

Deliverable 2.1

WORKSHOP PROGRAMME AND CONTENT

Authors: Project's partners
28/03/2024

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Site visit #1 and Capacity building on ADVOCACY and MEMBERSHIP

October 27th-29th, 2023

NH Hotel Vigszinhaz (Budapest, Vigszinház u. 3, 1137)

To Join **Zoom** PLUSS partnership meeting

Time: Oct 27, 2023 04:00 PM Budapest

<https://us02web.zoom.us/j/81304009604?pwd=cjJKeGdya05SSzdRMFJrKzd0Vng1UT09>

Meeting ID: 813 0400 9604

Passcode: PLUSS

1. INTRODUCTION

The +PLUS partner Atlasz Sports Club hosted in **Budapest** (Hungary) on **October 27th-29th, 2023**, the **event E2.1** a site visit for fellow LGBTQI+ sport club leaders **to facilitate knowledge sharing and build a community of European leaders**.

During this **Partnership meeting - site visit #1**, #PLUS partners and visiting club leaders had a chance **to understand the ways of working, in particular related to growth/sustainability of the club and to advocating for LGBTQI+ rights in wider society**.

During site visit #1, the 2 planned workshops were on the topic of **'advocacy' and 'membership'**, which forms two of the 4 strategic areas for development of the member body, EGLSF (membership, advocacy, events and governance).

The Partnership meeting - site visit #1 had the following schedule:

27 Oct.2023	Welcome day
<i>Arrival of participants</i>	
16.00 - 16.20	Introduction - open round
16.20 - 17.30	Update on the PLUS Project (overall management; next steps on WP2; introduction to WP3)
17.30 - 18.00	<i>Coffee break</i>
18.00 - 18.30	Advocacy in theory: definitions - discussion & board
18.30 - 19.15	Advocacy in practice: targets, actions, resources & channels - small group discussions
20.00	<i>Dinner at Mosselen Belgian Beer café (dinner to be paid by the partners themselves)</i>
28 Oct. 2023 Capacity building on membership and advocacy	
9.00 - 9.15	Recap from friday
9.15 - 10.15	Conditions to successful advocacy - discussion topics
10.15 - 10.45	Legal conditions in different countries - open round
10.45 - 11.15	Coffee break
11.15 - 12.30	Integration: case studies - small group discussions
12.30 - 12.45	Closing exercise - make a commitment
13.00 - 14.00	<i>Lunch</i>
14.30 - 16.00	Capacity building on membership (diversity and inclusion)
16.00 - 16.30	<i>Coffee break</i>
16.30 - 18.00	Capacity building on membership (new members / activation of old members)
18.30-19:45	<i>Sightseeing tour (organized and covered by Atlasz)</i>
20:00	<i>Dinner at Gaby's (dinner to be paid by the partners themselves)</i>

29 Oct. 2023	Conclusions and Departure day
9.00 – 10.30	CONCLUSION - Task: make a plan for your club
10.30 – 11.00	<i>Coffee break</i>
11.00 – 12.30	Feedback, evaluation and final recommendations
13.00 – 14.00	<i>Lunch</i>
<i>Departure of participants</i>	

2. PARTICIPANTS

2 pp for each grassroots sport association and for EGLSF and 1 for ICES.
Below the list of the confirmed participants

1	André Wenzel	Team Munchen
2	Anh Lê	Team Munchen
3	Michele Mommi	EGLSF
4	Hanne Hiel	Out for the Win
5	Margot Gysbrechts	Out for the Win
6	Rene Koradin	Out in Slovenia
7	Tina Eowyn Šmid	Out in Slovenia
8	Laura May	ICES
9	Boris Vrdoljak	Queer Sport Split
10	Mario Malčak	Queer Sport Split
11	Leena Häyhtiö	H.O.T (member club of EGLSF)

12	Bo Madsen	Pan Idraet
13	Christian Bigom	Pan Idraet
14	Kecskés Gergő	Atlasz Sportclub
15	Bitó János	Atlasz Sportclub

3. PROFILE OF THE FACILITATORS

ON ADVOCACY:

Hanne Hiel (she/her) (**OUT FOR THE WIN**)

Hanne is the only staff member from Out For The Win and has been active since September '22. She is project coordinator and was responsible for the Out For Inclusion project last year. This year she leads the Passion For Sport project, a 1,5 year project that focuses on pilot trajectories with sports federations to create an LGBTQI+ inclusive organization. Hanne works closely with the OFTW volunteers.

Margot Gysbrechts (she/her) (**OUT FOR THE WIN**)

Margot is the spokesperson and educational coordinator from Out For The Win as a volunteer and has been active for 6 years now. She is responsible for managing and coordinating the team of volunteers who give the workshops, keynotes and support to sports federations, clubs and coaches. During the working days she is the managing director of a non-profit tutoring company.

Gergely Kecskés (he/him) from **ATLASZ SPORTS CLUB**

Gergely joined Atlasz 12 years ago as a swimmer. Last year he decided to support the sports club as one of the co-presidents. He is a chemist and works as an application specialist in the field of analytical chemistry.

János Bitó (he/him) from **ATLASZ SPORTS CLUB**

János is a member of Atlasz for approx. 10 years now and one of the three co-presidents of the sports club; and an active member of the badminton team and swimming team. He is a management consultant during the business days.

ON MEMBERSHIP:

Rene Koradin, longtime activist for student and queer rights, student of sociology and political theory, graduated political scientist, currently working in the queer humanitarian association DIH and the sports club **Out in Slovenia**. He has experience in student politics and also working with young people, especially in the field of active citizenship, political and student rights. He has organised several summer schools, round tables, reading seminars, workshops, etc. He has been volunteering as a youth worker for the last 5 years in various organisations. Currently works at 4 international projects that deal with inclusive sports and several projects that are dealing directly with queer community.

Mario Malčak (he/him) from **Queer Sport Split**

Participating in qSPORT Zagreba activities from 2012, Organizing qSPORT Zagreb hiking activities since 2020. Organizing team of QueerSport Weekend, an international multi-sport tournament in Zagreb, Croatia, organized by qSPORT Zagreb (2020), Organizing qSPORT Day 2022 and 2023.

Organization team of Zagreb Pride 2012, Volunteering in the field of children education (2007-2008), students' rights and life standard (2008-2012).

During business days working in the field of internal control, finance, tax and accounting.

Boris Vrdoljak (he/him) from **Queer Sport Split**

Boris is one of coordinators of sports activities in qSPORT Zagreb, where he has been organizing swimming and dance trainings. He took part in organizing teams of several smaller multisport tournaments such as QueerSport Weekend and QueerSport Day in Zagreb. With Queer Sport Split, currently participating in three Erasmus+ projects for inclusive sports. He was moderating a self-assessment workshop at the CEEYOUSPORT project and organized several panel discussions on LGBTQIA+ sport. Passionate about developing the vogue/ballroom community and organizing balls in Croatia. During the working days, he is professor at University of Zagreb, Faculty of Electrical Engineering and Computing.

Please introduce yourself by...

- your name (nickname)
- from which organization you are from
- a surprising / funny fact about you

Please pass on the tennis ball to someone who has not yet introduced themselves (by hitting the flipchart the online participants have to introduce themselves - please be gentle)

(20 min)

Housekeeping rules...

for the efficient meeting please

- be on time
- do not use your cell phone / laptop (unless you are taking notes / keeping the memo)
- be active during the workshop
- if you do not understand something, feel free to ask
- listen to each other
- try to be brief during your speech

CAPACITY BUILDING ON ADVOCACY (Co-delivered by Out for the Win and Atlasz Sports Club)

MAIN CONTENT:

Successful advocacy consists of 3 conditions:

1. Network and relations: transparency, open and honest communication with their network
2. Primary stakeholders: the lack of voice of disadvantaged groups is a challenge → identify the main problem and build a clear message
3. Internal organization: inclusive leadership with clear commitment

ADVOCACY IN THEORY

DEFINITION

According to this group...

- Help them to **speak up** and reach more people or the right people;
- **Defending** human rights and LGBTQI+ rights
- **Speaking up** on behalf of the community, those with fewer chances to speak up, creating better conditions;
- **Influence** and change the sports world;
- Publicly **supporting** the cause that we stand for;
- **Give a voice** to queer people, make their needs visible and protect them;
- **Being visible** - We show ourselves in reports & docus, interviews, information booths at events

According to the Internet...

“Advocacy is the active support of an idea or cause expressed through strategies and methods that influence the opinions and decisions of people and organisations.”
([Buckley](#), 2018)

PURPOSE

“Why do you advocate?”

- Discuss in small groups
- Write on flipcharts
- Spokesperson presents results to the group
- 20 min

PURPOSE

- To go against discrimination (e.g. homophobia, transphobia and against racism) and protect human rights
- To create equal chances and social justice
- To create a safe environment for LGBTQI+ people and to empower them
- To create safe(r) sports spaces and change the sports culture
- To make sure all voices are heard
- To change the existing laws and/or policies
- To better understand each other or to educate on a certain topic
- To ensure participation

ADVOCACY IN PRACTICE

EXPERIENCES IN PRACTICES

- Participate on mass events like a Pride or in campaigns and projects
- Organize talks/meetings/round tables/info booth
- Public or media appearances and representation
- Sign open letters and petitions
- Organize events and/or tournaments,
- Wear your organization's sports suits
- Collect LGBTQI+ stories and spread them via social media
- ...

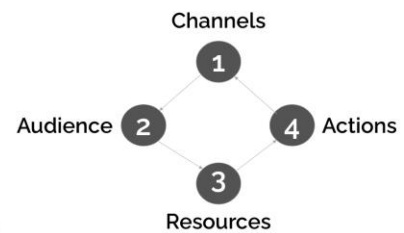
Experiences in practice

Audience	Actions	Channels	Resources
Your own members	Participate in events	Physical, offline contact	Partnership network
LGBTQI+ community	Organizing events	Social media	Time/volunteers
Public opinion	Signing petitions	News media (printed & tv)	Money...
Politicians/policy makers	Sharing stories	Champaigns	
...	Set up fundraisers	...	
	Sharing expertise		
	...		



Exercise

- Divide into small groups of 4
- Join one of the facilitators at their table
- Discuss the question and write down answers
- After 10 min, switch to another table
- Continue until you discussed the 4 different questions

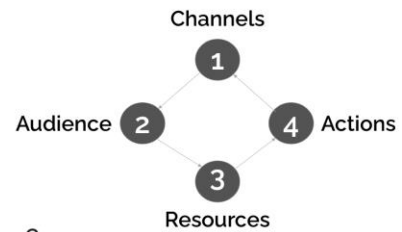


Exercise

- Don't stay on the surface!

Some guiding questions for the discussion:

- What are pro's and con's for a certain medium?
- What are the most important resources for advocacy?
- Which audience is the hardest/easiest to reach?
- Which actions are the most challenging to do and why?
- ...



Results will be discussed tomorrow!



ADVOCACY IN PRACTICE - RECAP

Key findings of the exercise yesterday

Audience:

- Consider your size and power
- Match your message and target group

Channel:

- Extensive use of social media
- Still, physical presence has its advantages

Action:

- Create content
- Rise awareness

Resource:

- Most important: manpower (with motivation and skills)
- Money: low importance



Details: all answers collected

	Channels	Actions	Audience	Resources
Easy to reach / achieve	<ul style="list-style-type: none"> - Social media: TikTok, Instagram, Facebook, LinkedIn, dating apps (company profile), advertisements - WhatsApp / Discord groups - Website - Newsletters - Petitions - Physical presence: <ul style="list-style-type: none"> - Flyers, posters, stickers - symbols (e.g., flags on public places) - Visibility at public events - Merchandise 	<ul style="list-style-type: none"> - Create safe space for sport - Give visibility to other organizations – repost - Participate at mass events: <ul style="list-style-type: none"> - Pride in Club "uniform" - Sign petition/open letter - Place / wear LGBTQI+ symbols - Educate members/volunteers - Social media campaign - Accept media representation - Photo exhibition: Trans in Sport - Pride / protest (join other protests) - Participate at tournaments 	<ul style="list-style-type: none"> - Neighbors/colleagues - LGBTQI+ people - Sport facility staff – at venues - Other minority groups 	<ul style="list-style-type: none"> - Money - Manpower <ul style="list-style-type: none"> - membes, volunteers with internal motivation - good practices, skills, attitude, experiences, knowledge, education to spread information - time - Network / Allies <ul style="list-style-type: none"> - civil organizations - journalists - politicians - similar organizations - top level athletes - Location / venue (office, space) - Materials (flyers, flags, armbands, lances, other giveaways to carry the symbol to ensure external and internal visibility)
Difficult to reach / achieve	<ul style="list-style-type: none"> - One-on-One with policy makers, personal stories - Newspaper / article, TV / radio interviews - Support from allies, bigger leagues - Fleshmob - Podcast - Influencers 	<ul style="list-style-type: none"> - Start petition/open letter - Film festival to broad audience - Press release, statements, writing editorials - Workshop on inclusion for mainstream sports clubs/schools - One-on-One with politicians - Influence companies to change Policy/representation - Participate at panel / TED talk 	<ul style="list-style-type: none"> - Police - Companies – mass employer - Politicians/Bureaucrats - Mainstream sport clubs/Sport associations - Teachers/coaches (in general) - Rest of society 	

CONDITIONS FOR SUCCESSFUL ADVOCACY

QUESTION

“What are important conditions for successful advocacy?”

- Write 1 keyword on a post-it (you can use more than one) - 5 min.
- Put it in the word cloud on the ground
- Look for possible clusters & reorganize the word cloud- 10 min.

Successful advocacy



- Mutual acknowledgement
- Transparency
- Successful services
- Define changemakers
- Trust



- Managing a “lack of voice”
- Identify the problem/issue
- Clear message & asks
- Understandability



- Commitment from leaders
- Realistic budget
- Independent funds



SUCCESSFUL ADVOCACY - HELPDESK



LEGAL CONDITIONS

What do you think about the legal conditions?

Please open Menti by using the following QR code / enter the following code in your computer!

<https://www.menti.com/>

code: 2826 0863



How supportive is the government / city council regarding LGBTQI+ topics?
 How supportive is the society in general with who you get in touch with?
 How risky is it to advocate / support LGBTQI+ groups/ideas?
 How do you feel about the legal situation in your country?

INTEGRATION EXERCISE

You are informed about a new harmful LGBTQI+ law (e.g. Hungary). What should/ should you not do?

Political parties reveal their programmes and LGBTQI+ in sport is not a topic on their agenda. Do you react, and if so, how?

You are out with a group of your team members. Some of you were wearing the team's swimsuit. One guy from the crowd shouts "fags". You were there with a much bigger group of guys. What could you do?

You're invited as a public speaker to an event on inclusion when a highly positioned audience member asks why they should do something if it's only such a small group. Which strategy do you choose and why?

In your attempt to advocate for LGBTQI+ inclusive sports measures you get challenged to prove that there is sufficient need and support for it. How do you handle this?

You want to hire a swimming pool for your sports event. They were about to sign the contract, but at the last minute they refused to sign, just because it is a LGBTQ sport event. They send the reply per e-mail, so you have written evidence.

TO WRAP UP...

"Which future possibilities do you see for your organization regarding advocacy?"

Formulate a commitment.

Commitments:

QSS:

- yearly membership survey for needs and challenges
- brainstorm in the club about advocacy towards the city

Team Munich:

- commit to a membership survey followed by a reflection to improve the club and introduce changes if necessary

EGLSF:

- increase lobbying activities at European level in order to guarantee the inclusion of LGBTI+ people in policies and programmes
- include the topic of sport in the next ILGA Europe conferences
- increase the number of members of our federation and support them gaining new skills

Atlasz:

- taking pictures of athletes doing sports: there is no difference between LGBTQIA+ and hetero, in sports we are all equal
- use channels: website, Instagram, exhibitions
- audience: society

Pan Idraet:

- get community members elected to sport's governing bodies
- reach out to sports governing organizations: "nothing about us,

without us"

- react 100.000 sports club members with inclusion education
- hire a communication student

H.OT:

- create cooperation with other sports clubs and LGBTQI sports clubs internationally
- find new opportunities for raising awareness: fundraise
- increase network and cooperation with sports associations and the olympic committee

ICES:

- create a memorandum for political parties to work on gender inclusion in sports

OIS:

- research on a situation in Slovenia or on Balkans (needs etc.)
- share/support other organisations

MAIN FINDINGS ABOUT ADVOCACY IN PRACTICE:

1. **Audience:** consider your own size and power and match the message with the target group
2. **Channel:** be active on social media (extensive!) but make sure you are also present in physical opportunities
3. **Action:** raise awareness and create action
4. **Resource:** most important = manpower with high motivation and the right skills (makes money less important)

CAPACITY BUILDING ON MEMBERSHIP (Co-delivered by Queer Sport Split and Out in Slovenia)

MAIN CONTENT:

- How to attract new members?
- How to reach a wider audience? How to attract more women, young people, older people, transgender, intersex and non-binary people (TIN), ... to join our activities and what to do to make them stay?
- How to provide safer sport spaces where transgender, intersex and non-binary (TIN) people can feel comfortable?
- How to motivate members to become more active in organizing activities?

MEMBERSHIP - PART 1

How to provide safer sport spaces where transgender, intersex and non-binary people can feel comfortable?


Mainstream sport


- Rules too strict and discriminating for transgender, intersex, and non-binary people




LGBTIQA+ sport

- we can change the rules and practices to make sport **more inclusive**
- goal: sport activities where everybody will feel **comfortable and safe**

 **Trans** (or transgender, trans*) people know that they do not – or do not fully – identify as the gender they were assigned at birth.

 **Non-binary** or abinary individuals identify outside of male/female categories; they may not feel they belong to any gender or have multiple gender identities at the same time.

 **Inter** (or inter*) individuals have innate, physical sex characteristics that do not align with the typical categories of male or female or have attributes associated with both sexes. Some intersex people identify as female or male, and some have an intersex identity based on their experience of living in an intersex body (see OII Deutschland). Intersex people may also be trans if they do not identify with the gender they were assigned at birth.

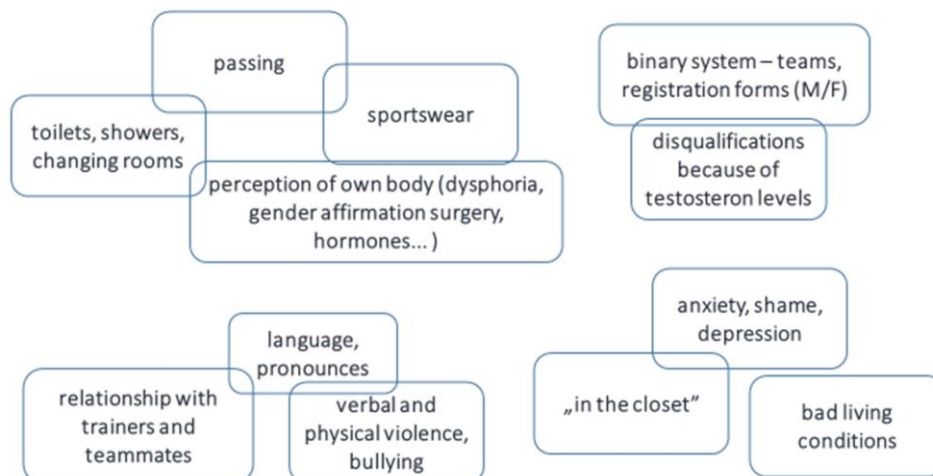
Seitenwechsel: A charter for gender diversity in sports

What can we do to provide safer spaces where transgender, intersex and non-binary (TIN) people feel comfortable?

“We don't have a problem with trans, intersex, or non-binary people. Everyone who wants to join is welcome at our organization.”

Have you ever been to a party where you simply felt out of place? You had really been looking forward to the party, but when you arrive, you notice that you just don't fit in somehow.

Challenges





<http://www.charta.seitenwechsel-berlin.de/wp-content/uploads/2023/04/einleitung-charta-und-wissensbausteine-en-web.pdf>

[Charta – Strukturen für Trans* und Inter* im Sport \(seitenwechsel-berlin.de\)](http://www.charta.seitenwechsel-berlin.de)

Recognition (2)

Allow TIN people to join the “right” team: A person’s gender is the gender with which they personally identify.

There is one simple rule: A trans woman is a woman, a trans man is a man, and a non-binary person is non-binary. Within an organization, every person should be able to practice with the team of their choice.

Depending on the type of club or sport, competitions may be subject to different rules governing who can compete in which category (men, women, mixed). There are generally no set rules governing the participation of TIN people. That also means that small commitments on your part can make a big difference.

Language

Using the correct pronouns:

If we want to refer to individual people in the group in the third person (for example: “He is really good!”), hold a brief round of introductions.

Each person can introduce themselves by name and specify **which pronoun they would prefer to be used** during practice that day, for example, “she,” “he,” “they,” or their name in place of a pronoun.

Stopping discriminatory language

Discuss how to respond to discriminatory language that may be used during practice or at competitions.

Visibility (1)

Seeing TIN people in positions of responsibility empowers other TIN people.

Encourage TIN people to take on positions of responsibility within the organization

Address people directly: Do not wait for TIN people to apply for specific positions on their own; be proactive and inquire as to whether specific people are interested in the positions.

Each person can only speak for themselves – not for all TIN people: trans people are a large group of diverse individuals with highly varied experiences.

Visibility (2)

Images of diverse people on press materials generate visibility

When taking and selecting photographs for press materials, make sure that different types of people are visible and that marginalized (disadvantaged) groups receive sufficient representation in documentation and press materials.

Registration forms

Recognizing names and genders

A person's chosen name can be used in almost any situation.

Taking all genders into account

Use various gender options and leave the space for people to self-identify in all forms and registration materials.

Spaces (1)

If your organization has its own spaces, you can make them more accessible...

Think about the gender assignments for bathrooms, changing rooms, and showers:

- How many changing rooms are available?
- Could you consider installing individual stalls, particularly in the shower facilities?
- How could you optimize the layout to make your facilities accessible for all genders?
- The coaches could speak with their groups about what kinds of signs to use (for instance, „all genders“) and what those signs would mean. Even better, the group could work together to decide which stalls are needed for which people in the group.

Spaces (2)

Creating safer spaces:

Offer courses specifically for marginalized groups (e.g., swim practice for TIN people).

Programs like this provide TIN people with a space in which they are likely to experience less discrimination for being trans, intersex, or non-binary.

Implement as many measures as possible to prevent violence.

Ensure that people know what to do if they experience or witness discrimination:
Are there specific contact people in the organization?

Communication (1)

Communicate about all the initiatives for gender diversity you establish at your organization (for instance, establishing a charter)

- discuss them openly, and update the information on an ongoing basis.

Changes must be communicated with **all members** of the organization. Use various information channels, such as the general assembly, working groups, social media, ...

Make information about gender diversity simple and accessible.

Communication (2)

Ensure that changes continue to be communicated effectively over time

New members should be informed about the gender diversity and anti-discrimination policy.

Provide your members with updates on the current status of your organization's anti-discrimination work.

Communication (3)

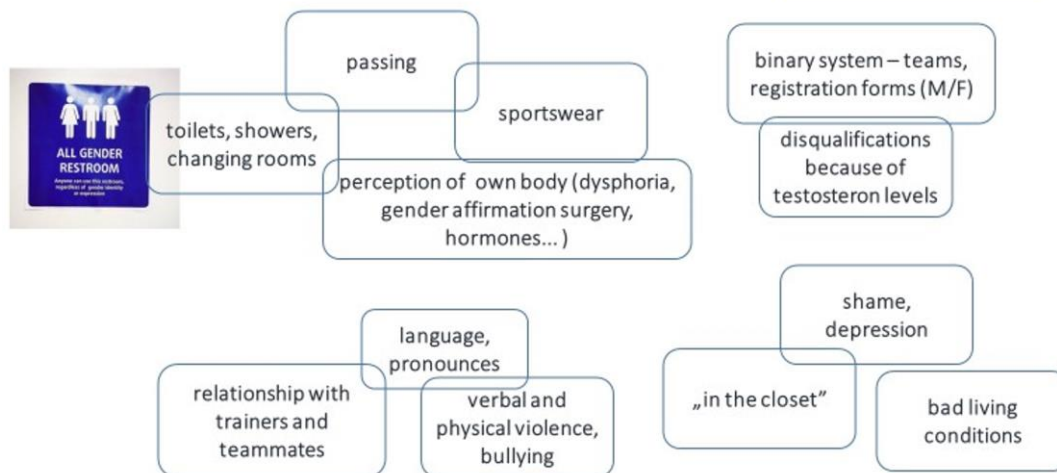
Prioritize the privacy and security of TIN people when sharing information

Do not out a person without their consent: If you know information about a person's identity, never share that information without their consent.

Avoid using the identity of TIN people as an advertisement for political purposes: do not forget that TIN people did not join your organization in order that your club can appear more TIN-inclusive.

How to provide safer spaces where transgender, intersex and non-binary (TIN) people feel comfortable?

GROUP WORK: 4 groups



MEMBERSHIP - PART 2

New Members and Activation of Old Members

TOPICS

- How to attract more:

WOMEN / YOUNG PEOPLE / OLDER PEOPLE

to join our activities and what to do to make them stay?

- How to motivate regular participants to become **more active** in organizing activities?

Exercise

TOPICS / TABLES



- Divide into 3 "tables", each table has one topic
- Join one of the facilitators at their table
- Discuss the topic
- After 20 min, switch to another table
- Reporting the ideas by facilitators, discussion



Membership - part 3

Make your plan:

How to attract new members and reach a wider audience?

Examples & discussion:

- How to motivate regular participants to become **more active** in organizing activities?
 - Work in pairs: What worked well for you club / association?

HELPDESK

- Work in pairs: **Examples** when you couldn't motivate volunteers/members

DISCUSSION AND CONCLUSIONS

How to reach a **wider** audience (TIN, women, young, older people...)?

- communication, social media, language, ...
- ...

What worked well in your club/association?

DISCUSSION

How to attract **new** members in general?

- communication, social media, language, ...
- **public events** (examples: tournaments, pride, panels, parties, open day)
- ...

What worked well in your club/association?

EXERCISE

- Working **in pairs**, with a person from your club/association
- **Make a plan** for your club/association with a goal to
 - **attract new members**
 - **reach a wider audience** (women, transgender, intersex and non-binary people, young people, older people, people from rural regions, ...)
 - **motivate members to be more active** in organizing activities
- Reporting & discussion



CAPACITY BUILDING ON MEMBERSHIP (Co-delivered by Queer Sport Split and Out in Slovenia)



MAIN FINDINGS AND CONCLUSIONS:

How to attract new members?

- Organize tournaments, panels, parties, open day, participate at Pride -> visibility
- Social networks, connections with other associations
- Offer good regular trainings and events, with a and safe and comfortable environment -> word of mouth





CAPACITY BUILDING ON MEMBERSHIP (Co-delivered by Queer Sport Split and Out in Slovenia)

MAIN FINDINGS AND CONCLUSIONS:

How to reach a wider audience (women, young, older, TIN, ...)?

- Images of diverse people on press materials
- Different channels of communication for different groups
- Connect with organizations specific for a certain group
- Encourage diverse people to take on positions of responsibility within the club
- Offer some courses specifically for a certain group
- Contact person / safe person for a certain group
- Outreach programme
- Communicate to all members about the initiatives for diversity



CAPACITY BUILDING ON MEMBERSHIP (Co-delivered by Queer Sport Split and Out in Slovenia)

MAIN FINDINGS AND CONCLUSIONS:

How to provide safer sport spaces where transgender, intersex and non-binary people can feel comfortable?

- Using the correct pronounce
- Allow TIN people the join the "right" team: a person gender is the gender with which they personally identify
- Rules on speech and behaviour; awareness contact person
- Education of coaches, members and staff
- Registration forms: chosen name, various gender options
- Spaces: bathrooms, changing rooms, showers – if possible, choose the facility where you can adapt the space





CAPACITY BUILDING ON MEMBERSHIP (Co-delivered by Queer Sport Split and Out in Slovenia)

MAIN FINDINGS AND CONCLUSIONS:

How to motivate members to become more active in organizing activities?

- Get to know your members
- Give big picture -> personal connection with goals of the club
- Organize team building, a party, social events in general
- Give responsibility, clear tasks
- Ask a person directly, connect 2-3 persons
- Personalized recognition, awards



MEMBERSHIP

ANY GOOD PRACTICE/CHALLENGES TO SHARE?

Good practices

- Collaboration in organizing events - examples (1) QSport Zagreb and women's football groups from Zagreb and Belgrade organizing together a multisport tournament Queer Sport Weekend, and (2) Erasmus+ project Inclusive and Safe Sport Camps in CEE
- Reaction of tournament organizers to transphobic behaviour: example from Gay Games 2018

Challenge

- Lack of people and time for systematically posting on social media for different groups



Site visit #2 and Capacity building on EVENTS and GOVERNANCE

February 16th-18th, 2023

[B&B Hotel Ljubljana Park](#) (Tabor 9, 1000 Ljubljana, Slovenija)

1. INTRODUCTION

#PLUSS partner Out in Slovenia hosted in **Ljubljana** (Slovenia) on **January 16th-18th, 2024**, the **event E2.2** a site visit for fellow LGBTQI+ sport club leaders **to facilitate knowledge sharing and build a community of European leaders.**

During this **Partnership meeting - site visit #2**, #PLUSS partners and visiting club leaders had a chance **to understand the ways of working, in particular related to growth/sustainability of the club and to advocating for LGBTQI+ rights in wider society.**

During site visit #2, the 2 planned workshops were on the topic of **events and governance**, which forms two of the 4 strategic areas for development of the member body, EGLSF (membership, advocacy, events and governance).

The Partnership meeting - site visit #2 had the following schedule:

16 Feb. 2024	Welcome day
<i>Arrival of participants</i>	
16.00 - 17.00	Icebreaker, presentation of Slovenian queer organizations (Legebitra, OIS, DIH, Kwartir) and coffee break
17.00 - 19.00	Workshop on Governance - 1st part
20.00	<i>Dinner at restaurant Gostilna Šestica (dinner to be paid by the partners themselves)</i>

17 Feb. 2023	Capacity building on events and governance
9.00 – 10.40	Workshop on Governance - 2ndpart
10.40 – 11.10	Coffee break
11.10 – 13.00	Workshop on Governance - 2ndpart
13.00 – 14.00	<i>Lunch at Cantina Mexicana (courtesy of OIS)</i>
14.00 – 15.45	<i>Queer tour of Ljubljana (optional)</i>
15.45 – 16.00	Coffee break
16.00 – 18.00	Workshop on big events
18.00 – 19.00	Update on PLUS and following steps on WP2
20.00	<i>Dinner at Pizzeria Verace (dinner to be paid by the partners themselves)</i>
18 Feb. 2023	Conclusions and Departure day
9.00 – 11.00	Workshop on big events
11.00 – 11.15	Coffee break
11.15 – 12.15	Conclusion and evaluation
12.30 – 13.30	<i>Chinese restaurant Zhong Hua (courtesy of OIS - just write an email to rene.koradin@outinslovenija.com if you will not be able to join last lunch)</i>
<i>Departure of participants</i>	

2. PARTICIPANTS

Below the list of the confirmed participants

1	André Wenzel	Team Munchen
2	Anh Lê	Team Munchen
3	Michele Mommi	EGLSF
4	Hanne Hiel	Out for the Win

5	Amo Bowin	Out for the Win
6	Rene Koradin	Out in Slovenia
7	Tina Eowyn Šmid	Out in Slovenia
8	Sarah Townsend	EGLSF
9	Boris Vrdoljak	Queer Sport Split
10	Mario Malčak	Queer Sport Split
11	Ivan Kuliš	Queer Sport Split
12	Vedran Roljić	Queer Sport Split
13	Lars Klitgaard	Pan Idraet
14	Bo Madsen	Pan Idraet
15	Christian Bigom	Pan Idraet
16	Kecskés Gergő	Atlasz Sportclub
17	Bitó János	Atlasz Sportclub

4. PROFILE OF THE FACILITATORS

ON EVENTS:

Christian Bigom (he/him)

Christian has been a member of Pan Idraet's swimming team since 2007 and have participated in every EuroGames, GayGames and OutGames since then. Today he is the chairperson of Pan Idraets 1650 members. Christian is also a member of the regional sports organisation in Greater Copenhagen representing 250.000 members of sports club, while also sitting on the board of the national sports organisation (DGI) representing more than 1,77 million sports club members across Denmark. Christian has been an integral part of organizing Copenhagen 2021 - EuroGames and WorldPride.

Outside of Pan Idraet Christian works in the IT/Payment industry running a small family business selling creditcard machines and POS systems primarily to restaurants, night clubs, cafes and bars.

Bo Madsen (he/him)

Bo has been a member of Pan Idræt since 1998 as a part of the swimming team. Since 2018 he has been a part of the board and currently holds the position of vice chair. Bo joined his first EuroGames in 2000 in Zurich and has participated in several EuroGames and GayGames since. Bo was part of the planning of the EuroGames in Copenhagen in 2003, the OutGames in 2009 and the office manager for the WorldPride and EuroGames 2021.

Bo now works full-times with MICE – Meetings, Incentives, Conferences and Events in all of the Nordic countries.

Lars Klitgaard (he/him)

Lars has been a part of Pan Idræt's boxing team since 2018 fulfilling the role as volunteer event coordinator for the boxing teams social events. Lars was elected to the board of Pan Idræt in 2023, so everything is still new and exciting. Lars is a tv producer and is used to managing shows, budgets and tight schedules. He was a part of planning the opening ceremony for EuroGames 2021.

ON GOVERNANCE:

André Wenzel - Team München,

Full time job: dentist. Board Member at Team München since 2016, Delegate to FGG and EGLSF since 2017, Organizer for basketball at EuroGames 2004, 2011 and 2023, Honorary Life Member at the Gay cultural and communication center, Sub in Munich since 2023

Anh Lê (she/her) - Team München,

Anh started managing the Team München women's soccer team in 2018. Since 2021 she has been a part of the board. She was on the bidding team for the GayGames 2026 and is also supporting the bid for the Eurogames 2027. Anh is also a member of the Sports Advisory Board of the City of Munich, whose task is to advise and support the City of Munich in all fundamental questions of sport and to promote the interests of the clubs and the sporting population in the interests of sport.

She makes her living as an accounting manager at a 3D software company, specifically but not exclusively for the fashion industry.

CAPACITY BUILDING ON GOVERNANCE (Delivered by Team München)

MAIN CONTENT:

Five core principles

Principle 1 - Structure

Principle 2 - People

Principle 3 - Communication

Principle 4 - Standards and conducts

Principle 5 - Policies and procedures



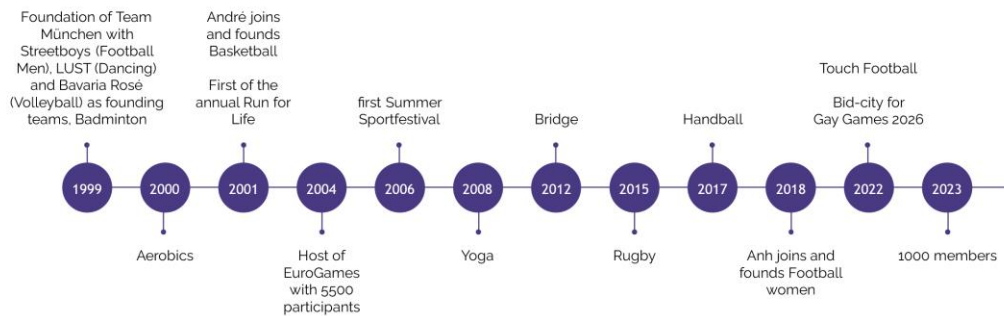
Workshop 2 Governance



Governance Workshop



Our history



Definition of Governance

Wikipedia: Governance is the process of making and enforcing decisions within an organization or society. It is the process of interactions through the laws, social norms, power (social and political) or language as structured in communication of an organized society over a social system (family, social group, formal or informal organization, a territory under a jurisdiction or across territories). It is done by the government of a state, by a market, or by a network. It is the process of choosing the right course among the actors involved in a collective problem that leads to the creation, reinforcement, or reproduction of acceptable conduct and social order".

In lay terms: Governance is defined as the overall guidance, direction, oversight and stewardship of the club. This outlines the roles and responsibilities of the Committee / Board and its members in carrying out their elected duties.

Good governance helps organisations to work effectively, meet the needs of their people and be sustainable.

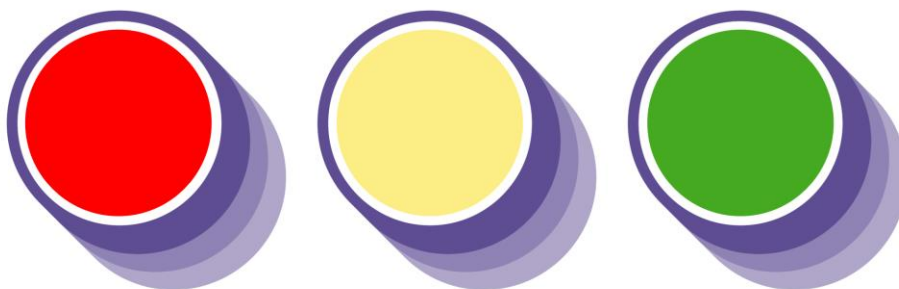
Governance refers to the way an organisation is run and makes decisions including:

- The systems, processes, policies, controls and authorities they have in place.
- How the people that lead the organisation are held to account about the direction they set and the decisions they make.

Governance Workshop



How much do you think you know about „Governance“?



Governance Workshop



Point of view



WHAT IS GOOD ?

There is no one size fits all approach when it comes to governance, but there are **five common principles** that organisations with good governance share.

Structure

People

Communication

Standards and conduct, and

Policies and processes.

WHO IS RESPONSIBLE FOR GOVERNANCE?

- **Board members and trustees.**
- **Committee members.**
- **Senior volunteers or staff.**
- **Professional advisors such as an accountant or bookkeeper.**

However, achieving good governance requires the input of everyone involved in running your organisation and delivering its activities.

WHAT ARE THE BENEFITS OF HAVING GOOD GOVERNANCE?

- Creating a welcoming and inclusive offer that meets people's needs.
A well-run organisation is attractive to new members.
- Meeting your legal responsibilities.
- Having robust and reliable systems, processes, and policies in place.
- Managing and controlling risks.
- Making confident, timely, good decisions and effectively implementing them.
- Improving your efficiency, giving you more time to focus on additional priorities.
- Making the best use of available resources.
- Having open and transparent decision making and reporting processes.
- Improving the confidence of your people and investors.

PRINCIPLE 1: STRUCTURE

It's important for your organisation to have a clear and appropriate governance structure which is led by a formally constituted decision-making body, like a Board or Committee. This body should take responsibility for governance and have the power and authority to lead your organisation effectively. The structure of an organisation and its decision-making processes are usually set out in a governing document such as a Constitution, by-laws or Articles of Association.

Having the right structure provides a solid foundation for development, growth, and sustainability. It ensures that you can make decisions in the best interests of your organisation and its people, in line with your values. It also gives confidence to internal and external stakeholders that the organisation is well run and trustworthy.

It is important that your club is structured, from a legal perspective, in a way that best suits your needs now and in the future.

There are a number of reasons to get your club structure correct including:

- It determines whether your club is a separate legal entity or not
- It has an impact on members' liability
- There are different rules and legal requirements depending on how your club is structured
- It can have financial implications
- It can influence how your club is viewed by others (e.g. banks, funding providers, the public)

CONSTITUTIONS

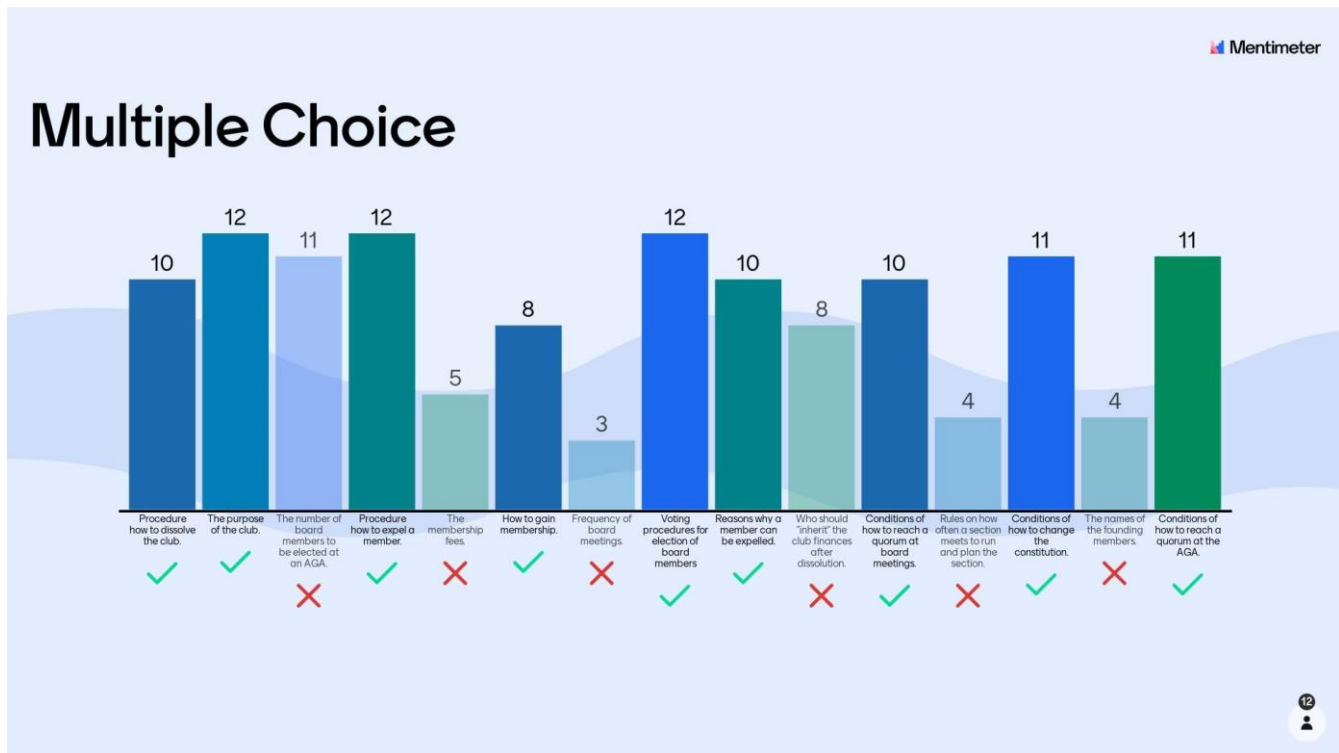
All sports clubs should have a proper constitution.

A club constitution is a document that outlines its functions and the rules under which it will operate.

Having a constitution should help to clarify how club procedures work. The constitution, together with your clubs policies and procedures, will help to protect your club members and offices and make your club run more smoothly.

What should be included in a constitution?





Constitution of Team Munchen

- §1 Name
- §2 Purpose
- §4 Values and Principles
- §6 How to become a member
- §7 Fees and membership dues
- §8-12 End of membership
- §13 Organs of the association
- §14-17 Annual General Assembly
- §18-23 Board
- §24-26 Cash Audit
- §27-28 Extended Board
- §29-31 Divisional Assembly
- §32 Liability
- §33 Compensations
- §35 Data protection
- §36-38 Dissolution

Team Munich e.V. – Divisional regulations (changed by the general meeting of April 29, 2018)

§ 1 General provisions

- (1) It is the obligation and task of all Team Munich bodies to enable its members to practice as many sports as possible. This expressly includes participation in regular training and - depending on performance - in general sports and competition events. Fulfilling this task is the core of the divisions' activities.
- (2) Divisions are founded on their own initiative. If at least five members of the club practice a sport together, they can set up an independent division. For a transitional period, the board can appoint a representative to oversee the establishment of a new division. The establishment takes place through a first division meeting, for which minutes must be drawn up listing the division members present and the results of the election of the division board. It must be reported to the board in writing beforehand and confirmed by it within two weeks.
- (3) The division is dissolved in accordance with Section 27 Paragraph 4 of the Articles of Association by the Extended Board of Directors with a majority of two-thirds of the valid votes cast. If the Extended Board of Directors exercises its right to dissolve a division, this cannot be done retroactively.

§ 2 Responsibilities and rights of the divisions

- (1) The divisions regulate their sporting and organizational tasks independently in accordance with the statutes, the resolutions of the association's bodies, the financial and contribution regulations, and these division regulations.
- (2) They regulate in detail
 - the sporting standards
 - the training modalities
 - the appointment of trainers
 - Participation in tournaments
 - organizing tournaments
 - the qualification and competition selection of athletes according to their standards
 - Furthermore, all other comparable tasks
- (3) The divisions can determine their internal order in writing.

§ 3 obligations of the divisions

- (1) The divisions regularly inform the Board of Directors about their ongoing activities.
- (2) The divisions keep a list of their members (division list) and compare this regularly with the board.

§ 4 Division Board

- (1) Each division elects a division chair and at least one representative (see Section 30 of the statutes).
- (2) The election of the division boards takes place in accordance with the statutory principles (see Section 30 of the Articles of Association).
- (3) The election of the division board must be reported to the board immediately in writing.
- (4) The board must be informed about the meetings of the division boards and their results.
- (5) The board can take part in meetings of the division boards in an advisory capacity.
- (6) The division chair is an ex officio member of the Extended Board of Directors. Each division chair can be represented by another division member.

§ 5 Transitional regulations for associations when they are founded

If existing clubs or groups join the Team Munich association by joining their members as divisions, their already elected board members remain in office as division boards for the duration of their regular term of office or until the clubs or groups are dissolved.

MEETINGS

All sports clubs require a structure under which their club meetings are organised. The club's meetings should be referred to in the constitution in which there are usually two types of general meeting; the Annual General Meeting (AGM) and the Extraordinary General Meeting (EGM). The rules for these general meetings are also stated in the constitution i.e. quorum for a meeting, minimum number of days notice required etc.

- **Annual General meeting**
- **Extraordinary General meeting**
- **Board meeting** every 2 months
- **Annual division meeting**
- **Expanded Board meeting** every 2 months
- **Pride planning Committee**
- **Summer Sports Festival planning Committee**
- **Handball Championship Committee**
- **Budget planning meeting** annual

COMMITTEE MEETINGS

Committee meetings are organised by the elected officers to manage the day to day running of the club. Regular meetings ensure that the club is successfully planning, communicating and monitoring progress. It is vital to make sure that these meetings are kept short, to the point and are completely

necessary, otherwise you may lose the interest of many officers. Many clubs find it helpful to develop 'standing orders' setting out rules and guidelines for the conduct of committee meetings.

The role of the officers on the club's Management Committee vary from club to club, depending on the sport and the size or level of the club. Some clubs only need to have one management committee whilst other larger clubs may have a series of sub-committees i.e. Playing committee, Junior committee or Coaches committee which are all overseen by the Executive committee.

There are many varied roles and workloads taken on by the officers on these management committees. Unfortunately, in many clubs the same few officers are continually relied upon to take on the majority of the work.

In larger organisations it's particularly important to distinguish the strategic and governance role of the main board/committee from the operational and management roles of the various officers, task groups and sub-committees. Without a clear distinction, the main board or committee becomes overwhelmed in the management of the day-to-day details.

PRINCIPLE 2_ PEOPLE

Having people with a diverse range of experience, skills and backgrounds involved in your organisation leads to more effective decision-making. By encouraging independence and diversity of thought, and creating constructive and open debate, organisations can make better decisions that will help them achieve their goals.

Recruiting and engaging a diverse range of people also helps to ensure your organisation understands and can cater for the needs of different groups from within your local community.

PRINCIPLE 3: COMMUNICATION

It's important to be clear about why your organisation exists, what its aims or goals are, how it is managed and how it is performing. Communicating this demonstrates transparency and accountability which is important to internal and external stakeholders.

Why?

- Ensuring people feel informed on the latest developments at your organisation. This can help them feel valued and 'part of something'.
- Helping to bring people together in difficult periods and reminding them of why they love their chosen sport and enjoy being part of your organisation.
- Supporting the needs of individuals or specific groups. Some people

may feel more comfortable about attending sessions if they know more.

- Improving the overall experience for your participants and volunteers, which can support sustainability and even improve the likelihood that people will recommend you to others.
- Creating open dialogue with your people and providing opportunities for them to communicate with you will make sure they feel valued and listened to, whilst also helping your organisation to act on the needs of your members and volunteers.

With whom?

- **Participants or members.** It is beneficial to communicate with your participants/members regularly so they stay up to date on things like session times or formats, social or volunteering opportunities and any changes that might impact them.
- **Volunteers.** Keeping your volunteers updated and informed will support them to fulfil their role effectively. You may also need to share information, or enable discussion and input from your volunteers.
- **Coaches.** Like other volunteers, informed coaches will be better positioned to fulfil their role and support participants during activities.
- **Community Partners.** There are different reasons you might communicate with other organisations in your community, such as to develop new working relationships, recruit new participants and volunteers, encourage attendance at events or hire out your facilities. These organisations might include sources of new people like schools or special interest groups, or ones that can help you further your reach such as your Active Partnership or local volunteering services.
- **Others.** You might find it useful to send regular communications to some other organisations, such as existing or prospective suppliers, funders or sponsors, to establish and protect successful relationships.
- **Prospective new participants or volunteers.** Some of your communications might have a specific recruitment focus. Developing a marketing strategy ahead of time can be really useful for guiding how these might sit separately to other communications.

How?

Sharing information:

- Social media, including public profiles such as Twitter, Facebook and Instagram
- Your organisation's website.
- Email newsletters.
- Posters / flyers at your venue or at other community facilities.
- Phone calls / group messaging.

Enabling discussion/input:

- Direct contact, including email communications, text messages and phone calls.
- Closed online groups (for example on Facebook).
- Group messaging platforms e.g. WhatsApp chats.
- Meetings (face-to-face and virtual) or webinars.
- Online or face-to-face surveys.

Keeping people informed and engaged:

- Updates on sport-specific information, such as announcements from your National Governing Body.
- Match reports (or similar) or updates from competitions or tournaments.
- Information about upcoming social events.
- Consulting people on a specific topic, such as your plans for the future.
- Relevant updates from partners or sponsors.
- Details of local sports or community events.
- Explanation of changes to any policies (this can include sharing the updated version electronically)
- Possible volunteering or volunteer training opportunities.
- Recognising or highlighting the efforts of specific individuals.
- Above all report the key issues and events, like session timings, changes to membership fees or competition details

Create a communication plan!

A communications plan can be a really useful tool for helping your plan and deliver your approach to keeping people informed and engaged. It provides a way to track the progress your efforts, assign responsibilities and record relevant details like dates and times. Keeping copies of old plans provides a bank of information you can refer back to. This can help to identify anything that did or didn't work well.

1. Assign responsibility for creating and implementing the communications plan.

If you don't already have anyone in charge of marketing, you could complete a skills audit to work out who might be best suited to support this. It may be valuable to break this into tasks and share responsibility for creating and implementing your plan across your workforce.

2. Identify the different groups you want to communicate with.

Talk to them about the kind of information and content they would like to see and how they would like to receive this.

3. Create your communications plan.

This should include the details of what you will be sharing with different groups, when, how, and who is responsible for this. You can use our basic template to help you set this up.

4. Set up any new accounts or platforms.

If you want to introduce new methods of keeping in touch with people, set these up and make sure you store the passwords safely and securely. If you already have different channels, make sure relevant people have access to the login details.

Review your approach and plans on a regular basis.

This helps to identify what does and doesn't work well. Make sure people are happy with the communications they are receiving and whether they'd like to suggest any changes.

Also measure and reflect on their effectiveness.

PRINCIPLE 4_ STANDARD AND CONDUCTS

It is important that governance practices are supported by your organisation's culture and values, and a commitment to continuous improvement.

By having high standards of integrity and regularly evaluating performance, your organisation can drive improvement and increase your ability to react to issues and opportunities quickly. Having the right values embedded into your culture and conduct also helps to build trust and improve your reputation, relationships, and ability to attract and protect public investment.

FART:

- F – fairness
- A – accountability
- R – responsibility
- T - transparency

Fairness

Fairness is a crucial tenet of governance because it guarantees that all stakeholders are treated fairly and equally. Organizations should develop guidelines and procedures that encourage equity and guard against prejudice, bigotry, and unjust treatment. This involves ensuring that every member has an equal opportunity to participate in the organization's decision-making procedures, such as casting a vote on crucial issues and electing directors. To protect the interests of all stakeholders, fairness also entails putting in place efficient mechanisms for risk management, internal controls, and audit procedures.

Accountability

Accountability means being responsible or having to answer. Even when everything goes as planned, is boosted by the knowledge that someone will be held accountable for successes and failures in the future. This holds for everyone, from members to the top leadership, who embrace risk management with a formalized appetite for risk. This also includes cultivating a culture of compliance to generate a genuine and perceived belief that the organization is operating within internal and external boundaries.

Accountability is closely linked to transparency and involves holding management and the board of directors responsible for their actions and decisions. This includes ensuring that they act in the organization's and its members' best interests and that they are held accountable for any breaches of laws, regulations, or ethical standards. An effective governance framework includes mechanisms for reporting and addressing any misconduct, conflicts of interest, or unethical behavior by organizations officials and for taking appropriate actions to rectify any issues identified.

Responsibility

Responsibility focuses on organizations acting in a socially and ecologically responsible way. Organizations should consider how their decisions affect society, the environment, and future generations. This entails implementing ethical and sustainable practices, such as minimizing environmental effects, fostering diversity and inclusion, upholding human rights, and enhancing community well-being. Responsibility also entails interacting with stakeholders and responding to their issues and demands. Organizations should set up efficient communication channels with their stakeholders; these include routine member meetings and soliciting feedback and input to guide their decision-making. This pillar also entails an organization carrying out corporate social responsibility, which yields enhanced community support, and member loyalty.

Transparency

Transparency is another crucial pillar of governance, as it ensures that organizations operate openly and transparently, with information accessible

to stakeholders. Transparency involves disclosing information about the organization's financial performance, operations, risks, governance structure, and other relevant matters. This can be achieved through regular financial reporting, disclosure of material information, and clear communication channels between the organization and its stakeholders. This allows stakeholders to clearly understand the organization's activities, performance, and decision-making processes. Transparency and accountability are the foundation of governance.

An organization must be open and willing to provide timely information on the organization's financial, social, and political position to stakeholders, members, and the general public. A board demonstrates good transparency with a functioning audit committee, routine external audits, and objective, accurate yearly reports.

CODES OF CONDUCT

It is the responsibility of everybody involved in your club to ensure it remains a safe place, free from discrimination, fear and where possible, risk. An important component of maintaining a quality club culture is to set standards of acceptable behaviour which must be upheld by all involved and those participating in club run activities and competitions. An important tool for defining and communicating acceptable standards of behaviour is a documented, Code of Conduct. Ideally the Code of Conduct must apply to all involved in your club and its activities and different groups of people that should be covered include:

- Adult members**
- Junior Members**
- Club Officials and volunteers**
- Spectators**

Sample of Code of Conduct

PURPOSE: To ensure that all players, members, spectators, officials and volunteers have a very clear understanding of the behavior that is expected from everyone and to make it clearly understood that breaches of these codes will result in disciplinary action.

COACHES are required to:

- Respect the rights, dignity and worth of every person regardless of their gender, ability, cultural background or religion
- Support, encourage and involve all players regardless of their talent level

- Never ridicule or yell at players for errors or poor performance
- Always consider the wellbeing and safety of participants before performance and results
- Encourage participants to value their performances and not just results
- Encourage and guide participants to accept responsibility for their own performance and behavior both on and off the field
- Maintain respectful and appropriate relationships with all participants
- Ensure all activities are appropriate to the age, ability and experience of participants
- Promote the positive aspects of the sport (eg fair play)
- Always respect the official's decision and support them to carry out their role
- Display consistently high standards of good sporting behaviour and appearance
- Follow all guidelines laid down by the national governing body and the Club
- Hold appropriate valid qualifications before commencing to coach
- Never condone rule violations, unfair or unduly rough play or the use of prohibited substances
- Never smoke or drink alcohol whilst in an official capacity
- Never use offensive language or behavior
- To act as a role model at all times.

PLAYERS are required to:

- Respect the rights, dignity and worth of every person regardless of their gender, ability, cultural background or religion
- Play by the rules and respect the umpire's decisions
- Display good sporting behavior at all times
- Never use offensive language or behavior towards anyone or engage in sledging or bullying of any person
- Co-operate with your coach
- Adhere to club policies including smoke-free areas and liquor license requirements
- Never behave in a manner that would damage the reputation of the club either on or off the field

VOLUNTEERS and SPECTATORS are required to:

- Act as good role models and ambassadors for the club at all times
- Always welcome opposition players, spectators, officials etc to the club
- Never use offensive language or behavior
- Treat all everyone including the opposition with respect regardless of their gender, ability, cultural background or religion

- Display consistently high standards of good sporting behavior including respecting the official's decisions
- Adhere to the smoke-free policies of the club
- Not to consume alcohol in any place other than where the club's license allows
- Adhere to and support the Club policies
- Be trustworthy

Principle 4

XXXXXXX

Your club may wish to ask people to sign off on the Codes e.g. This can be done as part of the Registration process.

I have read and agree to abide by the Codes of Conduct and understand that if I breach any of the Codes, disciplinary action will result.

Name:	Date:	Signature:
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Parent signature to accompany where the participant is under 18

Name:	Date:	Signature:
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PRINCIPLE 5_ POLICIES AND PROCEDURES

It's important for organisations to have appropriate plans, policies and processes

in place to ensure that they:

Understand and comply with all relevant laws and regulations.

Manage and control risk.

Effectively plan and manage their finances.

Having the right measures in place will help to protect your organisation and its operations, financial security and sustainability. Mitigating against issues and risks also helps to build trust and ensure you can continue to offer a safe, positive experience to everyone involved.

A quick guide to policies and procedures

- **Membership Policy** - membership criteria and membership forms, including additional provisions for junior members
- **Equal Opportunities Policy** - establishing an equity statement and its implementation through an equal opportunities policy

- **Code of Conduct for Fair Play** - ensuring that your members are familiar with minimum expected standards of participation and play
- **Child protection** - procedures to ensure that children, young people and vulnerable adults participate in your club's activities without risk of abuse
- **Health & Safety** - covering a range of issues including duty of care, risk assessment, insurance, first aid, emergency procedures, etc.
- **Club Development Policies**
- **Ethics in sport** - 'ethics' is the now generic terms for all aspects of fair and equitable conduct in both the management and running of sport.

Team Munich e.V. – Finance and contributions policy (changed by the general meeting of April 29, 2018)

§ 1 Financial and contribution sovereignty

- (1) Team Munich collects contributions from all of its members in compliance with the statutory provisions to finance the association's goals and tasks.
- (2) The collection of the basic fee and the divisional fees is the sole responsibility of the association board, namely the treasurer.
- (3) Approved expenses and income are only approved by the board of Team München e. V. settled. Funds are allocated according to the agreed financial and budget planning by the board, namely the treasurer. Accounts are kept exclusively by the board of directors.

§ 2 General financial planning

- (1) At the suggestion of the division boards, the board discusses a budget for the entire association and the divisions for the duration of a calendar year. The board makes the budget decision by majority vote at a board meeting.
- (2) The ongoing financial planning includes on the basis
 - updated membership numbers
 - existing balances and surpluses from the previous year
 - predictable forecast income
 - planned costs, e.g. B. for hall use, tournament expenses, equipment costs, etc. Budgets for expenses and income for the entire club and the divisions.
- (3) The board can carry out special tasks, e.g. B. the organization of cross-disciplinary tournaments, the organization of major sporting events (Eurogames, etc.), and additional temporary individual budgets.
- (4) The approved budget is binding for the board and division boards.
- (5) The Extended Board regularly updates the financial and budget planning at its meetings within the framework of Section 27 Paragraph

3 of the Articles of Association and can update it

§ 3 Budgets / Accounting

- (1) Individual internal accounts are maintained for each division within the association's accounting system. The agreed budgets for the divisions are recorded in these accounts.
- (2) The divisions are booked for their exclusive use such special assets that they transferred to the Team München e.V. association from previous club dissolutions and income e.g. as earmarked donations, which are expressly given exclusively to them in whole or in part or which they generate as part of financial planning.
- (3) Each division board receives information about the current status of the respective division finances at any time.

§ 4 Event fees

For individual sporting events or other events serving the purpose of the statutes, the division boards, in agreement with the board, may charge participation fees to cover the costs.

§ 5 Contribution amount for active members

- (1) The annual fee for each active member is 100 euros (in words: one hundred euros). The annual fee for purely outdoor sports such as running, hiking, cycling and golfing is 40 euros (in words: forty euros).
- (2) The annual fee may be higher in individual sports due to an additional fee. The board decides on the amount after consultation with the division.
- (3) The board can grant a reduction of 50% of the fee for students, schoolchildren, trainees, pensioners, the disabled, the unemployed and other members upon appropriate proof. The member must provide proof of eligibility to receive the reduced fee to the treasurer without being asked to do so by November 30th of each year at the latest, otherwise the regular annual fee will be due.
- (4) The annual fee is charged when membership begins by July 31st. of the current year will be charged in full, from August 1st. 50% of the annual fee is charged for the current year. There will be no refund of the annual fee if you leave in the current year.
- (5) Any return debit fees incurred are borne by the club member.
- (6) Volunteer instructors, trainers and trainers can be exempt from membership fees.

§ 6 Hardship cases

If a member is temporarily or permanently unable to pay their membership fee for material reasons, the board can, upon request, suspend payment of the fee for a limited or indefinite period. In cases of particular hardship, the membership fee can be partially or completely waived.

§ 7 Supporting members

For supporting members in accordance with Section 6 Paragraph 4 of the Articles of Association, the annual fee is at least 40 euros (in words: forty euros).

§ 8 Honorary members

Honorary members in accordance with Section 6 Paragraph 5 of the Articles of Association are generally exempt from paying contributions.

MAIN FINDINGS AND CONCLUSIONS:

- The small sport organisations do not have a constitution.
- Knowledge for setting up a Code of Conduct is available, but implementation is still lacking.
- Put into effect a constitution, Code of Conduct, policies and procedures.
- All in all, awareness was raised.

A GOOD PRACTICE:



Good governance policy

Adopted by the board

[Read policy](#)



Alcohol and Smoking policy

Adopted by the board

[Read policy](#)



Gender policy

Adopted by the general assembly

[Read policy](#)



Photo policy

Adopted by the board

[Read policy](#)



Privacy policy in Danish (GDPR)

Adopted by the board

[Read policy](#)



Ambition for diverse leadership

Adopted by the board

[Read policy](#)

CAPACITY BUILDING ON EVENTS (Delivered by Pan Idræt København)

MAIN CONTENT:

The road from small to big events:

- Pan Idræt's first event wasn't a big EuroGames
- Start with small, local events, then events where you invite neighbouring clubs - gain experience in hosting events
- Consider the goal of your event!
- Reach out (there's experience and help to find by experienced clubs, EGLSF etc.

PART I "Tiny triumphs: How to start small when hosting tournaments and organizing events"

From small...

- Start small
- There's more than EuroGames
- Ambitions can be scaled

It doesn't have to be a big multi sport event with 1000+ participants. Start with small tournaments internal in your country or with clubs from cities around you, for instance just clubs in Serbia, Croatia and Slovenia. You can scale up, as you get experience in hosting these events.

...to big events

- EuroGames, 2003
- IGLFA Football World Cup, 2005
- World OutGames, 2009
- Pan Games, 2014
- EuroGames, 2021

Group talk (break out rooms to discuss the following questions, after which the most important talking points were shared with the entire group):

- What's your next sport event?
- What do you see as the biggest challenges?

- What does it take to consider the event a success?
- How can the event contribute to the development of your club?

Expectations vs. experience

PARTICIPANTS:

What makes it a success for you? That you have thousands of participants, or that the 30 participants you have have a good time?

FINANCIALLY SOUND:

Do you expect a profit, or is the important part just to make it to 0?

POLITICAL

GOOD

WILL:

Can you get a good relationship to the local government and maybe use public facilities? These relations are not made over night, and they need to be taken care of.

STRONGER RELATIONS TO OTHER CLUBS:

By having these tournaments you get a better relation to other clubs. This also helps the development of your club.

MEMORABLE MERCHANDISE:

Is merchandise necessary? Maybe it's important for you because of visibility, and that is perfectly fine. But merch is also expensive, so consider if it's worth it.

Put extra awareness to...

PREPARATION:

It's important to prepare in good time. As an example, we got the brilliant idea to host a tournament to celebrate our 40th anniversary, but the facilities are booked 2-3 years in advance, so it wasn't possible. Be sure to plan ahead.

IT:

Other clubs have probably already systems for sign ups etc. Use their systems, and research what others have done. Reach out to other clubs, they are probably more than willing to help you in the right way.

VOLUNTEERS:

Take care of your volunteers, and don't take advantage of them. They do it for free, so make sure they also have a good time. And a volunteer party is always a good idea! ☐

MERCHANDISE:

Again, consider whether you need it and what will be good merch.

**PART II “More than sport:
How local events help creating a community and a belonging to your club”**

These are the events organised by Pan Idræt every year.

NEW YEARS RECEPTION:

Each year we have a small reception to celebrate the new year. It started as just a few members meeting for a glass of bubbles, now it's a more formal event where we invite all stakeholders, for instance the people responsible for bookings at the municipality – this helps a good relationship between us and our stakeholders.

RAINBOW SPORTS FILM FESTIVAL:

This year was our 3rd edition of our film festival. We have two nights with LGBTQ+ sports movies at the Cinemateque (The National Film Institute's cinema). Obviously, many of the movies are foreign, this year we for instance had a film from New Zealand and one from Switzerland, so we reached out to their embassies to ask if they'd like to be partners, so they sponsored a bunch of wine for our audience.

RAINBOW SPORTS SQUARE:

Each year during Copenhagen Pride, we have a square dedicated to sport. From here we have a pride cup where our football team play against a team of politicians, actors etc. We also have a pride run and a pride dance taking place here during our 3 days sports pride festival.

PRIDE PARADE:

Of course, we also walk in the pride parade. Many joins in their sports clothes, and actually we're one of the biggest groups in the pride. This really helps visibility.

GALLA

There's a big tradition for Christmas parties in Denmark, so it started as one of those. But it's also a busy time, so we moved it a bit and changed it to a gala party in the beginning of November. We have around 200 people from the club joining for dinner, and later it's open for people who want to save a bit on the budget and don't eat, but just party, and this year we even opened up for +1's to join.

PARTY:

SOCIAL EVENTS IN THE DIVISIONS

Each of our divisions can also arrange their own social events. This is an example from our boxing club.

The first Thursday each month we go out for a dinner after training. This is a popular event, and it's a thing people know is there, because it returns every month.

Sometimes we arrange extra trainings. It can be because we want some techniques from another coach than our usual, or it can simply be outdoor

trainings during the school breaks (we train at a school, so we have to follow their holidays = Super long summer holiday)

We also have a Social Comitee that arranges different social events, for instance going to the cinema, an exhibition, a Friday beer or going to Karaoke.

Boxing is very known for dressing up as a team for the annual galla party with all of Pan Idræt. This means everybody knows who the boxers are, and it creates visability for our division.

Many of these events can of course be scaled to fit the whole club, for instance by inviting everyone to an exhibition etc.

WHY TO FOCUS ON SOCIAL EVENTS?

People come to sport clubs because we offer a community, not only because of the sport.

GROUP EXERCISE

- What's your experience with social events?
- What social event would you like to see in your club?
 - *What challenges/obstacles are there for this to happen?*
- What possible outcomes do you see from social events?

More on why we do it

- More attachment to the club
- Volunteer education
- Visibility for the club and cause
- Fundraising
- Advocacy
- Recruitment of new members

Discussion on how to do marketing

- Facebook
- LGBTQ+ media
- Website
- Other organizations
- What do you do, if you can't shout it out loud?

MAIN FINDINGS AND CONCLUSIONS

Local & social events:

- Sharing experience from our club - what events do we have
- The value of local events across the club and in the individual divisions

- Our clubs differ from “straight clubs”, because people also come for a community, not just for sport
- Make your event “The party they want to be at”, and make it a yearly event that people know

ANNEX 1_ Training needs questionnaire on membership and advocacy

Questionnaire

Questionnaire for workshops on advocacy and membership.

* Indicates required question

1. Email *

2. Name of the grassroots sport association

3. Total number of club members (or participants in sports activities):

4. Number of members who organize some sports or social activities in the club/initiative:

5. Do you have a monthly/yearly membership fee for the club?

Mark only one oval.

Y

e

s

N
o

What is the percentage (approximately) of members of your club belonging to the following categories:

6. Cis women:

7. Cis men:

8. Trans women:

9. Trans men:

10. Intersex people:

11. Non-binary people:

Percentage of individuals in your club who are:

12. Under 30 years old:

13. 31 years to 54 years old:

14. Over 55 years old:

Who is a typical member/participant in your club/initiative?

15. Age:

16. Sexual orientation:

17. Over 55 years old:

18. Gender:

19. Fitness level:

20. Has your club/initiative made any adjustments (pronouns, education of trainers and teammates, toilets, changing rooms, showers...) in order to create more comfortable and safer sports space for transgender, intersex and non-binary persons? If yes, please describe.

21. Over 55 years old:

22. How did most new members/participants find your club/initiative (by social media, word of mouth, or at some events/activities etc.)?

How good are you at (rate your club/initiative on a scale 1-10):

23. Reaching out to all the target groups that you would like to join the club/initiative?

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

24. Asking members for feedback about satisfaction with your regular activities?

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

25. Gaining new members because of visibility in social media and other media?

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

26. Asking members about ideas they might have for new or existing activities?

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

27. Having diversity (considering gender, age, etc.) in your board (or a

group of people that lead the club/initiative)?

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

28. Creating a comfortable and safe space for transgender, intersex and non-binary people?

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

29. Motivating members/participants to be more active in organization, for example to organize some sports activities or to help organize a tournament?

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

30. Communicating with members about different volunteer opportunities or needs (for instance, a graphic designer needed for social media posts)?

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

31. Identifying potential volunteers?

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

32. Recognizing the volunteers for their efforts and contributions?

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

33. Creating a knowledge transfer (for instance, on how to make a sports tournament) from more experienced to less experienced members?

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

34. Feel free to add any comments on the topic of membership :)

Advocate LGBTQI+ rights

35. Give us a little insight into your organisation's activities: what do you stand for and what do you do? *

36. Does your organisation have experience in advocacy? Please tell us more about it*

37. Did you/your organisation had any struggles or negative experience with advocacy? If yes, please elaborate! (Else just write no) *
38. What is your or your organization's definition of advocacy? *
39. What do you think is the purpose of advocacy for a sports club? *
40. What do you expect from the workshop content wise? *
41. Do you have concrete questions or challenges that you want to see being discussed? *