ANNUAL ACTIVITY REPORT 2018
EOSE VISION FOR THE SECTOR

“A sport and physical activity sector that fulfills its social, health and economic potential in Europe and its Member States”

EOSE VISION STATEMENT

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

EOSE MISSION

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

EOSE celebrated its 15th anniversary in December 2017. The year 2018 was therefore the effective year of EOSE 15th anniversary. It is a great pleasure to introduce this annual activity report, which is a welcome opportunity to mark this point on the journey of EOSE so far.

As a reminder, EOSE was formally established in 2002. Since the beginning, we have been convinced that to enable the Sport and Physical Activity Sector to fulfill its potential, we need to equip staff and volunteers with the right skills and competences. After 15 years, this vision remains the same and we can only be proud of the work achieved in this direction. We are also very proud of our network of members and partners, which is becoming stronger every year. The commitment to the ESSA-Sport Project is a perfect illustration.

During the past year, EOSE has also strengthened its relationship with the European Commission, being involved as in previous years in European Expert Groups and High Level Conferences linked to the EU presidency. EU project activity as coordinator or partner has also continued as a core activity of the organisation. 2018 has been marked by significant human resource changes. Carole Ponchon left the organisation after five meritorious years and Camille Demeulemeester has been hired as a new Project Officer. Camille will work from Belgium and this is an excellent opportunity for EOSE to have its own office in Brussels to be closer to, and strengthen our relations with, the European Institutions.

The General Assembly 2018 included a special session and a series of testimonials to officially announce the retirement of our former President, Director of Development and friend, Stephen Studd. It is a big loss for EOSE as Steve’s vision and strong commitment from the creation of the association with Jean Camy, Alberto Madella and Allan Pilkington in 2002 until now have been essential in the development and sustainability of EOSE. I want to personally wish Steve a well-deserved and very happy retirement.

To conclude this introduction, let me thank all of our members and supportive partners for their dedication and commitment. EOSE would not be able to achieve success on its journey without strong involvement and commitment of its national members, who are at the heart of the organisation. So, thank you all and let us make 2019 an even better year!

Yours sincerely,

Thierry Zintz
EOSE President
Dear EOSE Members, Partners and Friends,

As Executive Director of EOSE, I am delighted to introduce you our Activity Report for the year 2018.

The year of our 15th anniversary was extremely ambitious and successful in terms of activities, and without being exhaustive I can highlight some of our main achievements and developments from the year aligned with our Strategic Plan 2018-2020.

First, we concluded a transnational initiative co-funded by the European Commission with the publication of European industry-led Occupational Standards and relevant training materials for the area of sport administration with the aim to equip those working or volunteering as sport administrators with the right skills.

We have also launched a new project focusing on the definition of generic skills and competences for sport officials which are common across all sports, and we have been actively involved in other EU funded activities initiated by other EU Sport Networks in the areas of Good Governance, Sport Integrity, Grassroots Sport Diplomacy, Social Inclusion and Gender Equality. It is also extremely encouraging to underline the expansion of our network with the enrolment in 2018 of three new members to reach 22 EU Member states represented.

Finally, we have implemented a series of activities and arranged various events to consolidate our relationship with policy makers, European Sport Federations and Sport Networks.

We already know that the year ahead will be a challenge with the analysis of the data collected through the European Skills Survey, the coordination of national consultation activities and the development of national reports including recommendations and priority actions for the sector. Moreover, the first European Skills Summit will be arranged in the autumn with the goal to present and debate with key stakeholders the series of proposed recommendations. As a Civil Society organisation, our ongoing support to our members and the sharing of information on EU policies and latest developments will remain our priority for 2019.

I would like to thank the whole EOSE working team for their dedicated work, and the Executive Board as well as our members for their trust and active commitment. We would not have been able to achieve such high-quality activities and outputs without them.

It is not possible to finish my foreword without mentioning an emotional moment with the official retirement of our dear friend and colleague Stephen Studd. Steve dedicated his entire professional life to the development of the sport and physical activity sector, and EOSE would have never been able to grow and conduct so many successful activities without his strong support and commitment. On behalf of the whole EOSE family, I would like to thank Steve and wish him a well-deserved retirement closed to his family and friends.

I hope you will enjoy reading our Activity Report and we look forward to collaborating with you towards the modernisation of the sector and development of a competent workforce.

Aurélien Favre
EOSE Executive Director
EOSE IN BRIEF

FROM AN INFORMAL GROUP TO AN INTERNATIONAL EXPERT ORGANISATION

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

EOSE RAISON D’ÊTRE

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

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

TO CONDUCT ITS ACTIVITIES, EOSE ASSETS ARE AS SUCH

5 Permanent staff in 2018
5 Executive Board members
31 Member organisations
22 National Ambassadors

Total Operating Income from certified financial accounts

1994 Set up as an informal group
2002 Official registration as not for profit organisation
2012 Opening up of EOSE Services, as a sister organisation registered in UK
2018 Towards an employment and skills map for the sector
2017 15TH

148 638 €
266 440 €
284 087 €
295,342 €
439 464 €
540 000 €*

2003
2007
2011
2013
2016
2017
2018

*Foreseen
**EOSE POSITIONING**

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

**IN Volvement IN EU Funded Projects**

Since 2002

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

- **47** EU funded projects since its creation
- **36** Countries
- **161** Partners
- **20** Projects as a partner
- **31** EU/INT NETWORKS (Umbrella Orgs, EU FDs etc)
- **5,568,607 €** Total projects grant for the sector
- **27** Projects as a leader
- **117** Partners
- **30** Countries
- **24** EU networks (Umbrella Orgs, EU FDs etc)
- **4,810,162 €** Total projects grant for the sector
PARTNER ORGANISATIONS

SUPPORTED BY
Eose Highlights
IN BRIEF

At the end of this busy and successful year, EOSE is delighted to present this new activity report section in order to highlight the main achievements of the year.

In this section, you will find accomplishments we are proud to share with you:

➢ First of all, 2018 saw the end of a large collaborative partnership aiming to improve skills for sport administration namely the S2A Sport project, but also a small collaborative partnership, the T2MIS project, which produced an incredible tool to facilitate access to learning mobility.

➢ Then, as part of the ESSA-Sport project, we also launched the first ever online European Employer Skills Survey which has been translated in 20 languages.

Of course, EOSE success was made possible due to the strong commitment, contribution and involvement of its network of members and partners, the dedication of its Executive Board members and the work of its staff.
2018 saw the completion of a major EU funded project, coordinated by EOSE with a mix of dedicated partners, to develop occupational standards and training in the area of sport administration – “a key function and occupational role in the management and operation of sports federations and clubs, which is central to the delivery of good governance, the culture of values and ethics in sport and for the development and growth of sport itself”.

The project implemented the EOSE Lifelong Learning Strategy, or 7 Step Model, where it was applied to the occupations in the area of sport administration encompassing the work of sport federations and clubs to map out a European career framework for sports administrators helping young people, in particular, to find their way into the sector and supporting the up-skilling and professional development of existing professionals and volunteers as they seek to develop themselves and their careers. This transnational initiative co-funded by the European Commission was concluded with the publication of European industry-led Occupational Standards and relevant training materials for the area of sport administration with the aim to equip those working or volunteering as sport administrators with the right skills and knowledge for their role.

Based on a solid foundation of labour market research (step 1) carried out through the project, an occupational map (step 2) was produced to accurately describe the organisation of sport administration in Europe including key stakeholders. An occupational descriptor (step 3) focussed on the skills, education and other requirements of the jobs in the sector. The functional map (step 4) provided a graphic representation of competence related to sport administration, and this was expanded to a full set of occupational standards (step 5) which describe knowledge, skills and competence in detail and will be useful to employers and education providers alike.

Sport administration was seen as a part of the sport and physical activity sector which could gain a huge advantage through the promotion and implementation of a structured CPD programme. This was the rationale for placing the emphasis in Step 6 on Continuing Professional Development (CPD) and the structures and processes for developing this type of learning programme. Finally, step 7 outlined the quality assurance arrangements which can apply to the provision of learning in the sector.

S2A-Sport, as a transnational initiative co-funded by the European Commission, was concluded in 2018 with the publication of all steps of the 7 Step Model, including European industry-led Occupational Standards and relevant training materials for the area of sport administration with the aim to equip those working or volunteering as sport administrators with the right skills and knowledge for their role.
Check out the S2A Sport project outputs including standards and training material for sport administration here: www.s2a-sport.eu
Learning mobility occurs when an individual “moves to a country other than their country of residence, in order to undertake study, training or other learning, including traineeships and non-formal learning, or teaching or participating in a transnational professional development activity”.

Through a European Feasibility Study focusing on learning mobility in the sport and physical activity sector (2014), EOSE evidenced a number of contradictory indicators:

- On one hand, sport organisations recognise the benefits that would flow for individuals, organisations and the whole sector from an enhanced level of learning mobility;

- But on the other hand, the high demand for learning mobility has lain dormant partly because the sector is suffering from a lack of awareness of available opportunities and a lack of capacity to engage.

By creating a learning mobility culture for the sector, we strongly believe at EOSE that individuals going abroad will acquire new knowledge, skills and competences, will strengthen their career and future employability as well as their personal development, and as a direct consequence this will positively impact the efficiency and quality of the services and activities delivered within sport organisations.

Unlocking the demand for learning mobility has been a priority for EOSE for many years. Through a recent transnational initiative funded by the European Commission under Erasmus+ and entitled T2MIS - Ticket to Mobility in Sport, EOSE with the support of an experienced partnership launched an innovative online platform having the ambition to create the conditions to support the sector in accessing an enhanced level of learning mobility.

The platform has been designed and launched in June 2018 to clarify the existing mobility opportunities available for those acting in the sector as volunteers, coaches, administrators, managers, athletes, or referees and to raise the level of awareness of such opportunities within the whole sector in Europe.

This achievement should be considered as a first step of a long journey to make learning mobility a reality and increase the level of take up in the sport and physical activity sector.

Learning mobility will remain a central topic for EOSE as there is a need to provide concrete support to those individuals and organisations willing to benefit from taking part in an experience abroad.
We invite you to access and test the learning mobility platform: www.t2mis.eu
Another highlight of the year has been the launch of the first ever European Employer Skills Survey in November 2018 as part of the ongoing 36-month ESSA-Sport project (European Sector Skills Alliance for Sport and Physical Activity) funded by the European Commission under Erasmus+.

In our attempt to deliver an EU wide Employment and Skills map for the whole sector which is growing and changing, the objective of this innovative survey was to consult employers from the sector to collate information on the labour market, skills needs, gaps and shortages, future tendencies/perspectives, realities and difficulties to recruit staff and volunteers.

The survey can be seen as breaking new ground and also a clear statement from the sector of its willingness to work together to analyse and tackle the skills challenges that face the sector and are holding it back from realising its full economic and social potential.

We are convinced at EOSE that a proper understanding of the characteristics and trends of the labour market, which has long been missing, is the basis to reskill the workforce with modern, fit for purpose training and qualifications.

The content of the online survey has been designed with the support of the European Social Partners in the sector, a network of 20 national partners and the contribution of 14 European Sport Networks to ensure relevancy across the wide spectrum of the sector.

The survey was made available in 20 national languages (thanks to EOSE members) and widely disseminated through all possible channels at the European, national, regional and local levels.

The online consultation ended on 25th of January 2019 and has been extremely successful with a high level of interest as more than 3,800 responses were collated from sport organisations all over Europe.

The data will be analysed during the first quarter of the year 2019 and used to produce a European strategic action plan with concrete priorities and recommendations to be implemented at national and EU level to help ensure education, training and qualifications are geared towards the realities of the sector.
For further information about the project and survey please visit: www.essa-sport.eu
EOSE EXPERTISE

IN BRIEF

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

EOSE has a track record of developing, leading and delivering European funded projects and activities (see page 7) in line with its mission and overall vision for the sector, and which draw on the expertise of its network of members, partners and staff.

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

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

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

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

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

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

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

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

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

*Definition from the Council of Europe*
THEY TALK ABOUT US

I share the views of experts who believe that the modernisation of the education system in the field of sport should be driven by the demands and needs of the sport and physical activity sector, a growing sector with increasing international dimensions."

Androulla Vassiliou,
Former EU Commissioner for Education, Culture, Youth & Sport

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

First and foremost, I would like to express my appreciation for the job done by EOSE so far. [..] Awareness rising 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
**Rationale: Building upon existing opportunities by linking with EU policies and tools**

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

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

Moreover, the Council of the EU has 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. Also, in 2015 the Paris Declaration on “Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education” recognised the potential and role of sport and physical activity when aiming at better access to education, social integration, transversal skills development, intercultural dialogue and civic values.

At EOSE, we are convinced that a link to European directives and initiatives gives the sport and physical activity sector greater legitimacy. It has therefore been a core part of EOSE work programme to disseminate information on EU policies in the field of sport, employment and education, and to develop and implement a long series of European funded projects through the past fifteen years of activity.

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

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**Figure 1: European Policies targeted through EOSE work**

<table>
<thead>
<tr>
<th>Sport</th>
<th>Education</th>
<th>Employment &amp; Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>EU White paper on sport</td>
<td>E&amp;T 2020: Strategic framework for cooperation in education &amp; training</td>
<td>New Skills for New Jobs: Anticipating and matching labour market &amp; skills needs</td>
</tr>
<tr>
<td>Communication on “Developing EU dimension in Sport” 2011</td>
<td>Paris Declaration on Promoting citizenship and common values 2015</td>
<td>New Skills Agenda for Europe 2016</td>
</tr>
<tr>
<td>2nd EU Work Plan for Sport 2014-2017</td>
<td>European Education Area by 2025 2017</td>
<td></td>
</tr>
<tr>
<td>3rd EU Work Plan for Sport 2017-2020</td>
<td></td>
<td></td>
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<tr>
<td>Tartu Call for Healthy Lifestyles 2017</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Anticipating and matching labour market and skills needs
- Link the world of work and world education
- Improve quality and efficiency of education and training
- Equip citizens with right skills and competencies to perform in a job
- Support inclusive education, equality, non-discrimination, civic competences
- Increase VET attractiveness by showcasing examples of excellence and quality

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**EUROPEAN POLICIES: EUROPE 2020 STRATEGY**

<table>
<thead>
<tr>
<th>Year</th>
<th>Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>Joint Education and Training Report on the implementation of E&amp;T2020</td>
</tr>
<tr>
<td>2015</td>
<td>Paris Declaration on Promoting citizenship and common values</td>
</tr>
<tr>
<td>2017</td>
<td>New European Framework for Quality and Effective Apprenticeships</td>
</tr>
<tr>
<td>2025</td>
<td>European Education Area by 2025</td>
</tr>
</tbody>
</table>

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**Anticipating and matching labour market and skills needs**

**Link the world of work and world education**

**Improve quality and efficiency of education and training**

**Equip citizens with right skills and competencies to perform in a job**

**Support inclusive education, equality, non-discrimination, civic competences**

**Increase VET attractiveness by showcasing examples of excellence and quality**
We believe in the diagram page 21 that the development of a skilled workforce of paid staff and volunteers through fit for purpose qualifications is crucial to enhance the sector’s chances to meet its recognised potential and positively impact on the economy (e.g. tourism, employment), health (e.g. participation) and social dimensions (e.g. integration) of a nation and the European Union as a whole.

This potential can only be realised through a skilled workforce of professionals and the huge army of volunteers that lie at the heart of the sector. Through a series of EU funded projects, EOSE has developed a methodology called the Lifelong Learning Strategy for sport and physical activity, or 7 Step Model, which provides a framework for the development of a strategic approach to ensure that vocational education, training and qualifications exist to support the workforce.

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

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

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

More about the 7 Step Model on next page
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 & career pathways;
- Engage main stakeholders from the sector;
- Facilitate the link between the worlds of education & employment;
- Match education and training to the needs of the labour market;
- Equip the workforce with the right skills and competences through fit for purpose qualifications and courses;
- Facilitate the economic growth and social impact of the sector;
- Improve the recognition of competences and qualifications;
- Support mobility, transparency and mutual trust of qualification.

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:

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

The model has been recognised by many actors in the sector as a concrete methodology able to bring together the worlds of education and employment and to ensure that vocational education, training and qualifications exist to support the development of a competent workforce through fit for purpose qualifications and training programmes.

We had doubts when we started implementing the 7 Step model as part of the Golf Stand Project. But believe me, we got more than we expected. Indeed the project has created opportunities to develop synergies between our members, especially in terms of mobility, far beyond what we could have imagined. Last but not least, we are still using the outcomes of the projects and we have developed a continuous reevaluation process to ensure we adapt our standards regularly”.

Ian Randell, Chief Executive of PGAs of Europe

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

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

SPECIAL EMPHASIS ON OUR EXPERTISE

KEY FIGURES since the launch in May 2014: 31,138 individual users, 80,559 pages seen, average of 1:50 min spent per session (as of the 6th of December 2018).

KEY INFORMATION NOW AVAILABLE IN 15 LANGUAGES

Fifteen exclusive interviews & forewords since September 2014.

Special insights into EU policies, fundings, work and initiatives.

Raising awareness about EOSE’s work & activities.

Priceless inputs on European current and future challenges and opportunities.
Every 2 months a special insight into the eose world: a tool to communicate on the activities of EOSE, members and partners across Europe, to inform people about latest developments and good practices, to disseminate links with key documents and highlight main events in the sector.

**KEY FIGURES**: 8 EDITIONS sent in 2018 to a GROWING DATABASE of contacts (+ 9.4% of subscribers in one year) reaching over 1330 individual subscribers.

**Easy and fast browsing information** about eose's activities and relevant news and articles of the sector

**Meant to raise** the profile of eose and expand its sphere of influence

**Debate** with high level stakeholders

**Actively contributing to**: #SKILLSSETMATCH, #MOBILITYSUPPORTJOBS, #SKILLS4SPORT, #JOINLEARNGROW, #BEACTIVE

**KEY FIGURES**: + 28% OF SUBSCRIBERS ON LINKEDIN IN 2018; +22% OF FOLLOWERS ON TWITTER IN 2018.

**A newly developed press room** aiming to encourage change and modernisation

**A series of interviews** aiming to provide insight into eose world, vision and activities

**Animated tools** to present in a simple and pragmatic way the potential of the sector, the realities around education and employment, related eu policies and the mission of eose network.

**SOCIAL MEDIA**

- **TWITTER**: @EOSE_skills
- **LINKEDIN**: EOSE
- **YOUTUBE**: EOSE SkillsDevelopment

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

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

During the year 2018, EOSE has been actively involved in the development of several project proposals and has participated as promoter and active partner in various initiatives.

The following pages briefly introduce these transnational initiatives/projects:

- Coordinated and led by EOSE both as “Promoter” or “Initiator/Leader”
- In which EOSE played the role of active “Partner”.

It also provides a short insight into a major transnational project awarded to EOSE in 2018 but that will start in 2019.
IMPROVING SKILLS FOR SPORT ADMINISTRATION

The S2A Sport project focused on the skills needed by “Sport Administrators” who have a crucial role in the delivery of sport and are acting as paid staff or volunteers 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.

Sport administration includes the processes and activities of running an organisation operating within the sport sector at local, regional, national and European levels. It includes skills and competencies that enable individuals to coordinate, manage, market, organise and deliver sport in line with the governance and direction of the organisation.

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.

Through the implementation of the 7 Step Model, the overall aim of the S2A Sport project was to research and analyse the expected competencies of sport administrators within sport organisations, to define the knowledge and skills needed to properly fulfil the realities and perform effectively in this position, and to design/pilot an innovative and adapted training programme handbook and curriculum for Sport Administrators in Europe.

In 2017, the innovative project outputs were live tested through an ambitious European Pilot Training Programme (Vierumaki, Finland, 3rd to 9th of September) and a consultative European Final conference (Lyon, France, 29th of November), each of them gathering 40 participants. Both events confirmed the relevance of the approach to contribute building the capacity and effectiveness of sport organisations across Europe.

The consortium which collaborated to achieve this ambitious project brought together a unique combination of stakeholders composed of 8 national organisations and 4 pan-European associations from 10 different European countries.

Eose as applicant/promoter

Full Title: S2A Sport - “From Strategy to Action: Supporting the professionalisation of sport organisations through the definition of work-based competencies and the development of fit-for-purpose training for Sport Administrators”

Funded under: Erasmus+ KA2 – Cooperation for Innovation – Call 2015

Duration: 30 months (from September 1st 2015 until February 28th 2018)

Promoter: EOSE (European Observatoire of Sport and Employment)

Partnership: 12 partners from 10 countries

Project website: www.s2a-sport.eu
FACILITATING ACCESS TO LEARNING MOBILITY AND INCREASING THE LEVEL OF TAKE UP IN THE SECTOR

The final report of the Feasibility Study on Learning Mobility in Sport conducted by EOSE in 2013 provided clear evidence of a considerable latent interest and demand from the sector (mainly due to low level of awareness of the opportunities offered by EU funded programmes) as well as many tracks for future cooperation.

With the project T2MIS – Ticket To Mobility in Sport, EOSE worked with the partnership to develop an adapted online solution to tackle the identified barriers and create conditions to make mobility a reality in sport and physical activity. The aim of this project was to create conditions in the sport and physical activity sector for increased take-up of mobility activities, while helping visitors to the website to find learning mobility opportunities. Following the conclusion of the project the sector can benefit from an enhanced culture of learning mobility, where through experiences abroad and lifelong learning, individuals can keep their skills and competences up to date and develop their role in their organisation and their career in the sport and physical activity sector.

How was it done?
In designing and developing an online European Mobility Tool for the sport sector. The tool aimed at simplifying and clarifying the presentation of existing Learning Mobility funded opportunities and to raise the level of awareness of such opportunities within the sport sector. The innovative online tool was designed to provide a common entry point and a straightforward platform to highlight the benefits of learning mobility for individuals and organisations; to differentiate and present existing opportunities for the sport sector; and to provide information regarding criteria for eligibility, objectives and priorities. The tool also provides quick access to some good practices and key documents.

Full Title: T2MIS – “Ticket to Mobility in Sport”
Funded under: Erasmus+ Sport Chapter – Small Collaborative Partnership – Call 2016
Promoter: EOSE (European Observatoire of Sport and Employment)
Partnership: 4 partners from 4 countries

Project website: www.t2mis.eu
TOWARDS THE FIRST EU WIDE EMPLOYMENT AND SKILLS MAP

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

Coordinated by EOSE with the help of the EU social partners in the sector (EASE and UNI-Europa Sport), the project is supported by a wide network of 18 national organisations acting as researchers and coordinators who will carry out desk-research activities and consultation to analyse the employment situation, skill needs and priorities for the sector. Some further EU Network Associations complete that consortium and will act as expert advisers to engage the whole sector.

The project will research available sources of national statistics to define and understand the labour market across the member states and will also conduct a major online survey across the EU to identify the skill needs of employers.

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

ESSA-Sport aims to bring the whole sport and physical activity sector together for the first time at a time when expectations of the sector are rising with governments aiming for improved levels of health through physical activity, for sport to be at the heart of social integration, enhanced governance in the field of sport and to improve the employability of young people through the education and personal development it offers.

The rationale for the project was demonstrated in a recent EU Feasibility Study (2014) undertaken by the same lead partners and funded by the DG Employment, Social Affairs and Equal Opportunities which underlined the strong need and support expressed by the sector for the establishment of such Alliance to provide the basis for a coordinated approach to analyse the changing labour market and developing solutions to re-skill the workforce with modern, fit for purpose training and qualifications.

Project website: www.essa-sport.eu
Main expected outputs:

- The first EU wide Employment and Skills map for the sport and physical activity sector
- Development of national stakeholder groups
- A European Strategic Skills Action Plan to help ensure education, training and qualifications are geared to the realities of the sector
- EU Sector Skills Alliance as a sustainable mechanism
- The first ever EU Skills Seminar in Sport

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

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

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

ONSIDE is a three-year project running from January 2018 to December 2020 and is funded through the European Union Erasmus+ Programme.

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

The project is implementing the Lifelong Learning Strategy for Sport, also known as the 7 Step Model. November/December 2018 saw a successful research phase in the project where telephone interviews took place with the officiating manager in 10 European or international federations and over 200 national federations completed an online survey where the results will guide the partners as they progress through the project and through the steps of the model.

The next tasks for the group for 2019 include the production of an occupational map and occupational descriptors as well as the functional map for sport officiating in Europe which will form the basis of innovative occupational standards and education activities.

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

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

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

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

Howard Webb
ONSIDE Project Ambassador; UEFA Champions League and FIFA World Cup Final referee.
DEFINING SKILLS AND COMPETENCES FOR SPORT TO ACT AS A TOOL FOR DEVELOPMENT OF PEOPLE AND SOCIETY IN EUROPE

2019 will see the start of a new EU funded project under the Erasmus+ Sport Chapter with EOSE as coordinator. The CHANGE project has the full title of “Defining skills and competences for sport to act as a tool for development of people and society in Europe” and will run from January 2019 to December 2021. A mix of 11 partners from 9 countries will take part in the project.

This new project will focus on an emerging specialist field in sport - “Sport for Development”, defined as the use of sport as a tool to bring positive change in the lives of people and communities, often aiming to tackle social issues. The CHANGE project will, for the first time at EU level, aim to define the skills and competences of those working in sport for development.

The project will produce the first employment map of the field and define specific competences and, by utilising the proven EOSE Lifelong Learning Strategy (7 Step Model), will develop pilot training modules to be tested at national level and a training handbook for the on-going development of education for professionals and volunteers, offering a real legacy to support the development of the workforce.

Main expected outputs:
- European Desk Research and Occupational Map for sport for development
- Occupational Descriptors and definitions for sport for development positions in Europe
- Functional Map for sport for development in Europe
- European Occupational Standards for sport for development coordinators and activators
- Training Programme Handbook for sport for development coordinators and activators
- Implementation and Sustainability Plan for sport for development in Europe
Part of the core work of EOSE is to encourage, support and contribute to the development and implementation of transnational EU funded projects and collaborative initiatives led by other organisations from the sector. The condition for the involvement of EOSE is that each project should be linked with the vision of the organisation as well as the expertise of the staff and members which made up the EOSE network.

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

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

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

In the following section, you will find a brief presentation of the main projects in which EOSE has been actively involved as partner in 2018.
In light of the well-known participation gap between men and women, and boys and girls in sport around the EU, the European Us Girls project served as a pioneer with a long-term perspective, offering a solution for tackling head on the issue of gender inequality in grassroots sport. It aimed to facilitate the training of young women and girls to be peer educators in grassroots sport.

Bringing together, for the first time, six high quality organisations that operate in the grassroots sport and physical activity sector, the project achieved results addressing two aims of the project:

- Increasing female participation in grassroots sport and physical activities, in particular young women and girls with fewer opportunities aged 13-30 years.
- Increasing female volunteering in sport, in particular non-formal peer education.

European Us Girls created new training and learning resources adaptable for different national settings that can be rolled out Europe-wide. In particular, a new e-learning international course to train young women to be peer educators in grassroots sport was developed.

The project created a large and dynamic new European network for grassroots sport.

See the results of the project and access e-learning and other resources at: [www.europeanusgirls.eu](http://www.europeanusgirls.eu)
ASPIRING TO ACCESSIBLE SPORT CLUBS THAT WELCOME REFUGEES

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

ASPIRE has the main aim to offer suitable participation opportunities for refugees in and through sport, physical activity and play. This aim can be best achieved by the development and implementation of a training module that can support people involved in sport to adapt their existing coaching activities to the specific context of refugees. The training module will enhance the skills and competences of facilitators in the area of psychosocial support and intercultural learning, and also compile innovative approaches to make sports organisations more open, accessible and inclusive.

The ASPIRE main expected outcomes are:

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

Further information about the project and working progress available on www.aspiresport.eu
TOWARDS A SUSTAINABLE FRAMEWORK ENSURING MORE PEOPLE WITH DISABILITIES HAVE THE OPPORTUNITY TO LEAD A MORE ACTIVE LIFESTYLE

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

In collaboration with a strong partnership which includes 13 organisations from 8 countries, the project will work to develop 5 distinct areas of Parasport in the Nordic region:
- Marketing
- Recruitment
- Competition
- Education
- Governance.

In each of these areas the partners will focus on establishing “Knowledge Hubs” in order to gather examples of good practice, develop creative solutions to meet the need of the sector and then test the solutions through pilot activities.

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

EOSE role as partner:
- Co-leading the valorisation and sustainability process
Full Title: GSD - “Grassroots Sport Diplomacy”
Funded under: Erasmus + - Sport Chapter
Duration: 24 months (From January 1st 2018 until December 31st 2019)
Project Leader: ISCA (International Sport and Culture Association)

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

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

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

During the first phase of the project, the partners will undertake desk research in to grassroots sport diplomacy actions from around the world, and this will be followed by a consultation process including a series of interviews to gather inputs and opinions on this new concept and be able to propose the first ever definition for Grassroot Sport Diplomacy.

The mapping will lead to the selection of seven pilot actions to provide the opportunity to test and learn from different approaches to diplomacy. The partnership will then be in the position to work on the development of policy recommendations around this new concept and it is expected to design and launch an online course focusing on this concept of Grassroots Sport Diplomacy.

In order to achieve such an ambitious initiative, a partnership composed of a mix of stakeholders from seven different countries has been composed by ISCA and includes various expert institutions, sport-oriented bodies, governmental institutions, and one non-European partner from Brazil.

EOSE role as partner:

- Support the overall desk research and mapping of available resources, strategies and initiatives for grassroots sport.
- Contribute to the definition of the concept of “Grassroots Sports Diplomacy”
- Explore potential pilot actions for grassroots sport diplomacy
- Coordinate the development of a set of recommendations for EU, governments and civil society to use grassroots sport diplomacy
- Provide inputs to the innovative concept of a Clearing House including an online course on Grassroots Sports Diplomacy.
Led by the Cyprus Sport Organisation and funded by the European Commission under the Erasmus+ programme, GReFORM is a transnational project which focuses on the capabilities and skills of volunteers acting as Board members in sport organisations across Europe.

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

The consortium is composed of a mix of 10 organisations from the sport sector (e.g. Sport Council, Universities, National Sport Federations, and European Sport Networks) who will work together to undertake desk research and identify good practice in terms of organisational governance in the sector, they will also carry out a precise needs analysis through consultation to then be able to develop relevant training content and material.

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

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

**DEVELOPING A TOOL TO ENHANCE GOOD GOVERNANCE FOR VOLUNTEER BOARD MEMBERS**

*Feedback and suggestions towards the development of the educational content as well as the online tool*

*Evaluation of the quality and relevancy of the online learning platform including pilot testing;*

*Recommendations for sustainability and continuity*

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

The main objective of the POINTS Project, coordinated by the EOC EU Office, is to help National Olympic Committees, European Federations, and National Sport Federations to safeguard the integrity of their sport(s) in the widest sense and to strengthen their governance. The overall methodology of the project is based on the concept of “Single Points of Contact for integrity” (SPOCs) and more precisely to:

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

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

EOSE is delighted to be part of the POINTS project and looks forward to the year ahead during which the training seminars will be delivered.

**EOSE role as partner:**

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

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

EOSE has conducted a high number of activities in 2018, the success of which was made possible due to the strong commitment, contribution and involvement of its network of members and partners, the dedication of its Executive Board members and the work of its staff.

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

Organising events and attending conferences and workshops was important throughout the year 2018 to engage with the current members and build a better understanding of their expectations, priorities and the real issues facing the sector across the EU, to spread information about latest initiatives of the sector, but also to communicate on EU funding opportunities and EU policies, to expand the knowledge and recognition of EOSE by other stakeholders from the sector at all levels, and of course to grow the network of contacts and partners.
The activities carried out in 2018 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

2018 at a glance

- 62 events
- 24 organised
- 20 countries visited
- 38 attended
The team of the “Single Points of Contact for Sports Integrity” (POINTS) project, led by the EOC EU Office, organised its kick-off meeting in Brussels. EOSE was represented by Aurélien Favre, Executive Director.

These two days officially launched the project that will run for a total of three years. Various activities will take place in the different countries of the consortium with the aim to help the National Olympic Committees (NOCs) and the European and national sport federations in Europe to safeguard the integrity of their respective sport(s) and to strengthen their governance. In practice, the project will develop the concept of “Single Points of Contact for integrity” for NOCs and European federations, develop “Guidelines” to support the setting-up of such a SPOC and provide training and support for “Single Points of Contact”.

The “POINTS” project gathers an impressive consortium of 18 organisations including EOSE and 11 NOCs (Belgium, Denmark, Norway, Netherlands, France, Czech Republic, Slovenia, Italy, Portugal, Germany and Croatia), 3 European federations (European Athletics, European Volleyball Confederation and FIBA Europe) and 2 other specialised organisations (INTERPOL and Sport & Recreation Alliance UK).

Read more about Points project page 43
First European Education Summit  
Brussels (Belgium) - 25th January 2018

The event hosted by Commissioner Tibor Navracsics was held under the Bulgarian Presidency of the Council of the EU and gathered more than 450 participants. Education ministers, practitioners, stakeholders and business leaders were invited to discuss how to lay the foundations of the European Education Area for an innovative, inclusive and values-based education. Thierry Zintz, EOSE President, and Stephen Studd, EOSE Director of Development, attended the event in order to learn about the latest trends in EU policies education as well as to voice and position the sport and physical sector needs and potential in this special field.

The Summit explored how to capture the latest knowledge and insights into education and how to turn our aspirations into a reality, as it is only through education that citizens can be equipped with the skills to actively contribute to today’s societies.

This reflection took place in the context of work towards a European Education Area, which will make mobility a reality for all, create a network of European Universities and promote lifelong learning. Building on the conclusions of the Summit, the Commission will present further initiatives in spring 2018. These will include proposals on the mutual recognition of diplomas, language learning, a quality framework for early childhood education and care, a European Agenda for Culture, and a new EU Youth Strategy.

As we look to Europe’s future, we need to equip ourselves with an ambitious, shared agenda for how we can use learning as a driver for unity. Education is key because it is education that equips us with the skills we need to become active members of our increasingly complex societies. It is education that helps us adapt to a rapidly changing world, to develop a European identity, to understand other cultures and to gain the new skills one needs in a society that is mobile, multicultural and increasingly digital.

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

S2A Sport – Erasmus+ Project on sport administration – Full Partner Meeting  
Brussels (Belgium) - 29th January 2018

The final S2A-Sport FPM took place in Paris, hosted by the European Federation for Company Sport. It gathered all partners with the aim to officially sign off all Intellectual Outputs -so that they could all go into the design phase and then be made publicly available.

In addition, the next steps towards sustainability and future actions were discussed in order to ensure the use of the valuable tools developed as part of the project. Objectives also included discussion of next steps towards sustainability and future actions in order to ensure the use of the valuable tools developed as part of the project, in particular, the Occupational Standards and the user-friendly training manual to help sport organisations develop their team.

Some very clear indicators of success were showcased with high-quality ratings from both the partnership (external evaluation by SkyBlue). In particular, it is extremely positive the following objectives were considered as mostly met: understanding the labour market, defining functions and standards, test the pilot material and specific standards.
Representatives of the ESSA-Sport Research Team, led by Vilma Cingiene (Mykolas Romeris University, Lithuania) and Simone Digennaro (University of Cassino, Italy) under their capacity as researchers, and accompanied by EOSE staff members, Aurelien Favre and Stephen Studd, held an important second meeting with experts from the culture and sport team at the Eurostat Offices in Luxembourg on 5th February.

The meeting enabled the EOSE envoy team (Vilma Cingiene and Simone Digennaro are also EOSE Executive Board Members) to explain the ESSA-Sport project in detail and to enlist the help and support of Eurostat in assisting the ESSA-Sport national coordinators to compile the most extensive and accurate analysis of the sport and physical activity labour market possible.

This meeting with Eurostat gave the opportunity to discuss the issues and challenges that had emerged in the national research and the remaining feeling that national statistics were still underestimating the real labour market in sport. Indeed, it is a complex scenario with employment expanding beyond pure sport organisations to embrace employment on education sites, in municipalities, in companies focussed in tourism and hospitality and so on, where sport is a key service.

In addition, the prevalence of self-employment and people having second jobs in sport creates another complex statistical challenge but is a growing dimension of the sector.
GreForm – Erasmus+ Sport project on Good Governance - Kick-Off Meeting

Larnaca (Cyprus) - 14th - 15th February 2018

The inaugural meeting of the “Good Governance Enhancement through e-Learning for Sport Volunteer Board Members” (GReFORM) Erasmus+ project was hosted by UCLan Cyprus in Larnaca. The project coordinator is Cyprus Sport Organization (CSO), while the Centre for Entrepreneurial Development, Alliances and Research (CEDAR) of UCLan Cyprus has a leading role in the implementation of the program with four academics. The project involves 11 partners from seven EU Member States, including EOSE, which was represented at the Kick-Off meeting by its President, Mr Thierry Zintz. GReForm is a transnational project aiming to increase the capabilities of volunteer Board Members in sport organisations by providing online education on good governance in sport (a certificate of successful completion will be provided).

The EU Sport Forum 2018

Sofia (Bulgaria) - 22nd – 23rd March

The EU Sport Forum 2018 took place in Sofia on the occasion of the Bulgarian Presidency of the Council. Hosted by EU Commissioner Tibor Navracsics, the event gathered 380 participants representing sport organisations, policy-making bodies, EU institutions and Member States. EOSE was represented by two volunteer: Mr Ivan Slavchev, EOSE national ambassador in Bulgaria and Mr Thierry Zintz, EOSE President who met with several representatives of the world of Sport and contributed to the discussions. Under the banner ‘Sport in Europe, investing for future generations,’ this year’s edition had a special focus on the role of sport in international relations and covered several current topics. The Forum provided the opportunity for our president to meet with several representatives of the world of Sport, such as the Director of EU-EOC Office, Folker Hellmund, the vice-president of EU Athletics Jean Gracia, and more specifically with Mister Chu Bo, Director of Policy at the State General Administration of Sport of the Peoples Republic of China.
April 2018 saw the kick-off meeting for a new project funded through the Erasmus+ Sport programme of the European Union. The ONSIDE project will, for the first time, explore the generic skills and competences of sport officials and develop new education courses relevant across all nations and sports in Europe. Led with collaboration of Sports Officials UK, the project partnership also brings together European and national sport federations, a sports council, national Olympic committee and a university.

There is a need to enhance the image and recognition of sport officials and provide them the opportunity to enhance their skills through innovative education including new e-learning courses. Through the project the partners will implement the EOSE 7 Step model for workforce development and apply the model to the area of sport officiating. The project is aligned with EU policies in sport, education and Employment, in particular promoting education in and through sport with a focus on skills development.

“We’re delighted to start work with colleagues from sport officiating on this first EU funded project to explore the generic skills and competence of sport officials in Europe using the lifelong learning strategy promoted by EOSE known as the 7 Step Model”

Ben Gittus, Director of Standards for EOSE

“The launch of the project has been amazing, the quality and the experience of the partners is outstanding, SOUK are delighted to be a part of such an innovative exciting project, the first of its kind to focus on officiating”

Janie Frampton, CEO of Sports Officials UK

EOSE has worked on several projects at the European level which have involved delivery of training courses, mostly these have focussed on the topic of sport administration. Working with expert lecturers from our network of universities, EOSE has delivered training for sport administrators in Malta and as part of the S2A-Sport project ran a week of training for sport administrators from across Europe in Finland in 2017. Building on this work EOSE piloted a sport administration one-day seminar on the topic of Strategic Planning for Sport and Physical Activity for national sport federations in the United Arab Emirates. This was facilitated through an emerging partnership with the UAE National Olympic Academy. The pilot seminar was delivered by Kirstie Simpson from the University of Chester, supported by Ben Gittus, EOSE Director of Standards. Delegates learnt the importance of strategic planning, how to evaluate strategy and how to contribute to strategic decisions in their organisation. There was a very positive evaluation of the seminar and it is hoped the pilot seminar can lead to future learning activities in the region.
The meeting was hosted by the Berlin-based International Council of Sport Science and Physical Education (ICSSPE), one of the project partners. The steering group discussed the results of the testing of the training module that is being developed. The training module, consisting of chapters on the topics of migration, intercultural dialogue, trauma relief and accessibility, will be finalised by four experts over the summer months. From late 2018 until spring 2019, ASPIRE is implementing the module by organising training sessions in Austria, Belgium, Bulgaria, Finland, Germany, Greece, Serbia, Spain and Sweden.

The project team members discussed the progress made during the spring, and shared their ideas and best practices regarding e.g. communication. The partner organisations have taken advantage of their communications channels, such as websites and social media, but also used other opportunities such as the world-famous Frankfurt Book Fair in order to share information about ASPIRE with the greater public.

EOSE was represented by Carole Ponchon who acted as external evaluator, presenting the results of the mid-term evaluation among partners and provided hints and recommendations for the partnership.

"ASPIRE is a great example of sports organisations contributing to solving burning societal questions. We are excited to be able to bring together hundreds of people from sports organisations and other NGOs and to share with them these tools that will help them make their activities accessible to migrants and refugees."

Kaisa Larjomaa, ENGSO Policy Director

Conference “Grassroots Sport as a Tool for Integration“
♀ Sofia (Bulgaria) - 12th - 13th June 2018

Our president Thierry Zintz participated in the European conference “Grassroots Sport as a tool for integration and a bridge between tradition and innovation“. This conference organised in Sofia by the Ministry of Youth and Sports and opened by Minister Krasen Kralev was the last official event in the area of sport of the Bulgarian Presidency of the Council of the EU.

The conference presented the main results achieved by the Bulgarian Presidency in the sphere of sport and ended with the handover of the European Presidency from Bulgaria to Austria. The Austrian Presidency informed the audience that the main topic of their presidency would concentrate on the economic value of sport.
ESSA-Sport EU Expert Advisory Workshop on Skills and Workforce Development

Brussels (Belgium) - 28th June 2018

Representatives from 14 EU Networks/Umbrella Associations across the breadth of the sport and physical activity sector gathered at the offices of UNI-Europa in Brussels to discuss the skills realities, tendencies and challenges facing the sector. This meeting was led by the European Social Partners, EASE (European Association for Sport Employers) and Uni-Europa (representing employees as a key part of the three year ESSA-Sport project (www.essa-sport.eu), funded by the European Commission under Erasmus+ and coordinated by EOSE.

The European Associations reaffirmed their commitment to collaborate and work together to ensure the broadest possible consultation process in the next crucial stage of the project: the European Employer Skills Survey that was launched by the end of November 2018.

EOSE national visit to Croatia

Croatia - 10th July 2018

In July 2018, Ben Gittus, EOSE Director of Standards, was in Croatia to attend the European Commission Expert Group for Skills and Human Resource Development in Sport where EOSE holds observer status.

While Ben was in Croatia, this was a perfect opportunity to meet with stakeholders from the Croatian sport and education system and forge new alliances. Ben met with representatives from the Faculty of Kinesiology at both the University of Zagreb and the University of Split, where he learnt about the education programmes on offer within the Faculties and their work in linking the worlds of education and employment. Ben also met with University College of Management and Design Aspira.

Ben also met with the Croatian Association for Sport Management (CASM), a new national association for sport management in Croatia with ambitions to support and enhance the sector at all levels. This was an extremely positive meeting where new collaboration and partnership between the organisations was actively explored.

The last part of this EOSE national visit to Croatia consisted of Ben’s attendance at the EC Expert Group and a national dual career conference.
REPS India - Kick-Off Meeting

As the concept of registers of exercise professionals as a method to professionalise the health and fitness industry grows around the world, new registers appear and often require support to put in place the foundations of a successful register.

REPS India launched in 2018 and sought the help and advice of EOSE in developing a system of occupational standards, endorsed training and qualifications subject to the highest standards of quality assurance. Ben Gittus, EOSE Director of Standards, provided this support and was pleased to act as technical advisor to the new register in India.

Ben attended a launch event for REPS India which was hosted by the Indian Sector Skills Council for sport and fitness, known as SPEFL-SC, who are one of the main national supporters of the register. Ben spoke at the event about the importance of international collaboration in training standards and how the strong foundation REPS India has put in place will support the Indian fitness industry and allow trainers who wish to work abroad to gain internationally recognised and portable certifications.

EU Expert Group “Skills and Human Resources Development in Sport“ - Second Meeting

The 2nd meeting of the European Commission Expert Group took in Split, Croatia. EOSE attended as an observer and was represented by Director of Standards, Ben Gittus.

Qualifications and skills was the theme of the first session where representatives from Ireland, Germany and Estonia presented developments in linking national sport qualifications to NQF and EQF.

The next session focussed on the education of coaches and was concluded with an inspirational presentation by Tuomas Sammelvuo from the European Volleyball Confederation.

On the following day, the session started with a presentation on the system of registration for coaches in Estonia and was followed by a dedicated session on learning mobility which is a concept close to the heart of EOSE.

Wolfgang Stockinger from KADA, the organisation responsible for Dual Careers system in Austria, gave the main presentation on learning mobility and made reference to the recently launched online platform developed by EOSE as part of the T2MIS project.

Following the Expert Group, a national conference “Talent and Dual Career in Sport” took place and Ben represented EOSE at this event.
Baltic Black Sea Economic Forum and EOSE Regional Exploratory Seminar  
**Klaipeda (Lithuania)** - 25th - 26th October 2018

For their 5th annual Forum, the Baltic Black Sea Economic Forum chose to focus on the economic impact of sport as their theme and selected Klaipeda to host the event as a key part of its celebrations as the European City of Sport for 2018.

The Forum was Moderated by EOSE Board Member Prof Vilma Cingiene. EOSE had the pleasure to be represented by its Director of Development Stephen Studd who made a keynote presentation on employment in sport drawing on the labour market research from the ESSA-Sport project.

It was also a unique opportunity to launch the first ever online European Employer Skills Survey to over 120 delegates from Lithuania and its neighbouring countries with strong representation from municipalities, grassroots sport and Universities.

The key issues of the importance of skills and understanding the needs of employers were further discussed in a lively workshop on the second day.

Delegates debated the role of volunteers and compared their qualification needs with the expectations of professionals in coaching, contrasting the Danish situation with that of Lithuania and highlighting the potential of the sector for entrepreneurship, the growth of self-employment and job creation.

Moving People, Moving Europe Conference  
**Paris (France)** - 23rd November 2018

The International Sport and Culture Association (ISCA) organised a conference in the French National Olympic and Sports Committee headquarters in Paris (France) gathering the partners of four EU Erasmus+ projects and key stakeholders in physical activity promotion from around the world.

Over 170 professionals participated in this event and every EOSE staff member was present in order to take part in different Erasmus+ project meetings. The plenary session focused on latest developments such as the WHO Global Action Plan for Physical Activity and the Human Right to Move. Following this session, the group split up in to three workshops. EOSE Director of Standards, Ben Gittus was one of the speakers in the European Us Girls workshop, a project where EOSE has been an active partner, presenting the e-learning platform of the project.

EOSE EVENTS
Tennis Europe Top Executives Meeting

Prague (Czech Republic) - 28th November 2018

EOSE Director of Standards, Ben Gittus attended the Top Executives meeting organised by Tennis Europe for senior executives in European tennis federations in Prague (Czech Republic).

Using a Mentimeter instant poll, Ben gave an interactive presentation on EU programmes and funding during the funding and sponsorship session. Ben also took part in a discussion on the overall strategy and aims of the European Union focusing on the Erasmus+ programme and funding opportunities available within it to sport organisations.

Finally, Ben presented a number of examples of projects including GoGolf Europe, which was related to youth participation and health in golf, and the ONSIDE project, which is being led by EOSE to develop skills of sport officials across all sports.

Ben’s participation in the event was a good example of the positive relationship between EOSE and Tennis Europe and part of EOSE’s plans to engage with European sport federations on topics of mutual interest.

European US Girls - Partner Meeting

Paris (France) - 24th November 2018

During the past two years, EOSE has been delighted to be part of an important and innovative project in the area of increasing participation in sport and physical activity for women and girls.

The European Us Girls project, led by UK sport charity StreetGames has developed new tools and products for the sport sector. Underpinned by an academic literature review which was carried out at the start of the project, e learning modules, an app, and live test events in UK and Italy tested new approaches to increasing female participation.

The project centred on the concept of peer leadership and the idea that young women and girls are best placed to encourage their peers to take part in sport and physical activity.

Check out the e-learning platform and project resources here: www.europeanusgirls.eu (sign in required).
ESSA-Sport National Coordinators Meeting
Vilnius (Lithuania) - 13th - 14th December 2018

At the invitation of EOSE, the third ESSA-Sport Coordinators meeting was hosted by the House of Europe and Mykolas Romeris University in Vilnius (LT) and gathered 34 participants from 20 countries.

As the project enters its third and final year, Aurélien Favre, EOSE Executive Director, reported on the project plan and progress so far. He then presented the labour market data collated through Eurostat and the National Statistics Offices opening relevant discussion on key characteristics of the growing and changing nature of employment in the sector.

Simone Digennaro, researcher from UNICAS, then presented the first findings from the European Employer Skills Survey and highlighted a number of 2281 responses across all EU countries. Whilst this was an early picture, it gave a good indication of the issues that are important to employers and would help shape the next stage of consultation. It was agreed that the survey would remain live until 25 January 2019.

For the final part of the meeting, the group split up under the lead of EOSE Director of Standards, Ben Gittus, to shape the framework for the national reports focusing particularly on the development of a strategic action plan and recommendations.
The organisational chart of EOSE has evolved through the past years with the enlarging and widening of the scope and remit of the association.

The structure of the organisation, summarised through the diagram on page 60, was developed to ensure the most efficient leading of activities and based on different levels of responsibility.

A full description of the role and mission of EOSE and the operation of the organisation can also be found at www.eose.org
**EOSE ORGANISATIONAL CHART 2018**

**GENERAL ASSEMBLY** = **ALL EOSE MEMBERS**

**ELECT**

**DEFINING PRIORITIES**

**REPORT ANNUALLY**

**EOSE EXECUTIVE BOARD**

**SET THE SCENE & DEVELOP THE STRATEGY**

- Thierry Zintz: President
- Vilma Cingiene: Secretary General
- Simone Digennaro: Treasurer
- Mairit Pellinen: Member of the Board
- Abel Santos: Member of the Board

**PROVIDE GUIDANCE AND VISION**

**EOSE SECRETAIRIAT**

**TURN STRATEGY INTO ACTION**

- Aurélien Favre: Executive Director
- Stephen Studd: Director of Development
- Ben Gittus: Director of Standards
- Carole Ponchon: PR & Projects Manager until June 2018
- Camille Demeulemeester: EOSE Project Officer from October 2018

**DELIVER A PROGRAMME OF ACTIONS SERVING**

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

The network of official EOSE members representing a wide variety of stakeholders (from training providers to the sport movement, social partners and governments) is increasing every year and it is extremely encouraging to underline a current coverage of 22 EU countries as shown in the table below.

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

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The EOSE General Assembly 2018 was organised in Vilnius (Lithuania) on Wednesday 12th of December 2018 as part of the EOSE annual members’ seminar.

The event provided the opportunity to update on the main activities carried out and achieved over the last 18 months, to clarify agreed amendments made to the statutes and to present and validate the Financial Report.

The President, Prof. Thierry Zintz was happy to report a very busy and successful year and the full Activity Report and accounts were presented and accepted by members.

Additionally, a policy update session was arranged to highlight the main priorities from EU Policies in education, employment and sport in relation to our mission and to highlight latest EU publications.

It was also time to arrange the Executive Board elections process. Two posts were opened to candidates for election at the GA 2018. Two candidatures were received via the official process, one from Vilma Cingiene from Mykolas Romeris University (MRU) in Lithuania and one from Kirstie Simpson, Associate Dean at the University of Chester, Business School and Head Sport and Community Engagement. Their candidatures were proposed to the General Assembly and unanimously approved. They will serve a two-year term until the General Assembly 2020.

At the same time, the Board said good-bye to Mairit Pellinen, from Sport Institute of Finland, who stood down from the Board. She was thanked for her contribution.

The Assembly ended with a special session and testimonials to officially announce and celebrate the retirement of EOSE Director of Development, and former president of the organisation, Stephen Studd.

Finally, Members were consulted on the future role and priorities of EOSE and discussed in small groups to identify concrete actions and potential opportunities, in particular to ensure the sustainability of the outcomes from the ESSA-Sport research and consultations that will come to a conclusion in autumn 2019 at the 1st EU Skills Summit.

Steve’s vision and strong commitment from the creation of the association with Jean Camy, Alberto Madella and Allan Pilkington in 2002 until today in 2018 have been essential in the development and sustainability of EOSE

Thierry Zintz, EOSE President

It is a very special moment as Steve is clearly associated to EOSE and vice-versa. EOSE would have never been able to grow and conduct so many successful activities without Steve’s support, dedication and commitment so I think we should all thank him and wish him a well-deserved retirement

Aurélien Favre, Executive Director
**EXECUTIVE BOARD MEETINGS**

**Ensuring the leadership and governance of the organisation**

Quarterly Executive Board meetings gathering Board Members and the Operational team were organised during the year 2018:

- **Brussels**, 14th May / **Paris**, 12th July / **Brussels**, 5th November / **Vilnius**, 14th December

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

During Executive Board Meetings, detailed financial updates are presented, latest progress towards current EU projects and International contracts given, potential opportunities for future work and collaboration discussed, participation at events/conferences decided, and strategic decisions on the development of the organisation taken.

Overall, Board Members are charged with representing EOSE at European events and expert groups, and ensuring a strong and efficient relationship with decision makers. They also create an efficient atmosphere within the organisation, receiving regular up-dates of the state of achievement of the work undertaken by EOSE and EOSE Services and being reactive to manage any obstacles and difficulties.
EOSE is an international civil society organisation working towards the development of the sport and physical activity sector. Expert in EU policies and tools, in building bridges between the worlds of education and employment and in analysing the realities and tendencies of the labour market, EOSE aims to ensure the development of a competent workforce with the right skills for the sector.

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

The membership structure is now divided into two categories:

- **Full Members**
- **Honorary Members**

### Why become a Member?

1. Get access to a wide network and database
2. Increase your influence 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 project management

### Full Members are Made up of:

1. **National Expert Organisations**
   - Independent and not-for-profit organisations willing to contribute to the work of EOSE, demonstrating an expertise in the field and some strong connections with national stakeholders.

2. **International / European Organisations**
   - Organisations having signed a Memorandum of Understanding (MoU) with EOSE, and demonstrating expertise and interest in skills and workforce development for the sector.

3. **Individuals**
   - Recognised experts in the areas related to EOSE Vision and mission and willing to act as national point of contact.
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.

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

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

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

Therefore let’s exchange & explore together how we could collaborate!

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

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

Take part in sector development and support our work

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

Get tailor-made information on potential EU funding

Be involved in data collection and collaborative publications
FROM SUPPORTERS & BENEFICIARIES

"My message is very simple: please keep up the good work! It is thanks to organisations like yours that we can implement our policies and our political priorities. In particular, skills development is a priority for the European Commission, so I very much look forward to continue working with you on this important topic.”

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

"A new approach on education for sport professions based on learning outcomes which will lead 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, Former Director for the Education & Vocational Training, DG EAC, European Commission

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

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

"EOSE has a gratifying role in mediating sports-related skills to society and policymakers, introducing EU policies to the sports sector and helping to implement in practice. I had the pleasure to listen to EOSE President Thierry Zintz at the conference “Role of Sport Coaches in society. Adding value to people’s lives”, during Estonian EU Presidency, where he moderated a discussion on value proposal of coach. I congratulate EOSE, its members and the entire team and wish them strength and success in their new endeavours!”

Kairis Ulp, Manager of the Estonian Sports Register. Acted as chair of the Presidency’s working party on sport during Estonian Presidency of the Council of the EU 2017

"After several years of discussions and planning we have been delighted to formally begin work with EOSE in 2018 through the EU funded ONSIDE project. With the project management and skills development methodology EOSE brings to the table coupled with the sports officiating expertise of Sports Officials UK and the other partners, it makes for a winning combination.”

Janie Frampton, CEO Sports Officials UK

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

Dr Joachim James Calleja, Former Director of CEDEFOP

"REPs UAE receives invaluable technical support from EOSE for all issues of standards, qualifications and training; we are also excited about the workforce research survey for UAE fitness professionals developed with EOSE so we can better understand and serve the fitness industry.”

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

"Leeds Beckett University shares many of the aims of EOSE related to a competent and qualified workforce. We were pleased to become members of EOSE in 2018 and look forward to our first formal project working together in the CHANGE project beginning in 2019 to develop the sport for development workforce.”

Stephen Robson, Course Director at Leeds Beckett University, UK

"Because I'm working in higher education, I had to deal with and quickly learn in the last years about all the new phenomenon of Informal and Non Formal learning, validation, national qualification framework... And they all started to make sense to me after meeting EOSE and its sectoral approach six years ago. It brought me to a level of understanding where the workforce, paid or unpaid, is heading towards a better and more inclusive sport system. EOSE methodology and approach is a way for us to make the human resources in the sector better!”

Judit Farkas, Senior Advisor and Grant Researcher at the University of Physical Education, Hungary

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

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

"The National Sports Academy has been pleased to work closely with EOSE during 2018, first successfully concluding the S2A Sport project for sport administrators and then beginning the ONSIDE project for sport officials. We were also strongly involved in the ESSA-Sport project where we promoted the Employer Skills Survey to our national stakeholders. We feel the work of EOSE is vital to the European sport sector.”

Ivan Slavchev, NSA, National Sports Academy (Vassil Levski), Bulgaria

"Sport Malta are committed to developing the sport sector in the whole of Europe as well as in Malta itself. One way we do this is through membership of EOSE and partnership with EOSE in EU funded projects. We have worked on several projects to develop the sport workforce and look forward to continuing this relationship.”

Mark Cutajar, CEO, Sport Malta

"Working with EOSE is always a pleasure as colleagues are professional, efficient and knowledgeable in all aspects of their working practice. The S2A project was hugely successful from the University of Chester’s perspective as the participants returned to their roles with more ideas and enthusiasm for improvement. The mobility experience of the project impacted upon these individuals directly but also their direct reports as knowledge was disseminated. In addition, the colleagues concerned continue to benefit from an enhanced European network of peers.”

Kirstie Simpson, Associate Dean, Faculty Lead University Centre Shrewsbury (Chester Business School), UK

"Through new projects under development, by increasing the institutional representation in various committees and working groups specialized in the sport and physical activity sector at EU level, by the capacity to attract new members and creating a positive climate of dialogue and collaboration with its members, the year of 2018 showed that consistently, in the accomplishment of its mission, EOSE reached a sustainable growth and greater impact in the sector. Important steps have been taken, in the technical, social and economic perspective, to ensure the sustainability and further development of the organization. The prominent role of the small Operational Team, led by Executive Director Aurélien Favre, should be highlighted. So should the invaluable contribution of Stephen Studd, whose competence and dedication contributed decisively to the prestige achieved by EOSE, deserving our full recognition”

Abel Santos, Professor at the EDSRM - Sport Sciences School of Rio Maior, EOSE Executive Board Member since November 2017, Portugal
EOSE is delighted to present this 2018 Annual Activity Report, providing new insights into the role and activities of the organisation.

The new initiatives and activities undertaken in 2018 will serve as a new pillar in the future development as EOSE as we continue with our aim to be "a sustainable, independent, non-profit civil society network and expert association acting as a focus for skills and workforce development in the sport and physical activity sector across Europe".

At EOSE, we strongly believe that it is important to pursue the work towards skills development and the modernisation of education and training to equip those working or volunteering in the sport and physical activity sector with the right competences.

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

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

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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