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# Contents

A word of welcome ..... 4

Foreword ..... 6

1. Explanation of terms ..... 8

2. Volunteering facts ..... 12

3. Sociopolitical dimensions ..... 16

4. Motivation ..... 20

5. Education and qualifications ..... 22

6. Volunteer management ..... 26

7. Culture of recognition ..... 30

8. Underlying legal conditions ..... 34

9. Challenges and prospects ..... 36

10. Practice Examples ..... 38

11. Networks ..... 46

Sources ..... 47

Annex ..... 48

# A WORD OF WELCOME



Bundesministerium  
für Familie, Senioren, Frauen  
und Jugend

from Manuela Schwesig, German Federal Minister for Family Affairs, Senior Citizens, Women and Youth

Dear Sportspeople and Sports Supporters,

a society in which people get involved, in which people are committed to the common good and the welfare of their fellow citizens, is a better society. A society in which people get involved is the kind of society in which I wish to live. People who volunteer have my high regard and great respect. A large number of people get involved in sports as well as in the wealth of clubs and associations surrounding sports. Every individual who gets involved as a volunteer makes our society a better place.

Every act of voluntary involvement is, first and foremost, a gift of time. And while time is perhaps the most precious thing a person can give, it's worth it. For young people, sport and membership of a sports club is an excellent leisure-time pursuit capable of delivering not just health and fitness, but also valuable experience and direction. Later in life, as time becomes scarcer alongside the demands of family and career, sport can act as a strength-giving balance to the hustle and bustle of everyday working life. Equally, for older citizens entering retirement, joining a sports club can provide an opportunity to do something they

perhaps always wanted to do but never got round to. The gift of time benefits not only the recipient, but also the giver. It makes our society as a whole richer. I would like to thank the German Olympic Sports Confederation, all those who support it or are represented by it, as well as everyone who enriches our society through their voluntary involvement in sport.

Best wishes



**Manuela Schwesig**

German Federal Minister for Family Affairs, Senior Citizens, Women and Youth





“ Sport clubs are some of the few places that combine purpose and no purpose, obligation and voluntary work, seriousness and vitality, distance and closeness, publicness and privateness. ”

(see Krockow 1972, p. 55)

# FOREWORD

Dear Reader,

Volunteering is at the heart of an active citizenry and civil society. This is especially true of sport in Germany which has more than 91,000 volunteer-run sports clubs. Well over eight million people are voluntarily engaged in our sports clubs and sports associations. This makes club sport, under the umbrella of the German Olympic Sports Confederation (Deutscher Olympischer Sportbund - DOSB), one of the biggest players in civil society.

Sharing in sporting activity and volunteering at club level offer a basis for making social contacts while at the same time promoting the development of skills and abilities. Especially children and young people can benefit from sport as a source of social stability. Through these informal learning processes, sport acts as a communicator of important norms and values such as fairness, tolerance and team spirit, values that also apply to life outside of clubs and in society.

Nor are clubs and sports associations immune to society's challenges: demographic trends, changing lifestyles and evolving moral values exert a growing influence on the motivation to get involved as well as on the form of such involvement. Increasingly, the question arises as to how traditional forms of volunteering can be reconciled with modern lifestyles. More than ever before, voluntary work at a sports club, which is mostly limited in time and on a project-by-project basis, needs to be fitted into people's personal lifestyles.

This makes it all the more important to come up with new ways of promoting voluntary involvement and to harness existing potential. Sports clubs and sports associations must give even greater consideration to the requirements and expectations of volunteers in order to ensure that the sports club scene is kept alive



and capable of evolving to address the needs of tomorrow. It is necessary to further improve the legal and financial conditions for volunteers.

With this in mind, we have redesigned our website [www.ehrenamt-im-Sport.de](http://www.ehrenamt-im-Sport.de) and made the promotion of volunteering a key focus of the DOSB Innovation Fund 2015.

The purpose of this brochure, which is now in its third edition, is to highlight how important voluntary involvement in sport is to society, to provide an


insight into the variety of work done by volunteers and to give new impetus to the promotion of voluntary involvement. In this way, we would like to motivate key players from the worlds of sport, politics and industry to continue with their support of volunteering in organised sport and to inspire people to become involved with the exciting tasks and challenges of club sport.

We wish you an interesting and stimulating read.



  
**Alfons Hörmann**  
DOSB President



  
**Walter Schneeloch**  
DOSB Vice President  
Popular Sports and  
Sports Development

# EXPLANATION OF TERMS



Clubs and associations have managed to encourage many millions of people to serve as volunteers. It no longer suffices to explain the importance of volunteering by citing traditional and historical facts because voluntary involvement has so many different facets. This document begins with an overall explanation of systems and then turns to a more detailed approach and defines the terms used.

The meanings of words change as new life concepts and values evolve. Today, voluntary involvement is understood as volunteering, civic engagement and active citizenship. In the past, people were mainly familiar with the roles of chairman/chairwoman, the treasurer or the secretary of a sport club, but in the meantime there are an increasing number of opportunities to get involved in the field of volunteering. This field also includes voluntary positions in sport (see next page).

Voluntary involvement can be categorised according to position, formal authority and commitment, different qualifications, as well as the time invested (cf. DOSB 2010):

- In more precise terms, a voluntary position is defined by formally authorising a person to take on a position or office, usually by election. The bylaws define the scope of action of sport clubs and associations. For instance, these types of volunteers are involved in running or managing the sport club within a defined framework. This is characterised by a strong, long-term affiliation to the association, as well as acting out of habit and taking it for granted. Many of those involved are passionate about their sport club. They are even able to pursue proper careers, ranging from active club member to exercise instructor or trainer through to committee member.

- Regarding the tasks to be performed, volunteers make an essential contribution to their sport club, e.g. by holding a gym lesson, as a gym manager, as a referee of a competition or as a groundskeeper or gym supervisor. The extent of involvement varies depending on personal capacity, interest and motivation.
- Another field of voluntary work is that of the numerous assistants and helpers who contribute within and outside the organisation of sports activities and competitions and structure and preserve the life of the sport club. These activities are related to the association. However, they do not necessarily require continuous involvement, a specific sports qualification or the assumption of a specific position. They are frequently project-related and/or limited to a certain time frame.
- The 2006 FIFA World Cup really demonstrated the importance of volunteers and voluntary involvement. These volunteers are mostly involved in single (large) sports events that are limited to a certain time. Such events need a large number of voluntary assistants who can contribute their individual skills and personal interests.



“Many volunteers make an important contribution to organised sport as a team driver, escort for competitions, assistant at the club house and for club activities.”

#### Voluntary services

Voluntary services are a time-limited, very intensive form of volunteering. They are normally full-time and for an entire year. Volunteers provide sports clubs with valuable support.

#### Voluntary social year in sports

The Voluntary Social Year (“Freiwilliges Soziales Jahr”) in sports offers young volunteers up to 27 years an orientation, education and development year while give them the opportunity to contribute to society. These volunteer placements are available mostly in sport clubs or schools and kindergartens, but also in other sport organisations.

#### German voluntary service in sports

The German Voluntary Service (“Bundesfreiwilligendienst”) in sports is targeted at people aged 16 and above and there is no age limit. Sports enthusiasts can apply to the youth associations and perform a range of activities in sport clubs and similar institutions.

#### International voluntary services in sports

The International Voluntary Services in sports offer motivated youths the opportunity to get involved abroad and gain insights into international sport structures.

[www.freiwilligendienste-im-sport.de](http://www.freiwilligendienste-im-sport.de)



# VOLUNTEERING FACTS

Organised sport in Germany plays a significant role in society and the economy.  
This is impressively demonstrated by the following figures:

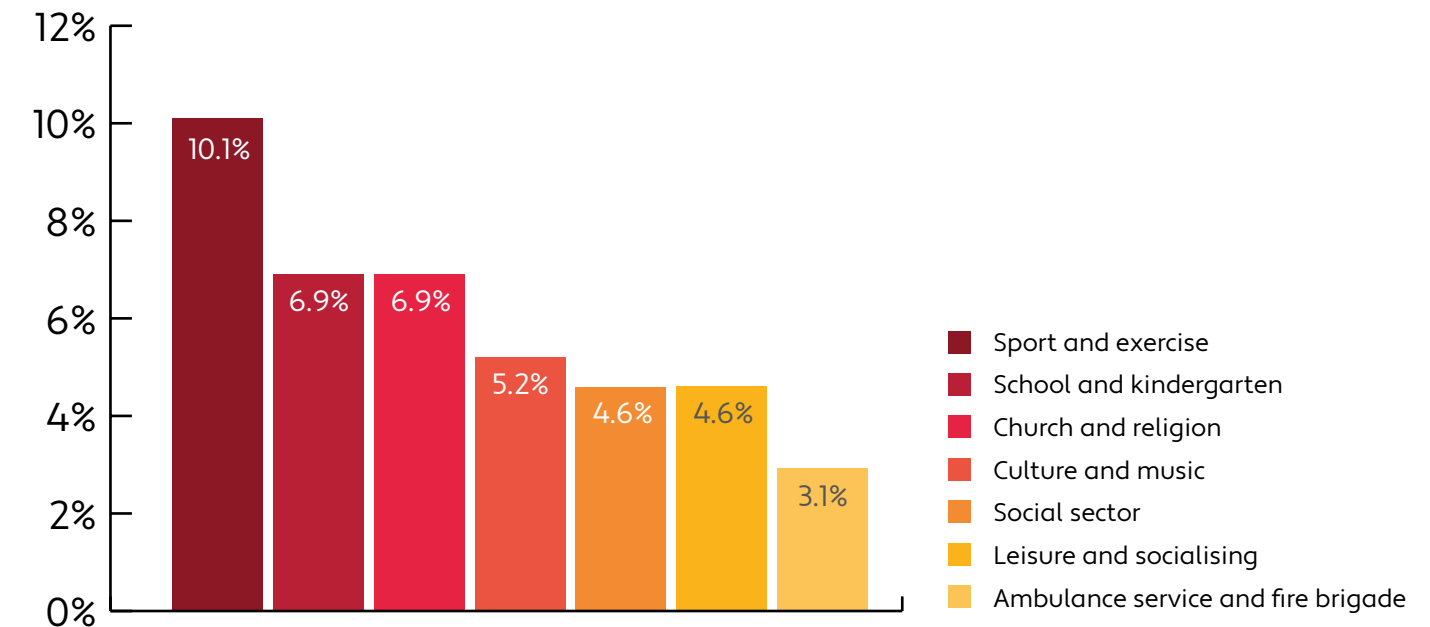
**90,802 sport clubs**  
with **27.8 million members**  
**8.6 million people**  
in sport and exercise  
of whom **740,000** hold **management** positions (e.g. chairman/chairwoman)  
**+1 million people involved in actual sport practice**  
(e.g. trainers and exercise instructors)  
**+6.9 million voluntary assistants**  
(e.g. for club parties)  
On average, those involved at a management level and with other functions  
(e.g. as a representative, committee member or webmaster) annually contribute  
**290 million hours of work\*.**

\* Work of voluntary assistants is not included here.

(see Breuer 2014, 12ff and the DOSB Annual Survey 2013, 1ff)

“ Sport and movement is currently the largest area of civic involvement. ”

(BMFSFJ 2012, p. 12)



Voluntary involvement of the population aged 14 and above (in 2009),  
(Braun 2011, p. 30)

“ Around one tenth of 14-year-olds or over participate in sport. ”

Sports clubs have a total of around 1.7 million members in voluntary positions. Some 1.2 million positions are filled by men and 0.5 million positions by women. In the

period from 2009 to 2013, the number of volunteers at executive level rose significantly, whereas the number of volunteers at management committee level fell.

Voluntary positions in sports clubs and trends

Number of volunteers	Mean value	Total
At management level	8.1	738,000
At executive level	11.1	1,010,000
Total	19.2	1,748,000
Male	13.1	1,193,000
Female	6.1	555,000
Total amount of work per volunteer (hours/month)	13.8	24,133,000

(see Breuer 2014, p. 12)

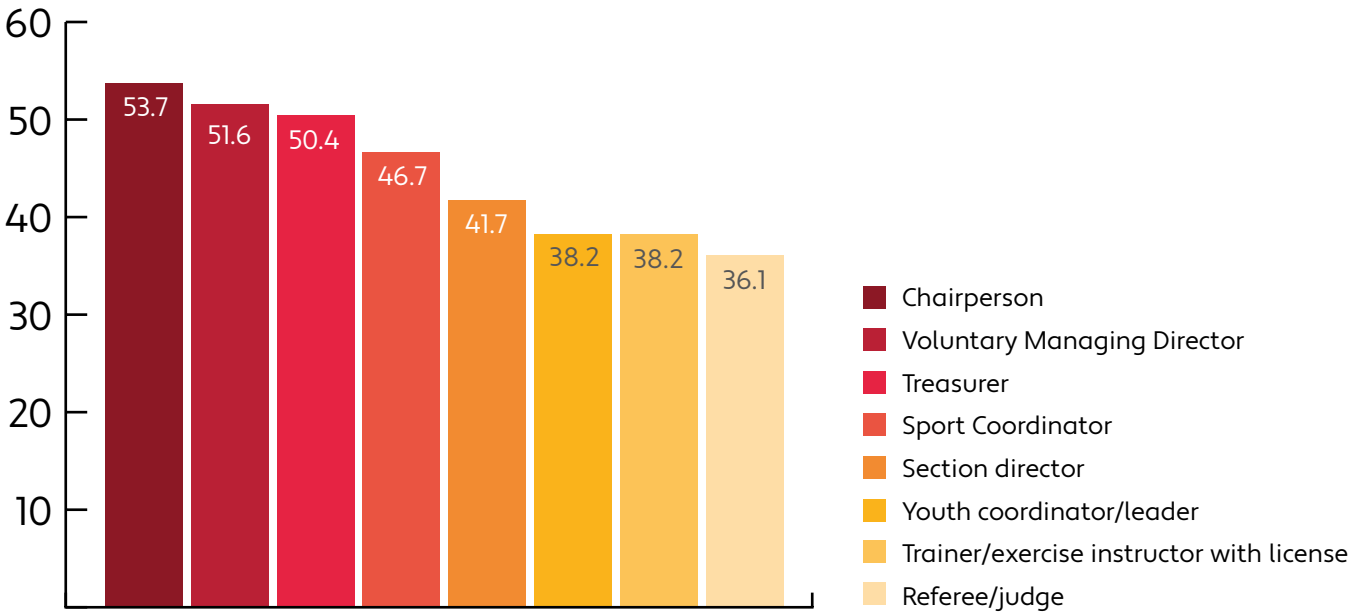
“ Filling management functions represents the greatest challenge for sports clubs. ”

“ Without volunteers, our sports system would not work. ”

Alfons Hörmann, President DOSB

According to the current Sports Development Report (Sportentwicklungsbericht) 2013/2014, the age structure in selected voluntary positions is as follows:

Age of volunteers (in average):



(see Breuer 2014, p. 15)



# SOCIOPOLITICAL DIMENSIONS

From a sociopolitical standpoint, voluntary positions, sport and sport clubs contribute to Germany's 'social capital'. This is expressed among other things by the following figures: one-tenth of all of those aged 14 and above volunteer in sport and exercise, which thus ranks far above all other civil society sectors (see Involvement in figures).

The qualitative dimension of volunteering is expressed by its varied opportunities for activities and experiences. Sport clubs promote community and communication between people. These voluntary activities are not only highly significant for organised sport, but are a key indicator of social capital and make a sizeable contribution to the Third Sector.

“ The values of sport are the values that are also important for responsible and free coexistence in a society. ”

German President Joachim Gauck, Patron of the DOSB (German Olympic Sports Confederation)



Furthermore, the significance, initiative and impact for society can also be examined in terms of the following target groups and topics:

- In terms of social integration, volunteering in a sport club offers several advantages for those involved: on the one hand, it can contribute to making people with an immigrant background feel more at home. On the other hand, sport clubs can benefit from the wide range of potential and experiences of people with an immigration background, which thus enriches the work of their club. A number of sport-related integration measures have been launched to target people with an immigrant background. The “Integration through Sport” programme deserves special mention here. It is supported by the Federal Ministry of the Interior (BMI) and the Federal Office for Migration and Refugees (BAMF), and implemented by the DOSB and other sport associations. Sport clubs thus make an important contribution to increasing the density of the social network.

[www.integration-durch-sport.de](http://www.integration-durch-sport.de)

- The high sociopolitical significance of sport is also clearly shown by its health functions. Sport and exercise are important pillars of health-related measures and contribute to higher quality of life. Organised sport has increased its health offers and consulting functions, enhanced the quality of its exercise instructor training and increasingly subjected its activities to quality management. Meanwhile, almost every third of sport club offer programmes aimed at health maintenance, prevention and rehabilitation.

[www.sportprogesundheit.de](http://www.sportprogesundheit.de)

- Sport clubs provide space for people to develop social skills which support the personality development of young people. Responsibility, cooperation, fairness, willingness to help others and communication skills are basic elements of club sport and voluntary activities. Particularly volunteering opportunities for youths, e.g. by taking an office as a youth representative, getting involved in a junior team or volunteering for one of the sport volunteer services, as well as opportunities to contribute to projects and other club activities, are turning sport clubs into 'schools of democracy'.

German Sport Youth (Deutsche Sportjugend - dsj) supports activities for the promotion of volunteering in its field of action "Youth volunteering in sport". For example, the dsj junior team brings together interested young people aged between 16 and 26 who wish to get involved without being elected to an 'office'. The junior team provides them with low-threshold access to voluntary involvement in German Sport Youth. The purpose of the 'Junior teams for all' project is to disseminate the junior team idea and thereby gradually introduce more young people to volunteering. In addition, with the 'dsj academy', dsj offers a training programme for young volunteers wishing to further develop their volunteering knowledge and skills. The participants work with experts on topics such as quality management or participation and develop skills in teamwork, networking and communication.

With the promotion programme ZI:EL 'Investment in the future: development of youth volunteering in sport', dsj enables its member organizations to open up innovative areas of volunteering for and with young people and to develop new forms of volunteering. In particular, innovative measures can be implemented for new target groups who have difficulty accessing the structures of sport. Attractive measures allow access to volunteering for young people with disabilities, with a migration background or from an educationally disadvantaged background. Integration and inclusion in the promotion of volunteering are therefore key areas of the promotion programme.

[www.dsj.de/handlungsfelder/junges-engagement](http://www.dsj.de/handlungsfelder/junges-engagement)  
[www.dsj.de/juniorteam](http://www.dsj.de/juniorteam)  
[www.dsj.de/ziel](http://www.dsj.de/ziel)

- Promoting voluntary activity also means creating wide-ranging opportunities for participation. Organised sport intensively fosters and thrives on equal rights at all levels, especially equal involvement of both men and women in voluntary activities in sport clubs. The aim is to create conditions that are equally attractive for both men and women and persuade them to assume management positions – a growing challenge for sport associations and clubs when it comes to recruiting new volunteers in the area of sport.

[www.dosb.de/gleichstellung](http://www.dosb.de/gleichstellung)

- Not least the potential of older people and families is particularly important for volunteering in sport clubs. Older people can contribute greater personal skills and time resources. Parents and grandparents are willing to volunteer in a sport club for the sake of their children and grandchildren. The general setting in a sport club must be attractive and family-friendly for both target groups, however. Learning new skills and being active together are incentives to motivate volunteers in these target groups.

[www.richtigfit-ab50.de](http://www.richtigfit-ab50.de)  
[www.familie-sport.de](http://www.familie-sport.de)

These target groups and volunteering activities can also be found in the varied sports classes offered by clubs in towns and communities. The special structure and, not least, volunteering as such focus on the public good, as well as on social and public concerns.

Sport clubs are thus involved in many political fields of action – from integration and health politics to education and senior citizen politics – for a balanced and sustainable urban development.

“ Sport clubs perform important functions for integration and the public good – they provide the bricks and mortar of our society. ”

Walter Schneeloch, DOSB Vice President Popular Sports and Sports Development

# MOTIVATION

“ Whoever played sport in a club in their childhood and youth is taking the opportunity to pass on some of that experience to the next generation. ”

The reasons and motives for voluntary involvement are as different as the people themselves and as diverse as the opportunities for getting involved. The predominant motivators are mostly personal, social and sociopolitical and cover various aspects. Voluntary involvement can fulfil various functions for the individual. Only rarely is a single motive the catalyst. Frequently, there are several motivational aspects that act in synergy. There is a range of individual and personal factors that vary depending on age, living situation, level of education, interests, etc.:

- **Altruistic motives:** the desire to do something for other people and make a valuable contribution to the community is one of the most frequently mentioned motives in surveys on the motivation of volunteers. Volunteering is a unique opportunity for individuals to help shape the society they live in.

- **Participation:** social connections, being part of a community and being appreciated by others are basic human needs. Voluntary involvement in a sport club offers excellent opportunities to establish social contacts, come together with people of different origins and pursue joint goals.
- **Self-discovery:** voluntary involvement gives individuals the opportunity to gather new life and learning experiences. Participating in decisions, shaping processes and structures and acquiring practical experience help individuals to fully realise their potential.

- **Expanding competencies:** many volunteers attend training, advanced and further training courses offered by sport clubs to acquire new competencies and qualify for further tasks in their voluntary positions. Training courses also give participants the opportunity to network and explore different issues in greater depth with others. Volunteer work is particularly important and helpful for young volunteers when deciding what to study or pursue as a career.
- **Recognition:** positive feedback and appreciation are an important motivating factor for volunteers. The visibility of volunteer work, the fact that volunteers are involved in the groups and that they are able to make a contribution are an essential expression of appreciation. Various forms of a contemporary culture of recognition have been established in sport clubs (see Culture of recognition) in addition to awards, e.g. honorary pins for long-term memberships.

- **Fun factor:** volunteering would not survive if the volunteers did not enjoy their volunteer activity. Many volunteers state that this kind of work creates a balance to their professional life. After all, it is a job that is voluntary and that they chose themselves, that matches their individual interests and skills and that leads to directly visible and enjoyable results.

Changes in society and the structural change in sport go hand in hand with a shift in motivations for voluntary work. Altruistic motives still shape voluntary involvement, but there is also a growing interest in deriving a personal benefit from volunteering. The qualifications and experience acquired as part of voluntary activities can be documented in a CV and match key qualifications such as team spirit and a sense of responsibility that are frequently listed in job descriptions nowadays.





# EDUCATION AND QUALIFICATIONS

Like no other sector, organised sport provides a range of structures for training, advanced and further training for volunteers in sport clubs:

- More than 730 different training programmes are offered by our member organisations.
- Every year, more than 45,000 club members complete training with a DOSB licence.
- 580,000 people currently hold a valid DOSB license.
- Sport associations without DOSB licences also offer many other qualification and education courses.

Organised sport is thus one of the largest education providers in Germany.

Voluntary work promotes informal learning processes that are not consciously controlled. Team spirit, tolerance, mutual respect, equal rights, taking the initiative and making a contribution are characteristics that define club sport as a venue for acquiring new skills and a place where people live their lives. These competencies are acquired, encouraged and intensified through voluntary work and applied to other contexts and fields of life. This lifelong learning process is completed at a personal, social and professional level.

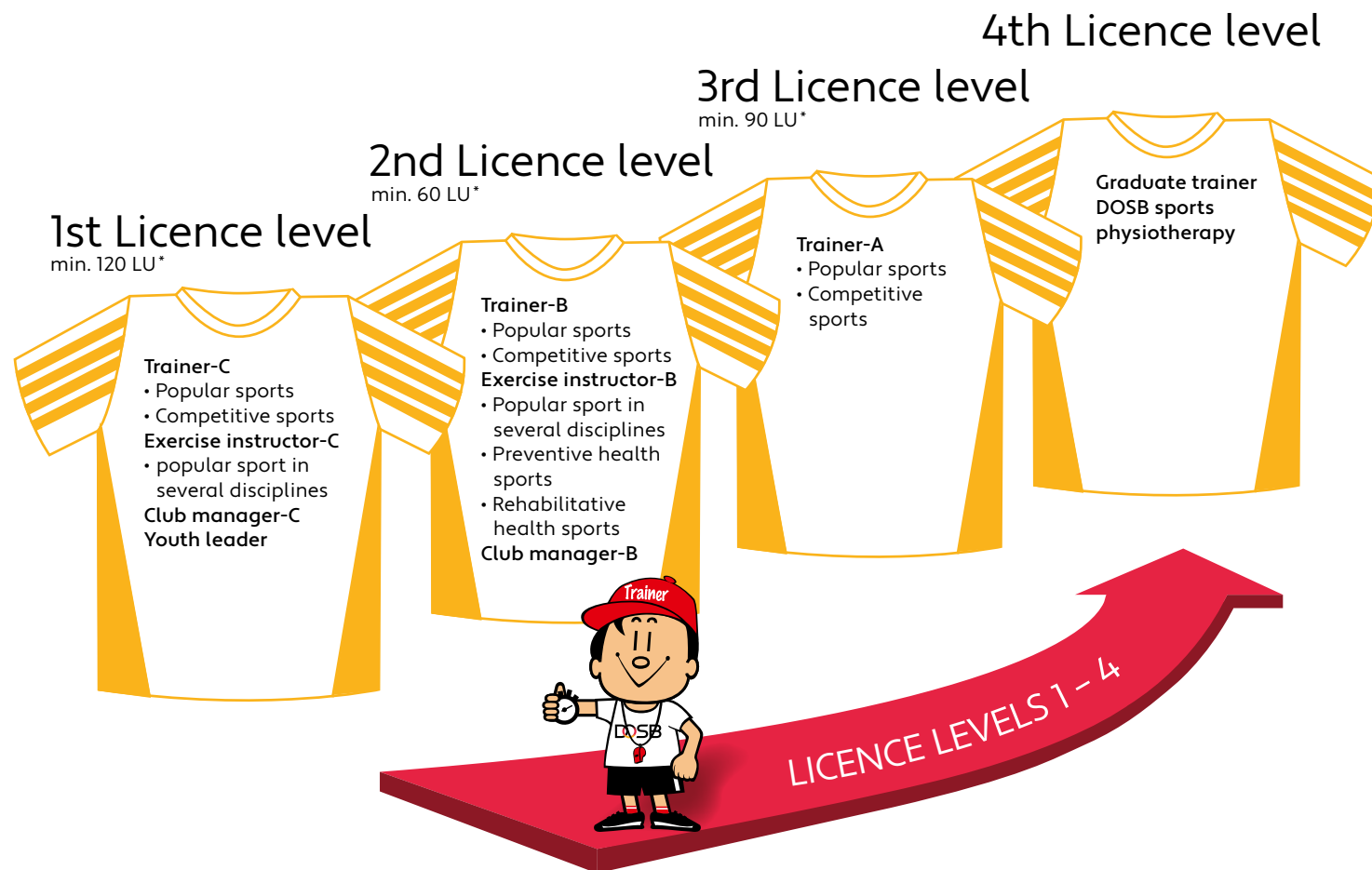
The motivation of volunteers in sport partly depends on whether they perceive themselves as competent, appreciated and self-reliant (see Motivation). Learning processes support positive self-perception and also open people's eyes to social change. They enable people to accept and actively shape such change.

The DOSB licence has established itself as a brand and quality seal in German sports. Volunteers can train as trainers, exercise instructors, youth leaders and club managers in various training courses. Regional sports confederations, national sport federations and federations with particular tasks offer training opportunities and provide relevant information (see list of addresses in the Annex).

Licences can be acquired at various levels. Exercise instructor assistant and assistant trainer are preliminary qualifications that are generally available and form the basis for the 1st licence level (e.g. trainer-C popular sports, trainer-C competitive sports, exercise instructor-C). The acquired competencies can be expanded and intensified at licence levels 2, 3 and 4. Each training association offers a large number of courses that enable trainers to acquire and extend licences.



## Licence levels 1 – 4



Volunteers are able to improve their methodical, pedagogical, strategic, personal, social and communication skills in addition to professional know-how. Sociopolitical topics such as gender mainstreaming, diversity management, prevention of sexual violence and environmental protection are also addressed in the courses.

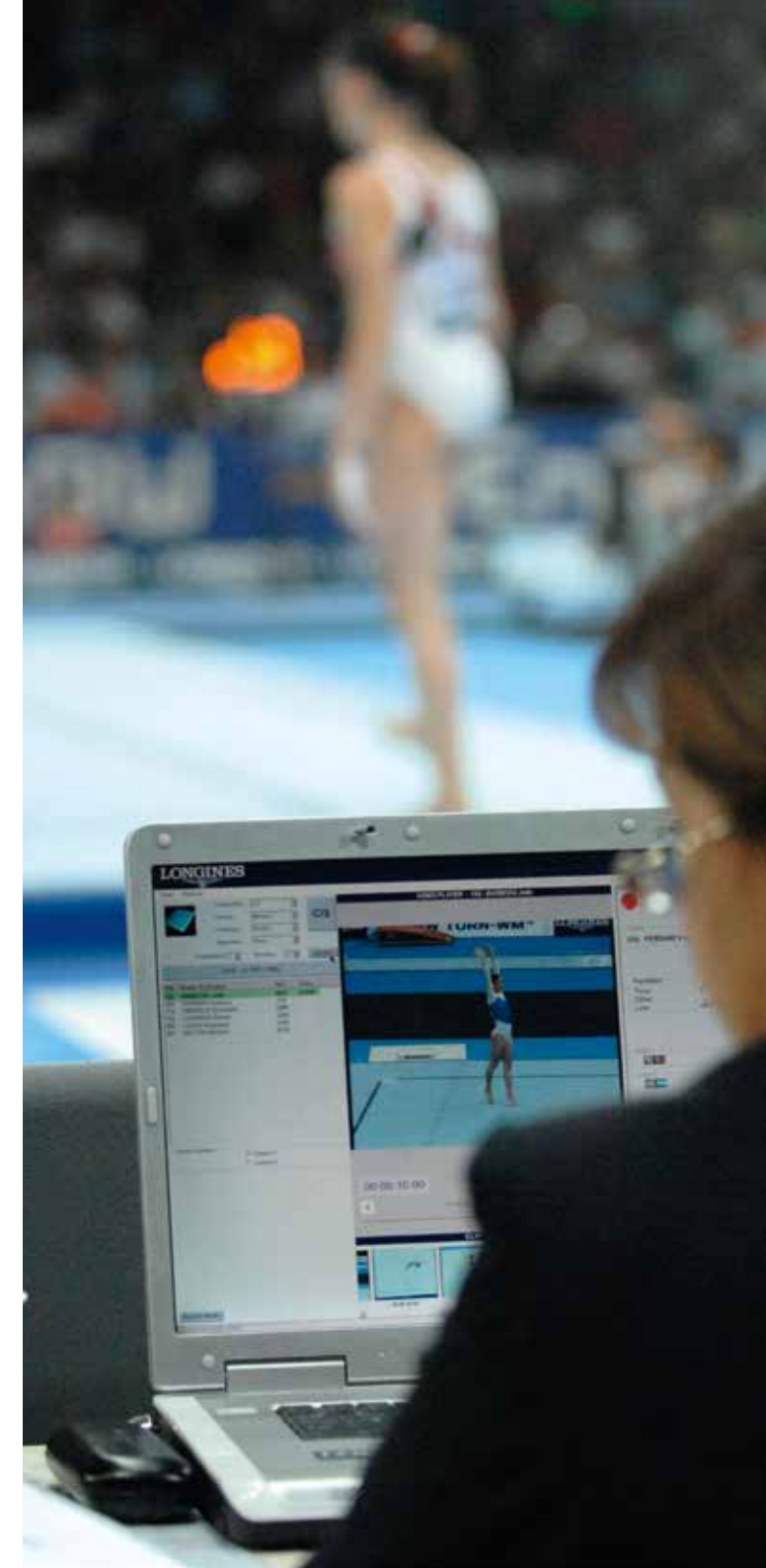
The qualifications to become a trainer, exercise instructor, youth leader and club manager are supplemented by numerous other training courses outside the licence system. Health sports and trend sports are popular topics. Training programmes range from courses such as 'Kantaera', 'Fit in old age – Preventing falls', 'Parkour and free-running in the gym' to 'Power yoga' and 'Aquajogging' through to judge training courses for various sport disciplines. The participants can acquire new skills, and also improve and expand their existing qualifications.

Further information on the DOSB qualification system



[www.dosb.de/bildung](http://www.dosb.de/bildung)

\* One Learning Unit (LU) is 45 minutes



# VOLUNTEER MANAGEMENT

Demands and expectations are on the rise, while the perception of volunteering and motivations for volunteering are changing. These are new challenges when running sport clubs and associations. It is important to establish and maintain volunteer management processes to handle all tasks in a sport club and ensure that it will continue to function in the future. This idea is not new: for quite a while volunteers have had the opportunity to train as volunteer managers, representatives or coordinators for various institutions.

In volunteer management it is the task of the sport club or association to strike a balance between the requirements of the organisation and the wishes and

needs of those involved. Providing advice and qualifications is just as important for the different areas of volunteer work as are motivation and recognition. Management representatives in the clubs should therefore have appropriate strategies and guidelines to delegate tasks to volunteers, and to clearly define and communicate roles and responsibilities.

A volunteer management system is used to plan and organise volunteer work in the club/association, and to provide direction and guidance for volunteers. Volunteer management covers a wide range of different areas:

- Performing volunteer needs assessments and planning their assignments
- Acquiring, recruiting and approaching new volunteers
- Creating a volunteer handbook
- Concluding written or oral volunteer agreements
- Organising and supervising volunteer orientation
- Providing information about training and advanced training programmes, and organising such programmes
- Supervising, supporting and motivating volunteers
- Serving as contact person for volunteers
- Recognition of voluntary involvement
- Evaluation of voluntary work in the club/association

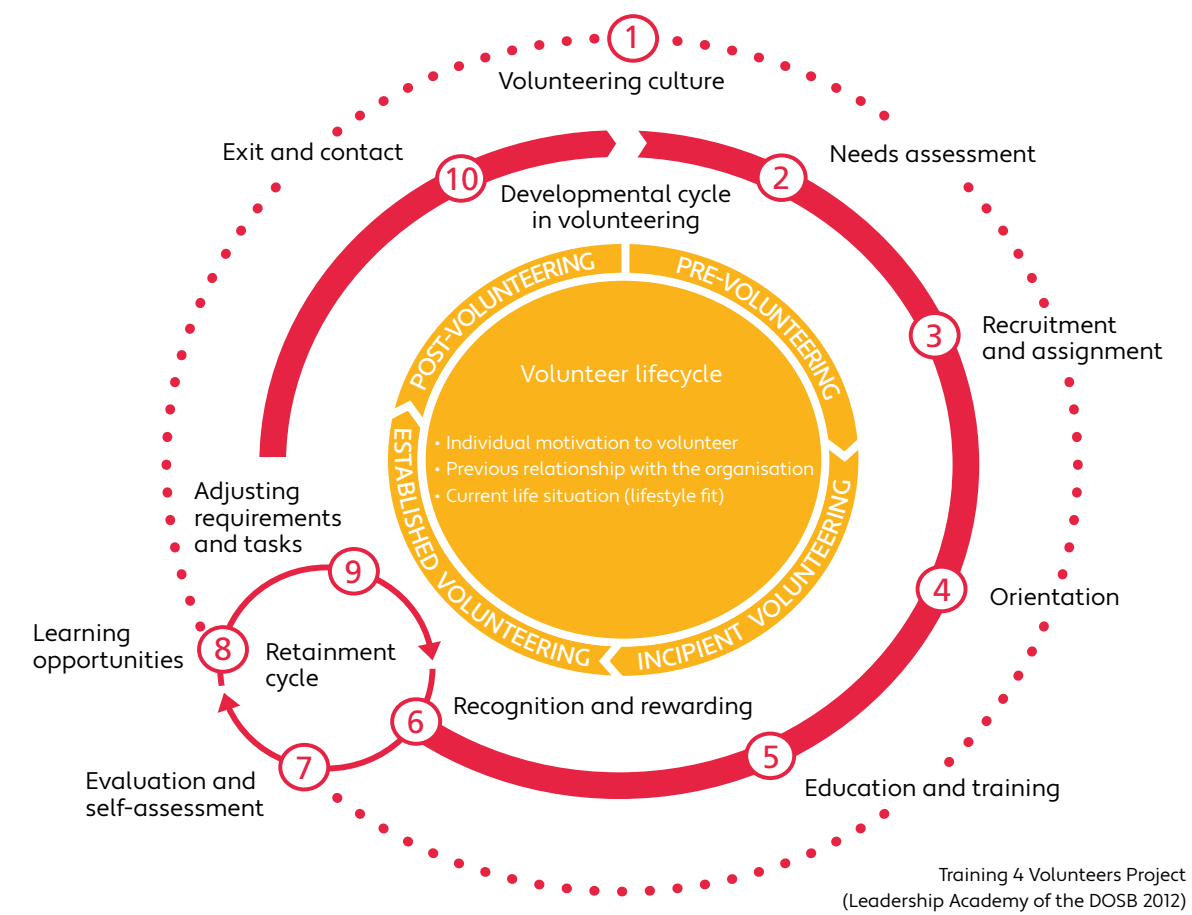
This wide range of tasks can be performed in the sport club by nominating a volunteer manager. This position can be set up in the executive committee, in administration or as a new and independent position. A volunteer manager should possess certain key competencies, e.g. skills in project/team management, guidance, conversational skills and skills in conducting meetings, as well as social skills, e.g. team spirit and empathy.







# Human resource development cycle



Training 4 Volunteers Project  
(Leadership Academy of the DOSB 2012)

# CULTURE OF RECOGNITION

It is important to give volunteers positive feedback. Confirmation and appreciation of voluntary work are highly significant for those involved because their motives are not to obtain a regular income or other material rewards. The recognition of voluntary involvement also acts as a motivator for future work.

In contrast to the fixed structures and pay in a company, there are completely different requirements for clubs and associations when it comes to recognising voluntary work. Specific incentive and promotion systems are needed to encourage long-term participation and attract new recruits. The culture of recognition should be based on the motivation and the age of those involved. The German Sport Minister Conference splits voluntary involvement in sport into four stages of life: schooling, higher education, professional life and post-employment (see SMK 2012).

Organised sport has created opportunities to value and recognise those involved at four different levels. The most important and simplest form of recognition is the shining eyes and laughing faces of children during training or words of recognition from trainer colleagues. These intangible forms of recognition convey appreciation and directly confirm to the person the value of their work.

For volunteers it is moreover also becoming increasingly important to be able to receive training, advanced training and further training in their voluntary activity. Their motivation partly depends on whether they perceive themselves as competent, recognised and capable of achieving tasks and goals. The sport associations provide relevant education measures. For the sport clubs it is important to support the qualification measures provided by the sport associations. The performance and significance of voluntary involvement are recognised thanks to support of individuals in education measures (see Education and qualifications).

Official recognition in sport clubs is mostly performed by the presentation of honorary pins, bouquets of flowers and smaller prizes for long-term memberships and/or long-term involvement. These traditional forms of recognition are still an important and symbolic form of appreciation, particularly for elected voluntary positions. Monetary forms of recognition such as expense allowances are not considered to be payment, but are instead provided to volunteers to value their work performed and avoid them being burdened with additional costs.

Other forms of recognition include giving volunteers greater responsibility in their voluntary work, providing them with vouchers for sport events, or showcasing their involvement in regional media reports. Individualised forms of recognition are generally more suitable for emphasising personal appreciation and performance of each individual.

## Sterne des Sports (Stars of Sport)

The 'Sterne des Sports' ('Stars of Sport') award ceremony is held once a year. Clubs can team up with local Volksbanken Raiffeisenbanken (German credit cooperatives) to enter their project in the DOSB competition. The German Chancellor and President take turns in selecting the best projects in a gala in Berlin. The 'Stars of Sport' are awarded in gold, silver and bronze and there is also prize money.

[www.sterne-des-sports.de](http://www.sterne-des-sports.de)



German Volunteer Cards

A range of regional sports confederations in the German Olympic Sports Confederation have introduced a volunteer card for volunteers in their federal state. Everyone who is involved to a certain extent is entitled to this card. It grants the holder discounts to museums, zoos etc., but also to sport events.

[www.sportehrenamtscard.de](http://www.sportehrenamtscard.de)



German Sports Card

For especially committed members, the management version of the sports card provides clubs and associations with a further form of recognition. In addition to numerous possibilities for the modernisation of club management, the multifunctional ID card offers the holder special privileges with national business partners.

[www.sportausweis.de](http://www.sportausweis.de)



Certificate of Volunteering Achievement

Furthermore, many state governments are cooperating with regional sports confederations to award volunteer IDs or certificates for special achievements. These documents describe both the field of activity as well as the acquired competencies and skills of the volunteer.

[www.ehrenamtsnachweis.de](http://www.ehrenamtsnachweis.de)



Sports Confederation of Bavaria (BLSV)



# UNDERLYING LEGAL CONDITIONS

In the voluntary sector it is important to create and promote underlying conditions that turn existing involvement into long-term involvement and motivate people to get involved in the future. To do so, organised sport must consider all levels. It is up to the state to specify the legal framework and use this to support and promote voluntary work. This affects various legal sectors.

## Tax law

Sport clubs are classed as charities by the tax authorities and do not pay any taxes for non-material business operations. The Ehrenamtsstärkungsgesetz (Promotion of Voluntary Activities and Positions Act) was passed by the German government in March 2013. This resulted in the strengthening of the status of voluntary positions and voluntary involvement as well as higher tax-free allowances. Based on the new regulations, which apply retroactively as of 1 January 2013, a club with a non-profit status can pay tax-free expense allowances for exercise instructors of up to EUR 2,400 a year or EUR 200 a month for specific part-time positions. The prerequisite for this is that the position is part-time, on behalf of or in the service of an institution to promote a charitable cause (e.g. sport club). For voluntary involvement, such as that of committee work, expense allowances of up to EUR 720 a year or EUR 60 a month may be paid (fixed rate for

voluntary positions). The tax-exempt amount for income from club events was increased from EUR 35,000 to EUR 45,000.

Taxes must be paid on all activities that are classed as commercial business. This includes the sale of food and drinks at events or all-day activities that clubs provide at schools. Legal requirements and formal procedures, such as tax regulations, should be straightforward in order to minimise the administration work.

## Insurance

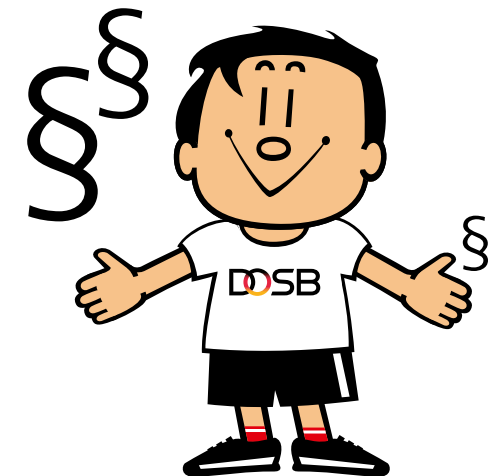
A frequently discussed topic is the insurance coverage of club members. All affiliated clubs are insured by the regional sports confederations. Sport insurance includes accident and liability insurance and frequently also legal insurance. All members are thus not only insured during their activity at the club, but also on the way to or from training and/or a sport event. This is an important requirement for voluntary work.

## Leave

An important step for recognising and enabling involvement is for employers to grant employees leave for further training measures as part of voluntary activities. The German states' Bildungsfreistellungsgesetze (Education Leave of Absence Acts) include stipulations for this.

## Child and youth protection

Organised sport supports a non-violent atmosphere in its member organisations and sport clubs. Preventing sexual violence and intervening when it occurs are significant tasks that sport clubs and associations have had to study in depth. Following expansion of the Bundeskinderschutzgesetz (German Child Protection Act) in 2012, it was stipulated that all full-time and volunteer employees have to submit an expanded police certificate of good conduct. Sport clubs that support free child and youth aid and receive financial support are asked to agree on regulations with the public agencies for submitting certificates of good conduct. All volunteers who are active in charitable clubs receive these certificates of good conduct free of charge.



# CHALLENGES AND PROSPECTS

The Sports Development Reports and volunteer surveys prove: whilst the number of people involved in sport is relatively stable, the willingness to assume 'classic' volunteer functions and thus democratically assigned tasks and offices is declining. Especially the winning and retaining of volunteers, coaches, exercise instructors and judges/referees presents sports clubs with serious problems (see Breuer 2014, p.1).

Organised sport is finding it increasingly important to make use of the existing potential for involvement. Consequently, it is initiating a greater number of innovative club offers to attract new members and motivate them to actively participate in the association/club. In future, the appeal of a voluntary position will be based upon enabling involvement over manageable time periods, as well as in an environment defined by specific topics and locations. It is important for the tasks to be linked to personal interest and the activities to appreciation by society. Single projects and advertising measures alone are insufficient to attract volunteers. Instead, it is necessary to incorporate modern volunteer management processes in the sport structures and address specific target groups – younger people, older people, former athletes or people with an immigrant background. Existing concepts and measures from

other non-profit organisations (NPOs) such as charities may provide valuable ideas for this.

It is very important for people involved in sport to contribute their own competencies and skills and be able to learn new skills. Education processes are therefore the key to opening ourselves up to changes in society and helping to actively shape these. The sophisticated qualification system of sport organisations offers various possibilities for this. Politics and industry are encouraged to increase their recognition and promotion of education courses in the sports sector. This also means that schools and institutes of higher education should provide more freedom to allow the voluntary involvement of pupils and students. In addition, they need to reward them for the services they have provided and recognise these as course credits. Voluntary involvement offers various opportunities for all forms of lifelong learning. A uniform certification system such as that of the German Qualifications Framework (DQR) can in future help render competencies acquired in club sport visible and comparable for everyone.

For these reasons it is vital for the DOSB (German Olympic Sports Confederation) and its member organisations to continue to work on improving

conditions for voluntary positions and voluntary involvement in sport. One important goal is to reduce bureaucracy and simplify requirements in the field of tax law. Significant steps include the “Hilfen für Helfer” (Help for Helpers) Law, which was passed in 2007, as well as the Ehrenamts-stärkungsgesetz (Promotion of Voluntary Activities and Positions Act), which came into force in 2013. Both reforms led to an increase in exercise instructor and voluntary position flat-rates. However, it is absolutely necessary for politics and industry to provide more support.

The German government's 2012 Volunteer Report clearly shows the great significance of voluntary involvement in our society, particularly in sport. The DOSB (German Olympic Sports Confederation) and its member organisations will continue to contribute to volunteer culture and campaign for a better environment for voluntary involvement, as well as for the recognition of volunteers.



# DOSB PROJECT: 'ATTRACTION OF VOLUNTEERING IN SPORT'

In the area of 'Sport for the Elderly', DOSB is implementing the supported cooperation project 'Attraction of volunteering in sport – wanted: volunteer(s) in second half of life for sports clubs' in the period from April 2013 to March 2016. Sports clubs/associations, volunteering agencies and senior citizens' offices, as 'tandem projects', have set themselves the goal of further developing the work of management committees at volunteer-run sports clubs. Key importance attaches to the overarching topic of 'volunteer management' (see chapter 6) in response to the question of how the work of management committees can be made more attractive in order to inspire more middle-aged citizens to volunteer for management positions in sports clubs.

The tandem projects use quite different starting points. At the end of the project, the experience that has been gathered is put together in a 'toolbox', which can serve as guidance for other clubs. This collection of examples includes the following tools:

- Creation of job profiles and (alternative) allocations of tasks (organisation manual)
- Filling of positions by 'management teams'
- Workshop for the future/management committee meetings/development of mission statement
- Opportunities for alternative forms of participation ('tasters', project work, etc.)
- Establishment of a central point of contact for volunteers (carer, coordinator, manager)
- Recruitment of external staff & cooperation with industry



This form of cooperation between sports organisations and volunteering agencies/senior citizens' offices is unique. The benefits of such cooperation, however, are already plain to see. The basic prerequisites for purposefully working toward the future viability of sports clubs are: a clear awareness of the problems, an openness to outside support and ideas as well as a willingness to subject the existing structures to a rigorous review/to embrace change.

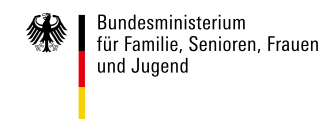
The project involves 9 volunteering agencies, 2 senior citizens' offices, 8 district/municipal sports associations and numerous sports clubs. More information on the activities and organizations is

available from DOSB at the online portal around the subject of volunteering, which will be further developed in the course of the project. Numerous information texts and checklists for club/management committee work are also available for download:

[www.ehrenamt-im-sport.de](http://www.ehrenamt-im-sport.de)

The project 'Attraction of volunteering in sport – wanted: volunteer(s) in second half of life for sports clubs' is supported by the German Federal Ministry for Family, Senior Citizens, Women and Youth, the Robert Bosch Foundation and Generali Zukunftsfonds.

Supported by



Robert Bosch Stiftung





# 'PROMOTION OF VOLUNTEERING IN BASKETBALL'



In response to encouragement from various bodies, the German Basketball Federation (DBB) has taken on the task of addressing the important issue of the promotion of volunteering in its clubs and sections. To this end, the 'Team players wanted: get involved!' project supported by the German Federal Ministry for Family, Senior Citizens, Women and Youth was set up in 2013.



The goal of the pilot project is to ensure that the volunteering structures in organised basketball are effectively strengthened effectively as well as developed strategically and systematically.

The key focus of the project is to raise awareness of the need to promote voluntary involvement as well as to provide systematic advice and training in this area.

The search for new volunteers focuses on all generations while covering the full spectrum of sporting and organisational tasks at club level. The basis for the available club advisory activities and specially developed materials is the 'Life cycle of voluntary involvement' model developed by DOSB (see p. 29).

## Advice

Regionally across the whole of Germany, basketball clubs and sections have access to six volunteering advisers for the provision of free local advice. The team of advisers can be contacted by phone, email and Skype. Although the advisers have been trained mainly in the promotion of voluntary involvement and provision of the relevant advice, they can also give information on other DBB services and materials or refer to the services available from such bodies as regional sports organisations.

## Publications

The centerpiece is the advice workbook, which is divided into the ten steps according to the DOSB model. For each step, it contains an introductory text as well as practical tools and materials. This means that it is of modular design and can be used chronologically or for individual steps.

Additional materials that can be used for advice or independently after being downloaded are:

- Basketball-specific task profiles
- Excerpts from the advice workbook
- Brochures on various subjects
- Documentation

More information, contact details, download options and links can be found on the homepage of the DBB project at:

[www.basketball-bund.de/engagierdich](http://www.basketball-bund.de/engagierdich)



# DFB MASTER PLAN – FIELD OF ACTION 'CLUB SERVICE'



The German Football Association has described the goals for the further development of amateur football in a master plan. In coordination with those responsible at all levels of football, the focus of future work has been placed on three fields of action: communication, fixture development and club service. The strengthening of volunteering and voluntary participation has been accepted as a mission by the association members. The overarching goal is to provide a range of services to effectively assist volunteer staff members. All current and future measures have been described in the field of action 'Club service':

All the measures contained within the club service master plan, which is initially scheduled to run until 2016, are aimed at expanding and developing the availability of information and training in practical aspects of football and club management. This is achieved by the systematic development and implementation of individual projects and measures for coaches and support staff as well as 'key office-holders' (chairpersons, treasurers, football section leaders, youth leaders).

The purpose of the measures set out in the master plan is, among other things, to extend the online offerings for practical aspects of football and general management. Knowledge transfer and motivation of the individual target groups (coaches, 'key office-holders' at clubs, etc.) is accomplished, for example, by the travelling DFB-Mobil van and Vorstandstreffe (meetings of club office-holders). Short training courses in practical aspects of football and football administration help to impart basic knowledge. DFB JUNIOR COACH, which involves football-specific basic training for students aged 15 or over, is aimed, among other things, at the early acquisition of football volunteers. In addition, clubs have an opportunity to receive individual on-the-spot expert advice on the subjects of finance, tax and volunteering.



The DFB and its regional associations provide all youth leaders with access to materials for winning the services of new children's/youth coaches. As part of the DFB online club advisory service 'My Football' for club staff, clubs can individually adapt a flyer and a poster, e.g. by uploading their own club logo, adding their contact details and using text modules, before then independently producing the flyer or poster in the required quantity.

## Example of DFB JUNIOR COACH training:

DFB JUNIOR COACH is a new pillar within the DFB training pyramid and serves as an entry into the position of licensed coach. The goal is to win the services of committed up-and-coming coaches and to inspire them to participate as volunteers.

Young football enthusiasts aged 15 or over can undergo training to become a DFB JUNIOR COACH. A 40-hour free training course is offered for this purpose. The aim is for young people to gather coaching experience at an early age and to communicate the enjoyment of football to children. Training takes place directly at the young people's schools and is supervised by the

responsible regional football association. In addition to sport-specific knowledge, special attention is paid to the personality development of the up-and-coming coaches. Successful participation plus one year's work as coach at school or club level is noted in the school certificate. In addition, DFB Premium Partner Commerzbank provides job-oriented measures as an added benefit for young people.

[www.dfb.de/dfb-junior-coach](http://www.dfb.de/dfb-junior-coach)

## Support for youth leaders: winning the services of children's/youth coaches

The DFB and its regional associations provide all youth leaders with access to materials for winning the services of new children's/youth coaches. As part of the DFB online club advisory service 'My Football' for club staff, clubs can individually adapt a flyer and a poster, e.g. by uploading their own club logo, adding their contact details and using text modules, before then independently producing the flyer or poster in the required quantity

[www.dfb.de/unterstuetzung-jugendleiter](http://www.dfb.de/unterstuetzung-jugendleiter)



# FN PROJECT 'PIONEER GERMANY'

In response to the numerous major social challenges facing sport, the German Equestrian Federation (FN) and the regional equestrian sport associations have decided to implement the four-year project 'Pioneer Germany' – a nationwide initiative designed to strengthen equestrian sport in clubs and businesses.

The content of the project was decided, among other things, on the basis of the results of the sport development report 'Equestrian Sport for Equestrian Sports Clubs and Equestrian Businesses', which has been prepared since 2009 at two-yearly intervals by the German Sport University in Cologne.

The key existential problem was the 'winning/retaining of volunteers' at club level. Reason enough to put together a comprehensive 'package for every volunteer activity'.

The diverse measures are based on four interconnected pillars:

1. Offering benefits
2. Creating and supporting networks
3. Saying thank you and expressing esteem
4. Targeted campaigns

## Example of pioneer team

For a period of two years, the nationwide emphasis is on 80 especially committed young people aged between 14 and 26 in the two categories 'elected officials' and 'volunteers'. It is important that not only the young people themselves, but also their home equestrian clubs should feel the benefits every two months. These range from regular prize draws, e.g. for training days with famous riders at the club, to invitations to tournaments and shows.



## Example of JUGENDaktiv bonus card

All youth coordinators and youth spokespersons can apply for the FN bonus card at the FN office. Valid for two years, it offers the holder many advantages, such as a significant price discount on training to become a club manager C Equestrian Sport.

There are also some other benefits, including the certificate of competence for young club volunteers, PR materials, support package for award ceremonies, a pioneer newsletter and help with the establishment of volunteering officers.

For all further details, see the website at

[www.vorreiter-deutschland.de](http://www.vorreiter-deutschland.de)





# NETWORKS

## DOSB/dsj internet pages and newsletters:

- DOSB homepage for voluntary positions in sport  
[www.ehrenamt-im-sport.de](http://www.ehrenamt-im-sport.de)
- DOSB newsletter for voluntary positions in sport  
[www.dosb.de/EiS-news](http://www.dosb.de/EiS-news)
- dsj internet page  
[www.dsj.de/handlungsfelder/junges-engagement](http://www.dsj.de/handlungsfelder/junges-engagement)

## Organisations and addresses:

- Akademie für Ehrenamtlichkeit Deutschland (German Academy for Volunteering)  
[www.ehrenamt.de](http://www.ehrenamt.de)
- Bündnis für Gemeinnützigkeit (Alliance for Charities)  
[www.buendnis-gemeinnuetzigkeit.org](http://www.buendnis-gemeinnuetzigkeit.org)
- Bundesfreiwilligendienst (German Voluntary Service)  
[www.bundesfreiwilligendienst.de](http://www.bundesfreiwilligendienst.de)
- Bundesarbeitsgemeinschaft der Freiwilligenagenturen (German Working group of Voluntary Agencies)  
[www.bagfa.de](http://www.bagfa.de)
- Bundesarbeitsgemeinschaft Seniorenbüros (German Working Group of Senior Citizens' Offices)  
[www.seniorenbueros.org](http://www.seniorenbueros.org)
- Bundesnetzwerk Bürgerschaftliches Engagement (National Network for Civil Society)  
[www.b-b-e.de](http://www.b-b-e.de)
- Federal Ministry of Family Affairs, Senior Citizens, Women and Youth  
[www.bmfsfj.de/BMFSFJ/freiwilliges-engagement](http://www.bmfsfj.de/BMFSFJ/freiwilliges-engagement)
- Deutsches Zentrum für Altersfragen (The German Centre of Gerontology)  
[www.freiwilligensurvey.de](http://www.freiwilligensurvey.de)
- German Qualifications Framework for Lifelong Learning (BMBF/KMK)  
[www.deutscherqualifikationsrahmen.de](http://www.deutscherqualifikationsrahmen.de)

- Forschungszentrum für Bürgerschaftliches Engagement (Research Centre for Civic Engagement)  
[www.for-be.de](http://www.for-be.de)
- Wegweiser Bürgergesellschaft (Guide to Civil Society Germany)  
[www.buergergesellschaft.de](http://www.buergergesellschaft.de)
- Führungsakademie des DOSB (DOSB Management Academy)  
[www.fuehrungs-akademie.de](http://www.fuehrungs-akademie.de)
- Woche des bürgerschaftlichen Engagements (Week of Civic Engagement)  
[www.engagement-macht-stark.de](http://www.engagement-macht-stark.de)
- Verein für soziales Leben (Association for Civic Life)  
[www.ehrenamt-deutschland.org](http://www.ehrenamt-deutschland.org)
- Vereinsberatung online LSB NRW und Partner (Online advice for clubs, State Sports Association NRW and partners)  
[www.vibss.de](http://www.vibss.de)
- Zivilgesellschaft in Zahlen (ZiviZ-Survey)  
[www.ziviz.info](http://www.ziviz.info)
- Zentrum für zivilgesellschaftliche Entwicklung (Civic Society in Numbers)  
[www.zze-freiburg.de](http://www.zze-freiburg.de)

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- LANDESSPORTBUND THÜRINGEN, Bad Blankenburg 2011: Konzeption zur Förderung von Ehrenamt und Engagement im Thüringer Sport. (Sports Confederation of Thuringia: Concept to Promote Voluntary Positions and Involvement in Thuringia's Sport)
- RAUSCHENBACH, THOMAS; ZIMMER, ANNETTE, Berlin, Obladen, Farmington Hills 2011: Bürgerschaftliches Engagement unter Druck? – Analysen und Befunde aus den Bereichen Soziales, Kultur und Sport. (Civic Engagement Under Pressure? Analyses and Findings from Social, Cultural and Sports Fields)
- REIFENHÄUSER, CAROLA; HOFFMANN, SARAH G.; KEGEL, THOMAS, Augsburg 2012, 2nd edition: Freiwilligen-Management. (Volunteer Management)

# ANNEX

Member organisation	Homepage
<b>National sport federation</b>	
German American Football Federation	<a href="http://www.afvd.de">www.afvd.de</a>
German Bobsleigh and Luge Federation	<a href="http://www.bsd-portal.de">www.bsd-portal.de</a>
German Cycling Federation	<a href="http://www.rad-net.de">www.rad-net.de</a>
German Weightlifting Federation	<a href="http://www.bvdg-online.de">www.bvdg-online.de</a>
German Federation of Power Lifters	<a href="http://www.bvdk.de">www.bvdk.de</a>
German Billiard Union	<a href="http://www.billard-union.de">www.billard-union.de</a>
German Ice Skating Union	<a href="http://www.eislauf-union.de">www.eislauf-union.de</a>
German Ice Speed-Skating Association	<a href="http://www.desg.de">www.desg.de</a>
German Lifeguard Association	<a href="http://www.dlrg.de">www.dlrg.de</a>
German Equestrian Federation	<a href="http://www.pferd-aktuell.de">www.pferd-aktuell.de</a>
German Taekwondo Federation	<a href="http://www.dtu.de">www.dtu.de</a>
German Triathlon Federation	<a href="http://www.dtu-info.de">www.dtu-info.de</a>
German Aero Club	<a href="http://www.daec.de">www.daec.de</a>
German Alpine Club	<a href="http://www.alpenverein.de">www.alpenverein.de</a>
German Badminton Federation	<a href="http://www.badminton.de">www.badminton.de</a>
German Baseball and Softball Federation	<a href="http://www.baseball-softball.de">www.baseball-softball.de</a>
German Basketball Federation	<a href="http://www.basketball-bund.de">www.basketball-bund.de</a>
National Paralympic Committee Germany	<a href="http://www.dbs-npc.de">www.dbs-npc.de</a>
German Boccia, Boules and Pétanque Association	<a href="http://www.petanque-dpv.de">www.petanque-dpv.de</a>

Member organisation	Homepage
German Boxing Federation	<a href="http://www.boxverband.de">www.boxverband.de</a>
German Curling Federation	<a href="http://www.curling-verband.de">www.curling-verband.de</a>
German Darts Federation	<a href="http://www.deutscherdartverband.de">www.deutscherdartverband.de</a>
German Ice Hockey Federation	<a href="http://www.deb-online.de">www.deb-online.de</a>
German Ice Stick	<a href="http://www.eisstock-verband.de">www.eisstock-verband.de</a>
German Fencing Federation	<a href="http://www.fechten.org">www.fechten.org</a>
German Football Federation	<a href="http://www.dfb.de">www.dfb.de</a>
German Deaf Sports Federation	<a href="http://www.dg-sv.de">www.dg-sv.de</a>
German Golf Association	<a href="http://www.golf.de">www.golf.de</a>
German Handball Federation	<a href="http://www.dhb.de">www.dhb.de</a>
German Hockey Federation	<a href="http://www.hockey.de">www.hockey.de</a>
German Judo Federation	<a href="http://www.judobund.de">www.judobund.de</a>
German Ju-Jitsu Federation	<a href="http://www.ju-jutsu.de">www.ju-jutsu.de</a>
German Canoe Federation	<a href="http://www.kanu.de">www.kanu.de</a>
German Karate Federation	<a href="http://www.karate.de">www.karate.de</a>
German Bowling Association	<a href="http://www.kegelnundbowling.de">www.kegelnundbowling.de</a>
German Athletics Federation	<a href="http://www.deutscher-leichtathletik-verband.de">www.deutscher-leichtathletik-verband.de</a>
German Mini Golf Sport Federation	<a href="http://www.minigolfsport.de">www.minigolfsport.de</a>
German Motor Sports Federation	<a href="http://www.dmsb.de">www.dmsb.de</a>
German Motorboat Federation	<a href="http://www.dmyv.de">www.dmyv.de</a>
German Federation of Tug of War and Heavy Athletics	<a href="http://www.drtv.de">www.drtv.de</a>
German Heavy Athletics Federation	<a href="http://www.ringen.de">www.ringen.de</a>
German Roller and Inline-Skating Sport Federation	<a href="http://www.driv.de">www.driv.de</a>
German Rowing Federation	<a href="http://www.rudern.de">www.rudern.de</a>

Member organisation	Homepage
National sport federation	
German Snowboard Federation	<a href="http://www.snowboardverband.com">www.snowboardverband.com</a>
German Rugby Federation	<a href="http://www.rugby-verband.de">www.rugby-verband.de</a>
German Chess Federation	<a href="http://www.schachbund.de">www.schachbund.de</a>
German Shooting Sports Federation	<a href="http://www.dsb.de">www.dsb.de</a>
German Swimming Federation	<a href="http://www.dsv.de">www.dsv.de</a>
German Sailing Federation	<a href="http://www.dsv.org">www.dsv.org</a>
German Skibob Federation	<a href="http://www.skibob-dsbv.de">www.skibob-dsbv.de</a>
German Skiing Federation	<a href="http://www.ski-online.de">www.ski-online.de</a>
German Acrobatic Gymnastics Federation	<a href="http://www.sportakrobatikbund.de">www.sportakrobatikbund.de</a>
German Squash Federation	<a href="http://www.dsqv.de">www.dsqv.de</a>
German Dance Sport Federation	<a href="http://www.tanzsport.de">www.tanzsport.de</a>
German Tennis Federation	<a href="http://www.dtb-tennis.de">www.dtb-tennis.de</a>
German Table Tennis Federation	<a href="http://www.tischtennis.de">www.tischtennis.de</a>
German Gymnastics Federation	<a href="http://www.dtb-online.de">www.dtb-online.de</a>
German Modern Pentathlon Federation	<a href="http://www.dvmf.de">www.dvmf.de</a>
German Volleyball Federation	<a href="http://www.volleyball-verband.de">www.volleyball-verband.de</a>
German Water Ski Federation	<a href="http://www.wasserski-online.de">www.wasserski-online.de</a>
German Floorball Association	<a href="http://www.floorball.de">www.floorball.de</a>
German Underwater Federation	<a href="http://www.vdst.de">www.vdst.de</a>

Member organisation	Homepage
Regional sports associations/confederations	
Sports Confederation of Bavaria	<a href="http://www.blsv.de">www.blsv.de</a>
Hamburg Sports Confederation	<a href="http://www.hamburger-sportbund.de">www.hamburger-sportbund.de</a>
Berlin Sports Confederation	<a href="http://www.lsb-berlin.net">www.lsb-berlin.net</a>
Brandenburg Sports Confederation	<a href="http://www.lsb-brandenburg.de">www.lsb-brandenburg.de</a>
Bremen Sports Confederation	<a href="http://www.lsb-bremen.de">www.lsb-bremen.de</a>
Hesse Sports Confederation	<a href="http://www.landessportbund-hessen.de">www.landessportbund-hessen.de</a>
Sports Confederation of Mecklenburg-West Pomerania	<a href="http://www.lsb-mv.de">www.lsb-mv.de</a>
Sports Confederation of Lower Saxony	<a href="http://www.lsb-niedersachsen.de">www.lsb-niedersachsen.de</a>
Sports Confederation of North Rhine-Westphalia	<a href="http://www.lsb-nrw.de">www.lsb-nrw.de</a>
Sports Confederation of Rhineland-Palatinate	<a href="http://www.lsb-rlp.de">www.lsb-rlp.de</a>
Sports Confederation of Saxony	<a href="http://www.sport-fuer-sachsen.de">www.sport-fuer-sachsen.de</a>
Sports Confederation of Saxony-Anhalt	<a href="http://www.lsb-sachsen-anhalt.de">www.lsb-sachsen-anhalt.de</a>
Sports Confederation of Thuringia	<a href="http://www.thueringen-sport.de">www.thueringen-sport.de</a>
Sports Confederation of Baden-Württemberg	<a href="http://www.lsvbw.de">www.lsvbw.de</a>
Sports Confederation of Saarland	<a href="http://www.lsvs.de">www.lsvs.de</a>
Sports Confederation of Schleswig-Holstein	<a href="http://www.lsv-sh.de">www.lsv-sh.de</a>



Member organisation	Homepage
<b>Federations with particular tasks</b>	
German University Sport Federation	<a href="http://www.adh.de">www.adh.de</a>
Association of German Sport and Gymnastics Schools	<a href="http://www.bbgs-online.de">www.bbgs-online.de</a>
CVJM-Sport	<a href="http://www.cvjm.de/de/arbeitsbereiche/sport">www.cvjm.de/de/arbeitsbereiche/sport</a>
German Association of Sport Science	<a href="http://www.sportwissenschaft.de">www.sportwissenschaft.de</a>
German Aikido Federation	<a href="http://www.aikido-bund.de">www.aikido-bund.de</a>
German Company-Facilitated Sports Association	<a href="http://www.deutscher-betriebssportverband.de">www.deutscher-betriebssportverband.de</a>
German Society for Sports Medicine and Prevention	<a href="http://www.dgsp.de">www.dgsp.de</a>
German Olympic Association	<a href="http://www.dog-bewegt.de">www.dog-bewegt.de</a>
Association of German Sport Teachers	<a href="http://www.dslv.de">www.dslv.de</a>
German Ski Instructors Association – Interski Germany	<a href="http://www.dvs-interskideutschland.de">www.dvs-interskideutschland.de</a>
German Nudist Association (registered association)	<a href="http://www.dfk.org">www.dfk.org</a>
Board of Trustees German Police Sport	<a href="http://www.dpsk.de">www.dpsk.de</a>
German Catholic Youth Sport Association	<a href="http://www.djk.de">www.djk.de</a>
Trade Union Education and Science – Sport Commission	<a href="http://www.gew-sportkommission.de">www.gew-sportkommission.de</a>
Kneipp-Association (registered association)	<a href="http://www.kneippbund.de">www.kneippbund.de</a>
Makkabi Germany	<a href="http://www.makkabi.de">www.makkabi.de</a>
Cyclists and Motor-Cyclists Federation “Solidarity” Germany 1896	<a href="http://www.die-soli.de">www.die-soli.de</a>
Special Olympics Germany (registered association)	<a href="http://www.specialolympics.de">www.specialolympics.de</a>
Foundation for Safety in Ski Sport	<a href="http://www.ski-online.de">www.ski-online.de</a>
Association of German Railway Employees Sports Clubs (registered association)	<a href="http://www.vdes.org">www.vdes.org</a>



# NEWS FROM GERMAN SPORT



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