTIMONIALS

FROM SUPPORTERS

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António Silva Mendes, Director for the Education & Vocational Training, DG EAC, European Commission

“Sport is increasingly gaining recognition as an issue of economic, social and political importance on the agenda of the European Union. This reflects, in particular, the new evidence delivered by EU studies and the first results of transnational projects in this field. In these projects, organisations such as EOSE have played an important role.”

Androulla Vassiliou, Former European Commissioner for Education, Culture, Multilingualism and Youth

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

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FROM MEMBERS

“The ESF 4.216-SUCCESS-Capacity Building Programme for Public Sports Administrators project, supported by EOSE, has been a success for SportMalta. This was indeed the first time that employees were given the opportunity to expand their knowledge and embark on both a training programme and a unique internship experience abroad. […] Learning Mobility offers a unique platform of building substantial network of long-term contacts where ideas can be interchanged and discussed. As Head of this entity I strongly recommend other employers to engage in learning mobility experiences which are of great value to both employees and the company.”

Mark Cutajar, CEO of Sport Malta

“The EOSE working seminar organised in Sofia at the National Sports Academy (3rd of November 2015) offered a floor for experience and problems sharing; fruitful discussions and contacts exchange among representatives of sport federations, governmental institutions, education and training providers and employers. Common points of interest were matched between the sport and tourism sectors. All participants were convinced of the benefits and supportive for the establishment of sport sector skills council at national and European levels.”

Stefka Djobova, Assistant professor at the National Sports Academy, Bulgaria

“In a working towards definition and description of the qualifications in the sport sector, we applied the [7 Step Model] proposed by EOSE. In our opinion, the universality of this tool completes the undertaken measures – it enables to bridge the gap between the community need, the market needs and the university traditions and procedures.”

Piotr Marek, Marketing Manager at the Institute of Sport, Poland

“The interest of government and stakeholders towards Labour Market Information and skills development can be initiated through some momentum. In Lithuania, this momentum was created via the VOCASPORT study in 2003-2004. This may seems long ago but the interest was further exploited through National study and I am grateful for the continuous opportunity provided by EOSE to keep the debate alive.”

Vilma Cingiene, Professor at the Mykolas Romeris University and newly elected EOSE Executive Board Member.

“Being part of EOSE opens doors and gives/adds credibility to the member’s activities especially thanks to the continuity in the strategy followed and the activities carried out.”

EOSE Members’ message to the Secretariat during the GA 2014
We are proud to have official Members representing a wide variety of stakeholders (from training providers and sport institutes to the sport movement, social partners and governments) involved all over Europe (currently in 19 EU countries: Belgium, Bulgaria, Cyprus, Denmark, France, Finland, Germany, Greece, Hungary, Italy, Ireland, Latvia, Lithuania, Malta, Poland, Portugal, Spain, the Netherlands, UK) as well as on-going discussion with organisations from Croatia, Czech Republic, Estonia, Romania and Sweden.
JOIN US!

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

By email: eosesec@eose.org
By post: EOSE Secretariat, 1 Grande rue des Feuillants, 69001 Lyon, France

Should you not see yourself as a member, we are still looking forward to hear from you! Indeed beside the work we lead with our Members, we are also running activities and projects with and/or on behalf work partners.

Keep in mind that EOSE – together with its sister organisation, EOSE Services– is working to provide a range of services and activities based on their combined expertise to act:

- **As an Adviser**: providing advice to Members and partners on the preparation of workforce development strategies and project proposals;
- **As a Partner**: leading or adding additional support and expertise to national and European/International projects;
- **As a Networker**: using its networks to expand the reach and impact of project work and as a means of identifying, disseminating and sharing best practice;
- **As a Facilitator**: supporting exchanges between key stakeholders in the worlds of employment and education, undertaking research and detailed technical consultation;
- **As a Consultancy**: commissioned to undertake a range of services and provide expert support in a range of specialist areas.

Therefore let’s exchange and explore together how we could collaborate! Our end goal is to facilitate or catalyse skills development initiatives in the sport and active leisure sector.
A NEW WAVE FOR THE SPORT AND ACTIVE LEISURE SECTOR

The impact of sport goes far beyond the daily delivery of sport activities and we see a new role FOR sport leading to new roles IN sport! As Chris Grosser (CEO and famous photographer) once said: "Opportunities don't happen. You create them".

In 2015 we delivered a Work Programme aiming at seizing and creating new opportunities for the sector we believe in and which can bring much more to society.

EOSE Secretariat
1, grande rue des feuillants - 69001 LYON - FRANCE
+33 (0) 437 431 939 eosesec@eose.org www.eose.org @EOSE_skills

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