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10th EPAS ANNIVERSARY CONFERENCE

WORKING TOGETHER TO BUILD AND CONSOLIDATE
DEMOCRACY, TOLERANCE AND INCLUSION

**A REVIEW OF EPAS' DIVERSITY ACTIVITIES
IN AND THROUGH SPORT**

11 MAY 2017

MATTHIAS GUETT

EVALUATION METHODOLOGY

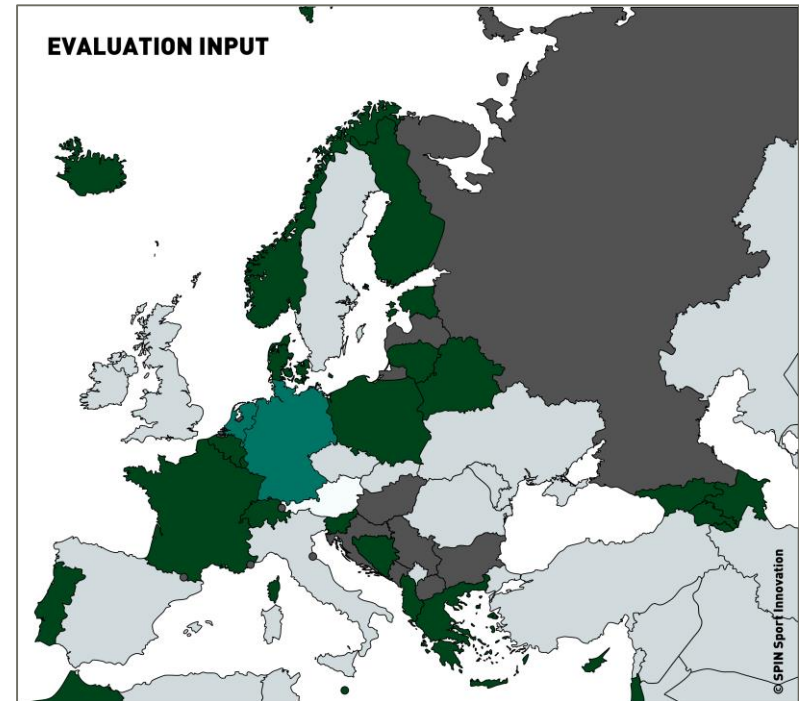
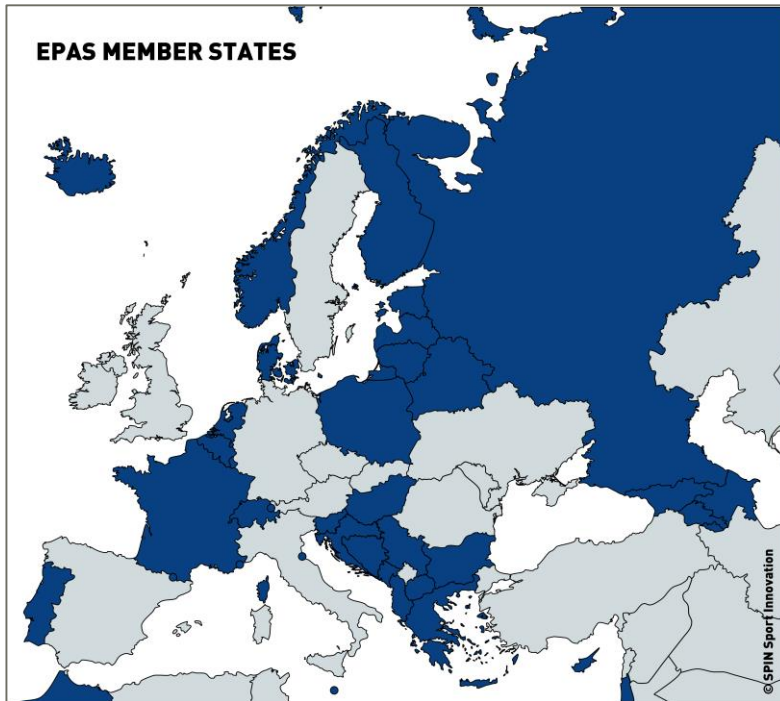
The evaluation was based on **methodological triangulation**; whereas triangulation refers to the use of multiple sources of information, data collection and analysis methods **with qualitative and quantitative strands** considered to arrive at the evaluation findings and conclusions for future action. In practical terms, the evaluation was based on:

- ✓ A review of relevant EPAS documentation related to the field;
- ✓ A review of wider literature related to diversity in and through sport, as well as towards general aspects of sport policy at the European level;
- ✓ The execution of two separate online questionnaires to both the EPAS membership and the representatives of the EPAS consultative committee
- ✓ Qualitative interviews with selected representatives from the EPAS membership, the EPAS consultative committee, the EPAS secretariat, and further experts; both to deepen understanding of context, to gain insights into results and to validate findings.

SURVEYS INVOLVEMENT



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Membership involvement of 68%.
Consultative Committee involvement of 63%.

IMPACT MODEL



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		INSTRUMENTS	SPECIFIC ACTIVITIES Pathway 2007-2016-beyond	OUTPUT and OUTCOME	IMPACT	VISION
DIVERSITY IN SPORT	VALUE APPROACH	Normative Framework, e.g. Recommendation of the Committee of Ministers to Member States	What has been done to promote the values and ethics in sport?	What could be achieved to promote the values and ethics in sport?	Impact at the social level (i.e. social values, specific polity, policies, legislation) Impact at the organizational level (i.e. organizational culture, good governance, organizational structures, specific programmes of sport organizations, etc.) Impact at the individual level (i.e. personal values and attitudes, individual or target group behaviour, individual resources, personal learning and experience)	The Big Picture: A European Society in which diversity constitutes a common social value. A European society in which the benefits of having multifaceted experiences in shaping a democratic society and the integrity of each and all individuals are fully recognized. And a European Society in which the right to be different and not to be discriminated against because of this difference is well respected. ==> Transfer into the area of sports In Sport (as it is an integral part of society) the same values must be realized. ==> Diversity in Sport At the same time, sport is a very specific sphere of life in which the benefits of diversity can be experienced, in which individuals with all their specific characteristics can and do actually meet etc. ==> Diversity through Sport
	TARGET GROUP APPROACH	Handbooks on Good Practice EPAS Annual Conferences Cooperation through Joint Projects, e.g. within the EU Erasmus+ programme	What has been done to support sports participation among the identified target groups, and why these groups? What was done to consider these target group's specific needs?	What could be achieved to promote to support sports participation among the identified target groups?		
	NON-DISCRIMINATION APPROACH	Regional Seminars Ministerial Meetings Studies Publications	What has been done to prevent specific forms of discrimination in sport, and why were these forms of discrimination targeted?	What could be achieved to prevent specific forms of discrimination in sport?		
	STRUCTURAL APPROACH	Expert Meetings Stakeholder Consultation Evaluation Visits	What has been done to tackle structural or systemic barriers or hazards in sport or in the environment in which sport is typically played?	What could be achieved to tackle structural or systemic barriers in sport or in the environment in which sport is typically played?		
DIVERSITY THROUGH SPORT	INSTRUMENTAL	Education and Training Other thematic EPAS events	How has sport been used as a tool to contribute to the Council of Europe's greater goals, i.e. peace building or education?	What could be achieved to contribute to the Council of Europe's greater goals?		



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ORGANISATIONAL CONTEXT



The Council of Europe is the oldest pan-European confederation of states. It is an initiator of a European community of values and culture. With its work realized through the Comité directeur pour le développement du sport, the Council of Europe can also be named as a co-founder of sport political cooperation in Europe.

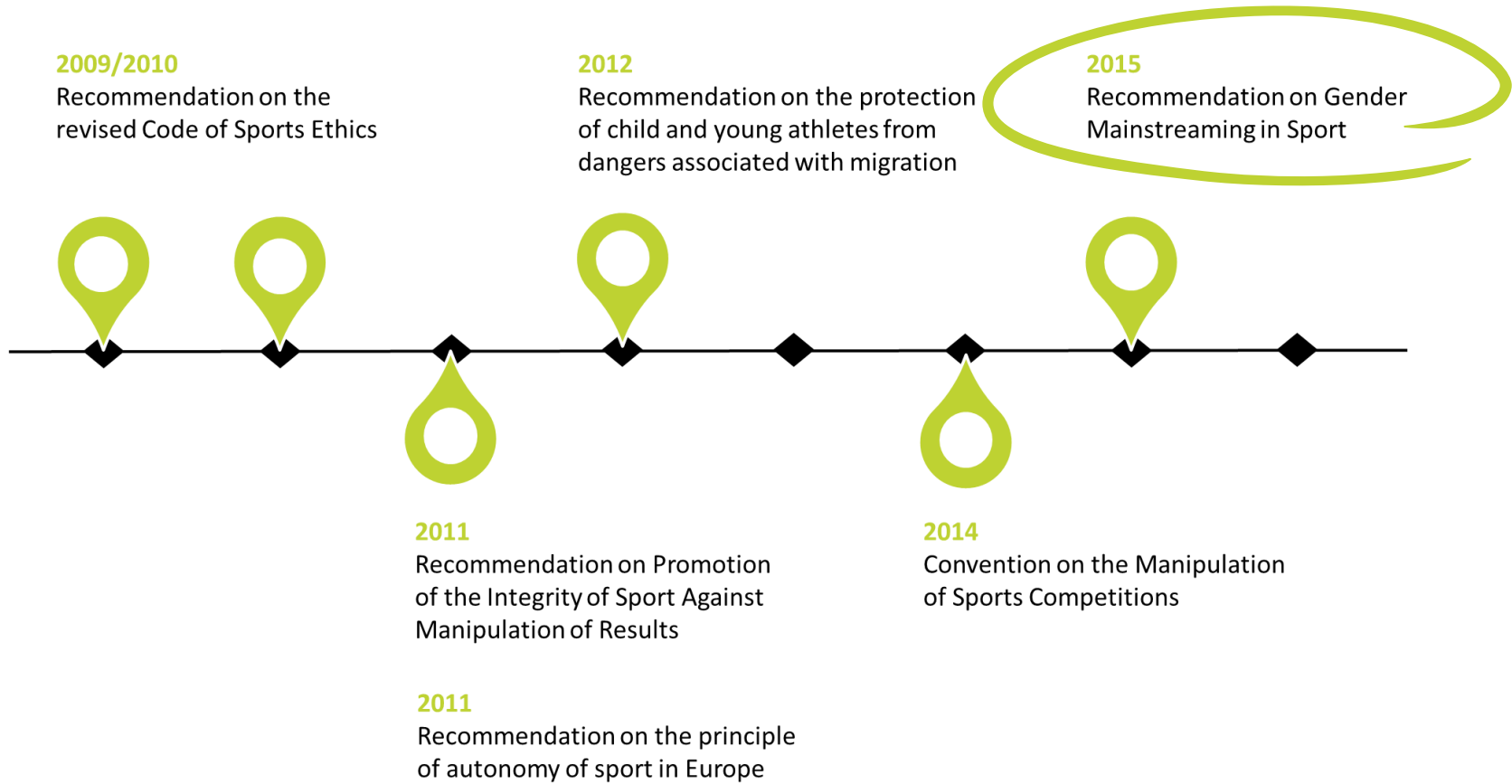
Since 2007, EPAS has been providing a valuable platform for intergovernmental cooperation between the public authorities responsible for sport of its Member States and facilitates dialogue with sports federations and non-governmental organizations dealing with sports, making up its Consultative Committee. In addition, the partial agreement successfully cooperates with a wide range of internal and external partners. However, EPAS also has to deal with limited resources.

EPAS' future strategies and activities should deliberately build on the Council of Europe's values and previous work in sport. It is important for EPAS' work to be aware of its particular strengths, for example as regards its wider European scope and ability to achieve consensus, but also of its given operational limitations.

EPAS MILESTONES



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THEMATIC CONTEXT

The principle of diversity is a fundamental ingredient of the European idea and a backbone to the work of the Council of Europe. Diversity is a “European Value” and thus a normative concept. It holds equal validity for both European society in general and the system of European sport in particular.

Promoting diversity has been a permanent priority of EPAS since its foundation. EPAS has carried out a broad range of activities related to various issues in the context of diversity.

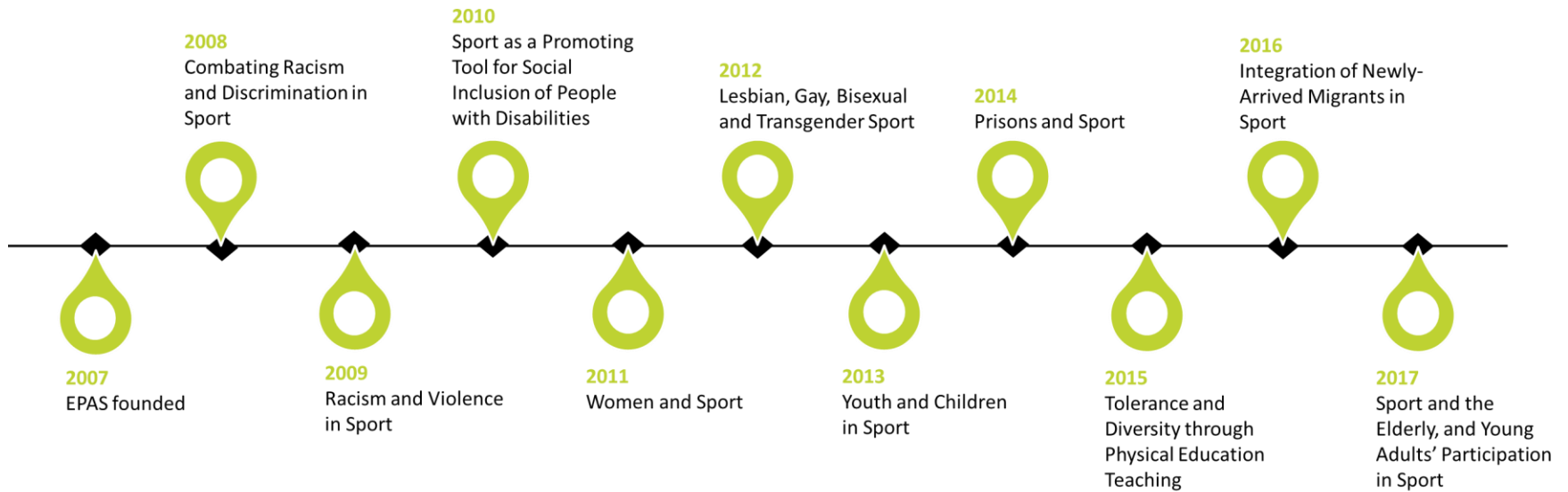
However, in contrast to a rather clear appearing political statement, the term diversity is complex and relatively diffuse. At the same time, the concept of diversity is still interpreted differently among the member states, due to thematic context as well as cultural and linguistic background.

A review of EPAS’ overarching framework and communication regarding the concept of diversity is required to ensure that everybody involved in EPAS’ activities and decision making processes in the field has a comparable understanding of the concept.

EPAS PRIORITIES



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SATISFACTION

Related to the work undertaken by EPAS in the field, EPAS member states and the consultative committee members see **n** satisfied with the processes and outcomes in general. EPAS' concept to diversity and its operationalization is backed by them in general, and they feel that EPAS' objectives and current scope of work in the field of activity are appropriate.

The majority assess that there is adequate allocation of resources and the achievement of added value is **assessed as appropriate. The most positive assessment of all EPAS fields of activity relates to its promotion of values in sport.**

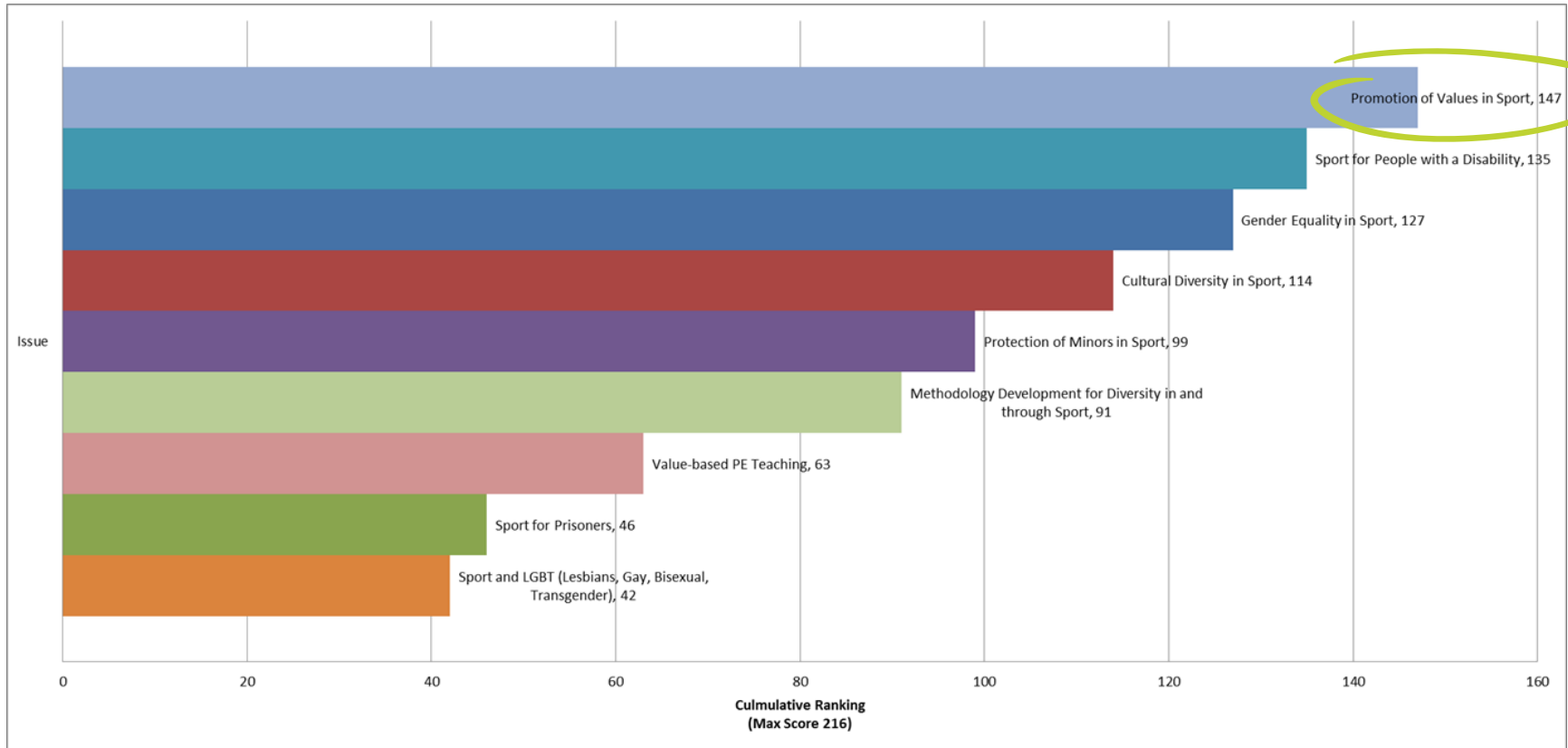
However, it became clear that certain statements are already put into perspective by the respondents, e.g. in relation to the resources available for EPAS activities in general.

EPAS has a clear mandate from its membership to continue its activities toward diversity in and through sport.

EPAS PRIORITY RANKING



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EPAS member states survey 2016/2017

SATISFACTION

Regarding the work undertaken by EPAS in the field, EPAS member states and the consultative committee members seem satisfied with the processes and outcomes in general. EPAS' concept to diversify and its operationalization is backed by them in general, and they feel that EPAS' objectives and current scope of work in the field of activity are appropriate.

The majority of respondents think there is adequate allocation of resources and the achievement of added value is also appropriate. **The most positive assessment of all EPAS fields of activity relates to its promotion of values in sport.**

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EPAS has a clear mandate from its membership to continue its activities toward diversity in and through sport.

APPROACH

EPAS work in the field of diversity can be clustered into two visions; working towards the promotion of (A) Diversity in Sport and (B) Diversity Through Sport in Europe.

Related to these, five distinctive but per se overlapping approaches are used by EPAS. To promote Diversity in Sport, EPAS has applied (1) a Value Approach, (2) a Target Group Approach, (3) a Non-discrimination Approach and (4) a Structural Approach. To achieve the objective of promoting Diversity through Sport mainly an (5) Instrumental Approach has been applied.

EPAS should review its strategic objectives and work approaches and apply a form of impact modelling. This helps to identify 'white spots' in its work programme and to minimize work overlaps; it facilitates operational management and transparency of its activities.

EPAS should concentrate on setting clear priorities for longer term perspectives to create real change for selected characteristics of diversity. However, it should reserve resources for attention to ad hoc evolving issues that originally were not part of its strategy.

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COLLABORATION

The EPAS membership and the consultative committee attest good participation opportunities, sufficient involvement and good possibilities for exchange within EPAS; both at the institutional and thematic levels.

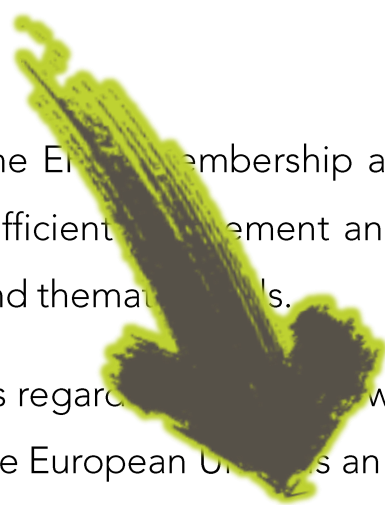
As regards cooperation with external stakeholders in the field, there is unanimous agreement that the European Union is an important partner in EPAS' endeavours to promote diversity.

EPAS should enhance its communication with the member states and especially the consultative committee. In addition, EPAS should develop a clearer external communication policy.

EPAS could be able to extent its impact in the field by fostering the involvement of its consultative committee structures when it comes to the implementation of results in the member states.

EPAS could extent its impact in the field by elaborating closer collaboration strands with other institutions, mainly the EU. However, a clear delimitation of both institutions' working scope and responsibilities must be applied.

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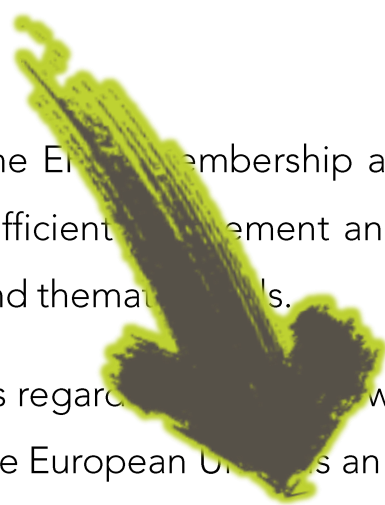
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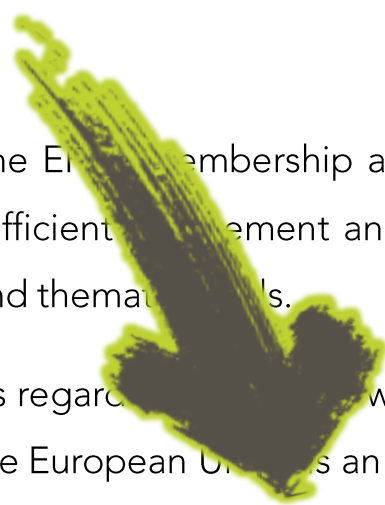
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IMPACT

Diversity is a complex social phenomenon and the level of diversity as a social reality can hardly be quantified, as it is influenced by a tremendous number of variables. EPAS' work toward diversity is just one single piece of a much larger bundle of influencing factors and starts at the very beginning of a causal chain towards change in society.

EPAS activities are supposed to provide direction and to build a common base for further action, which then, however, has to be taken by other stakeholders. Therefore, an impact of EPAS' work toward diversity can be assumed, if other stakeholders, both at international and national levels, are associating to EPAS' and the Council of Europe's thinking and principles.

EPAS mission should be to initiate value oriented action, to facilitate exchange and to align the activities of governmental and sectoral stakeholders in the field.

With it, EPAS activities should be directed to impact rather at the societal and organisational levels, than at the individual level.

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EPAS follows an immensely broad scope of work, which is not only related to activities in the field of diversity; and which needs to be especially interpreted in relation to the resources dedicated to the partial agreement. From an evaluation's perspective, it seems rather unlikely that all aspects of diversity in and through sport can be achieved by EPAS at an equal level under the given circumstances.

EPAS should seek for clearer definition of its own particular responsibilities with clearer delimitation of the scope of work from other institutions.

EPAS should identify in liaison with the membership priorities of diversity characteristics for EPAS. These characteristics should be elaborated by EPAS with adequate continuity and sustainability.

EPAS should constantly review its work priorities and identify those instruments that allow for exploitation and real change in the member states, or the sports organisations respectively.

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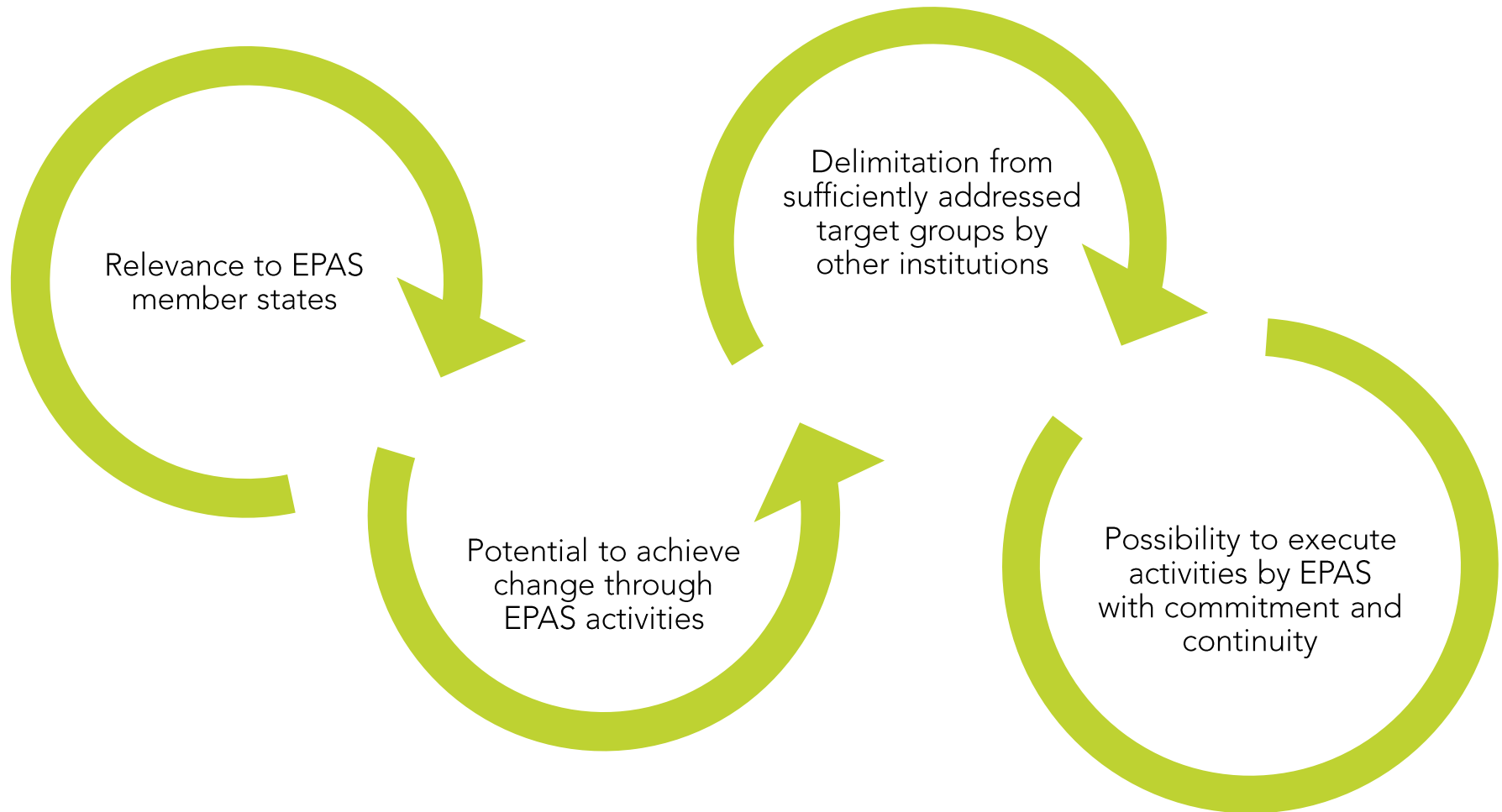
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TARGET GROUP SELECTION



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SEQUENCE OF INSTRUMENTS

Input Gathering
Output Development
Political Awareness
Public Awareness
Multiplier Training
Monitoring



e.g. expert conference

e.g. recommendation

e.g. seminar

e.g. handbook

e.g. online resources

IN SIMPLE WORDS

 Be proud of what you do.

Build on the strengths of the Council of Europe.



Connect with the European Union. But delimitate clearly with your work.



Involve the Consultative Committee to enhance impact in the member states.

Communicate.



Focus and seek for impact at the level you can really reach out and initiate change.





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