

RESM Advocacy Compass - Handbook

What this is:

- A companion document to the RESM Online Training Toolkit. It is developed as a handbook to hold your thinking, build your arguments, and assemble your advocacy plan as you progress.
- Section 0 captures what you take from Tools 1, 2 and 3.
- Sections A, B and C are filled in as you work through Tools 4, 5 and 6.

How to use it:

- Each section builds on the previous one. Fill it in as you go. By the time you complete Tool 6, you will have a complete advocacy plan ready to act on.

Starting Point — What I take from Tools 1, 2 and 3

This is reflection, not homework. Ten minutes, max. The purpose is to carry what you've just learned into the advocacy planning that follows — not to produce a polished summary.

From Tool 1 - Self-Assessment

One thing I discovered:

One thing I want to carry with me:

From Tool 2 - ESM Concept

The ESM feature that feels most disconnected from my reality (autonomy / open competition / pyramid / solidarity / values / voluntarism):

Why this feature feels off for me:

The gap that most resonates with what my organisation actually does (health / participation / physical activity / diversity and inclusion / leisure / equality / accessibility):

Why this gap matters in my context:

From Tool 3 - Reality Check

The hotspot or case study that spoke to me most:

Why it resonated:

What I would transpose to my context:

What I would avoid or adapt:

First intuition (optional)

If I had to name one thing I want to shift through advocacy — right now, before any planning:

Keep this page close. The feature or gap you named here will feed into C1 "Relevant". The case study that resonated will feed into B3 "case statement". The first intuition will feed into C1 "Specific". You are already building your plan — you just don't know it yet.

Section A: Who Can Help? – Companion to Tool 4

Fill this in while working through [Tool 4: RESM Stakeholders Mapping](#)

A1. My stakeholder landscape

List the key actors around your organisation and their position:

Actor / Organisation	Level (local/national/EU)	Power (1-5)	Interest in RESM (1-5)	Position (ally/neutral/opposed)

A2. My top 3 allies

Based on your profile and the stakeholder ecosystem in Tool 4:

Ally 1: ____

- Why they matter: ____
- What I offer them: ____
- RESM data point to use: ____

Ally 2: ____

- Why they matter: ____
- What I offer them: ____
- RESM data point to use: ____

Ally 3: ____

- Why they matter: ____
- What I offer them: ____
- RESM data point to use: ____

A3. Actors to watch (potentially opposed)

Actor	Why they might oppose	How to manage

A4. My initial contact plan

Keep this high-level. You'll draft the actual message in Section B, once you've built your key messages — then come back here to write it out.

Who will I contact first? ____

How? (meeting / email / event / introduction via...) ____

By when? ____

What outcome am I hoping for from this first contact? (a meeting / a signal of interest / an introduction onward / a direct ask)

Section B: What Do I Say? (Companion to Tool 5)

Fill this in while working through [Tool 5: RESM Props](#)

B1. My primary audience

Who am I trying to persuade? ____

What do they care about? ____

What is my ask? (be specific) ____

B2. My 3 key messages

Build each message using the 5-step framework from Tool 5, Topic 5.2.

Don't start from scratch — the partnership has already produced a validated bank of messages you can adapt (see Tool 5, Topic 5.3 — "WP3 Advocacy Messages Bank").

Your message doesn't need to be original. It needs to land.

Message 1 (primary):

1. **Audience** (who am I trying to persuade?): ____
 2. **Goal** (what advocacy goal does this message serve?): ____
 3. **Key fact** (which RESM data point or WP3 message anchors this?): ____
 4. **Tone** (formal / urgent / inviting / provocative / reassuring): ____
 5. **Assembled message** (2-3 sentences):
-
-

Checklist:

- Contains at least one RESM data point (0.2%, 66%, 13% vs 2%, etc.) OR draws from a WP3 validated message
- References a RESM case study (see Tool 3 hotspots or the Data Cheat Sheet below)
 - Has a clear, specific ask

Message 2 (secondary, different angle):

1. Audience: ____
2. Goal: ____
3. Key fact: ____
4. Tone: ____
5. Assembled message:

Message 3 (audience-specific):

1. Audience: ____
2. Goal: ____
3. Key fact: ____
4. Tone: ____
5. Assembled message:

B3. My case statement (4 sentences)

This is the condensed version of your pitch — the one you'd deliver if you had 30 seconds in a lift. Build it after B2, using the strongest elements of your three key messages.

Write 4 sentences that capture your entire advocacy pitch:

Sentence 1 - The problem (with RESM data):

Sentence 2 - Your solution (with RESM case reference):

Sentence 3 - The impact if you succeed:

Sentence 4 - The urgency (with numbers):

B4. RESM message themes that fit my advocacy

The RESM partnership has produced a bank of validated messages organised by theme. Tick the themes that align with your advocacy focus — then go to Tool 5 Topic 5.3 and pick the messages that fit best as raw material for B2 and B3.

Features of the ESM to challenge or reframe:

- **Autonomy** — sport autonomy as responsibility, not isolation
- **Open Competition** — competition serves athletes, participation serves everyone
- **Pyramid** — governance vs participation (2D vs 3D framing)
- **Solidarity** — measurable redistribution, not symbolic
- **Values** — credibility through outcomes, not charters
- **Voluntarism** — the invisible infrastructure of European sport

Gaps of the ESM to elevate:

- **Health and well-being** — sport as preventive health intervention
- **Participation and grassroots** — most Europeans practise outside federations
- **Physical activity** — how people actually move, beyond governance debates
- **Diversity and inclusion** — access for the 66% outside the system
- **Leisure** — self-organised sport in parks, streets, homes
- **Equality** — gender, disability, socioeconomic access
- **Accessibility** — the real test of a sport model

Cross-cutting closing line (optional — for visuals, social media, or event wrap-ups):

(see Tool 5 Topic 5.3 for 8 validated closing lines in EN / FR / DE / IT / SL / DA)

Section C: My Advocacy Plan – Companion to Tool 6

Fill this in while working through [Tool 6: RESM Advocacy Plan](#)

C1. My objective (SMART)

Specific: What exactly do I want to change?

Measurable: How will I know I succeeded? (2-3 indicators)

1. _____
2. _____
3. _____

Achievable: Why is this realistic? (reference a RESM case)

Relevant: Which structural tension does your objective address?

Choose at least one feature of the ESM your objective seeks to reform, OR one gap your objective seeks to address (or both):

Features the ESM names but fails to deliver in practice (see Tool 2 Topic 2.2):

- Solidarity (real redistribution, not the 0.2% UEFA delivers today)
- Autonomy (protection from commercialisation and external interference)
- Pyramid (recognition of organisations beyond the pyramid model)
- Open competition (extending it to new audiences and modes)
- Voluntarism (protection and valorisation of volunteers)
- Values (giving them a measurable definition the ESM currently lacks)

Gaps the ESM has historically ignored (see Tool 2 Topic 2.3):

- Health and physical activity (sport as preventive health intervention)
- Diversity and inclusion (access for the 66% outside the federation system)
- Participation and grassroots (recognition of non-competitive practice)
- Equality and accessibility (gender, disability, socioeconomic)
- Leisure and informal sport (recognition outside competitive framings)
- Intersectoriality (sport + health, education, social, environment)

Time-bound: By when?

Target date: ____

C2. My strategic approach

- Inside** (lobbying, meetings, working groups, institutional channels)
- Outside** (media, mobilisation, public campaigns, coalition pressure)
- Hybrid** (both simultaneously)

Why this approach?

C3. My priority tactics (choose 2-4)

Political advocacy:

- Meetings with elected officials
- Policy briefs (use Tool 5 template)
- Participation in consultations
- Working group membership

Media advocacy:

- Press releases (use 0.2% or 66% as hook)
- Opinion pieces / op-eds
- Social media campaign (#RealEuropeanSportModel)
- Event coverage

Professional mobilisation:

- Coalition with other RESM organisations
- Joint declarations
- Conference presentations

Community mobilisation:

- Public events
- Citizen testimonials
- Petitions

Intersectorial partnerships:

- Health sector partnerships
- Education partnerships
- Social inclusion partnerships

C4. My action plan

Your advocacy plan unfolds in three phases. Each phase has a distinct purpose — you can't skip or reorder them without weakening the whole.

Step 1 — Choose your timeline:

- 90 days
- 6 months
- 12 months
- Other: _

Step 2 — Match your timeline to the phases:

Your timeline	Phase 1: Prepare	Phase 2: Mobilise	Phase 3: Close
90 days	Month 1	Month 2	Month 3
6 months	Months 1-2	Months 3-4	Months 5-6
12 months	Months 1-4	Months 5-8	Months 9-12

Phase 1: Prepare — *build your foundations*

Purpose: research your stakeholders in depth, prepare your materials (messages, data, case studies), make your first quiet contacts, and line up your allies. Nothing public yet.

Action	Who	By when	Resources needed	Done?
				[]
				[]
				[]

Phase 2: Mobilise — *make your case visible*

Purpose: go public with your message, activate coalitions, trigger media and event moments, engage decision-makers head-on. This is where advocacy becomes visible.

Action	Who	By when	Resources needed	Done?
				[]
				[]
				[]

Phase 3: Close — *secure commitments and consolidate*

Purpose: negotiate the final terms, lock in commitments in writing, prepare the follow-through, and plan how you'll monitor delivery. Advocacy doesn't end on a win — it ends on a commitment that holds.

Action	Who	By when	Resources needed	Done?
				[]

Action	Who	By when	Resources needed	Done?
				[]
				[]

C5. My Plan B

If my primary objective is not achievable, my minimum viable outcome is:

My pivot option is:

C6. How I will track progress

My indicators:

Indicator	Where I am now	Target	How I measure	Frequency

Monthly review questions:

1. What is working?
2. What is not working?
3. What have I learned?
4. What do I need to adjust?

Notes

Use this space for anything else that comes up as you work through the toolkit:

RESM Advocacy Compass, Version 1.0, June 2026
Companion to the RESM Online Training Toolkit (Tools 4, 5 and 6)
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