

# SD Europe

## Clubs and Supporters for Better Governance

### Final Evaluation Report 23<sup>rd</sup> January 2018

#### CLUBS AND SUPPORTERS FOR BETTER GOVERNANCE IN FOOTBALL



SUPPORTED BY



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## Introduction and Methods

### Overview

This is the Final Evaluation Report into the Clubs and Supporters for Better Governance in Football project, run by SD Europe and funded under the Erasmus+ programme.

The Clubs and Supporters for Better Governance in Football project was a two-year collaborative partnership, coordinated by SD Europe, and co-financed by the Erasmus+ programme of the European Union and UEFA.

This project aims to help promote EU principles on good governance in sport through a training, education and exchange programme involving member-run football clubs and national supporters' organisations, from seven EU states, over two years 2015-17.

The programme addressed three core topics:

- Good governance
- Financial sustainability
- Member/volunteer engagement and democratic participation

Partners and contributing organisations attended a total of three in-person sessions, which were supplemented by a series of one-to-one exchange visits. The project also included a research and evaluation element; and the development of an online training resource.

### Aims

The project's aims were to:

1. Help fulfil the demonstrated need for improving understanding of and good practice in good governance, financial sustainability and member/volunteer engagement in sport through training, education and exchange.
2. Deliver professional development for staff and volunteers in member owned football clubs and national supporters organisations in order to increase the effectiveness of their work
3. Increase community participation in membership and volunteering in sports organisations and citizen participation in democratic processes
4. Improve the measurement and reporting of good governance, financial sustainability and member participation.

These aims were to be achieved through:

- The development of a collaborative partnership of member-owned football clubs and national supporters organisations in seven European countries, a group that can continue to work together beyond the lifetime of this project.
- A programme of three training events which all partners will attend focusing on good governance, sustainable finance and member and volunteer engagement and democratic participation.
- Actively promoting volunteering as part of the programme, encouraging active citizenship, participation in grassroots sport and participation in democratic

processes – all of which have been identified as methods of fostering good governance in sport.

- A series of supplementary one-to-one exchanges between clubs and between national supporters organisations in order to see good practices and improvements in action
- The development of an online training resource, based on the training events and one-to-one exchanges, which will deliver long-term, meaningful impact beyond the life of the project
- Supporting research and evaluation to assist in the ongoing measurement of the project and good governance in football clubs and associations more broadly.

## Partners

The formal partners for the project were:

- SD Europe (project managers)
- FORAS / Cork City FC (Ireland)
- Malmö FF (Sweden)
- SFSU (Sweden)
- FC United of Manchester (UK)
- Supporters in Campo (Italy)
- CAVA UNITED F.C. (Italy)
- Fc Schalke 04 (Germany)
- FASFE (Spain)
- Club de Accionariado Popular Ciudad de Murcia (Spain)

In addition, there were two ‘participating organisations’ that were national supporters organisations which were not formal partners:

- Unsere Kurve (Germany)
- Irish Supporter Network (Ireland)

## Evaluation

Substance was commissioned by SD Europe to conduct an evaluation of CSBF project. This evaluation included:

- A Needs Analysis exercise at the start of the project
- Evaluation of the three project training workshops
- Provision of Project Evaluation Framework and tools (such as spreadsheet templates and Exchange Visit reporting proformas)
- Presentations on evaluation to project partners at three workshops
- An interim survey and report after the first year of the project
- A final survey and report after the second year of the project

The Final Evaluation included:

- Review of Workshop Evaluations
- Review of Exchange Visits

- Conducting a Final Evaluation survey of Project partners and participants
- Conducting an in-person evaluation of the project at the final event
- Reviewing other material made available

The Final Evaluation Survey was designed to produce data relating to the main intended aims and outcomes of the project, namely:

1. Improved understanding/knowledge of
  - a. Good governance
  - b. Financial sustainability
  - c. Member and volunteer engagement
2. Staff / volunteer development
3. Increased participation in membership and volunteering
4. Improved evaluation of governance, finance, engagement
5. Dissemination of project learning to others and the development of the network.

An outline Evaluation Framework was developed in 2016; and an Interim Project Evaluation survey was conducted in December/January 2016-17. The Evaluation framework was presented to project partners at the first project workshop, in Manchester, in June 2016 and reviewed at the second workshop in Malmö in November 2016. Results of the Interim Survey were presented to partners at the third workshop at Schalke 04 in June 2017.

The purpose of the presentations was to ensure that project partners were fully aware of the importance of recording and collating evidence about the impact of the project so that this could be properly reported to funders and project managers.

The Final Evaluation Survey was structured so that it elicited evidence relating directly to the projects aims, outcomes and evaluation framework, based around a number of 'measures':

1. Attendance by project partners at project events
2. Member and volunteer numbers and participation
3. Impact on understanding of good governance, financial sustainability and member and volunteer engagement, the three key themes of the project
4. Improved evaluation
5. Contacts developed
6. Dissemination:
  - a. At partner organisations
  - b. To other clubs, supporter organisations, leagues, FAs etc.
  - c. Other clubs and supporter organisations accessing training events
  - d. Improved contact /lobbying with MPs, MEPs, football authorities
7. Overall rating of the project

The Final Evaluation Survey was set up online using Survey Monkey and the link for partners to complete it was distributed via email. A PDF copy was also circulated with the email to allow partners sight of questions to be asked so that they could prepare data ahead of completion.

This report is structured as follows:

1. Workshop Evaluation
2. Exchange Visits
3. Evaluation Impact Survey

- 3.1 Members and volunteers
- 3.2 Impact
- 3.3 Evaluation
- 3.4 Contacts
- 3.5 Dissemination
- 3.6 Rating
- 4. Qualitative Evaluation
- 5. Future Work
- 6. Conclusions

## 1. Workshop Evaluation

At the heart of the project were three training workshops, each hosted by a different partner and each dealing with one of the three core themes of the project. The workshops were:

1. Manchester, hosted by FC United of Manchester (June 2016) – Good Governance
2. Malmö, hosted by FF Malmö (November 2016) – Financial Sustainability
3. Gelsenkirchen, hosted by Schalke 04 (June 2017) - Member and Volunteer Engagement

Although the workshops were provided primarily for project partners, in total, 66 different organisations attended the workshops, coming from 19 countries. Attendance by non-project partners illustrates both the need for training amongst supporter owned clubs and supporter organisations as well as the attractiveness of the training courses as developed. This in itself represents a significant impact of the workshops.

At each workshop, attendees were asked to fill in an evaluation form to assess:

- Their satisfaction with the event as a whole
- Their rating of individual sessions
- Areas they think were most useful
- Areas which they thought could be improved in future events.

Each of these formed an individual report during the project and helped to inform its development as it progressed. These are available in the Appendices although a summary of the responses are detailed below relating to:

- Overall satisfaction with the workshop
- Satisfaction with the sessions delivered
- Satisfaction with networking opportunities
- Comments about the most useful learning from the event
- Comments about improvements for forthcoming events

It should be noted that the numbers responding to workshop evaluations reflects people attending the workshop, not the number of organisations involved. It also includes feedback from organisations that are not project partners.

### 1.1 Manchester: FC United of Manchester

Satisfaction ratings for the Manchester workshop were high, with 89% saying they were 'satisfied' or 'very satisfied' overall. Ratings were even higher for sessions and networking.

**Table 1. Manchester overall**

Workshop Overall	%
1. Very satisfied	61.0%
2. Satisfied	28.0%
3. Neither satisfied nor unsatisfied	11.0%
4. Unsatisfied	0.0%
5. Very Unsatisfied	0.0%

**Table 2. Manchester sessions**

Sessions	%
1. Very satisfied	67.0%
2. Satisfied	28.0%
3. Neither satisfied nor unsatisfied	5.0%
4. Unsatisfied	0.0%
5. Very Unsatisfied	0.0%

**Table 3. Manchester networking**

Networking	%
1. Very satisfied	78.0%
2. Satisfied	11.0%
3. Neither satisfied nor unsatisfied	11.0%
4. Unsatisfied	0.0%
5. Very Unsatisfied	0.0%

Comments about the most useful thing learnt during the event included:

- 'That all the members must be educated about transparency.'*
- 'The simple likening of good governance to the game itself structure - rules - communication + discipline.'*
- 'That big clubs have things to learn from each other.'*
- 'Solidarity of purpose - developing links and connections.'*
- 'Some new insights into surveying members, the insight that irrespective of ethnicity and club size, our perceived challenges are very similar.'*

Suggestions to improve forthcoming events included:

- 'Maybe more discussion groups splitting up the big groups to small groups to share expertise.'*
- 'Technical content.'*
- 'Workshop - character like this morning to figure out special stuff and discuss in small groups.'*
- 'Could we look at doing Sunday to Tuesday.'*
- 'If time permits, more sessions.'*
- 'More work in smaller groups/brainstorming.'*
- 'Perhaps focus less on trusts and take more general approach.'*
- 'I would work on a volunteer engagement and getting sponsors.'*

## 1.2 Malmö: Malmö FF

Satisfaction ratings for the Malmö workshop were the highest of the three workshops, with 80.8% saying they were 'very satisfied' overall; and only marginally lower for individual elements.

**Table 4. Malmö: Overall**

Workshop Overall	%
1. Very satisfied	80.8%
2. Satisfied	15.4%
3. Neither satisfied nor unsatisfied	3.9%
4. Unsatisfied	0.0%
5. Very Unsatisfied	0.0%

**Table 5. Malmö: Sessions**

Sessions	%
1. Very satisfied	73.1%
2. Satisfied	23.1%
3. Neither satisfied nor unsatisfied	3.9%
4. Unsatisfied	0.0%
5. Very Unsatisfied	0.0%

**Table 6. Malmö: Networking**

Networking	%
1. Very satisfied	76.9%
2. Satisfied	23.1%
3. Neither satisfied nor unsatisfied	0.0%
4. Unsatisfied	0.0%
5. Very Unsatisfied	0.0%

Comments about the most useful thing learnt during the event included:

- 'Various aspects on financial sustainability and how to think about finance.'*
- 'Financial presentation was very relevant and will be a high focus for my club right now.'*
- 'The Funding Structure of SFSU.'*
- 'Got good ideas how to plan + build up a crowdfunding campaign. Learned about key elements of successful crowdfunding.'*
- 'Useful ideas to apply in our community work strategy.'*
- 'Understanding the substance behind the numbers in financial reporting + budgeting in relation to this.'*
- 'The importance of rewards in Crowdfunding.'*
- 'Examples of Crowdfunding.'*
- 'Budgeting of a big club.'*
- 'Crowdfunding Ideas Work with less money/volunteers.'*
- 'Alternative ways of funding.'*
- 'Continuity is key to delivery objectives.'*
- 'Partnership Working.'*
- 'About SD Europe's work, effective and informative reporting, about each groups activities.'*
- 'That clubs experience similar difficulties. There is a lot to learn from talking to others having similar experiences as well as tap into their knowledge.'*
- 'Different points of view about football club budget management.'*
- 'How to raise money through crowdfunding very useful for smaller clubs.'*
- 'Community projects and funding.'*
- 'How to do work with a zero budget.'*
- 'Proper planning toward financial budgeting - as in two year plan better than animal.'*
- 'Experiences can be exchanged without formal events in the future.'*
- 'To a large extent, clubs of all sizes and countries face similar problems and issues.'*
- 'The amount of work and passion you need to put in community work.'*

Suggestions to improve forthcoming events included:

- 'More time for each session but on the other hand I also like the fact there are many different sessions.'*
- 'The only thing that wasn't perfect was the stage table blocked half of the screen.'*
- 'Would prefer a non - matchday termination.'*
- 'Keep in contact among all partners and participants.'*
- 'More time for workshops.'*
- 'A full day for sessions is not enough.'*
- 'Bring in new people.'*

*'Help people giving talks to prepare to be on track and on theme.'*  
*'Send the presentation in advance.'*  
*'Accompanying Resources/toolkits.'*  
*'More time to discuss the presentations.'*  
*'A team building session.'*  
*'Time to walk outside.'*  
*'Nametags, extra day for presentation of problems and discussion about possible solutions.'*  
*'More structure opportunities for dialog/workshops as opposed to presentation and Q&A.'*

### 1.3 Gelsenkirchen: Schalke 04

Satisfaction ratings for the Gelsenkirchen workshop were high, with 96% saying they were 'very satisfied' or 'satisfied' overall; with similar ratings for sessions and higher ratings for networking opportunities.

**Table 7. Gelsenkirchen: Overall**

<b>Workshop Overall</b>	<b>%</b>
Very satisfied	62%
Satisfied	34%
Neither Satisfied or Unsatisfied	3%
Unsatisfied	0%
Very Unsatisfied	0%

**Table 8. Gelsenkirchen: Sessions**

<b>Sessions</b>	<b>%</b>
Very satisfied	61%
Satisfied	39%
Neither Satisfied or Unsatisfied	0%
Unsatisfied	0%
Very Unsatisfied	0%

**Table 9. Gelsenkirchen: Networking**

<b>Networking</b>	<b>%</b>
Very Satisfied	78%
Satisfied	22%
Neither Satisfied nor unsatisfied	0%
Unsatisfied	0%
Very Unsatisfied	0%

Comments about the most useful thing learnt during the event included:

*'Membership, volunteers, database.'*  
*'Volunteers, members.'*  
*'The importance to engage volunteers and tips to reach it.'*  
*'Knowledge about activities around Recreativo Huelva.'*  
*'How to try and engage new members in volunteering.'*  
*'To think differently about disabled people.'*  
*'Sharing information and experiences.'*  
*'A learnt a lot of things from CAFE, I haven't thought of the diversity of disabled people in that way before.'*  
*'Benefit for Volunteers.'*  
*'It is hard to specify at this point. I need to go through all the things to establish what insights can be used in various situations that are relevant to my club.'*  
*'Engaging with members and volunteers requires a plan.'*

*'Knowing that we share common goals and problems even if we come from different backgrounds.'*

*'That we have similar problems but are very different.'*

*'Synergies from other people in the same situation.'*

*'How to manage volunteers.'*

*'How similar we all are :).'*

*'Building network.'*

*'Legal structures across Europe.'*

*'How Schalke organize their members.'*

*'How to get volunteers more involved.'*

*'Others have problems as well.'*

*'You are not alone with your problems and challenges.'*

*'Have a plan and a process in place.'*

#### **1.4 Summary Learning from the workshop evaluation**

In general the workshops were extremely well received both by project partners and participant organisations as well as by other organisations attending the events. Satisfaction levels for individual sessions and networking opportunities were particularly valued, something evidenced by observations at the events as well as qualitative comments made.

SD Europe, as project organisers, used comments made to inform subsequent events. For future work, ensuring that there are more participatory elements – where attendees are actively involved rather than listening to presentations – is advised.

However, it is also important to ensure enough networking opportunities – ratings for these were over 75% 'very satisfied' for each event.

## 2. Exchange Visits

### 2.1 Overview

A key part of the project were the exchange visits between partner organisations. This helped resource organisations to spend two to three days with another partner to exchange experience, knowledge and discussion about how they approached activities in the three themes of the project. In total, 17 exchange visits were held. These are detailed in Table 10 below.

**Table 10. Exchange Visit list**

Visit Number	Exchange	Place	Date
1	FORAS to S04	Gelsenkirchen	
2	SFSU to FASFE	Madrid	
3	SFSU to SINC	Rome	
4	FORAS (Cork City) to FCUM	Manchester	
5	C.A.P. Ciudad de Murcia to Cava United	Cava dei Tirreni	
6	FASFE to SinC	Rome	
7	FORAS (Cork City) to MFF	Malmö	
8	SINC to SFSU	Stockholm	
9	S04 to MFF	Malmö	
10	MFF to FORAS (Cork City)	Cork	
11	MFF to S04	Gelsenkirchen	
12	FCUM to FORAS (Cork City)	Cork	
13	Cava United to C.A.P. Ciudad de Murcia	Murcia	
14	C.A.P. Ciudad de Murcia to FCUM	Manchester	
15	SINC to FASFE	Madrid	
16	S04 to FORAS	Cork	
17	Cava United to FCUM	Manchester	

For each exchange visit, partners were asked to describe their activities and reflect on what the key learning and impact of each visit was.

- For Key Learning, partners visiting other organisations were asked to say what the three most important things relating to the project themes of governance, finance and engagement were.
- For Impact, partners visiting other organisations were asked to say what lasting impact of this exchange visit was for their club / organisation, such as new ideas to be implemented, new processes learned, ideas shared/ developed.

Overall, feedback on the exchange visits was extremely positive from project partners.

In the Final Evaluation Survey, eight out of 11 organisations rated the exchange visits as 'important' (18.2%) or 'very important' (54.6%). Only one organisation [Unsere Kurve] said they had been unimportant, due to the fact that they were not involved in an exchange.

**Table 11. Exchange Visit Rating**

Rating of the importance of exchange visits	%	Count
1 - Very unimportant	9.09%	1
2 – Unimportant	0.00%	0
3 - Neither important nor unimportant	18.18%	2
4 – Important	18.18%	2
5 - Very important	54.55%	6

Some of the comments in that survey emphasised the importance of this element of the project:

*'The exchange visits have been the best part of the project. The workshops have also been beneficial, but at a workshop, we naturally cover various themes where not all of them are of equal relevance to your own organisation. For the exchange visits, all the focus is on themes that is directly of use to your own organisation and you have the time to go deeper into matters.'*

*'Sharing knowledge is how we can promote the effectiveness and success of fan ownership within football.'*

*'We have learned new ways of viewing governance outside of [our national context]. We also gained a deeper knowledge of how to actively work with transparency, members and how to handle complex and difficult situations with volunteers.'*

*'It was interesting to see how other clubs deal with topics.'*

Exchange visits also featured strongly as one of the best things about the project in the end of project qualitative evaluation conducted at the last event – see Section 4.1.

This importance is emphasised further when partners consider what actions and work would be most valuable in the future, as outlined in Section 5.

## **2.2 Individual Visit Reports**

Below we provide the summaries of Key Learning and Impact from each visit as reported by project participants. Whilst this is 'self-reported' learning and benefit – and the real long-term impact will only be understood in due course – it provides a very good flavour of the benefits organisations received from the exchange of experiences and knowledge face-to-face across Europe.

The full Exchange visit summaries will be made available on the project website.

### **1. FORAS to S04**

Learning:

1. Simplifying the membership sign up process.
2. Engaging with fans through asking supporters to write their own signs for the areas of the ground, e.g. 'This area will have flags waving throughout the game; if this is not to your liking please sit in a different section where there is no flags.'
3. CSR and embedding ourselves in the community.

Impact:

- Our SLO development will benefit... we hope to progress our learnings to League of Ireland level with cooperation from the FAI. and through the Irish Supporters Network.
- Our CSR will be more structured.
- Fan engagement will improve through simple improvements that are easy to implement.
- The matchday experience can be improved with ideas from our trip to Schalke.
- Merchandising ideas will be beneficial.

## **2. SFSU to FASFE**

Learning:

1. Create opportunities to meet other stakeholders in order to learn other perspectives.
2. To take time during the AGM so that all members feel that they have had time to ask questions and share their views and opinions.
3. Encourage collaborations in events like this with local stakeholders and clubs in order to create discussions and spread information about the cause and work. This is also a way to gain more volunteers.

Impact:

- A better understanding of the democratic process in other countries, that we have so many different system and structures and that through meetings like this we can learn from each other.
- The importance of going in to meetings with an open mind and not to criticise what we do not understand, ask for an explanation and learn about their way before judging.

## **3. SFSU to Supporters in Campo**

Learning:

1. A transparent and stable structure for foundation makes the job a lot easier to develop.
2. To take time during the AGM so that all members feel that they have had time to ask questions and share their views and opinions.
3. Engage more volunteers and say 'yes' to people that offer their help.

Impact:

- The way the Italians did not vote in their AGM and achieved consensus instead of going for a vote. That was a big eye opener and something that we would like to bring to Sweden – a more open debate and discussion before our traditional vote.

## **4. FORAS to FCUM**

Learning:

1. Discussions with the club secretary around meeting planning, time management, assertiveness skills, and general job role specifications being important.
2. Financial stability could be worked on more between us during the visit however our discussion over community funding and merchandise sales were very important.
3. With Stuart Dykes and Lasse Bauer in attendance, member and volunteer engagement through the SLO project was very useful.

Impact:

- From a financial sustainability point of view we will be looking at our community funding and other resources (merchandise sourcing and sales).
- Our member, volunteer, and fan engagement through our SLOs will also benefit from the visit.
- Work with the club secretary at FCUM helped to emphasise the need within FORAS to implement clearly defined job role specifications.
- Developing and maintaining structures that are clear to members are vital.

## **5. CAP Ciudad de Murcia to CAVA United**

Learning:

1. In Italy the ultras want to change football, so a lot of fans prefer to found a small team with good governance than support a modern club.
2. The approach to financial sustainability is different, as the budget is not closed at the beginning of the year. This is more possible at a small club.
3. Cava United have similar problems to CAP Ciudad de Murcia with volunteer engagement - always the same faces. Both clubs need to improve it.

Impact:

- Honestly, we feel that this exchange visit was more useful for Cava United in terms of their organisation. But the exchange visit has served us to see that we share the same logistical problems in different countries.

## **6. FASFE to Supporters in Campo**

Learning:

1. Governance: understanding the importance of the relationship between the national fans organisation and its members.
2. Financial sustainability: campaigning in the context of serious financial distress of the club couples with a solid connection with the local authorities (experience of RECRE TRUST) .
3. Member and volunteer engagement are important, but without proper funds and paid staff, fan ownership in Italy will be relegated to niches.

Impact:

- For fan ownership to be successful and to have a model that works needs rules different from those currently in place in Italy – with more solidarity in allocating the resources of the game, different governance of the institution and different culture are keys.
- We need a formal engagement with the authorities.

## **7. FORAS to MFF**

Learning:

1. Talking to the CEO was really important to us. The structure of the organisation from the top down helps us to focus on where we need to take CCFC over the coming years. From a governance perspective, this is so relevant for us right now.
2. From a financial point of view, Pontus gave us many insights around budgeting and spending money. Throughout the project Pontus stands out as a person that can give advice, so to get so much time with him has been excellent.

3. Fan engagement had many good points over the visit; having an SLO in place that has excellent personal skills for the role; Staffan's school work, and the supporters shop/area are all areas that we will be working to emulate.

Impact:

- An appointment to the role of CEO, or similar, is of major importance and by talking to Niclas we got a very good grasp on the type of person and responsibilities expected for that role.
- Our organisation chart will be restructured also along with key roles being firmly defined in a similar manner to Malmo's overall structure, e.g. having a business development role and a business delivery role.
- Financially, we are already budgeting early thanks to advice received earlier in the project; however the weekend reminded us to maintain regular checks on the budget and cash flow, and also insure that the board has a person that understands the numbers and can give insights into what that means for the club.
- Our SLO development at City will benefit from our experience with Pierre. We hope to progress our learnings to League of Ireland level with cooperation from the FAI. And through the ISN.
- Our current community project with Nagle's Community College will benefit from a revamped structure that implements a mediator between the school side and the football side.
- We will investigate the feasibility of a supporters' shop/area where fans run and fund a venue where they can prepare TIFO and other ideas.

## **8. Supporters in Campo to SFSU**

Learning:

- Governance: Understanding the context of the club with a view to make correct decisions, cooperate with other groups to find good practices.
- Financial sustainability: Finding new sources of income without changing the soul of the club by increasing participation in a 360 degree way.
- For fan ownership to be successful and a model that works need rules different from those currently in place in Italy; otherwise fan ownership in Italy will be a niche and only in the lowest leagues.

Impact:

- New ideas of fundraising and the way to build up collective campaigns for supporters common issue.
- Lobbying institutions, press and stakeholder, and enlarge our basis throughout the widest number of fans so to increase the culture and then try to change the rules.

## **9. S04 to MFF**

Learning:

1. Different size of the club, but similar problems.
2. Integration of members in decisions.
3. Young members are the future of the club, start with projects in schools.

Impact:

- Try to develop communication between supporters police and supporters under direction of the SLO.
- Think about the processes around the general assembly, for example change of voting cards.
- Find solutions to create a meeting point for supporters near to the stadium, like the terrace in Swedbank-Stadium in front of the homestand with a stage, shops of supporters organisations.

## 10. MFF to FORAS

Learning:

1. Seeing the number of volunteers involved in the Cork City FC operation, their joy of volunteering for the club and the club's encouragement of their volunteers. This contrasts with Sweden where professionalisation of clubs reduces the incentive of supporters to volunteer.
2. Seeing the well-functioning matchday operation of a club with smaller economic means than us. When the operation of a football club increases in size, you must strive to keep the closeness of the club and its supporters.
3. The similarity of a members' meeting in Cork and in Malmö; and discussions with their members.

Impact:

- Our intention is to do the following (not solely from this particular visit but to the project as a whole, but where we definitely got additional thoughts and inspiration during the visit to Cork):
  - Improving the way we work with volunteers and, hopefully, increase the number of volunteers;
  - Modifications in the way we interact with members;
  - Using the things learned from the partnership between the University of Cork and Cork City FC to improve our already existing but less formal exchanges with the universities of Malmö and Lund.

## 11. MFF to S04

Learning:

1. Gaining first-hand experience of the SLO work at a large German club, in particular the matchday activities of an SLO.
2. Learning about how Schalke 04 thinks in terms of communication, with members, spectators and the community at large. Insights on communication range from press conferences and dealings with the media to how they use the web and social media and how they communicate with members in general.
3. Learning about the set-up and planning of catering at the stadium. There were several other points of great use to us.

Impact:

- We will set up members' meeting that take place in another place than Malmö.
- The SLO work in Malmö will be modified slightly based on the experiences from Schalke.
- Some points from the matchday arrangement to improve the matchday experience for our supporters.
- The communication with our members will be extended and improved.
- We will use some points learned in the general communication on our website and in social media.

- We will use some things in the Schalke set-up regarding interaction with media.
- We will use the insights gained into our major decision about the catering arrangements at our stadium from 2019 onwards.
- We will use the insights learned as inputs in an ongoing analysis on e-sport and e-sport events.

## **12. FCUM to FORAS**

Learning:

1. Discussion of community activities, including Cork City FC and Nagle Academy partnership, an attractive reason for young males continuing their studies as opposed to leaving the school in 5<sup>th</sup> year with little or no qualifications.
2. Discussion about the development of the academy at Cork.
3. Understanding the difference in education programmes and the constraints that 'soccer' clubs have to work under in Ireland with the influence the GAA.

Impact:

- Addressing the need to get MEPs to understand the reason for this Erasmus+/UEFA-funded project.
- Use Q&A sessions more effectively, following the positive experience in Cork.
- Exchanging experiences more about developing grounds and facilities.
- Sharing knowledge about securing external funding from a range of funders as opposed to only concentrating on sporting grants.

## **13. CAVA Utd to CAP CDM**

Learning:

1. We reinforced the idea that only through a significant and direct engagement of people we could achieve our goals. The more fans are involved and engaged, greater will be the chances of success.
2. We appreciate suggestions from the Spanish guys concerning players' selection and their relationship with them.
3. With regard to financial aspects, hearing from Murcia's experience, we have reinforced the idea that transparency is essential toward all stakeholders. A greater transparency represents a greater credibility of the project.

Impact:

- The exchange visit with Murcia allowed us to confront various topics. We exchanged ideas on initiatives to be implemented in social fields ranging from education to schools. It was very interesting to learn about Murcia women's football team.
- Before the exchange visit we look at youth sector as a way to promote Cava United rather than a source of financing. We should follow their organisational model in this field.

## **14. CAP CDM to FCUM**

Learning:

1. Good governance needs a lot of transparency in a big club.
2. The financial sustainability in FC United is similar to professional club in Spain.
3. The volunteer system at FC United is an example for every club.

Impact:

- The impact is big. We needed a lot of information about FC United of Manchester because we want to copy their best ideas, particularly infrastructure, volunteers and democratic participation.

### **15. Supporters in Campo to FASFE**

Learning:

1. Governance: Understanding the importance of the relationship between the national fans organisation and its members.
2. Financial sustainability: To learn and develop ways to create a network to sustain local members groups and how to campaign in the context of serious financial distress of the club; as well as the importance of a solid connection with the local authorities.
3. Member and volunteer engagement are important, but without proper funds and paid staff, fans' ownership will be relegated to niches. Spain and Italy faces the same problems in this context.

Impact:

- For fan ownership to be successful and to have a model that works needs rules different from those currently in place in Italy – with more solidarity in allocating the resources of the game, different governance of the institution and different culture are keys.
- We need a formal engagement with the authorities.
- The need for dedicated resources to build up solid relationship with local organisations, associations and authorities.

### **16. S04 to FORAS**

Learning:

1. Intelligent sponsoring/connection between the club and university.
2. Engagement of volunteers on matchday and integration of young supporters.
3. How to run the club and come to decisions.

Impact:

- Volunteer survey, which they would like to do.
- Discussion in which issues volunteers can help the SLO on matchday; and the further development of the 'away ticket control'

### **17. Cava Utd to FCUM**

Learning:

1. For all three topics mentioned above, we have understood and strengthened the idea that only through meaningful and direct commitment of fans and members we can reach our goals. More fans are involved, the more chances of success we'll have. Engagement is at the root of our work!
2. Concerning financial aspects, we reinforced the idea that transparency is a fundamental aspect: Greater transparency, greater credibility of the project.
3. Although we met people and a club which is *the model* for fan ownership movement, we understood that financial sustainability is a crucial topic in all countries and at all levels.

Impact:

- After this exchange visit, we will work harder and harder to increase membership and fans. One of our next goal is to take over running a secondary soccer field from municipality. This aspect is crucial for us to increase members and to organize our social activities with a cost containment.

### Summary Comments

It is clear that the exchange visits were viewed as hugely beneficial to those that took part and included an understanding of different contexts and problems, identification of common issues and implementation of solutions learnt in some instances.

A common factor underpinning common problems was the lack of resources and capacity for organisations (bar the large professional clubs). This included the need for more members to be engaged (to improve governance as well as finance); the need for volunteer resource (even professional clubs saw the value of engaging supporters as volunteers); and the need to broaden the basis of support – including financial income and stakeholder organisation engagement.

Practical implications from the visits included changes to locations and structures of meetings; encouraging volunteering; sharing good practice in community financing and developments; and increasing the role of SLOs.

### 3. Final Evaluation Survey

The Final Evaluation Survey generated evidence from partners in relation to the five main aims of the project. In structure and content, this followed the Interim Survey [Ref report] undertaken at the half way stage of the project (December 2016), although it also had additional elements to that survey.

The survey was set up online and a website link was emailed to all partners and the two participating organisations in November 2017 and was open for responses for two weeks. All organisations responded to the survey and Table 12 provides the names of individual respondents. Organisations were provided with a set of questions in advance of the survey so that they could prepare data and enhance completeness and accuracy of responses.

**Table 12. Final Evaluation Survey Respondents**

<b>Respondent</b>	<b>Organisation</b>	<b>Organisation Status</b>
Ulrike Polenz	Unsere Kurve	Participating
Aidan McNelis	Irish Supporter Network	Participating
John F Kennedy	FORAS / Cork City FC	Partner
Pontus Hansson	Malmö FF	Partner
Lawrence Gill	FC United of Manchester	Partner
Sofia Bohlin	SFSU	Partner
Diego Riva	Supporters in Campo	Partner
Emilio Abejon	FASFE (Spain)	Partner
GIUSEPPE ABBAMONTE	CAVA UNITED F.C.	Partner
Thomas Kirschner/ Florian Hartmann	Fc Schalke 04	Partner
Juan Ulises Illán Frutos	Club de Accionariado Popular Ciudad de Murcia	Partner

#### 3.1 Members and volunteers

Respondents were asked to provide information about members and volunteers as a way of assessing the impact of the project on member and volunteer participation.

##### 3.1.1 Members

Respondents were asked about the numbers of members they had at the start of the project and at the end of the project; and whether any increase/decrease related to project activity or learning to help assess the impact of the project on member numbers.

It should be noted that for all but one national supporters' organisation (NSO), figures provided were for member organisations, although SFSU provided numbers of individual members. All club figures refer to individual members. 'DK' indicates 'don't know'.

**Table 13. Member Numbers Change**

Organisation	Number at start	Number at end	Change due to project
<b>National Supporter Organisations</b>			
Unsere Kurve	16	17	0% - 20%
Irish Supporter Network	4	5	41% - 60%
FASFE (Spain)	27	29	61% - 80%
Supporters in Campo	20	17	0%
SFSU	45,000	45,000	0% - 20%
<b>Clubs</b>			
FORAS / Cork City FC	450	525	0% - 20%
Malmö FF	7702	6537	0% - 20%
FC United of Manchester	4001	2630	0%
CAVA UNITED F.C.	DK	DK	0%
Fc Schalke 04	133,000	150,000	0%
Club de Accionariado Popular Ciudad de Murcia	170	140	0%

The picture is fairly mixed:

- All but one NSO saw increases in member numbers, although only slight, and each of these said that the project had had some influence on this increase.
- One NSO saw a decrease in numbers, although this was not related to project activity.
- For clubs, both increases (at two clubs) and decreases (at three clubs) were not mostly related the project but other factors.

Comments provided explain some of these responses and how the project has had influence; for others, other factors have been more important; and for some it is too early to assess impact:

*FORAS now host roadshows in the city and county where we have new members sign up. This was developed after Schalke visited us and gave us the idea based on what they do. This has had a direct impact on us gaining new members. [FORAS]*

*The fact that membership numbers has been falling [at Malmö] over the project period is completely unrelated to the project. It is a result of a large inflow of members in 2014 and 2015 because [fans] wanted to get priority access to Champions League tickets... To a limited extent, the project may be a reason for us maintaining membership numbers. [MFF]*

*The growth is mainly because fans of the football team are becoming members. [S04]*

*Can't really say at the moment, maybe we will know in a year or two. [SFSU]*

### 3.1.2 Volunteer Numbers

A similar question was asked about volunteer numbers; and similar caveats apply: namely, that changes can occur due to other events and that the impact of the project may yet to be seen.

**Table 14. Volunteer Numbers Change**

Organisation	Vols start	Vols end	Change due to project
Unsere Kurve	25	27	0% - 20%
Irish Supporter Network	4	5	41% - 60%
FORAS / Cork City FC	70	110	0% - 20%
Malmö FF	DK <sup>1</sup>	DK	0%
FC United of Manchester	250	180	0%
SFSU	150	230	41% - 60%
Supporters in Campo	9	9	0%
FASFE (Spain)	12	16	61% - 80%
CAVA UNITED F.C.	15	18	0% - 20%
Fc Schalke 04	10	44	21% - 40%
Club de Accionariado Popular Ciudad de Murcia	50	100	81% - 100%

However, for volunteers increases were reported at all organisations except one (FCUM) where the change was not thought to be related to the project. It is also notable that with regard to volunteers the influence of the project on the increase in numbers is in more cases related to the project (eight out of 11 cases reported a positive influence); and in some cases significantly so (ISN and SFSU (41-60%); FASFE (61-80%); and CAPCDM (81-100%)).

Comments related to this impact included:

*FORAS now host roadshows in the city and county where we have new volunteers sign up. This was developed after Schalke visited us and gave us the idea based on what they do. This has had a direct impact on us gaining new volunteers. [FORAS]*

*The project might definitely be a factor if increased volunteers during the last two years. There has been a great interest for the project, especially the exchange visits and what we all could learn there. [SFSU]*

*The use of volunteers was more in the focus because of the project. [S04]*

*Excellent ideas [from the project. [CAPCDM]*

### 3.1.3 Volunteer Contribution to Project

In addition, respondents were asked to comment about the contribution of volunteers to the project itself, including the numbers of volunteers directly involved in the project, and the hours they contributed to the project. They were also asked to show the breakdown between male and female volunteers and whether any of the volunteers had a disability.

Clearly, numbers vary enormously as some organisations are large, professional NSOs or clubs, whereas others are very small, voluntary organisations.

In total:

- 302 volunteers were involved in the project (although over half are from one organisation)
- They contributed a total of 4,401 hours to the project

<sup>1</sup> MFF stated that no central record of volunteers was kept, and although the majority of people working for the club are paid, non-paid volunteer roles include, for example, nine board members.

- 35.8% (103) were females
- 11 volunteers with a disability were involved in the project.

The agreed ‘target’ number of hours contributed by partner organisations for the project was 3,288 (411 days multiplied by 8 hours for a ‘day’ equivalent). This means that an additional 1,113 volunteer hours were contributed by partners to the project.

This aggregate volunteer hours is a significant ‘added value’ contribution. Calculating the value of this work in economic terms is difficult as work undertaken will have a different equivalent wage value and calculating relative value across member states is problematic (minimum wages for instance vary hugely across member states). Nonetheless, if the minimum hourly wage in the Republic of Ireland<sup>2</sup> (€9.27) is applied to this volunteer contribution:

- The value of all volunteering is by project partners and participating organisations is €40,797.27
- The ‘added value’ contributed in addition to that which was planned, was: €10,317.51
- This represents a ‘leverage’ of just over 25% in equivalent value.

It should be noted that the volunteer hours do not include those of other organisations and individuals who may have been involved (such as workshop attendees or presenters not included in the organisations listed).

**Table 15. Volunteer project Contribution**

Organisation	Vols project	Vol hours	Male	Female	Disabled
Unsere Kurve	2	200	1	1	0
Irish Supporter Network	3	DK	2	1	0
FORAS / Cork City FC	50	1,901	40	10	1
Malmö FF <sup>3</sup>	25	200	20	5	1
FC United of Manchester	15	450	9	6	2
SFSU	170	900	100	70	4
Supporters in Campo	9	300	9	0	0
FASFE (Spain)	8	400	8	0	0
CAVA UNITED F.C.	8	50	7	1	DK
Fc Schalke 04	0	0	0	0	0
Club de Accionariado Popular Ciudad de Murcia	12	DK	9	3	3
<b>Total</b>	<b>302</b>	<b>4,401</b>	<b>205</b>	<b>97</b>	<b>11</b>

### 3.2 Impact of the Project on Knowledge

One of the main aims of the project was to improve understanding and knowledge of the three project themes – good governance, financial sustainability and member and volunteer engagement. Each respondent was asked to assess the impact in these areas, which is shown below.

<sup>2</sup> This seems a sensible basis for calculating value as it is where SD Europe is based and where accounts for the project are administered.

<sup>3</sup> MFF defined volunteers as any person being involved in the project on behalf of the club in connection with events, exchange visits or meeting where we disseminated information and may include people paid by the club are included as long as they are not paid for project work.

### 3.2.1 Good Governance

Table 16 shows that all respondents felt that the project had had a significant (63.6%) or very significant (27.3%) impact on their understanding of good governance.

**Table 16. Learning on good governance**

	%	Count
1 - A significant negative impact	0.00%	0
2 - Some negative impact	0.00%	0
3 - No impact	9.1%	1
4 - Some positive impact	63.6%	7
5 - A significant positive impact	27.3%	3

Comments related to this impact included:

*Some good ideas picked off from the workshops could be transferred to members of our organisation. [UK]*

*More aware about transparency. Implementing board training. More Standard Operating Procedures implemented. Succession plan for board members will be put in place. General Manager job spec based on Malmö FF CEO discussions. [FORAS]*

*Absolutely a positive impact on our organisation and our work. Even though the situation in Sweden are good in regards of governance and members ownership, there has been a large interest of the work done in the project and has inspired SFSU and the members to be more active in Sweden again and not just sit back and enjoy what is good. Things can get better! [SFSU]*

*Starting a board of advisors for volunteers and also introducing a code of conduct for the club and the employees. [S04]*

### 3.2.2 Financial Sustainability

Table 17 shows that 54.6% of organisations felt that the project had had a significant (36.6%) or very significant (18.2%) impact on their understanding of financial sustainability; although 45.5% said that it had had no impact. As such, although no organisations said that it had a negative impact, this is the area of knowledge development where impact has been least significant. It should be noted that the workshop as a whole was very well received - this suggests that the actual impact from it, although very positive, was less than for other workshops.

**Table 17. Learning about Financial Sustainability**

	%	Count
1 - A significant negative impact	0.0%	0
2 - Some negative impact	0.0%	0
3 - No impact	45.5%	5
4 - Some positive impact	36.4%	4
5 - A significant positive impact	18.2%	2

Comments related to this impact included:

*No direct impact, but more knowledge which helps us in our daily work in the clubs. [UK]*

*Future planning of budgets and more descriptive financial updates. Warning measures in place. [FORAS]*

*We believe we were on a sustainable path to start with and it has been interesting to hear about the experiences of others, it would be wrong to say that we have made any major changes in this respect as a result of the project. Hopefully, however, our sharing of our experiences in terms of financial sustainability has benefitted the other partners of the project.* [MFF]

*Bench-marking with our partner Clubs has helped in the review of financial reporting to our membership.* [FCUM]

*We have gained a lot of new knowledge and inspiration in regards of working more sustainably with our finance and also how we should think when we look into new alternative ways of financing the organisation as we are now growing.* [SFSU]

*We are founding a budget for volunteers and also for fan related work.* [S04]

### 3.2.3 Member and Volunteer Engagement

Table 18 shows that 36.4% of respondents felt that the project had had a very significant impact on their understanding of member and volunteer engagement; 54.6% that it had a significant impact; and 9.1% (one organisation) said that it had had no impact.

**Table 18. Learning about member and Volunteer Engagement**

	%	Count
1 - A significant negative impact	0.0%	0
2 - Some negative impact	0.0%	0
3 - No impact	9.1%	1
4 - Some positive impact	54.6%	6
5 - A significant positive impact	36.4%	4

Comments related to this impact included:

*We've implemented FORAS roadshows which give us a direct line of engaging with members, and volunteers. This face-to-face informal meeting setting has received excellent feedback. We have no end of requests to visit different parts of the county and further afield.* [FORAS]

*In terms of measures taken, we aim to turn it into 'a significant positive impact'. Then, we will have to see how members respond before the final outcome can be evaluated.* [MFF]

*Our members are very supportive of profile amongst other fan own clubs and our appeal to European football fans in general. We have European visitors to every home league game and see increased numbers on International break weekends. Members who have not previously been involved as volunteers have helped arrange and host visits.* [FCUM]

*With the information given at meeting and larger gatherings, as well as doing exchange visit combined with our summer congress, we have seen a rise in volunteers and participants.* [SFSU]

### 3.2.4 Impact on Other Organisations

Respondents were asked to reflect on whether the project had had a positive impact on other organisations in their country; and other organisations in Europe. This is important in illustrating whether the learning on the project was being 'cascaded' to their own national networks. Tables 19 show that the majority of organisations feel that is the case with 8/11 saying there was impact in their own country and 5/11 saying it had had impact on other organisations they knew of in Europe.

**Table 19. Impact on Other Organisations**

	<b>Impact on other Organisation in own country</b>	<b>Impact on other Organisation in Europe</b>
Yes	8	5
No	1	4
Don't Know	1	1

Comments reflected the different ways the project had impacted on organisation in partners' own countries:

*It could slightly help saving 50+1 (for a bit longer time). [UK]*  
*Members of ISN have provided reports and learnings to their own clubs, and provided assistance to other clubs as well. [ISN]*  
*Talking to other clubs through the Irish Supporters Network. Sharing information with other volunteer organisations in Cork. [FORAS]*  
*Representatives from MFF Support have been present at some events/exchange visits taking place in Malmö; there have been representatives for Danish supporters clubs present at least one event; our SLO has been heavily involved in the project and has communicated with MFF Support and other Malmö FF supporters groups about the project. [MFF]*  
*Supporters of a number of clubs not directly involved have visited FC and we have shared our experience of the project and of SDE with them. [FCUM]*  
*The Swedish Sports Federation has had a positive impact, they were very interested in our work with the project. As well with several Swedish football clubs since we have spread our knowledge among our members which in turn have taken it to their clubs... [including] new structures for meetings/conferences and ways of viewing sustainable finance and transparency. [SFSU]*  
*Better knowledge about good governance by fan owned clubs not members of network. [FASFE]*  
*More volunteers have been involved/ the relationship with the police has been improved/ establishing a good contact with scientists and journalist. [S04]*

Comments about impacts on organisation in other European countries included:

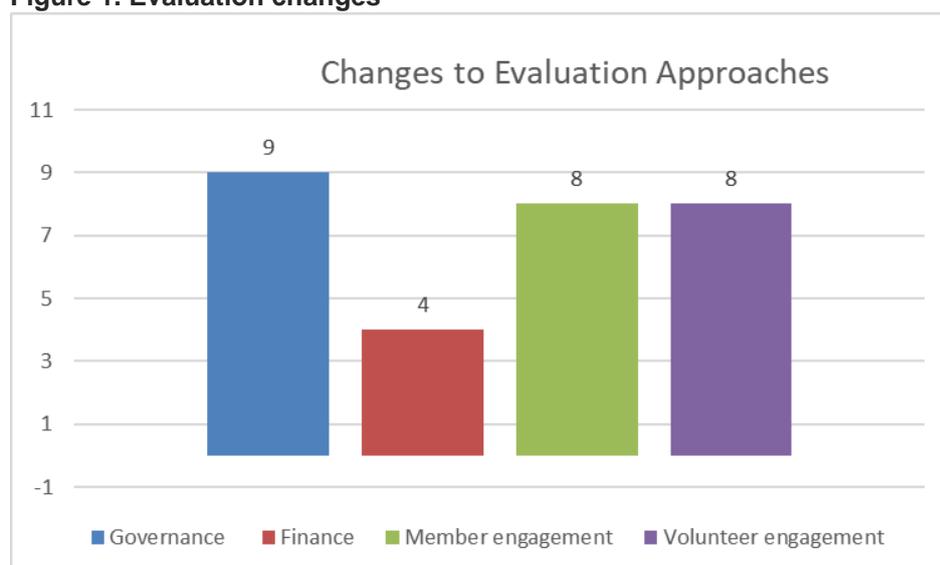
*Our SLO was invited by the Scottish Football Association to inform them and Scottish police and some clubs about the Swedish SLO function and how an SLO work in Sweden. [MFF]*  
*We have had visits from other fan owned clubs from around Europe and we have shared our involvement. [FCUM]*  
*Showing other clubs walking football. [S04]*

### **3.3 Evaluation**

One of the aims of the project was to help improve evaluation by participating organisations of their own work, particularly in relation to the three project theme areas. Specific presentations were given on improving evaluation of governance and finance at the relevant workshops. Figure 1 shows that:

- Nine out of 11 organisations had changed how they evaluated governance
- Four out of 11 organisations had changed how they evaluated finance
- Eight out of 11 organisations had changed how they evaluated members engagement
- Eight out of 11 organisations had changed how they evaluated volunteer engagement

**Figure 1. Evaluation changes**



Examples of changes made are show in Table 20.

**Table 20. Examples of evaluation changes**

Organisation	Examples of changes to evaluation made
Irish Supporter Network	Have learned a great deal on good governance and attempted to apply to our own clubs. Similar on member and volunteer engagement and especially the need to get their opinions via surveys etc.
FORAS / Cork City FC	Governance will see KPIs and job spec for the board introduced. Finance is planned earlier with warning indicators and more descriptive accounts. Member and volunteer engagement evaluation has been discussed but nothing finalised yet.
Malmö FF	The changes are only minor, but other time, there may be more. The changes are mainly concerned with the communication with and administration of members.
FC United of Manchester	Improving member engagement is an ongoing issue, direct involvement in governance is at about 10% of the total membership, we are evaluating options based on the experience of other Clubs.
SFSU	Absolutely! We have changed our way of evaluating finance and governance - especially our own way since we are considered a good example in Europe as well as for our members.
Supporters in Campo	We changed the prospectus. We are of the opinion that we cannot continue relying only on volunteers.
FASFE (Spain)	Annual assessment and debate about how to improve
CAVA UNITED F.C.	At the beginning of the sport season we planned more in-depth all the aspects concerning Finance, Governance and Volunteer Engagement. For example in this season we decided to involve more small sponsors with the help of our members
FC Schalke 04	Survey among all members of the club – responses were 10,000. We are doing more to honour to the volunteer work

Improving partner evaluation of their own activities, but particularly those relating to the three project themes, needs to be a continued focus for SD Europe beyond the life of this project. Also, partners should start to work on demonstrating how the changes to evaluation identified above are having a positive impact on their work, finance and governance. This could be done through a central resource site where evaluation reports could be shared with partners and the wider network. This was also suggested as a possible future action (Section 5).

### 3.4 Contacts

Respondents were asked about whether the project had resulted in increased numbers of ‘contacts’ made – with partners and with other organisations. This was because developing the network of supporter-owned clubs and national supporters’ organisations was one of the key aims of the project.

#### 3.4.1 Contacts with partners

Respondents were asked what contacts *apart from* formal project activities (training events in Manchester, Malmö and Gelsenkirchen), they had with other partners. Some forms of contact, such as meetings, are perhaps inevitably low – there were 17 exchange visits and five project meetings/workshops in less than two years which was a significant demand on organisations anyway. However, the project has clearly resulted in a lot of communication between participating organisations outside of the core project activities.

**Table 21. Contacts with other partners**

	Meetings	Telephone/Skype calls	Emails	Other contacts or meetings
Unsere Kurve	0	12	100	20
Irish Supporter Network	0	5	10	0
FORAS / Cork City FC	2	0	20	0
Malmö FF	2	0	12	0
FC United of Manchester	2	6	50	0
SFSU	2	10	4	
Supporters in Campo	0	0	0	0
FASFE (Spain)	0	0	2	0
CAVA UNITED F.C.	0	5	3	0
Fc Schalke 04	5	5	100	0
Club de Accionariado Popular Ciudad de Murcia	2	5	40	
<b>Total</b>	<b>15</b>	<b>48</b>	<b>341</b>	<b>20</b>

#### 3.4.2 Contacts with other organisations

Perhaps more significantly than contacts between project partners was that there was a very significant level of contacts about the project with other organisations – national associations and leagues (47), other clubs (120), other supporter organisations (95), other football organisations (22) and other organisations (14). This shows that the project had an impact beyond those directly involved in it and that learning was ‘cascaded’ to other bodies.

**Figure 2. Contact with other organisations**

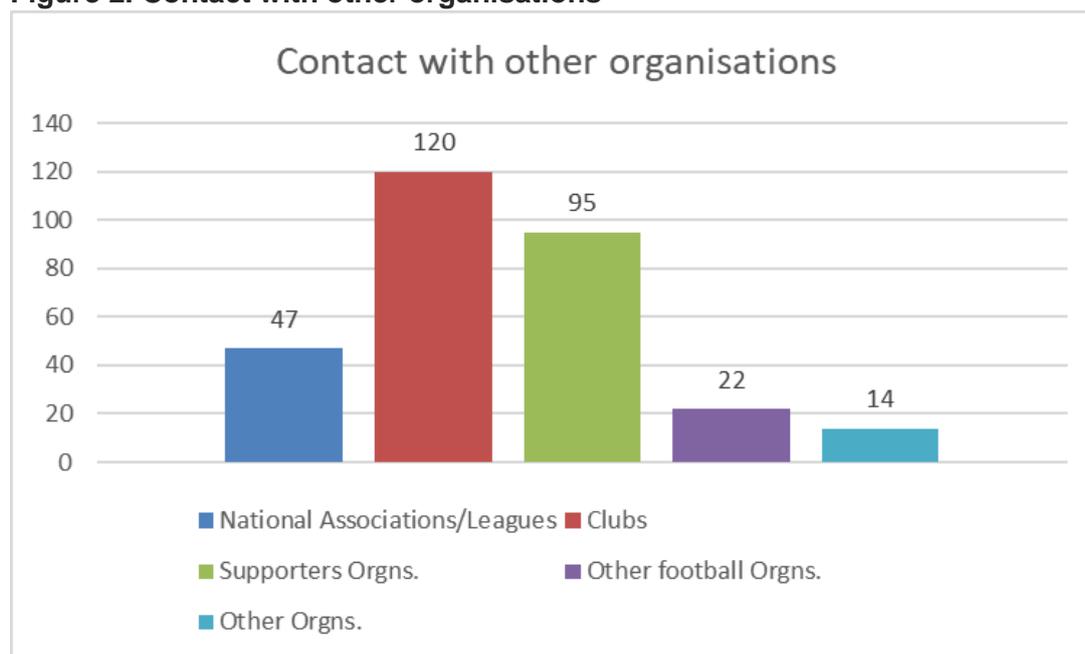


Table 22 shows the contacts made by individual organisations.

**Table 22. Contacts with other organisations**

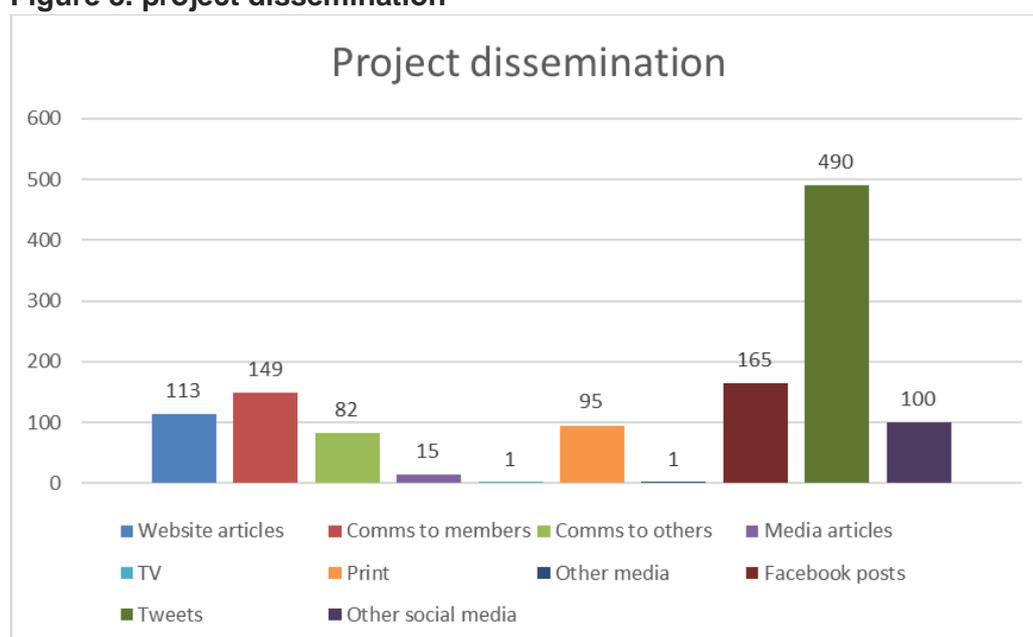
Organisation	National Associations /Leagues	Clubs	Supporters Orgns.	Other football Orgns.	Other types of Orgn.
Unsere Kurve	23	12	35	5	2
Irish Supporter Network	3	10	3		0
FORAS / Cork City FC	4	12	6	6	6
Malmö FF	1	1	6	1	0
FC United of Manchester	2	4	1	0	2
SFSU	10	24	35	9	3
Supporters in Campo	0	0	0	0	0
FASFE (Spain)	2	0	0	0	0
CAVA UNITED F.C.	0	3	0	0	0
Fc Schalke 04	2	50	6	0	0
Club de Accionariado Popular Ciudad de Murcia	0	4	3	1	1
<b>Total</b>	<b>47</b>	<b>120</b>	<b>95</b>	<b>22</b>	<b>14</b>

### 3.5 Dissemination

The broader influence of the project is also shown by accounting for the dissemination of information about project themes by partner organisations. Respondents were asked to say what dissemination had taken place and with what volume, in relation to: website articles, communications to members and non-members, media coverage, social media posts, meetings held, events held and new projects launched.

In terms of volume, it is not surprising that social media (especially Tweets (490 and Facebook posts (165)) were the most numerous form of dissemination; communication with members such as newsletters (149), website articles (113) and print (95) were also very important media.

**Figure 3. project dissemination**



The distribution of dissemination by project partner is shown in Table 23 below.

**Table 23. Dissemination**

Organisation	Website articles	Comms to members	Comms to others	Media articles	TV	Print	Other	Facebook posts	Tweets	Other
Unsere Kurve	2	2	0	0	0	0	0	2	0	0
Irish Supporter Network	15	15	10	0	0	5	0	20	20	0
FORAS / Cork City FC	8	12	8	4	0	8	0	15	30	0
Malmö FF	5	1	0	0	0	1	1	3	5	0
FC United of Manchester	4	6	0	0	0	0	0	10	10	0
SFSU	13	24	10	0	0	10		12	120	0
Supporters in Campo	21	30	21	0	0	0	0	30	100	0
FASFE (Spain)	4	8	4	2	0	6	0	6	23	0
CAVA UNITED F.C.	10	15	10			10		30	20	
Fc Schalke 04	8	24	3	1	0	1	0	3	2	0
Club de Accionariado Popular Ciudad de Murcia	23	12	16	8	1	54		34	160	100
<b>Total</b>	<b>113</b>	<b>149</b>	<b>82</b>	<b>15</b>	<b>1</b>	<b>95</b>	<b>1</b>	<b>165</b>	<b>490</b>	<b>100</b>

### 3.5.5 Meetings

#### i) Internal Meetings

A total of 457 'internal' meetings have been held by project partners in relation to the project and its themes. Although this includes meetings where the project may have been one

agenda item amongst many, these were done with committees (174), working groups (121) and members (162). This shows that the project's subjects were being disseminated within organisations at various levels and to varying degrees.

**Table 24. 'Internal' meetings**

Organisation	Your board / committee meetings	Working group meetings	Members
Unsere Kurve	9	0	9
Irish Supporter Network	35	5	4
FORAS / Cork City FC	52	12	100
Malmö FF	5	24	3
FC United of Manchester	4	2	1
SFSU	20	15	10
Supporters in Campo	15	0	3
FASFE (Spain)	6	8	4
CAVA UNITED F.C.	8	12	8
Fc Schalke 04	14	35	5
Club de Accionariado Popular Ciudad de Murcia	6	8	15
<b>Total</b>	<b>174</b>	<b>121</b>	<b>162</b>

## ii) External meetings

A total of 166 meetings were held with 'external' organisations, including other supporter organisations (36), other clubs (35), national politicians/government (16) and local politicians (26). This again emphasises the 'reach' the project has had beyond project participants.

**Table 25. 'External' meetings**

Organisation	Other supporter organisations	Other clubs	Other football organisations	National politicians or government	European politicians or government	Local politicians	Others
Unsere Kurve	0	0	1	1	0	0	0
Irish Supporter Network	0	10	3	0	0	0	0
FORAS / Cork City FC	10	10	10	10	1	20	10
Malmö FF	6	1	0	0	0	1	1
FC United of Manchester	0	0	0	0	0	0	1
SFSU	2	4	10	3	0	2	4
Supporters in Campo	0	0	0	0	0	0	0
FASFE (Spain)	2	0	2	1	0	0	0
CAVA UNITED F.C.	0	3	0	0	0	2	0
Fc Schalke 04	10	3	0	1	0	0	0
Club de Accionariado Popular Ciudad de Murcia	6	4	1	0	0	1	9
<b>Total</b>	<b>36</b>	<b>35</b>	<b>27</b>	<b>16</b>	<b>1</b>	<b>26</b>	<b>25</b>

### 3.5.6 Events, projects and initiatives

Respondents were asked to say how many events, projects or initiatives they have launched in the lifetime of the project in relation to its themes.

- There have been 44 events held in relation to the project
- There have been 32 projects/initiatives held in relation to the project

**Table 26. Events and initiatives**

Organisation	Events	Projects / Initiatives
Unsere Kurve	0	1
Irish Supporter Network	2	1
FORAS / Cork City FC	3	11
Malmö FF	2	2
FC United of Manchester	3	0
SFSU	13	3
Supporters in Campo	3	0
FASFE (Spain)	1	2
CAVA UNITED F.C.	0	0
Fc Schalke 04	3	3
Club de Accionariado Popular Ciudad de Murcia	14	9
<b>Total</b>	<b>44</b>	<b>32</b>

### 3.6 Overall Evaluation

Finally, respondents were asked to rate the project as a whole in terms of how important it has been to them.

#### 3.6.1 Overall

All partners rated the project as very important (54.6%) or important (45.5%) to them. This is an overwhelmingly positive assessment of the project as a whole.

**Table 27. Rating of project importance**

	%
1 - Very important to us	54.6%
2 - Important to us	45.5%
3 - Neither important nor unimportant	0.00%
4 - Unimportant to us	0.00%
5 - Very unimportant to us	0.00%

To help describe this, participants were asked to provide one word or phrase (in their own language) about the importance of the project to them. These are shown in Table 28 below. They emphasise some of the more qualitative value of the project – notably around the Erasmus+ themes of learning and exchange.

**Table 28. Comment on project importance**

Organi sation	Comment
Unsere Kurve	Pool of knowledge
Irish Supporter Network	It has taught us that clubs and organisations have a lot to learn from each other and contacts always lead to learnings.
FORA S / Cork City FC	Eolas roinn foghlam Co-oibriú (Information, learning, and cooperation).
Malmö FF	Lärande, kunskapsutbyte, kontakter och, förhoppningsvis, varaktigt samarbete. <i>[Learning, knowledge exchange, contacts and, hopefully, lasting cooperation]</i>
FC United of Manchester	Co-operation and friendship.
SFSU	Utvecklande och inspirerande! <i>[Developing and inspiring!]</i>
Supporters in Campo	Riflessione. <i>[Reflection]</i>
FASFE (Spain)	Buen gobierno. <i>[Good governance.]</i>
CAVA UNITE D F.C.	Condivisione e partecipazione: un impagabile esperienza di crescita! <i>[Sharing and participation: a priceless growth experience!]</i>
Fc Schalke 04	Austausch. <i>[Exchange.]</i>
Club de Accionariado Popular Ciudad de Murcia	Útil. <i>[Useful.]</i>

### 3.6.2 European Values and the EU

The project – and the work of SDE more broadly – is in part about developing and understanding of ‘core European values’ such as democracy, sustainability and transparency. These are also values that the Erasmus+ funding hopes to promote. Respondents were asked to say whether the project had increased their appreciation of these values, with over 70% saying that they had much more appreciation of sustainability and transparency; and 45.5% saying they ‘had much more appreciation’ of the value of democracy. Only one organisation (MFF) said that they did not have more appreciation, stating:

*We consider our club to have appreciated the importance of those core European values before the start of the project. This is the only reason for replying ‘no more appreciation’. One*

of the major reasons for entering the project was to share and gain practices that can enhance those important values.

**Table 29. Appreciation of European values**

Appreciation of European values	1 (much more appreciation)	2 (some more appreciation)	3 (no more appreciation)
Democracy	45.5%	5	9.1%
Sustainability	72.7%	8	18.2%
Transparency	72.7%	8	18.2%
Other (please state)	9.1%	1	9.1%

Comments about the impact in this area included:

*Importance of sharing knowledge and experiences.  
We now understand how EC funding can reach grassroots level. The project highlights impact EC / EU can have on everyday life in Europe.*

Also, nine out of 11 partners thought that the project resulted in them having a more positive view about the EU, with only two saying their view had not changed (and one of these because it was positive anyway).

**Table 30. Views on EU**

View of EU	Count
More positive	9
More negative	2
No change	0

### 3.6.3 Final Comments

Some additional qualitative comments were provided by some partners at the end of the survey.

**Table 31. Final Comments**

Organisation	Final comment
Unsere Kurve	It was a great project and it was a pleasure to be part of it - even if not as a full partner, we could once more make outstanding experiences and learn a lot more about the different circumstances in the European countries. And how very many member-owned clubs manage a really great job!
Irish Supporter Network	The project has been immensely valuable for the ISN and its member clubs. The workshops were well run and hugely informative. Well done to all the staff and our friends and colleagues around Europe.
FORAS	The project has been hugely important to FORAS / CCFC. We have learned so much about governance from some fantastic speakers from around Europe. We have learned the importance of early budgeting, descriptive financial reports, setting financial warning signs. We've gathered some great ideas on fan and member engagement that is helping us convert supporters into members and get involved with volunteering. We have established on-going links with Schalke 04 and Malmö FF out of the project that will continue to extend the life of the project beyond its two-year timeline. We have the information from these links as to how to take the FORAS board from being a working board to a strategic board and the benefit of help being just an email or phone call away. During the project we participated in 'Growing Lifelong Learning in Cork', and made a presentation to this group. We met with the minister for sports and integration during the UNESCO conference. Afterwards it was proposed that Cork City FC become a learning partner through sports and positive mental health initiatives. Our involvement with

	SD Europe's Clubs and Supporters for Better Governance in Football project puts us on a bigger stage and make's other initiatives possible. SD Europe continues to provide fan-owned clubs like us, with valuable support and guidance. The experience from other clubs gathered by the SD Europe team gives us the confidence to seek their advice on governance, financial, and member-engagement issues.
FCUM	I came to the project late and events within our Club lead to us not being as active as we should have been, that is a regret. The project is a great concept and needs to be carried forward.
SFSU	Fantastic project that have contributed so much to SFSUs development as well as to the board members personal development and has been a great inspiration. We are so thankful to the SD Europe team, to you Adam and the other partners who has worked with this project, it has truly been a joy!
Supporters in Campo	The very value of the project for us have been the exchanges. Throughout the project we have realized that we cannot continue relying on volunteers and funds are needed to set up a solid structure.
FASFE	Overall we are very happy with the project and its outcomes.

## 4. Qualitative Evaluation

Further qualitative evaluation of the project was undertaken at the final project event in Dublin, Ireland in November 2017. This provided an opportunity for an interactive session in which both project partners and others present could reflect on the successful and unsuccessful elements of the project; as well as say how the project aims – improving understanding of governance, finance and engagement; staff and volunteer development; improving evaluation; and developing the network – had been delivered.

During the session those present wrote comments in relation to each of these on post-it notes and these were themed.

The responses have been tabulated below and indicate the breadth of the project impacts.

### 4.1 Most Successful and Least Successful Aspects of the Project

#### 4.2 Most Successful

**Table 32. Most successful aspects of the project**

Group/Name	Comments
Cava United F.C.	Exchange with Murcia
F.C.U.M	Not enough network time
SINC	Bringing all the different cultures together
Tony Ernst, SD Advisory Board	Haven't been involved at all, but I've still heard quite a lot about the project so the word has spread.
SFSU	Clear expectations and structure on exchange visits. Everyone could feel the value and leave with new insights.
MFF	The exchange visits. All of them.
CAP CDM	Exchange visit
FC Schalle 04	Workshops and the resulting actions in our club → Volunteer engagement → Membership project
Irish Supporter Network	Learned a lot about membership engagement
FC Schalke 04	Exchange visits
F.C.U.M	Exchange of ideas
F.C.U.M	Meeting partners and sharing our passion for football
FORAS / CCFC	Knowledge sharing vital → Succession planning → Budget planning 3 years → Building relationships with partner clubs-ongoing
SFSU	Gelson Kirchen was great Much information in an effective way
ISN	Sharing of knowledge
FORAS / CCFC	Meeting other groups and exchange information, and implementing ideas that may suit our club.
SD Scotland	Cross-pollination of ideas
Malmö FF	Meeting and exchanging visits with Schalle 04 and Cork City F.C., learning from them and, hopefully, building a long term relationship.
SD (UK)	Well-chosen themes, very well organised 'summits'-mix of practical insights and mole med building.

CAVA UTD F.C.	Exchange visits (between national organisations too)
ZA Celik	I appreciate that we share real football values for the benefit of our clubs so vision should be to bring much more clubs under that network in the next few years.
Foras/CCFC	Building a relationship between 3 similar clubs of various sizes
Sounders Community Trust	Verbal exchange of ideas between likeminded folks.
Joachin Lomminst, University of Leipzig	Experience of Cork City F.C. with qualification of board members

## 4.2 Least Successful

**Table 33. Least successful aspects of the project**

Group/Name	Comments
SINC	Lack of funds. Being an organisation of pure volunteers in order to progress funds cannot be limited to cover the costs of events.
SINC	Reaching out to football governance at national and European level.
CAVA UTD F.C.	Workshop concerning financial- big differences between partners.
SFSU	Lack of structure/different expectations on exchange visits. Lack of communication between partners.
Malmö FF	It is hard to identify one part that has not been successful, obviously not all sessions have been of equal value and the administration of timesheets and similar stuff is not the most joyous work, but in general the project has been valuable. If one thing has to be identified it has to be the administration.
FC Schalke 04	Staying focused on the project and the work over 2 years.
Irish Supporter Network	While we learned a lot, convincing own club to take it seriously and act is the hard part.
F.C.U.M	Changes within the club during the project meant we didn't benefit as much as we might have.
FC Schalke 04	Not just to publish the results, but also to get members engaged.
FORAS/CCFC	Being a volunteer- time to visit clubs due to personal work, family commitments and club taking its time to with league.
SFSU	Planning the exchange visits has sometimes been hard
ISN - 1895 TRUST	Logistics
SD (UK)	How do we communicate their great ideas across the whole network
CAVA UNITED F.C.	During meeting in Malmo, workshop about financial scheme because difference between the partners
Foras/CCFC	Financial details are the most challenging part of the project. Asking/suggesting a change of process is difficult to communicate and implement at board level. With board members turnover- new members learn bad habits which become 'correct' without question. Once change occurs we can the sell the new ideas.
Sounders Community Trust	Lack of concrete written 'Best Practises' guide.

## 4.2 Developing Knowledge

**Table 33. Developing knowledge impact**

Group/Name	Comments
ZA Celik	Socios- workers self-organisation works.
F.C.U.M	Don't take supporters for granted.
FORAS / CCFC	Education of board members- current and future Budget early Roadshow to take the board out to public venues to chant as humans
F.C.U.M.	It doesn't matter how big or small your club is, the challenges are the same and we are not unique.
SINC	Learnt: hints on how to deal with members expectations and involve volunteers.
FC Schalke 04	Contract between the league and supporters organisation/communication structure
FC Schalke 04	Engagement: Listen, move to the volunteers Use their knowledge more Do not over use them
SD Scotland	Engagement: Succession planning
SFSU	Better structure at members meetings in order to increase and provide better opportunities for members to engage and feel interest/inspiration.
CAVA UNITED	Engagement: new ideas concerning events organisation
SD UK	Narrative accounting
Cava United F.C.	Governance: New ideas to improve the youth team that is clubs future.
SINC	On key instructor I take from the project was the engagement of our members that it is really difficult in when the ins should youth is entirely run by volunteers.
Unknown	New ways of engaging with members Ways of running the match day experience for supporters in terms of both generating income and improving the service to supporters.
Unknown	Gov- culture is all important FIN- must plan more long term ENG- do surveys, fan forums much more often
Unknown	Engagement- volunteering, no people, no club! The importance of managing volunteers.
Unknown	Discussions around finance help focus on a long term goal that should always drive a fan-owned club: club needs to survive first and foremost.
Unknown	Governance- succession planning Finance- better budget planning Engagement- Road show output to new and existing members.

## 4.3 Staff/volunteer development

**Table 34. Staff/volunteer development impact**

Group	Comments
Mamo F.F.	<ul style="list-style-type: none"> <li>a) Development of Pierre on SLO based on the able project</li> <li>b) Improving communications through bringing our head of communications on the visit to Schalke</li> <li>c) Using the things I can by appointing as board member and our CEO in the insist to Schake to develop different staff.</li> </ul>
F.C.U.M	Giving credit our volunteers for ideas that are passed on to our SDE partners- this empowers them an encourages more ideas.
SINC	Knowledge of the issues in other places and how they have tried to solve them.

FC Schalke 04	Introduce a supportive group for volunteers so the volunteers have someone to contact if they have problems.
FORAS /CCFC	We brought new staff members to Malmö and Schalke workshops. They learned more about fan ownership and the running of clubs at first hand. Business development and marketing staff.
SFSU	Larger network- international perspective possibility to invite others to our AGM and events to speak/provide best practise and inspiration, higher level!
Aron Zacelik	Highly motivated volunteers gathering gave me a chance to brainstorm ideas in a supportive and knowledgeable environment
SD (UK)	Rapid acceleration of knowledge and network for a relative newcomer to the movement.
New SKUS	Tools for surveys in general meetings. Velinsmeeting e.g. substance
SINC	New connections and foundations with the members of the SDE family. This is key in order to form a new partnership.
CAVA United F.C.	The progress permitted us to improve our connection and to know other experiences The most important is the match organisation that we have seen in Murcia and in Manchester
FORAS/ CCFC	Created a Staff Liaison Officer to- <ul style="list-style-type: none"> <li>➔ Coordinate</li> <li>➔ Listen</li> <li>➔ Resolve</li> <li>➔ Place</li> </ul> Staff to happen but agreed- staff to partners
CAVA UTD F.C.	The project represents a big opportunity in terms of self-marketing: members, fans and our players too have been proud to be part of an international contest – this increased the identify with the club.
Unknown	Having more contacts and links gives a much wider pool of knowledge when difficulties arise and help is needed.

#### 4.4 Improving Evaluation

**Table 35. Improving evaluation impact**

Group/Name	Comments
ZA Celik	We weren't in a position to think about improvement for the sake of improvement; being focused on the mere survival. We are in constant adaptation process and you did help in that.
F.C.U.M.	I see the opportunities but need to convince board colleagues at the moment I am working directly with members.
SINC	
FC Schalke 04	Member survey Changing the constitution Communicate transport
SD Scotland	We shouldn't necessarily evaluate our progress against other fan organisations but to review similar type situations and learn from their experiences.
SFSU	Our financial situation with the Swedish League, eye opener- responsibility to sustain our agreement.
CAVA UNITED	We were waiting for the end of the project and the related handbook.
Unknown	Re-organised our general meeting and AGM to show better
ISN/EHFC	Annual fan forums have been good for informing and engaging supporters (these include comprehensive and honest evaluation of where we are)
SINC	Members/volunteers. From the project I take that we must continue to rely on volunteers and need now to check.

## 4.5 Membership and Volunteers

**Table 36. Member and volunteer engagement impact**

Group/Name	Comments
ISN FHFC	Learned that targeted recruitment of volunteers is very effective and has worked for us.
F.C.U.M.	Membership and volunteer numbers have decreased but to due to our involvement in the project. The number of members/volunteers who knew about SDE has increase and people look forward to exchange visits and group are planning trips to games.
SINC	Our members had the opportunity of understanding that the national struggles are important through AGM exchanges.
FC Schalke 04	More involvement of volunteers, think about new tasks for them. Our member numbers increase but no direct result of the project.
SFSU	Exchange visits make our AGMs and summer meetings more interesting and that can in the long run give us more members.
SFSU	Great feedback from members regarding the international perspective. We can see a growth in interest for AGM/meetings with guest from the project.
CAVA UNITED F.C.	We gave the opportunity to every member/volunteer to attend meeting/exchange visits. LEAR (ME) + 6 member's volunteers.
Unknown	Road show included how and where to volunteer. At both we gained new volunteers. Some find the county a good distance away but they want to help.
Unknown	Members more engaged changing the meeting system as we did in Germany.
Unknown	Learnt from Schalke Road Show- held two, gained new members at each
SINC	On this items we did not have benefit (youth). Again in over and gvoke it is not possible to continue to insist on the volunteer file. We are only all volunteers.
Malmö FF	There have been no significant effects on the number of volunteers. So far membership numbers have not increase as a result of the project. Based on what we have learnt we hope to increase retention rates but it is too early to say the result of those measure.
CAVA United F.C.	We informed the volunteers about our visit to other partners and on what we learned to improve the club management.

## 4.6 Contacts/Networks

**Table 37. Contacts/networks**

Group	Comments
ZA Celik	SD helped us to connect with COPA GO and after their story of our club some other try to contact us. Spreading positive story motivate people to join club as a member.
F.C.U.M	Project has helped in developing our relationship with our local authority by showing we are not just locally focused.
SINC	We had the opportunity to meet many other fan-owned clubs and supporters trusts and national networks e.g. Bath, Czelika, Israel, Beueken
FC Schalke 04	Journalists University Police
Unknown	HARPS met our match night partner's mobstats UIA an Irish supporter network event and this has been very successful.
SFSU	A Larger and greater international network- importance of this gives stronger position at home- insight that we have it really good in Sweden with the F.A. League, groups have to nourish and develop this.

CAVA UNITED F.C.	F.E. Visibility offered by the project communication permitted u to connect with other Italian little community clubs to exchange experiences and try to improve Italian movement.
Unknown	Better relationship with FEF in the area of SLO and planning facilities Connection to City Council Learning Cities projects
Unknown	Actively discussing ideas and concepts from the project on social media has led to building contacts with football media members- which amplifies the outreach and network in the U.S.
Malmö FF	Pierre Nordburg being invited to talk about SLO work in Sweden to a meeting in Scotland with representatives of the police and CLOs of various Scottish clubs.

## 5. Future Work

Although the project has been successful in achieving its aims, an important element was to ensure that the work does not finish with the end of the Erasmus+ funding; and that the work – and development of the broader SD Europe network - continues.

An important part of this is the development of an online ‘course’, utilising project content into themed streams, and ensuring a wider dissemination of the project beyond its life. This has been developed in cooperation with the Coop College, is available for members of SD Europe in the first instance and is at: <http://coopcollege.usptools.com/login>

To help inform SD Europe’s future work, a question was asked in the Final Evaluation Survey about what participants felt were the most important activities to develop; and an interactive session was also held at the final project event in Dublin in November 2017 in which a wider cross section of participants also contributed ideas. The results of these are presented below.

### 5.1 Final Survey Responses

In the Final Evaluation Survey partners and participants organisations were asked to indicate which activities they thought were the ‘Top 3’ (up to three) most important for SD Europe to develop to carry on the project.

These are detailed in Table 38 below. It is notable that the following type of activities occur several times:

- Board/director training
- Exchange visits
- Financial sustainability

**Table 38. Most important future work**

Organisation	1	2	3
Unsere Kurve	Straighten up financial fair play.	Open (exchange) visits - give every interested club/Supporter board the chance to visit best practice clubs to learn.	
Irish Supporter Network	Courses / workshops on volunteer management	Training for club directors on their responsibilities and best practice.	Training for SLOs in countries where they are finding their feet.
FORAS / Cork City FC	'Being a Board Member in a Fan-Owned Organisation' Training.	Financial Control and how to interpret Financial Figures	The value of volunteers in a fan-owned club and how to avoid volunteer burn out.
Malmö FF	Facilitate exchange visits, e.g. by helping to provide financial assistance or by creating a contact list to enable member run clubs to get in touch with and learn from each other.		

FC United of Manchester	Inter Club competitions including Women and Disability teams	Supporting the community e.g. disability groups.	
SFSU	Follow up on sustainable finance and alternative ways of finance.	Transparency - how to work on a higher level but still have transparency without putting the organisation at risk.	
Supporters in Campo	Facilitate exchange among members.	Help members to raise funds.	
FASFE (Spain)	Design scorecard to measure good governance of clubs and supporters organizations	Annually proceed to evaluate clubs and supporter organizations performance using the scorecard	Use knowledge about performance to design and implement training programmes as part of the ongoing learning process
CAVA UNITED F.C.	Promote exchange visits between European fan owned club.		
Fc Schalke 04	Workshops about running membership organisations.	SLO exchange.	Establishing an international network.
Club de Accionariado Popular Ciudad de Murcia	Tournament.	SLO.	Support fans.

## 5.2 Additional ideas from the final meeting

Some additional feedback was provided at the final project event about where participants felt work should be focused under a number of themes. These are more 'practice focused', highlighting specific areas those present felt that they needed additional help, and are summarised below.

### Member Engagement:

- How to energise for commercial benefit (big club)
- Providing clear and consistent messages to members (centralised communications skills)
- Case studies of best practice and techniques
- Membership Benefits
- Education for fans to increase involvement (why they should take part, open days, roadshows)
- Merchandise giveaways

### Volunteer management:

- Giving volunteers a voice
- Standard job descriptions
- Webinars on volunteer training

- Training for volunteers
- Training on volunteer recruitment

Stakeholder engagement (local government) and partnerships:

- Communication methods
- Inspirational success stories

Community Involvement:

- Exchanges / shadowing
- Webinars / video presentations (SDE to help with tech)
- Wiki and FAQ page and message board to be developed by SD Europe

Human Resources Development:

- How to protect volunteers and those dealing with volunteers
- Avoiding conflict
- Standard code of conduct
- SD Europe to adapt SLO training for this area

Comparative governance

- Compare structures at national association level and between clubs/countries
- How to measure governance (e.g. SD Scotland Index)
- High level measures of financial health
- 'How to' guide

Income generation

- Comparing situations across Europe (e.g. via a survey)
- 'How to' guide to grant applications

Financial best practice

- Different legal models across countries and benchmarking
- Best practice guides (e.g. for transparency)
- Shared templates for reporting (e.g. for member reports)
- FAQs and wiki website
- Webinars and exchanges

Board Development

- How to ensure succession and sustainability
- Decentralisation within the board (not just chair going to events)
- Documentation archive to ensure 'organisational memory' (recommendations, database, history of relationships)
- Developing advisory boards
- Record of policy decisions (e.g. for media, stakeholders)
- Social events to introduce board to other stakeholders
- Media training and Communications

## 6. Conclusions

The Clubs and Supporters for Better Governance project set out with some clear aims: to improve knowledge in three key areas (governance, finance and member and volunteer engagement), to build capacity through staff and volunteer development, to improve evaluation of clubs and NSOs and to develop the network of supporter owned clubs and supporter organisations. It sought to do this through a combination of training workshops and pan-European exchanges.

### Project Impact

In achieving its aims, the project has been a great success:

Overall, all project partners rated the importance of the project to developing their work as 'very important' (54.6%) or 'important' (45.5%). All partners derived real value from the project and both quantitative evidence and qualitative testimony show how this has had impact: informing them about good practice and identifying ways in which they can improve their governance, financial sustainability and member and volunteer engagement. It is perhaps the case that the development of knowledge in financial sustainability was marginally less effective than for governance and member/volunteer engagement, but it was nonetheless positive. (It also perhaps reflects some of the more structural issues affecting financial sustainability, its complexity and the very different 'scales' at which partner organisations operate.). The importance of learning, developing knowledge, exchange of expertise and sharing of experiences was expressed time and again in qualitative feedback.

Workshop evaluation was overwhelmingly positive, with both sessions and the opportunity to network particularly valued. For all three workshops:

- Over 90% of participants said they were 'satisfied' or 'very satisfied' with sessions delivered
- Over 90% of participants said they were 'satisfied' or 'very satisfied' with networking opportunities

The desire expressed for more interactive sessions indicates the extent to which partners wanted to get involved and contribute for each other, as well as being 'recipients of expertise'.

The exchange visits were perhaps more highly valued by participants than expected – with over 70% rating them as important or very important. The opportunity to visit fellow clubs/organisations, understand how they managed issues and developed their work in practice and share both common experiences and differences (for example between large and small clubs) especially important. Comments such as *'The exchange visits have been the best part of the project'* and *'sharing knowledge is how we can promote the effectiveness and success of fan ownership within football'* indicate the important role that these have played in achieving project aims.

Most significantly, the existing and planned implementation of learning from events and exchanges - much of the impact of which is still to be felt – is particularly important in ensuring that the project has real impact.

The extent to which the project has been shared – through communications, meetings and other dissemination – will help ensure that this impact is felt more broadly. This has included:

- 298 contacts with other organisations
- 1,211 items of dissemination from website articles to social media posts
- 457 'internal' meetings involving partner organisations
- 166 meetings with other organisations
- 76 events/initiatives involving the project and its themes, in addition to formal project meetings

These are essential in cascading learning from project partners to others to develop knowledge about good governance.

Finally, the project has amounted to far more than what was formally funded:

- 302 volunteers were involved in the project
- They contributed a total of 4,401 hours to the project
- This has an equivalent minimum wage value (in Ireland) of over €40,000 and added value of over €10,000.

### Future development

Beyond the life of the project itself, two factors are important to highlight:

i) That SD Europe has developed an online resource to ensure that project content and learning is made available to SD Europe members (and potentially more widely) on an ongoing basis. The resource includes a modular 'course' that staff and volunteers from clubs and NSOs, as well as others, can complete so that the learning about good governance, financial sustainability and member and volunteer engagement is more widely shared. However, other materials, such as the full descriptions of the exchange visits, will also be available through the SD Europe website.

ii) That project partners and participants have identified areas that they feel important that SD Europe develop as the organisation grows. In some ways this emphasises the success of the project – there is a desire to continue and extend the exchange visits, for instance. In others it helps to identify needs that remain for supporter owned clubs and national supporter organisations. These include:

- Board/director training
- Further exchange visits
- More work on financial sustainability
- Development of toolkits to assist work
- Development of standard tools (such as surveys, HR documents)
- Further research and identification of best practice

These priorities should inform the future development work of SD Europe as its network grows.