



WOMEN'S INTERNATIONAL LEADERSHIP DEVELOPMENT PROGRAMME

ENGSO's Women's International Leadership Development (WILD) programme will consist of eight national partners from the Czech Republic, Denmark, Finland, France, Hungary, Italy, Sweden and the UK. The overarching aims of the programme are:

- to increase representation by women in leadership positions in sport
- to build the competence and confidence of women in decision-making positions
- to increase support among organisations for the contribution women can make to sports leadership
- to strengthen networking between women leaders, both nationally and internationally
- to provide a platform for future national and international projects
- to disseminate best practice via website, publications, sharing seminars and international networks

Dissemination of project information and enabling future national projects from both partners and external organisations is key to the success of the project, so ensuring networking through project leaders and international partners

1. PARTNERS

1.1 Project leader

ENGSO European Non-Governmental Sport Organisations

1.2 Dissemination partners

The dissemination partner will support the programme providing expertise, networking opportunities and actively spreading the word of the project.

EWS European Women and Sport
 WSFF Women's Sport and Fitness Federation (UK)

1.3 National-training partners

Partners will run national training to complement the European sessions.

Denmark Danmarks Idræts-Forbund/NOC (DIF)
 Finland Suomen Liikunta ja Urheilu (SLU)
 France Comité National Olympique et Sportif Français (CNOSF)
 Hungary Nemzeti Sportszövetség (NSSZ)
 Italy Università Degli Studi di Roma- Foro Italico (IUSM)
 Serbia Olimpijski komitet Srbije (OKS)
 Sweden Riksidrottsförbundet (RIF)
 UK Central Council of Physical Recreation (CCPR)

1.4 European-training partners

European-training partners would like to run national programmes, but do not have the capacity to organise sessions. In order to learn more about the programme, and hopefully take part in future programmes, they will send a limited number of participants to take part in the European training sessions, with a co-ordinator to disseminate best practice. The project team will also present a session outlining the project in each country- the country will host the meeting, while travel expenses comes from the project budget.

Czech Rep. Českého olympijského výboru (COV)





2 STRUCTURE OF THE PROJECT

The proposed structure of the project is as follows

2.1 Participants

- 6 women leaders from 6 national-training partners
- 3 women leaders from 1 European-training partner
- 1 project coordinator from CCPR
- 1 coordinator from the 6 remaining European and national-partners
- 3 women mentors from each national training partners
- 3 dissemination partner

2.2 Timeline

Jan-10 Co-ordinators' meeting

Feb-10 Recruitment

Apr-10 Launch & European training (1)

Jun-10 National training (1)

Aug-10 National training (2)

Oct-10 Sharing Seminar: ENGSO Forum & European training (2)

Jan-11 National training (3)

Mar-11 Sharing Seminar: European Parliament dissemination and feedback

TBC-11 Sharing Seminar: European Women and Sport Conference

2.3 How Events, Meeting & Training Sessions work

a) Co-ordinators' meeting

This meeting will see co-ordinators from each of the participant and observer countries invited, to plan their programmes with guidance from the Women's Leadership Development Programme team in the UK. Best practice from the UK and other programmes will be shared, and put into the plans for this programme where possible. The session will provide:

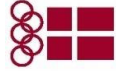
- training for the trainers
- validation of the selection criteria
- experience of the UK WLDP programme

b) Recruitment

Countries will recruit 6 potential women leaders working or volunteering at a national level in their country and match them to mentors within their country. Recruitment will be based on a standard application procedure across Europe. Brochures will be developed to assist in both the recruitment and organisation of a women's leadership development programme and the website will provide additional information.

c) Mentoring

Along with training and development and European experience, mentoring will form the third pillar of the WILD programme.



Each participant will be assigned a mentor, who will work with them over the project period (and beyond) and assist them with personal advice and support for their work and advancement. Mentors will have expenses assigned for events and meeting mentees.

d) Launch & European training (1)

A launch will be held at the European Parliament to raise awareness at European level. ENGSO will host the meeting with other major sports organisations invited (e.g. EWS, EOC, EPC, IOC, UEFA, TAFISA, EHFA). The sporting organisations attending and MEPs will be encouraged to disseminate information about the project including the literature which aims at helping countries run individual projects.

All of the women's leaders will attend the event which will be followed by the first of their training sessions hosted at various European institutions on the following subjects:

- setting goals for the programme, both individual and collective
- the role of leaders in sport
- history and development of women in sport
- European and national sport structures
- EU Politics and policy making

e) National training (1)

The women leaders will take part in a three seminars in their own countries. While the funding of this project is limited to 6 members, the national organisations will be encouraged to expand their national courses to include other potential women leaders. The added cost of further participants will be minimal, but should be borne by national organisations. The sessions will be given by trainers based nationally; the first session is scheduled to cover Personal Skills which will include:

- communication skills
- influencing and lobbying skills
- presentation styles

f) National training (2)

The second meeting is scheduled to cover Leadership Tools, including:

- media skills
- sponsorship and marketing
- chairing meetings
- staff and volunteer management

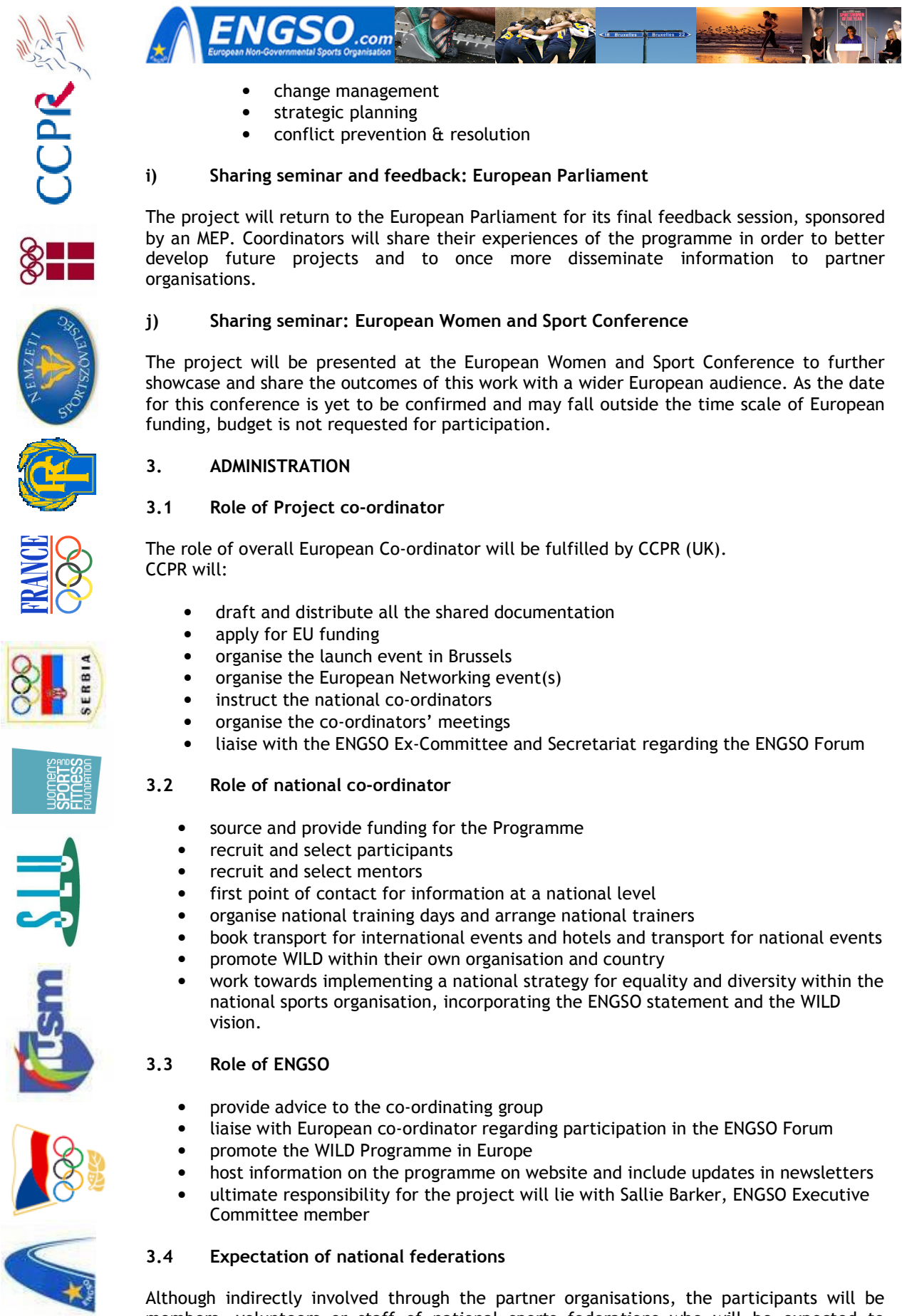
g) Sharing seminar: ENGSO forum & European training (2)

One of the overall aims of the project is to expand the number of countries utilising women's leadership projects in future years, so sharing seminars and passing on best practice is absolutely fundamental. The first will be held at the ENGSO forum which will allow 40 member countries to learn from the programme and ask for help from the current participants. The women leaders will also attend the forum and also take part in a further training session, scheduled to include Personal Skills such as:

- self-awareness
- cultural awareness
- Strengths Weaknesses Opportunities Threats (SWOT) analysis
- target and goal setting

h) National training (3)

Topics scheduled for the third national training are Management Skills, to include:



- change management
- strategic planning
- conflict prevention & resolution

i) Sharing seminar and feedback: European Parliament

The project will return to the European Parliament for its final feedback session, sponsored by an MEP. Coordinators will share their experiences of the programme in order to better develop future projects and to once more disseminate information to partner organisations.

j) Sharing seminar: European Women and Sport Conference

The project will be presented at the European Women and Sport Conference to further showcase and share the outcomes of this work with a wider European audience. As the date for this conference is yet to be confirmed and may fall outside the time scale of European funding, budget is not requested for participation.

3. ADMINISTRATION

3.1 Role of Project co-ordinator

The role of overall European Co-ordinator will be fulfilled by CCPR (UK). CCPR will:

- draft and distribute all the shared documentation
- apply for EU funding
- organise the launch event in Brussels
- organise the European Networking event(s)
- instruct the national co-ordinators
- organise the co-ordinators' meetings
- liaise with the ENGSO Ex-Committee and Secretariat regarding the ENGSO Forum

3.2 Role of national co-ordinator

- source and provide funding for the Programme
- recruit and select participants
- recruit and select mentors
- first point of contact for information at a national level
- organise national training days and arrange national trainers
- book transport for international events and hotels and transport for national events
- promote WILD within their own organisation and country
- work towards implementing a national strategy for equality and diversity within the national sports organisation, incorporating the ENGSO statement and the WILD vision.

3.3 Role of ENGSO

- provide advice to the co-ordinating group
- liaise with European co-ordinator regarding participation in the ENGSO Forum
- promote the WILD Programme in Europe
- host information on the programme on website and include updates in newsletters
- ultimate responsibility for the project will lie with Sallie Barker, ENGSO Executive Committee member

3.4 Expectation of national federations

Although indirectly involved through the partner organisations, the participants will be members, volunteers or staff of national sports federations who will be expected to



support participants from their organisation and to seek opportunities for participants to further their development, run for election and attend meetings.

3.5 Use of new technology

All participants in WILD will be encouraged to make full use of emerging technologies. WILD will have its own website, hosted by CCPR linked through the ENGSO website. The site will contain all relevant documentation, provide information and background material, advertise events and opportunities, provide information on the EU funding programme and feature partners and participants.

The website will be designed with:

- members forums
- podcasts
- blogs
- Twitter
- video hosting

This will allow effective communication and transferring of information, with seminars, guest speakers and interviews all available to re-run.

3.6 Ethical standards

Every effort will be made to ensure all decisions relating to the programme are 100% transparent. The accounts of the programme will be available to all partners and participants and the European co-ordinator will consult with the co-ordination team regarding any changes or developments to the programme.

Whilst participants are understandably women, efforts will be made to have male representation amongst the national co-ordinators, mentors and advisers to the programme.

The programme will not discriminate against anyone on account of age, religion, sexual orientation, disability or culture and will proactively encourage women from under represented groups to apply.

4. TRAINING AND DEVELOPMENT

The central component of the WILD programme will be the training and development opportunities provided to each participant, both individually and as a group. Efforts will be made to ensure that all training is as interactive as possible and speakers, with a range of expertise and backgrounds, will be sought to deliver the modules.

Training modules will include:

European modules

Information Workshops:

- future trends in sport
- the role of leaders in sport
- history and development of women in sport
- European and national sports structures
- EU politics and policy making

Self-Awareness:

- Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis
- target and goal setting



National modules

Personal Skills:

- personal Development Plans (PDPs)
- communication skills, inc. presentation styles, networking
- influencing and lobbying skills
- soft skills, inc. cultural awareness, non-verbal communication

Leadership Tools:

- media training
- sponsorship and marketing
- chairing meetings
- staff management

Management Skills:

- change management
- strategic planning
- conflict prevention/resolution

There will be five training sessions during the 14 month programme. Two sessions will be held at European level and three nationally. European sessions will be held both in Brussels and at the ENGSO Forum.

The dates for the programme will be sent out with the application forms and the requirement to attend all training days will be stated clearly on the application form.

5 EUROPEAN EXPERIENCE

In addition to the training and development modules, and the personal assistance that participants will receive from their mentors, the WILD programme will also provide valuable opportunities to attend European events and to meet colleagues and learn from their experiences in other European countries.

The value of European meetings and event experience is that it will aid cultural awareness, assist participants in building networks and contacts that are vital for success, enable the sharing of ideas and best practice and encourage the participants to seek more opportunities to attend European events and stand for European posts in the future. Furthermore, working closely with people from other countries fosters the European identity and strengthens engagement with the EU.

5.1 European networking

Two European networking events will be held to start and close the project. These are planned to be at the European institutions in Brussels to not only allow the best understanding of European political processes, but also for the participants to start to build the best possible European networks in the field of sport. The first event will include a European training session, while the final event will be used for feedback and lessons learnt.

5.2 ENGSO Forum

Held in the autumn, the annual ENGSO Forum is a two day meeting of lectures and workshops and will provide the WILD participants with an ideal opportunity to discuss a range of issues relating to sport, make more contacts within the European sport network and expand their knowledge of EU sports issues. Prior to the Forum, the WILD participants will have a one day meeting where they will receive a training and development module.



The location of the ENGSO Forum is decided by ENGSO and arrangement for meetings and participants will be co-ordinated via the ENGSO Secretariat.

5.3 Other opportunities

All participants will have access to the WILD website which will be used to advertise European meetings and events and voluntary positions within National and European Federations. In addition the website can provide tools, resources, guidance and signposting to information and events that will be of benefit. This will assist participants in their career development and inform them of the range of meetings that occur around Europe.

The national co-ordinator will also inform participants of opportunities to represent national interests at European meetings and of opportunities to volunteer or help organise European activities.

The participants' national sports federations will also be strongly encouraged to look for opportunities for the participants to stand for election to European Committees or to become members of working parties. They should also provide participants with the opportunity to attend sport specific European meetings and to engage with other sport specific national federations. E.g. a participant from a national tennis federation should be encouraged to attend meetings and stand for election to the European Tennis Federation.

Finally, it is hoped that the network that participants build through WILD will encourage them to hold more exchanges and meetings between countries and national federations, providing them with additional experience and strengthening European alliances.

6. MENTORING

6.1 The role of the mentors

Mentors will be expected to provide:

- personal support to participants
- coaching
- experience
- guidance in networking
- a sympathetic ear

Key skills requirements:

- gender sensitivity
- understanding of Europe and the European sports structure
- experience of policy making within sport
- leadership skills and the ability to guide participants

6.2 Recruiting mentors

Mentors will be recruited by each of the partner organisations and may come from within their organisations, a member federation or an external organisation. Support and advice regarding potential mentors will be available from other partners and those mentors already recruited.

Participants will be able to request a specific mentor, and where possible countries will attempt to facilitate this.

There should be at least one mentor recruited for each national participant and national co-ordinators are also encouraged to recruit at least two 'reserves', should a problem arise and the mentor have to cease their involvement in the programme and to allow for any under recruitment by another partner.

6.3 Selection

Potential mentors will be sent an outline of the programme and a description of the duties of a mentor. In return, the mentors are requested to send their CV and a letter stating their commitment to the programme. The CV will be used to aid the matching of mentor to participant.

6.4 Matching mentors and participants

Participants will be asked to outline their needs and expectations of their mentor and will also have provided background information on their history via the application process. The national co-ordinators will use this information, and their personal judgement, to match mentors and participants. Great care will be taken to ensure that conflicts of interest are avoided.

Where a suitable match cannot be found at national level, it will be possible to have European pairings. In such an instance, national co-ordinators would work together to find a suitable match and attempts would be made to recruit a mentor with understanding of the participants culture and working/volunteering environment.

6.5 Work of the Mentor

The first stage of work between mentors and participants will be to look at the participant's personal development plan and to agree key objectives and aims, both for the period of the WILD programme and beyond.

The mentor will also be expected to meet with their participants a minimum of twice a year. Depending on the individuals, this could be at the European Networking Event or the national training day. At these meetings, the participants' personal development plans will be discussed, revised if necessary and suggestions made for next steps.

Participants will also have the opportunity to email, telephone or use webcams to speak to their mentors regarding specific issues. Mentors will also be encouraged to invite participants to events or meetings that may be useful for their work or development.

Although participants will be expected to work primarily with their personal mentor, the situation may arise where another mentor could offer an invitation or advice much required by a participant. To facilitate such requirements, there will be a list of mentors, their specific skills and their contact details on the WILD website. However, participants will be advised not to abuse this system and to always communicate with their personal mentor in the first instance.

7. RECRUITMENT & SELECTION

7.1 Recruitment

Participants in the WILD programme will be recruited and selected at national level by the partner organisations.

A brochure will be designed (in English) outlining the programme, the benefits to participants and the expectations of the partner organisations. The brochure will be designed by CCPR and disseminated to partner organisations for translation if necessary and distribution.

An advert will also be placed on the websites of ENGSO, CCPR and all partners. Interested parties will be requested to contact their national co-ordinator in the first instance.





7.2 Application

A generic person specification will be supplied to all partners, who will apply common selection criteria and use the same application forms, which will be designed during the first meeting.

Participants will usually be:

- women currently working or volunteering in a national sports organisation in Europe
- already showing potential leadership skills (but not necessarily a leader)
- familiar with policy development and sport politics, at least at national level
- comfortable in a European and multi-cultural environment
- committed to a future in sport and with career ambition
- skilled team players
- capable of speaking and writing in English
- fully supported by their sports federation
- have a valid passport and ability to apply for a VISA if not an EU citizen

National partners will be permitted to apply further criteria, in addition to the above, should they have specific national aims or as an aid for selection. There will be no minimum or maximum age limit.

The application form will state the requirements placed upon participants and the dates of all the meetings in Year 1. A common deadline will be set for the return of all application forms.

7.3 Selection

In order for the Programme to achieve the maximum success and return on investment, the highest possible calibre of participants will be selected, but particular consideration will be given to the potential of candidates to progress and positively influence the sport sector nationally and/or at a European level.

Selection will occur at national level by the national co-ordinators who will follow best practise as follows:

- use of a transparent assessment process in reviewing the application forms, including an assessment sheet, against which they will measure all applications- the ten highest scoring women will be chosen for interview.
- the interview panel will include male and female selectors who will be consistent and open in their questioning
- all applicants will receive a written letter stating why they were chosen/not chosen

Those not chosen for the Programme will be signposted to other opportunities for volunteering or training at national level and given advice on how to progress in the future.

Costing for recruitment is limited to travel for the interviewees and interviewers. Should countries wish to expand their selection process and host a selection day, this will be at the national organisation's own cost.

8. DISSEMINATION OF INFORMATION

While increasing both the opportunities for and skills of women in leadership positions in sport are the core parts of WILD, the project can only be successful if it provides genuine opportunities for women in sport for years to come. For this reason, the dissemination of information is vital to the project.



8.1 Website

The website will not only be used as a communication tool during the life of the project, but will also, after the project, be a resource to countries wishing to start their own women's leadership programmes. It will contain a guide on how WILD was set up and how it can work on a national basis and international basis, it will provide course notes and information in a variety of languages, contact details of leaders, speakers and coordinators and links to other networks.

8.2 Literature

As part of the project, WILD will create literature outlining how the programme functions and also produce an analysis of the project for future reference. The project members will translate the brochures into their own languages and hard copies will be made available along with online access.

8.3 Networks

The project will see 36 future leaders of sport being trained alongside each other and, along with their mentors, coordinators and tutors, become the basis of a formidable network in European sport. By hosting events at the European Parliament and by linking events through ENGSO with other International organisations (e.g. EWS (European Women in Sport)), the contacts made will have a long standing effect on sport.

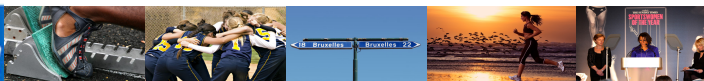
8.4 Sharing Seminars

Creating a wealth of information alone is not enough to ensure further development of women's leadership programmes across Europe. This is why the WILD project is not isolated, but will invite a host of other organisations from various countries to seminars to learn more about the projects. Sharing seminars will be held both at the ENGSO forum, which is the annual meeting of 40 national umbrella organisations of sport, and at the European Parliament, where key European and international organisations will be invited to learn more about the project and challenged to commit to new versions of the programme.

8.5 Evaluation

The short term success of the project will depend on up-skilling prospective women leaders and producing a transferable framework for future learning programmes, while the long term success will mean women progressing to leadership positions in sport. Attribute assessments of participants will take place before, during and after the programme and evaluation of seminars and national programmes will also take place. In order to understand the success of the projects long-term goals, the partners will also help define the national landscape in their respective countries in terms of the access women currently have to decision making positions in governing bodies of sport. This will be based on research already carried out in the UK, the questionnaire for which can be seen in Section 10. This will act not only as a snapshot of the current position, but will act as the basis to possible longitudinal studies of the success of the project in future years. Questionnaires on the make-up of sports organisations will be extended to all ENGSO members as part of the evaluation process to try to create as full a picture as possible.

Evaluation of skills and the survey will have to be done nationally, and partners will have responsibility for collecting information. Collation of data and analysis will be done by CCPR, WSFF and through independent analysis. Independent assessors are yet to be established, but initial discussions have been with Birckbeck College's Sport Science faculty in London.



9. ENGSO WOMEN'S SPORT LEADERSHIP PROGRAMME BUDGET

COORDINATORS' MEETING

	Participants	Co-ordinators	Speakers	€pp	TOTAL PER MEETING (€)	NO. OF MEETINGS	NO.OF COUNTRIES	PROJECT TOTAL (€)
Travel		9		350	3150	1		3150
Accommodation		9		150	1350	1		1350
Room hire		9		0	0	1		0
Subsistence		9		70	630	1		630
					5130			5130

RECRUITMENT

	Participants	Co-ordinators	€pp	TOTAL PER MEETING (€) Project Cost	NO. OF MEETINGS	NO.OF COUNTRIES	PROJECT TOTAL (€)
Brochure							1200
Travel/ Recruitment costs	10	2	100	1200	1	8	9600
							10800

EUROPEAN MEETINGS

	Participants	Co-ordinators	Speakers	€pp	TOTAL PER MEETING (€)	NO. OF MEETINGS	NO.OF COUNTRIES	PROJECT TOTAL (€)
Travel	51	8	5	350	22400	3		67200
Fees (Speakers/ Trainers)			5	500	2500	2		5000
Accommodation	51	8	5	150	9600	3		28800
Room hire & room costs	51	8	5	55	3520	3		10560
Subsistence	51	8	5	70	4480	3		13440
Launch reception	100			30	3000			3000
					45500			128000

NATIONAL TRAINING

	Participants	Co-ordinators	Speakers	€pp	TOTAL PER MEETING (€)	NO. OF MEETINGS	NO.OF COUNTRIES	PROJECT TOTAL (€)
Travel	6	1	3	100	1000	3	8	24000
Fees (Speakers/ Trainers)			3	500	1500	3	8	36000
Accommodation	6	1	3	150	1500	3	8	36000
Room/ training venue hire	6	1	3	55	550	3	8	13200
Subsistence	6	1	3	70	700	3	8	16800
					5250			126000

EUROPEAN PARTNER NATIONAL PRESENTATIONS

Travel		4		350	1400	1	1	1400
Accommodation		4		150	600	1	1	600
					2000			2000

OTHER ORGANISATIONS: EWS & WSFF

	Co-ordinators	€pp	TOTAL PER MEETING (€)	NO. OF MEETINGS	NO.OF COUNTRIES	PROJECT TOTAL (€)
Co-ordinators' meeting	2	570	1140	1	0	1140
National meeting	2	875	1750	1	0	1750
Final Meeting	2	570	1140	1	0	1140
			4030			4030



MENTORS

	Mentors	€pp	NO.OF COUNTRIES	PROJECT TOTAL (€)
Expenses	3	1000	8	24000
				24000



NATIONAL & EUROPEAN PROJECT MANAGEMENT

	Leaders	Days per months	Months	€pday	TOTAL PER COUNTRY (€)	NO.OF COUNTRIES	PROJECT TOTAL (€)
National project management	1	2	15	150	4500	8	36000
Evaluation (hours or max fee)	1	2	15	150	4500	1	4500
							40500



PROMOTIONAL EXPENSES

	TOTAL PER COUNTRY (€)	NO.OF COUNTRIES	PROJECT TOTAL (€)
Website			7000
Webcams	100	7	700
Publications	1200	7	8400
			16100



TOTAL PROJECT COSTS (€)	356560	
TOTAL EU FUNDING REQUIRED	284010	80%
TOTAL NATIONAL FUNDING	36550	10%
TOTAL NAT. IN-KIND FUNDING	36000	10%



TOTAL NATIONAL FUNDING

	36550
<i>Total per country</i>	2150
<i>Total per country</i>	4300





10. Survey of current status

Sports Sector Audit 2009

Many thanks for completing our questionnaire - we really appreciate your time. Please type straight into the boxes. If you have any problems completing this form, please contact Chris Lillistone on 020 7273 1739. When you have completed the form, please return by email to Chris@wsff.org.uk by Wednesday 22nd April 2009.

Name:

Position:

Governing Body:

Contact telephone number:

Email:

Date completed:

LEADERSHIP

Please fill in the grid telling us the number of men and women who sit on your **Board** (you may call it a Council):

Men
Women

	<i>Executive Directors (salaried employees)</i>	<i>Non-executive (non salaried employees)</i>
Men	<input type="text"/>	<input type="text"/>
Women	<input type="text"/>	<input type="text"/>

Please describe the **process through which you recruit your board members** - is it through a process of open recruitment or are members selected from representative parts of your sport? Do you have a **selection criteria** for your board members?

We understand that boards can operate in very different ways and the appointment process can be a complicated one. If you would prefer us to call and talk to you about this process, please let us know here the contact details of the best person to speak to.

Please tell us the number of men and women who make up your **executive decision making team** (but who are not on your board/council)

Men
Women



Please tell us about any **Heads of senior committees** (who are not on your board/council and are not part of your executive team)

Men	<input type="text"/>
Women	<input type="text"/>

Is your **Performance Director (or closest role)** in your organisation a man or a woman?

Is your **Development Director (or closest role)** in your organisation a man or a woman?

COACHING

Please tell us how many coaches you have employed directly by your NGB?

Men	<input type="text"/>
Women	<input type="text"/>

Please tell us how many coaches are registered/ affiliated with your NGB?

Men	<input type="text"/>
Women	<input type="text"/>

MEMBERSHIP AND EMPLOYMENT

Please tell us how many affiliated members your governing body currently has:

Men (including boys)	<input type="text"/>
Women (including girls)	<input type="text"/>

If you are able to say from your data, please tell us how many of your members you classify as youth members:

Boys	<input type="text"/>
Girls	<input type="text"/>

Please tell us how many paid staff you have working for your governing body?

Men	<input type="text"/>
Women	<input type="text"/>

If we were to contact you again regarding these issues for your organisation, would you be the best person to contact? If not, then who should we contact?