



Erasmus+

Social inclusion and volunteering in sports clubs in Europe

DETAILED DESCRIPTION OF THE PROJECT

PART E - Project characteristics and relevance

Objectives

There is only a limited amount of knowledge on the political conditions for and structural characteristics of sports clubs that promote social inclusion and volunteering in sport. Most of the existing knowledge is, furthermore, context-specific tied to individual member states within the European Union. This project seeks to provide comparable knowledge across ten EU member states, convert it into concrete suggestions for action, and disseminate this knowledge to politicians and sports professionals in Europe. The main aim is to promote social inclusion and volunteering in sports clubs in Europe.

Why the project addresses the objective and the European policies

It is highly relevant to address the issue of how to promote sport for all, because sport can foster social inclusion. Sport has the ability to bring together people from different groups and layers within society in activity-based sports communities. These communities are beneficial for the individuals taking part, but they are also believed to foster social inclusion into other aspects of society, including the labor market.

Due to the positive externalities of sport for both individuals and for society, it is problematic that some groups are underrepresented in sport. Women are generally less inclined than men to do sport, and ethnic minorities, people with disabilities and other socially vulnerable groups are also underrepresented.¹ In line with the general aim to provide sport for all, it is mentioned as a specific goal for the EU to help foster social inclusion of the aforementioned target groups.²

The EU emphasises the essential role of sports clubs in promoting social inclusion in society. This focus is justified for at least two reasons. First, because of the sheer size of the voluntary sports sector in the EU. The EU White Paper on Sport estimates that a total of 70 million people participate in sports activities within one of the 700,000 sports clubs found in EU member states. Hence, the sheer number of sports clubs and members underline the great potential of sports clubs in fostering social integration.

Second, sports clubs are believed to be the arenas for organised sport that are most conducive to social inclusion. This is due to the democratic structure of sports clubs, the social activities, and the joint responsibility of members for the day to day operation of the clubs. These elements bring members together in communities with broader significance than communities based solely on the sports activity.

In context to the joint responsibility of members for the day to day operation of sports clubs, voluntary, unpaid work, plays an essential role. For the majority of sports clubs, volunteering is the most important resource that allows them to survive. Therefore, voluntary work represents the basis for the inclusion of people in the communities that sports clubs constitute, but the significance of voluntary work is even broader. Volunteering is a form of active citizenship based on reciprocal relations between members. This makes volunteering relevant not only as a resource for sports clubs and members, but also for society in a broader sense.

Needs analysis

In continuation of the central role of sports clubs in many European countries and the social benefits generated by them, the EU aims to promote health-enhancing physical activity, social inclusion and volunteering through increased participation in sports clubs. In this connection, it is mentioned as a specific goal in the EU White Paper on Sport to generate equal opportunities for participation (p. 7): "*The Commission believes that better use can be made of the potential of sport as an instrument for social inclusion in the policies, actions and programmes of the European Union and of Member States*".

This goal is, however, faced with the challenge that sports clubs and sports policies across the EU member

¹ EU (2014): Eurobarometer on Sport and Physical Activity.

² This is the case both in the EU White Paper on Sport (2007) and the more recent Communication from the Commission aimed at Developing the European Dimension of Sport (2011).

states represent a large diversity. These differences create dissimilar conditions for sports clubs to meet the goals with regard to promoting social inclusion and volunteering. It is highly likely that the large differences in sports club policies can help explain the diversity also found between EU member states in the patterns of social inclusion and volunteering.

The goal is also challenged by the great variation between sports clubs: There are sports clubs with thousands of members, but most of the clubs are relatively small; some clubs have primarily sporting goals while others place more emphasis on the importance of sport for health, inclusion, etc.; most clubs are run exclusively by volunteers, but there are also many sports clubs where a lot of the work is done by professionals. We know very little about the impact of the size, the goal, the sports activity and the management of the clubs on volunteering and social inclusion in the sports clubs and how this is affected by the public sport facility.

Currently we are, however, lacking the knowledge that can inform more evidence-based policies in the area of social inclusion and volunteering in sport. No systematic, cross-national studies with a focus on the political conditions for and structural characteristics of sports clubs that promote social inclusion and volunteering in sport has so far been conducted. This project aims to fill this knowledge gap and to inform EU member state policies in this area.

How the project addresses the objective and the European policies

In order to better understand how to promote volunteering and social inclusion in sports clubs, it is crucial to obtain more detailed knowledge on these topics combined with knowledge on sports clubs and sports club policies across Europe. The vast majority of the knowledge in this area is context-specific and, therefore, not comparable across Europe. There is, therefore, a pressing need to obtain comparable knowledge from various European countries.

By attaining comparable knowledge, it will be possible to strengthen the evidence base for sports club policies, as it is requested in the EU White Paper on Sport (p. 11): *"The quality and comparability of data need to be improved to allow for better strategic planning and policy-making in the area of sport."* This knowledge is essential in promoting the goals of the EU with regard to social inclusion in and through sport.

In continuation of the above, it is the purpose of this study:

- to provide comparable knowledge on sports club policies and sports clubs across a selection of EU member states,
- to convert this knowledge into concrete suggestions for actions with regard to sports club policies, and
- to present and discuss the knowledge and the suggestions with sports organisations, politicians and other stakeholders in Europe.

The project will make a valuable contribution to the aforementioned objective by providing knowledge on the conditions (political, structural, etc.) under which sports clubs successfully integrate target groups that are less inclined to participate in voluntary organised sport. This can help the EU in facilitating the political objectives in this area and to spread examples of good practise with regard to social inclusion and volunteering in sport among member states.

Relevance for and expertise of partner organisations and applicant organisation

The area of volunteering and social inclusion in sports clubs is at the heart of interest in all of the participating partner organisations. They have a vast experience in working with this topic and similar topics related to sports clubs on a national level. The partner organisations represent high levels of experience in conducting studies in this area, including large survey studies similar to the ones that form the main data material in this study.

In all the countries where the project is implemented, this will be done in close cooperation with national sport organizations which this is particularly relevant to. Both on the implementation of the project and the dissemination of findings and proposals.

The partner organisations are united in this project because of the joint interest in providing comparable knowledge across EU member states and through a common interest in putting this knowledge into practise, thus helping to facilitate volunteering and social inclusion across Europe.

The applicant organisation represents the same skills and shares the same interests as the partner organisations with regard to social inclusion and volunteering in sport. The Centre for Sports, Health and Civil Society not only has a vast experience in conducting studies in this area. Numerous evaluations of sport development projects places the centre very close to practise in the area of voluntary organised sport. The centre frequently develops proposals for evidence-based policies, sports activities and management practices and disseminates this knowledge among politicians, sports professionals and sports volunteers.

Innovative aspects

It was stated in the previous paragraph of the application (E.1.) that there is a distinct lack of studies that combine knowledge on social inclusion and volunteering with knowledge on sports clubs and sports club policies across Europe. The inspiration to join together this knowledge stems from studies on the voluntary sector indicating that explanations for the large differences between countries should not only be sought in historical roots and traditions, but also in the relation between the voluntary sector, the state and the policies in each country. *Hence, the ability of sports clubs to promote social inclusion and volunteering is not only dependent on historical conditions, but also on the structure of sports clubs and the nature of sports policies.*

Within the area of social inclusion and volunteering, some cross-national knowledge does exist. This knowledge stems from general survey studies, such as the Eurobarometer. These kinds of studies inform us with general trends in social inclusion and volunteering among citizens in the EU member states, but they do not provide us with political and structural explanations for the variations between countries.

With regard to social inclusion, cross-national studies on sports participation inform us that some groups in society are less inclined to do sport. This is particularly the case for ethnic minorities, people with disabilities and other socially vulnerable groups. This kind of information is valuable, because it informs us that there is a problem in relation to achieving the political goal of providing sport for all. It does, however, not provide us with explanations for the differences between countries, and it can, therefore, not inform sports policies.

The same can be said for general studies on volunteering that provide us with the frequency with which citizens perform voluntary work, how many hours they devote and the like. It also informs us about the large differences between countries, but it does not take into consideration the country-specific policies in this area or the structural characteristics of the voluntary sector in each country.

The previous paragraphs illustrates why the focus of this project on providing cross-national knowledge on social inclusion and volunteering in sports clubs and combining it with knowledge on structural characteristics of sports clubs and knowledge on sports clubs policies is highly innovative.

The project is also innovative in the sense that it combines data and knowledge from a) the national level (policies and historical developments), b) the sports club level, both at a general level (survey) and a more detailed level (selected best practice in clubs) and c) individual level (member participation and engagement in the sports club).

It is also worth mentioning that besides being innovative in its content, this project is also somewhat innovative in the way it is organised. Sports organisations will assist in the data collection, as it is their member organisations (sports clubs) that are recruited for the study. *Even more importantly, sports organisations have in most of the participating countries shown large interest in the project and have indicated a willingness to cooperate with the partner organisations in disseminating guidelines and examples of best practise from this project to their member organisations.*

The close cooperation between research institutions and sports organisations across ten EU member states with the shared objective of providing comparable knowledge and realising it in practise is likely to result in mutual inspiration for the benefit of sports clubs and citizens in the participating countries – and in the other EU member states that can be inspired by both the results and the cooperation arrangements.

EU added value

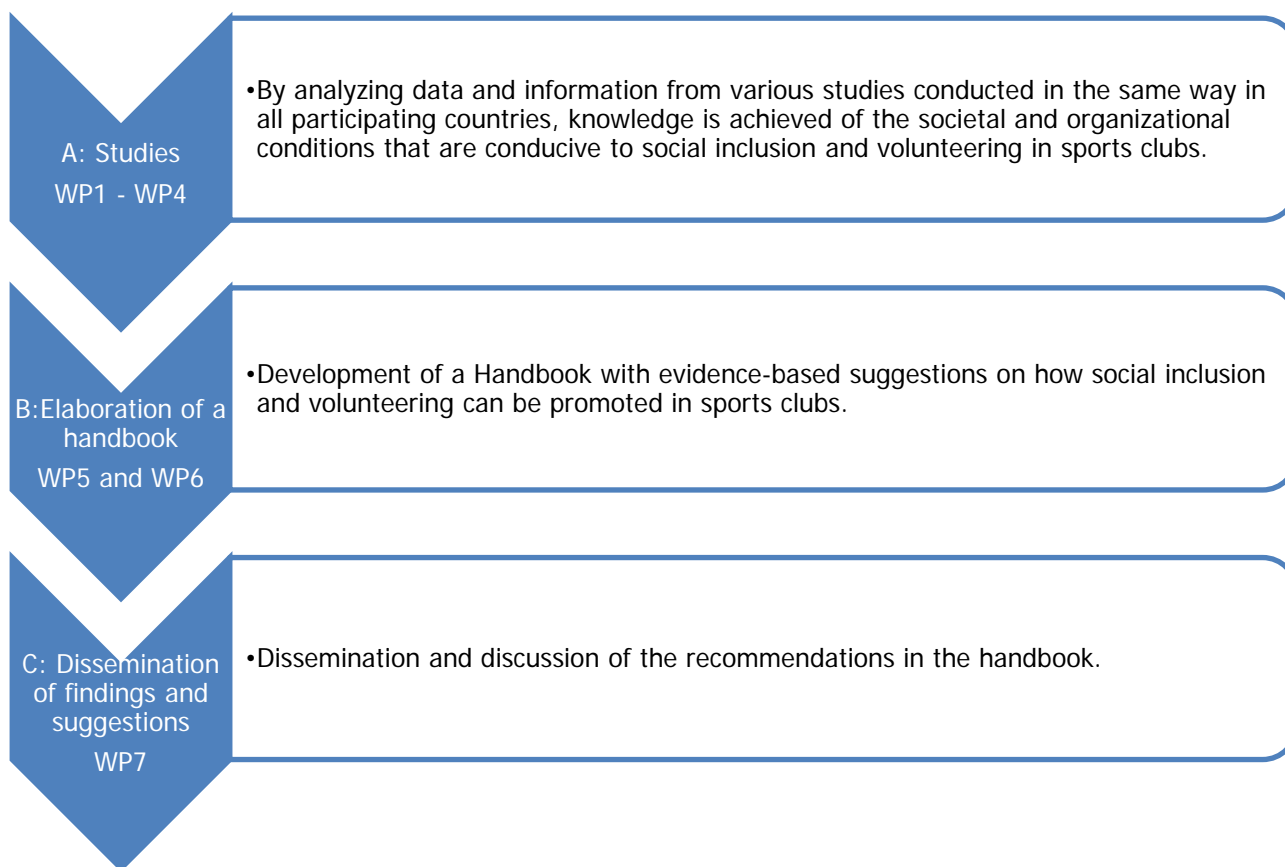
Please describe the project's added value at EU level through results that would not be attained by activities carried out solely in a single country.

The added value in carrying out this project at the EU level rather than at the national level is substantial. Studies at the national level do not enable us to single out and compare the influence from structural characteristics of sports clubs with the influence from sports policy characteristics. The cross-national aspect of this study allows for such comparisons, because it enables an examination of the influence from various sports club characteristics in countries with different sports policies. This will give clear indications to the relative influence from sports club characteristics within countries and sports policy differences between countries.

The knowledge generated by this project makes it possible to, on the one hand, single out characteristics of sports clubs that are conducive to social integration and volunteering regardless of sports club policies. On the other hand, it enables the extraction of elements from sports club policies that are conducive to social integration and volunteering. Jointly, this will allow for more detailed and cross-nationally more sound recommendations with regard to both sports club and sports policy development. This would not have been the case for national studies on the same topic.

Project design

The overall project design is illustrated below:



A) Studies

The first part of the project consists of three interconnected studies to be carried out in all participating countries. The purpose of this part is to map the social inclusion and volunteering in sports clubs in the participating countries, and from this mapping to identify the social and organizational conditions that are conducive to social inclusion and volunteering in sports clubs.

The first study is a collection of sports club policies in all of the participating countries with the aim of elucidating an association between the conditions that the governmental and political framework establishes on the one hand and social inclusion and volunteering in sports clubs on the other hand. This part of the project also includes an analysis of the historical roots of and developments in sports clubs in each country (work package 1).

The second study is an online sports club survey conducted in each of the participating countries. The purpose of this study is to gain knowledge about the extent to which sports clubs are socially inclusive (how much members are involved in the democratic and social activities in sports clubs, to which extent the clubs has sports activities targeted at specific groups, to which extent the clubs has members belonging to socially vulnerable groups, and to which extent the clubs strive to be socially inclusive), the extent of volunteering and how the sports clubs are working to recruit, qualify and retain volunteers (work package 2).

The third empirical part of the project consists of an online member survey conducted in 30 sports clubs within each nation. The purpose of this study is to gain knowledge about the level of social inclusion of members within their respective sports clubs and in society as a whole, thus providing knowledge on how, and under which conditions, sports clubs foster social inclusion (work package 3).

When all the data and information has been compiled from each of the participating countries, analysis are

conducted across the participating countries and for each of the participating countries with the aim to identify societal and organizational conditions that are conducive to social inclusion and volunteering in sports clubs (work package 4).

B) Elaboration of a handbook

Following the first part of the project with the described studies of social inclusion and volunteering in sports clubs and the political framework for that, the aim of the second part of the project is to develop concrete proposals on how social inclusion and volunteering can be promoted in sports clubs. This part of the project consists of two work packages.

In connection with the results of the studies in the first part of the project, three examples of best practice are collected from each of the participating countries in relation to volunteering and social inclusion. The aim is firstly to provide a more qualitative description of specific sports clubs and projects that are successful with social inclusion and successful in recruiting and retaining volunteers, and secondly to contribute to the handbook with 'vibrant' and illustrative examples to the issues that have implications for social inclusion and volunteering in sports clubs (work package 5).

The second work package in this part of the project is an elaboration of a handbook with suggestions for sports policies, club management, etc., which can promote social inclusion and volunteering based on results from the studies described in the first part of the project and the examples of best practice identified in this part of the project. The purpose of the handbook is to describe evidence-based policies, organizational structures and cultures as well as 'best practice' that promote social inclusion and volunteering, and which can be implemented in both organizations and clubs (work package 6).

C) Dissemination of findings and suggestions

The last part of the project consists of a broad dissemination of the findings and suggestions. The purpose of this part of the project is to disseminate and discuss proposed policies, organizational structures and cultures as well as best practice developed in the second part of the project and described in the handbook with suggestions for sport policies, club management, etc.

The dissemination is primarily aimed at public authorities and institutions dealing with sport and sports politics (both at the state and local level), as well as sports organizations and other organizations and institutions working with the development of sports clubs. Parts of the dissemination will also be aimed at sports clubs in the form of simple and easily applicable recommendations with examples of best practice from selected clubs (work package 7).

All three parts of the project are implemented in all ten countries, who participate in the project.

Methodology, procedure and timetable for each work package is described in part F.2 of the application.

Methodology

Please describe:

- the quality and feasibility of the methodology proposed,
- the consistency between project objectives, methodology, activities and budget proposed,
- the existence and quality of management arrangements (well defined and realistic timelines, organisation, tasks and responsibilities),
- and justify subcontracting (if you intent to subcontract).

In this section the methodology, procedures and measurable indicators for each of the seven work packages are described.

Work package 1: A collection of sports club policies in all of the participating countries

The collection of information will focus on the parts of sports policies and the historical roots of the voluntary sector that are most relevant to sports clubs:

- The constitutional rights pursuant to the constitution and other legislation.
- The political goals for public support to sports clubs and sports organizations on the central (national) as well as decentralized (municipal) level.
- Economic funding from public authorities (direct or indirect, for example the right to use public sports facilities without charge, which exists in several countries).
- The demands from the public authorities when a club receives public funding, use facilities, etc. E.g. requirements to the goals of the clubs, the activities and target groups, how the clubs are organized, the methods and educational principles, the qualifications of the leaders and trainers, and how the clubs use the money from the public authorities.
- The historical roots and development of sports clubs.

This part of the project is carried out in five stages.

- In the first stage, a draft schema for the requested information, documents, etc., will be developed by the WP leader.
- In the second phase the schema will be discussed and qualified at the first meeting for the partners involved in the project, after which the final schema is developed.
- In the third stage the partners will collect the requested information and send it to the leader of this WP.
- In the fourth stage the WP leader is responsible for analysing the information received in cooperation with the coordinator and leader of the project.
- In the fifth stage the analyses of the information will be applied in the overall analysis.

WP1 is a prerequisite for the analysis of the impact of various policies (and historical roots) on social inclusion and volunteering in sports clubs.

This WP is implemented from January 1st 2015 to December 31st 2015.

The total budgeted expenditure for this WP is 35000 Euro (not including expenses for management, coordination, meetings, seminars, etc..) which is equivalent to 5 per cent. of the total budget.

The success criteria (measurable indicators) for this WP are:

- a) The requested data on sports policies is obtained from all participating countries (end of July 2015).
- b) Differences and similarities in policies in this area are analyzed. This results in a report of approximately 50 pages (end of December 2015).

Work package 2: An online sports club survey conducted in each of the participating countries

A representative sample of sports clubs (N>2,000) will be selected in each country, and a questionnaire will be sent to the chairperson in each of these clubs. The selection of sports clubs for the study must be representative of each country in relation to sports activity, club size and degree of urbanization. The questionnaire is translated into each country's language. The expected response rate will vary between countries. In some countries, it is expected that around 50 per cent of the clubs will answer. In other countries it is not possible to achieve such a high response rate.

The questionnaire will include comparable questions in each country. The focus will be on relevant topics such as:

- number of members, goals and main activities in the clubs,
- internal organization and management,
- target groups, an assessment of member distribution on social characteristics (gender, age, ethnic groups, socially vulnerable groups, the disabled, etc.),
- number of volunteers, recruitment and retention activities etc.,
- and questions about activities and goals for social inclusion and volunteering in the clubs.

This part of the project is also carried out in five stages.

- In the first stage, a draft questionnaire is developed by the WP leader.

- In the second phase the questionnaire will be discussed and qualified at the first meeting for the countries involved in the project, after which the final questionnaire is developed.
- In the third stage, the questionnaire will be translated to each of the participating countries' language. The representative from each of the participating countries is responsible for this. The same person is also responsible for the collection of names and email addresses of at least 2,000 sports clubs.
- In the fourth phase the online questionnaire is sent to sports clubs selected for the study. This is implemented by the University of Southern Denmark or the institution where the WP leader is employed. There are two reminders to clubs that have not replied.
- In the fifth stage all the answers from the sports clubs are assembled in one data file, after which the statistical analyses can be carried out.

This WP will provide a basic knowledge of volunteering and social inclusion across the club types and across the countries involved.

This WP is implemented from January 1st 2015 to November 30th 2016.

WP 2 and 3 are the two most important and demanding work packages that require much time - both of WP leaders and partners for implementation of the surveys in each country. This is reflected in the budget. The total budgeted expenditure for this WP is 124,000 Euro (not including expenses for management, coordination, meetings, seminars, etc..) which is equivalent to 17 per cent. of the total budget.

The success criteria (measurable indicators) for this WP are:

- a) The development of a common questionnaire that is useful and meaningful in all the participating countries, despite cultural, linguistic and social differences (end of July 2015).
- b) The implementation of the survey in all the countries involved in the project (end of November 2015).
- c) The achievement of an acceptable response rate: Between 40 and 50 per cent. in the countries where sports clubs have a tradition of answering such questionnaires. Between 20 and 40 percent. in countries where there is no tradition for this (end of December 2015).
- d) The preparation of a separate report on a minimum of 100 pages (end of November 2016).

Work package 3: An online member survey conducted in 30 sports clubs within each of the participating countries

This survey provides the opportunity to differentiate members according to their level of social inclusion both within their respective sports clubs and in society as a whole, thus providing knowledge on how, and under which conditions, sports clubs foster social inclusion.

The questionnaire will include comparable questions in each country and for different types of clubs. The focus will be on relevant topics such as:

- member participation in sport club democracy, social life and voluntary work,
- indicators to the inclusion of members in society (e.g. connection to the labor market, the connection to social networks, and social trust),
- social and ethnical background of members, and questions on disability.

This part of the project is implemented in five stages.

- In the first stage, a draft questionnaire is developed by the WP leader.
- In the second phase, the questionnaire will be discussed and qualified at the third meeting for the countries involved in the project, after which the final questionnaire is developed.
- In the third stage, the questionnaire will be translated to each of the participating countries' language. The representative from each of the participating countries is responsible for this. The same person is also responsible for the selection of clubs for the study (based on the guidelines for selection agreed upon by the partners), contact with these clubs, and for the collection of names and email addresses of members.
- In the fourth stage, the online questionnaire is sent to members of the sports clubs, selected for the study. This is implemented by the institution in each country where the contact person / member of the partner group is employed. If this is not possible, this can be implemented by the University of Southern Denmark or the institution where the WP leader is employed. There are two reminders to

- the members that have not replied.
- In the fifth stage all the answers from the members are assembled in one data file, after which the statistical analyses can be carried out.

This WP is a prerequisite for gaining knowledge of how the extent and nature of volunteering and social inclusion in sports clubs depends on various activities and structural conditions in the clubs.

This WP is implemented from 1 May 2015 to 30 November 2016.

As mentioned, this WP is an important part of the overall project, which can be seen in the budget. The total budgeted expenditure for this WP is 124,000 Euro (not including expenses for management, coordination, meetings, seminars, etc..) which is equivalent to 17 per cent. of the total budget.

The total budgeted expenditure for this WP is 35000 Euro (not including expenses for management, coordination, meetings, seminars, etc..) which is equivalent to 5 per cent. of the total budget.

The success criteria (measurable indicators) for this WP are:

- a) The development of a common questionnaire that is useful and meaningful in all the participating countries, despite cultural, linguistic and social differences (end of October 2015).
- b) The implementation of the member survey in all the countries involved in the project (end of May 2016).
- c) The achievement of an acceptable response rate: Between 20 and 50 per cent depending on the capabilities and traditions of this type of study in the participating countries (end of June 2016).
- d) The preparation of a separate report on a minimum of 100 pages (end of December 2016).

Work package 4: Overall analysis of the results of the three studies conducted in WP1, WP2 and WP3, with the aim to elucidate the organizational, political and cultural factors that are promoting and inhibiting the social inclusion and volunteering in sports clubs.

When all the data and information from WP1, WP2 and WP3 has been compiled from each of the participating countries, analysis are conducted

- a) across the participating countries,
- b) across various types of clubs, sports activities etc. and
- b) for each of the participating countries.

This WP is implemented from 1 December 2016 to 30 April 2016.

Because of the work package leaders' extensive experience in analyzing this type of data and information, it is relatively inexpensive to implement this WP. The total budgeted expenditure for this WP is 20,000 Euro (not including expenses for management, coordination, meetings, seminars, etc..) which is equivalent to 3 per cent. of the total budget.

The success criteria (measurable indicators) for this WP are:

- a) The preparation of a separate report on a minimum of 50 pages (end of April 2016).
- b) The analysis results in valid and reliable conclusions that can be used in the second part of the project with concrete proposals on how countries, organizations and clubs can promote social inclusion and volunteering (end of April 2016).

Work package 5: Three examples of best practice are collected from each of the participating countries in relation to volunteering and social inclusion in sports clubs.

The aim of this WP is to provide a more qualitative description of specific sports clubs and projects that are successful with social inclusion and are successful in recruiting and retaining volunteers, which can contribute to the handbook with 'vibrant' and illustrative examples to the issues that have implications for the social inclusion and volunteering in sports clubs.

This WP is implemented in four stages.

- In the first phase the person who is responsible for this work package (WP leader) formulate a proposal for criteria for the selection of examples of best practice (based on the first analyses of the two surveys).
- In the second phase this is discussed and qualified at the fifth meeting for the countries involved in

the project, after which the final criteria for the selection is developed.

- In the third phase contact person / representative of each of the participating countries collects examples of best practice (with information on these) - in dialogue with the person responsible for this work package - and prepare a description thereof (in English, approx. five pages) for each of the selected cases.
- In the fourth phase the WP leader gather all these examples and prepares an overall analysis thereof.

This WP is implemented from 1 February 2016 to 31 December 2016.

This is a less time consuming WP, which is reflected in the budget. The total budgeted expenditure for this WP is 32,500 Euro (not including expenses for management, coordination, meetings, seminars, etc..) which is equivalent to 5 per cent. of the total budget.

The success criteria (measurable indicators) for this WP are:

- a) Elaboration of common criteria for best practice which are relevant to all participating countries (end March 2016).
- b) The collection of good best practice examples from all participating countries (end June 2016).
- c) The preparation of a report with a brief description of 20 - 30 examples of best practice and a cross-sectional analysis thereof (end December 2016).

Work package 6: Elaboration of a handbook with suggestions for sport policies, club management, etc., which can promote social inclusion and volunteering based on the analyzes from the studies and examples of best practice from the participating countries.

The purpose of this WP is to describe evidence-based policies, organizational structures and cultures as well as 'best practice', which promotes social inclusion and volunteering that can be implemented in both organizations and clubs. The recommendations and proposals in the Handbook must be easy to understand and include examples of sports clubs that successfully follow these recommendations and proposals.

This part of the project is implemented in three stages:

- Firstly the results of the studies and examples of best practice are discussed at a seminar for all the partners in the project with the aim to identify and qualify proposals to promote social inclusion and volunteering in sports clubs.
- Secondly, the partner - who is responsible for this work package (WP leader) - prepares a proposal to the contents in the handbook in cooperation with the coordinator and leader of the whole project.
- Finally this proposal is discussed and further qualified in a communication between all the partners of the project

This WP is implemented from 1 November 2016 to 30 April 2017.

Three conditions ensure that this WP can be implemented in a relatively short time. Firstly, the proposals build on the results of the previous work packages. Secondly this WP is carried out by persons who have extensive experience in translating the results of studies for specific recommendations. Thirdly, the entire project group is involved in this WP at the fifth seminar. The total budgeted expenditure for this WP is 15,000 Euro (not including expenses for management, coordination, meetings, seminars, etc..) which is equivalent to 2 per cent. of the total budget.

The success criteria (measurable indicators) for this WP are:

- a) The development of a handbook that is easy to read with useful and valid suggestions on how social inclusion and volunteering can be strengthened and encouraged in sports clubs across political, social, cultural and sporting differences. The handbook will be targeted at politicians working with sport at both European and national level as well as sports professionals and sports volunteers from sports organisations (April 2016).

Work package 7: A broad dissemination of findings and suggestions

The purpose of this WP is to disseminate and discuss proposed policies, organizational structures and cultures as well as best practice developed in the second part of the project and described in the handbook with suggestions for sport policies, club management, etc., which can promote social inclusion and

volunteering.

This WP comprises the following parts:

- 1) The creation of website for the project.
- 2) Hosting a European conference to which the EU sports unit, politicians, ministries responsible for sport, national sports organizations and European sports organizations are invited to participate.
- 3) Hosting a conference in each of the participating countries to which national sports organizations, municipalities, etc. are invited to participate

This WP is implemented from 1 March 2015 to 31 December 2017.

This is the most expensive WP. This is mainly due to the cost of the European conference and the conference to be held in each of the participating countries. However, it is the country that has the cost of the national conference. The total budgeted expenditure for this WP is 160,000 Euro (not including expenses for management, coordination, meetings, seminars, etc..) which is equivalent to 22 per cent. of the total budget.

The success criteria (measurable indicators) for this WP are:

- a) The implementation of a European conference with 200 participants representing ministries as well as sports organizations and representing at least 10 European countries (June 2017).
- b) The implementation of the national conferences in cooperation with national sports organizations with in average 100 participants representing public authorities as well as sports federations and sports clubs (August, September and October 2017).
- c) The dissemination of the reports for the different work packages, the final report and the handbook to all national sports organizations and public authorities dealing with sport (November and December 2017).

Steering, cooperation and coordination

The overall *management* of the project is undertaken by Centre for Sport, Health and Civil Society, University of Southern Denmark, by Ibsen (project leader) and Østerlund (project manager) in close cooperation with partners in the project.

The *coordination* of the project is done bilaterally and multilaterally at meetings and seminars for the project group.

Bilaterally, Centre for Sport, Health and Civil Society, by Ibsen and Østerlund will work with each work package leader on the implementation of the work package.

Coordination and cooperation between all the partners involved will primarily take place on six two-day seminars. Over the three years of the project, the participants from the participating institutions / countries will meet six times to prepare and coordinate activities and to discuss the results, experiences and draft reports.

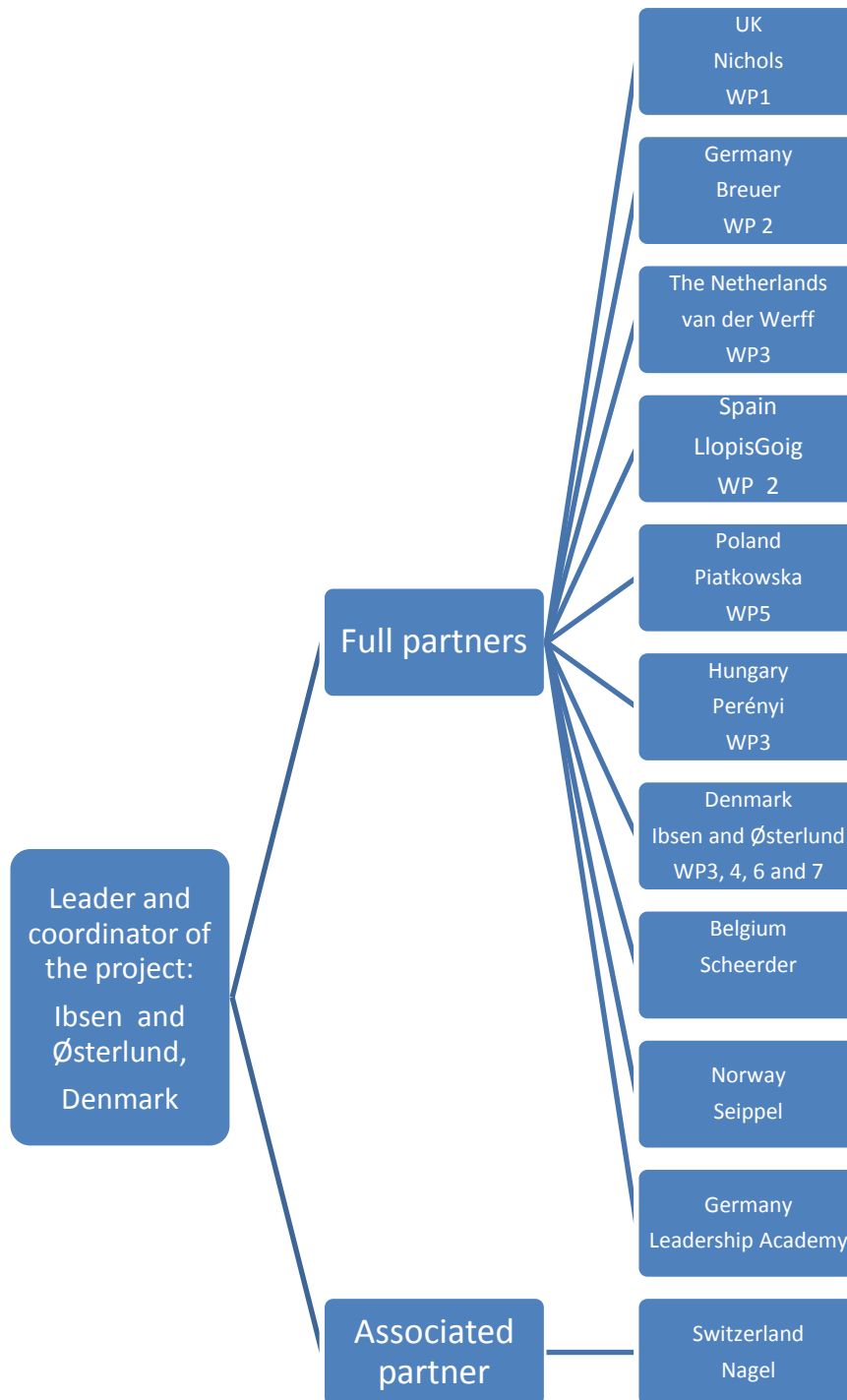
Seminar number	Date for the seminar	Takes place in ...	Topics for the seminar
1	March 2015	Odense, Denmark	<ul style="list-style-type: none"> ▪ Presentation and discussion of the program. ▪ Discussion of a draft schema for the requested information, documents, etc., on sports club policies. ▪ Discussion of a draft sports clubs questionnaire. ▪ Discussion of the timetable, procedures, etc. ▪ Visit to a Danish sports club.
2	October 2015	Utrecht, The Netherlands	<ul style="list-style-type: none"> ▪ Discussion of a draft analysis of the sports club policies in the participating countries. ▪ Discussion of a draft questionnaire to sports club member survey. ▪ Visit to a Dutch sports club.
3	March 2016	Cologne, Germany	<ul style="list-style-type: none"> ▪ Discussion of a draft analysis of the sports club survey. ▪ Discussion of the criteria for the selection of best practice sports clubs regarding social inclusion. ▪ Visit to a German sports club.
4	November 2016	Valencia, Spain	<ul style="list-style-type: none"> ▪ Discussion of a draft analysis of the sports club member survey. ▪ Discussion of the best practice cases selected from the participating countries. ▪ Discussion of the plans for dissemination of findings and suggestions. ▪ Visit to a Spanish sports club
5	March 2017	Warsaw, Poland	<ul style="list-style-type: none"> ▪ Discussion of a draft analysis of the whole project, proposals on how to enhance social inclusion and volunteering i sports clubs in Europe etc. ▪ Vist to at Polish sports club.
6	November 2017	Sheffield, England	<ul style="list-style-type: none"> ▪ Discussion of the final report, evaluation of project and cooperation, future cooperation etc. ▪ Visit to a English sports club.

Below you can read the entire schedule for the project divided into seven WP and seminars in the project

Timetable	WP 1	WP2	WP3	WP4	WP5	WP6	WP7 + seminars
2015							
January	Preparation	Preparation of a questionnaire					Creating website for the project
February							
March	Discussion in the project group, 1st seminar	Discussion in the project group, 1st seminar					1st seminar
April	Collecting information from each country	Preparation of the implementation of the survey	Preparation of questionnaire				
May							
June							
July							
August	Analyses of the information	Implementation of the sports club survey	Discussion of a draft questionnaire, 2nd seminar				2nd seminar
September							
October	Presentation 2nd seminar						
November	Finalize report	Merging data	Preparation of the implementation of the survey				
December							
2016							
January		Preliminary data analyzes			Developing criteria for the selection of examples of best practice		Online publication of the first report
February							
March		Presentation of the first results at the 3rd seminar	Implementation of the member survey		Presentation of the criteria's at the 3rd sem.		3rd seminar
April		Further analyzes					
May					Collecting cases of 'best practice' from each country		
June			Merging data				
July							
August		Finalize report	Data analyzes		Analyses of the 'best practice' cases		
September							
October							
November		Presentation of the report, 4th seminar	Discussion of a draft report		Discussion of a draft report	Discussion of proposals, 4th sem.	4th seminar
December			Finalize report	Overall analysis across the work packages	Finalize report	Elaboration of the handbook with proposals	Online publication of the 2nd and the 3rd report
2017							
January							
February							
March				Draft report presented 5th sem.		Discussion of the proposals, 5th sem.	5th seminar
April						Finalize Handbook	
May							Online publication of the final report
June							European conference
July							
August							Conferences etc. in each country
September							
October							
November							6th seminar
December							Final report transmitted to the EU

Project team

The figure below illustrates the project team and the organization thereof:



Centre for Sports, Health and Civil Society (CSHC), University of Southern Denmark, by Professor Bjarne Ibsen and assistant professor, PhD, Karsten Østerlund, will coordinate the project and be overall responsible for all the activities.

The project is implemented in close collaboration with the institutions from ten countries. Each partner is responsible for the implementation of the various work packages in the country in which the institution belongs to. Each partner has made an agreement with its national umbrella organization(s) for sport that the organization will cooperate on implementing the project.

The whole group meets twice a year in the three years of the project.

Individuals (and their expertise), institutions and countries participating in the project and their respective roles in the project is shown in the table below

Individuals	Institution	Country	Tasks
<p><i>Professor, Bjarne Ibsen.</i> Expertise in:</p> <ul style="list-style-type: none"> • Sports policy • Sports clubs, civil society and volunteering • Sport in deprived communities • Evaluation of sports development programs • Managing big projects <p><i>Assistant professor, Karsten Østerlund.</i> Ekspertise in:</p> <ul style="list-style-type: none"> • Sports clubs, social integration and volunteering. • Sports development programs 	Centre for Sports, Health and Civil Society, University of Southern Denmark	Denmark	<ul style="list-style-type: none"> • Overall responsible for the implementation of the project. • Responsible for economy of the project and contacts to the European Commission • Involved in the implementation of all work package (in dialogue with the person responsible for each work package) • Responsible for work package 3 in cooperation with van der Werff, the Netherlands • Responsible for work package 5 in cooperation with Breuer, Germany, and van der Werff, the Netherlands • Responsible for work package 7 in cooperation with the The Leadership Academy, Germany. • Responsible for meetings for the participants of the project. • Responsible for the implementation of the work packages in Denmark
<p>Professor, Geoff Nichols. Expertise in:</p> <ul style="list-style-type: none"> • Sports policy • Impact of sports programmes • Volunteering in sports clubs and sports events 	Sheffield University Management School	UK	<ul style="list-style-type: none"> • Responsible for work package 1 • Responsible for the implementation of the work packages in UK
<p>Professor, Christoph Breuer. Expertise in:</p> <ul style="list-style-type: none"> • Sports management • Sports clubs • Sports clubs survey 	Institute of Sport Economics and Sport Management, German Sport University	Germany	<ul style="list-style-type: none"> • Responsible for work package 2 in cooperation with Llopis Goig, Spain • Responsible for the implementation of the work packages in Germany
<p>Researcher, Harold van der Werff. Expertise in:</p> <ul style="list-style-type: none"> • Sports participation. • Sports clubs development 	Mulier Instituut	The Netherlands	<ul style="list-style-type: none"> • Responsible for work package 3 in cooperation with Østerlund, Denmark • Responsible for the implementation of the work packages in The Netherlands

Associate professor, Ramon Llopis Goig. Expertise in: <ul style="list-style-type: none"> • Management of sports clubs • Immigration and sport culture 	University of Valencia	Spain	<ul style="list-style-type: none"> • Responsible for work package 2 in cooperation with Breuer, Germany • Responsible for the implementation of the work packages in Spain
Assistant professor, Szilvia Perényi. Expertise in: <ul style="list-style-type: none"> • Youth and sports participation. • Professionalisation of occupations in sport • Sports clubs 	Department of Sporteconomics and Management	Hungary	<ul style="list-style-type: none"> • Responsible for work package 5 in cooperation with Piatkowska, Poland • Responsible for the implementation of the work packages in Hungary
Professor, Monika Piatkowska: <ul style="list-style-type: none"> • Physical activity and sports participation 	Department of Organisation of Physical Culture, Josef Pilsudski University of Physical Education, Warsaw	Poland	<ul style="list-style-type: none"> • Responsible for work package 5 in cooperation with Perényi, Hungary • Responsible for the implementation of the work packages in Poland
Gabriele Freytag. Expertise in: <ul style="list-style-type: none"> • Sports club management • Courses and training for sport volunteers and professionals 	Leadership Academy of the German Olympic Sports Confederation	Germany	<ul style="list-style-type: none"> • Responsible for work package 6 and participating in WP 7, which Centre for Sports, Health and Civil Society, University of Southern Denmark primarily is responsible for.
Professor, Ørnulf Seippel Expertise in: <ul style="list-style-type: none"> • Sports clubs • Sports clubs survey • Volunteering in sport • Exercise and socialization 	Norwegian School of Sports Sciences	Norway	<ul style="list-style-type: none"> • Responsible for the implementation of the work packages in Norway
Professor, Jeroen Scheerder. Expertise in: <ul style="list-style-type: none"> • Participation in sports clubs • Management of sports clubs • Consumption of sport 	Faculty of Kinesiology and Rehabilitation Sciences	Belgium	<ul style="list-style-type: none"> • Responsible for the implementation of the work packages in Belgium
Professor Siegfried Nagel. Expertise in: <ul style="list-style-type: none"> • Sports management • Sports clubs and sports clubs survey 	Institute of Sport Science, University of Bern	Switzerland	<ul style="list-style-type: none"> • Responsible for the implementation of the work packages in Switzerland

Dissemination

The dissemination of the project results and experiences is done as follows (in WP7):

1) Within the project (with all the partners in the project), the results of the project will be presented and discussed in six seminars (see plan therefore in F2).

2) The creation of a website for the project, which will be established in early 2015 and exist all three years. There will be open access for all to download all documents and reports from the project.

- On the website the project's content and reports will be presented.
- Every third month a newsletter is developed - with information about the progress and results of the project but also with short summaries of articles, results of studies, etc.. on social inclusion and volunteering in sports clubs
- It will also be possible to comment and to discuss the results of studies and practical experience regarding social inclusion and volunteering in sports clubs.

3) Hosting a European conference to which the EU sports unit, politicians, ministries responsible for sport, national organizations and European sports organizations are invited to participate. It is expected that 100 participants - representing ministries as well as sports organizations and representing at least 10 European countries – will join the conference. The conference is carried out in June 2017.

4) Hosting a conference in each of the participating countries to which national sports organizations, municipalities, etc. are invited to participate. The is carried out in cooperation with national sports organizations with in average 100 participants representing public authorities as well as sports federations and sports clubs. The conference is carried out in August, September and October 2017.

5) A dissemination of the reports for the different work packages, the final report and the handbook to all national sports organizations and public authorities dealing with sport (November and December 2017).

6) Each partner will throughout the project continuously meet with relevant sports organistions and public sports authorities - in the country where the partners belong – with the aim to present and discuss the results.

Sustainability of the project

The project group views this project as a second phase in the development of a stronger collaboration between researchers in a number of European countries - in co-operation with sports organizations - to increase our knowledge and understanding of the factors which are conducive or restrictive for social inclusion and volunteering in sports clubs in European countries.

The first phase was the development of a research on the national level in sports clubs, volunteering, social inclusion, etc. In the last decade, such research is developed in several European countries.

The second phase consists of a collaboration between the research communities in different countries, as this project aims at.

In the third phase studies of sports clubs are implemented - with years interval - in which the same methodologi is used in most (preferably all) European countries with the aim a) to examine the development of sports clubs, b) to compare across countries and c) to make suggestions for political authorities dealing with sports as well as sports organizations.

It is the ambition for the project group that this project paves the way for recurring comparative studies of sports clubs in Europe. All the partners have been selected for this project because they have the capacity and interest in this long-term goal.