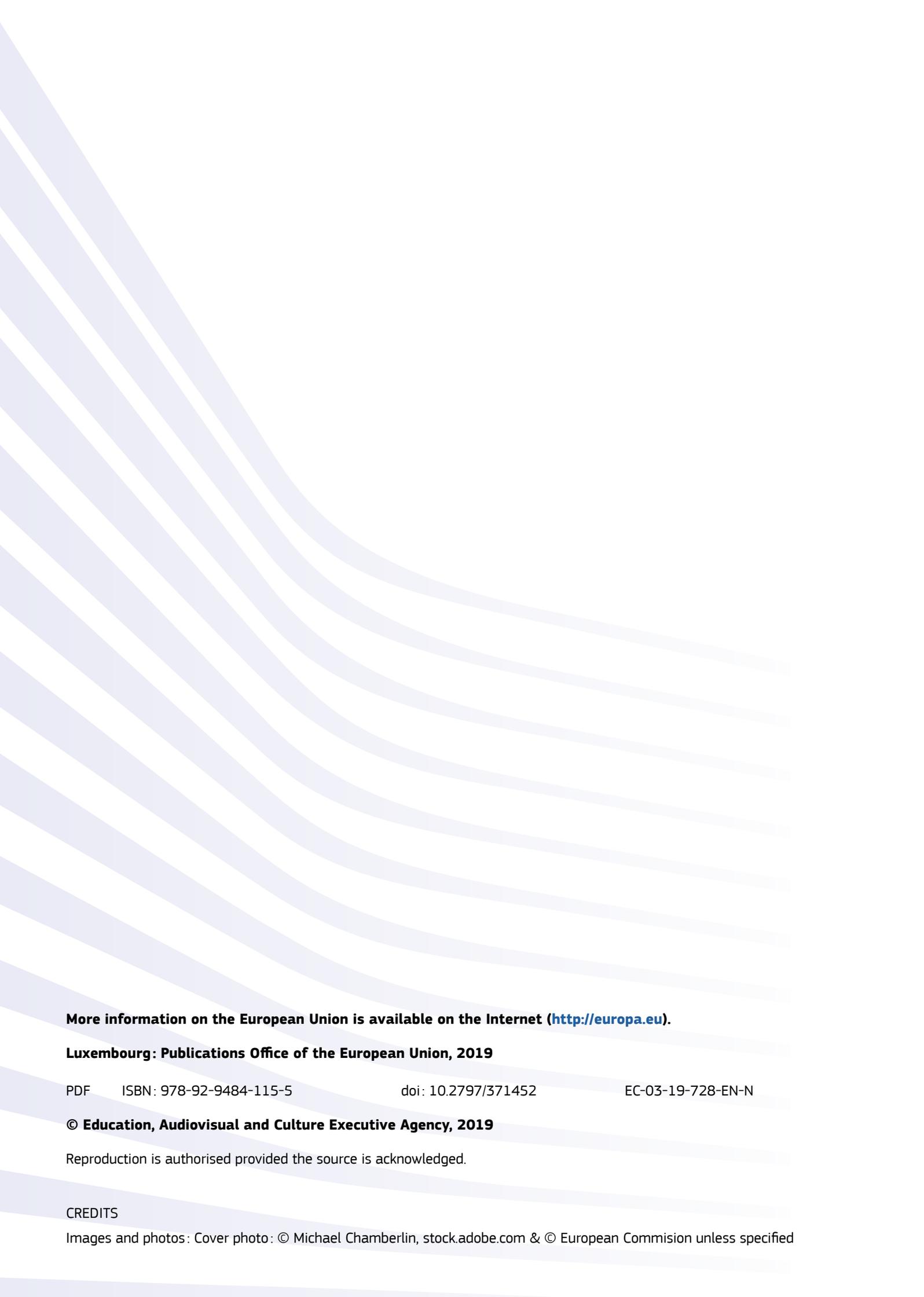




# Erasmus+ Sport Cluster Meeting on "The Integrity of Sport"

Final Report





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**Luxembourg: Publications Office of the European Union, 2019**

PDF ISBN: 978-92-9484-115-5

doi: 10.2797/371452

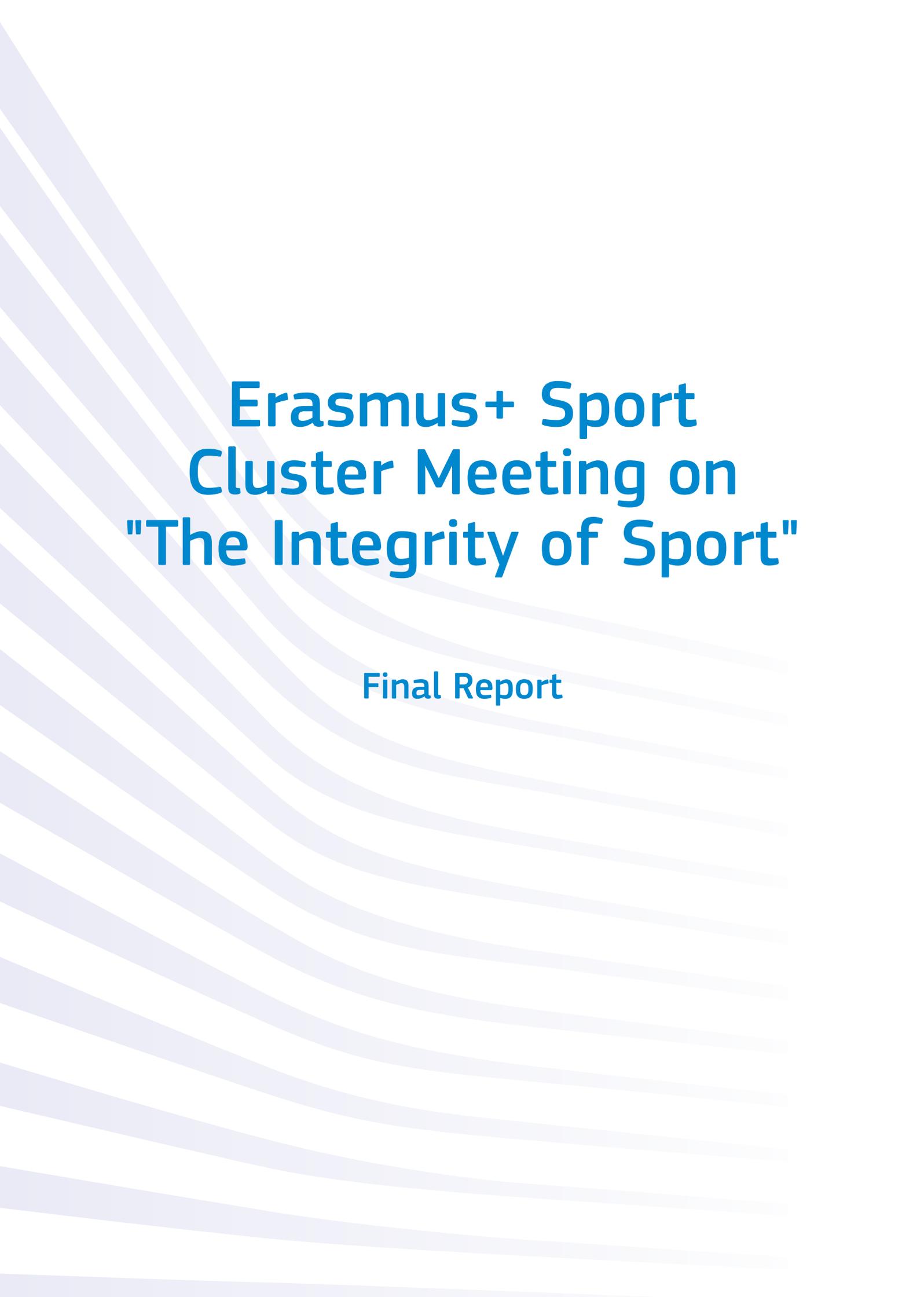
EC-03-19-728-EN-N

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# Erasmus+ Sport Cluster Meeting on "The Integrity of Sport"

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## FOREWORD



Back in December 2018, I had the great pleasure of addressing this meeting of experts on Integrity in Sport in Brussels. The event was very inspiring, and I hope that all participants learnt a lot from each other.

Integrity has been one of my priorities in the field of sport throughout my mandate. In recent years, sport has attracted a lot of interest at EU level. This is thanks to its huge potential: sport has a big role to play in helping to address some of the biggest challenges facing our society. Its unique power to overcome barriers as well as its popularity make sport special. We must not tolerate it being tarnished with scandals, and we all need to work together to improve its governance and to fight threats such as match fixing and doping.

Since 2014, the European Commission has financed many sport projects across Europe, thanks to the Erasmus+ programme. These projects have helped sport stakeholders translate political priorities into meaningful activities which touch the lives of many people and organisations. But we can do more. Which is why the European Commission and the Education, Audiovisual and Culture Executive Agency have started to bring together current and past project leaders in specific thematic areas, so that they can better learn from each other and be inspired by sharing ideas with others working in similar fields.

We hope that what was discussed at the meeting on Integrity in Sport, which you can find in this report, will guide even more organisations to submit a new generation of projects, learning from past experiences and all working towards a common goal: a cleaner sport environment in Europe.

For the EU's next long-term budget 2021-2027, the European Commission has proposed to double the budget for sport in the future Erasmus programme. This would enable us to support even more projects, notably in the field of integrity. I am very proud of this. Sport needs people's trust if it is to keep its place at the heart of our society. Working to restore and strengthen this trust is a big task, one that we need to keep working on. It is a fight we cannot afford to lose.

**Tibor NAVRACSICS**

Commissioner for Education, Culture, Youth and Sport  
DG EAC, European Commission

# 1. INTRODUCTION



This report compiles the results of the Erasmus+ Cluster Meeting on the Integrity of Sport, which grouped together project leaders and policy-makers on 4-5 December 2018. This final report follows the *meeting agenda*, devoted to two policy sessions and three workshops on good governance, match-fixing and doping. It will feed the policy work of the European Commission and other policy-makers and the reflections on the 2021-2027 Erasmus programme, and may form a fruitful ground for future initiatives for the participants and other interested stakeholders.

Integrity in sport has become one key priority of the EU agenda for sport and was naturally chosen as an essential topic for this new Cluster Meeting. It was organised by the Executive Agency for Education, Audiovisual and Culture (EACEA), in close cooperation with the Directorate General for Education, Youth, Sport and Culture of the European Commission (DG EAC). Cluster Meetings are planned in the EU Work Plan for Sport and this edition built on the success of the two previous Cluster Meetings on Health-enhancing Physical Activity (December 2017, EACEA) and the Economic Dimension of Sport (April 2018, DG EAC).

The Cluster Meeting brought together coordinators of 35 Erasmus+ projects, representatives of EU Member States, the Council of Europe, UNESCO, the World Anti-Doping Agency (WADA), and sport experts – in total 110 participants assembled in Brussels. They shared experiences and good practices, they discussed policy-relevant outcomes of EU funded projects, and identified areas for development.

## 2. OVERVIEW

Integrity is the basis for the whole structure of sport and a prerequisite for sport as a civic movement. It is a significant issue which needs to be improved in all its dimensions, not only for its own sake, but also to build a society based on cohesive communities and trust. Integrity issues are even wider than the European context and are connected to many actors at international level, such as sport federations, international organisations, fan groups, but also organised crime networks.

Good governance is a pivotal issue necessary to solve many other integrity issues. Doping, match-fixing and other phenomena such as corruption are negative phenomena which derive from the lack of good governance and hence cannot be separated. Governance issues are mainly related to transparency and accountability, representation and decision-making, and knowledge and capacity. For instance, board members who sometimes have larger responsibilities are not fully aware of sport peculiarities. Small organisations are not always aware of all good governance concepts such as the EU Principles for Good Governance in Sport. Athletes cannot always take part in decision-making processes and not all of them are formally represented.

Match-fixing and doping issues are also partly due to a lack of awareness and knowledge especially among small organisations and grassroots athletes. The various actors in those processes have different roles and needs. The role of some of them is sometimes overlooked such as the role of referees in match-fixing cases. Raising awareness and providing targeted knowledge is therefore essential. However experience shows that there are limits to education when it comes to other factors, such as the low salaries of coaches and athletes in some sports or countries, the pressure of criminal networks, and the lack of protection for whistle-blowers.

Several solutions have been brought over the past twenty years, evolving from theory to action. Until the early 2000s the autonomy of sport organisations was considered most important. However public institutions and sport organisations themselves have more and more reckoned the limits of such a

system and the structural and legal framework has been strengthened. Although these reflexions are still valid, one has now moved towards implementation especially through the EU Pledge to Implement Good Governance in Sport and Erasmus+.

The Erasmus+ sport programme has devoted six millions euros to provide financial support to 35 projects on integrity since 2014. The variety of these projects reflects the changes in the field since the early 2000s. While the funding patterns are similar, the stakeholders involved, the objectives and outcomes, and the topics addressed are very diverse. Overall, the projects fit within the EU policies and help implement the recommendations identified at political level. Many projects have put in place preventive actions, such as educational programmes and tools or awareness-raising activities. Other projects have conducted research on less explored areas and have developed innovative ideas such as benchmarking or whistle-blowing tools.

Moreover several organisations have engaged internal reforms. For instance the International Association of Athletics Federations (IAAF) has made an internal reform from floor to top. Such reforms were triggered mostly from the outside world, as the organisations' credibility had become too low among governments, athletes, and sponsors. Some other actors also influenced the reform, such as supervisors from the World Anti-Doping Agency (WADA), the International Olympic Committee through dividends, and the corporate industry.

Further actions are needed to implement the lessons learnt over the past twenty years and to comply concretely with the good governance principles. The objective is to establish a framework and a specific culture in which sport organisations deliver their objectives, involve stakeholders, monitor, evaluate and manage risks, and report to their constituents. It is also important to bear in mind that achieving clean sport practices is a long-term goal.

For this purpose, it is now time to examine if the principles are implemented and to make the good practices known. This would help building on existing tools and experiences, instead of reinventing the wheel. On the other hand it is also necessary to leave an open space for initiatives, as no end definition of good governance applicable to all organisations at all levels all over Europe has been provided yet. Financial support is crucial in this context, but also an improved access to the results of previous or current projects. It is also fundamental to evaluate if the objectives of the 2014-2020 Erasmus+ projects have been reached, to what level of quality, and with which impact in the long term. Benchmarking, assessment tools and corrective measures are further key instruments.

It is also essential to take a multi-stakeholder and holistic approach to integrity overall and to each issue specifically. For this purpose, it is necessary to further involve the sport organisations and public institutions at national/European/international level in these actions, but also to broaden the involvement of other actors such as the athletes. It is also useful to coordinate the various initiatives and mechanisms in place, to foster cooperation between the various stakeholders and to involve them in Erasmus+ projects to maximise their impact.

Educational programmes and tools along with communication campaigns remain major instruments to promote good governance, to raise awareness of the risks related to match-fixing and doping, and to motivate people to report cases. It is particularly important to target these actions at grassroots sports and to produce deliverables tailored to the various target groups. In the fields of match-fixing and doping especially, prevention measures need to be combined with deterring measures designed to hinder such practices. In this context, it is necessary to strengthen the police and judiciary powers of intervention at national and international levels and to provide a safer framework to report cases.

## 3. POLICY SESSIONS

### Welcome Session

The Cluster Meeting was opened on the first afternoon by Ute HALLER-BLOCK, Head of Unit at the Executive Agency. She emphasised the importance of exchanges between policy stakeholders, project coordinators, and public institutions, and the benefits for each of them. Project coordinators can learn about other projects and connect with policy-makers. Representatives of the EU Member States can learn more about the Erasmus+ projects' results and how the projects fit into the sport policies. European and international institutions can better disseminate and exploit the projects' results and can gather ideas for the next funding programme for sport. Overall, field work and policies can be better interlinked.

Furthermore, Yves LE LOSTECQUE, Head of the Sport Unit in DG EAC, stressed how significant integrity is in sport and the needs for improvement in all its dimensions – good governance, match-fixing, and doping in particular. Although the EU is one of several actors, it has a vital role in promoting education, awareness, and prevention on these issues. The EU fosters dialogue at all levels; it participates directly or indirectly in international conventions; it initiated the pledge board; and provides financial support through the Erasmus+ programme.

Finally, Barbara SPINDLER-OSWALD, representative of the Austrian Presidency of the EU Council, mentioned the Austrian Council Presidency agenda for sport. She focussed on the fight against doping and the need to coordinate the EU position before the meeting of the World Anti-Doping Agency (WADA) and the review of the World Anti-Doping Code (WADC).

### Policy Session on the Integrity of Sport

A *keynote speech* by Harri SYVÄSALMI, Secretary General of the Finnish Center for Integrity in Sports (FINCIS), first analysed 'why integrity is vital for the future of European sport'. He proposed several definitions of integrity and emphasised the need for moral principles that cannot be changed. It is a prerequisite for sport as a civic movement. He further explored how to achieve integrity in sport. He explained the need to set up bodies committed to strengthening ethics in sports, such as FINCIS. He also analysed the increasing integration of sport within the legal order over the past century. Finally he stressed the need to involve all parties, including the sport movement and public authorities.

A round-table discussion followed to examine 'how the EU and its Member States can support sport organisations in protecting the integrity of sport'. The moderator, Jutta BUYSE from The European Lotteries, first introduced the panellists, Ramunė BISTRICKAITĖ, lawyer specialised in sport integrity, Clare BARELL, International Relations Advisor for UK Sport, Narcisa LECUSANU, Executive Member of the International Handball Federation (IHF), and Massimiliano MICHENZI, Integrity Investigator for the Union of European Football Associations (UEFA).

The panellists addressed issues such as the legal framework, the role of sport organisations and public authorities, cooperation between stakeholders, public funding, board representation, education, and the target groups. Ramunė BISTRICKAITĖ emphasised the need for a proportionate legal framework. It is also important to review regularly if the legal provisions remain appropriate and to hear the sport movement in this process. Clare BARELL stressed further that a multi-stakeholder and collective approach is crucial and that sport organisations cannot work alone. Massimiliano MICHENZI also pointed out that sport organisations need to cooperate with local authorities to combat criminal organisations.

Clare BARELL also touched upon the financial support provided to sport organisations to help them implement governance rules and combat malpractices. She gave the example of the British system requiring organisations to comply with integrity rules to receive public funds. Ramunė BISTRICKAITĖ also underlined access to funds is important and thought it needs to be made easier.

Narcisa LECUSANU addressed the issue of representation in the boards and the need for education for board members who sometimes have larger responsibilities and are not sufficiently familiar with sport peculiarities. More focus is also required on small organisations who need more information, on athletes

who need to be better heard, and on referees whose role in match-fixing cases is sometimes overlooked. Furthermore she pointed out other barriers to integrity, such as the low salaries of coaches in Romania. Massimiliano MICHENZI also stressed the importance of education and awareness-raising, especially towards the grassroots rather than the elite, and through concrete actions.

Then the questions & answers session cast light upon other issues, such as public support, athlete representation, and synergies between initiatives. To start the discussion, one participant asked how best to receive Erasmus+ funding as a lawyer. Ramunė BISTRICKAITĖ underlined that it is crucial to present an interesting idea. The type of organiser – may it be a lawyer, player's agent, or another group – matters less, although it must be relevant to implement the idea and Erasmus+ focuses on grassroots sport. Another participant further emphasised that a broader support, going beyond public funding, is necessary. She explained project leaders need direct access to policy-makers to valorise the results of their projects.

Athlete representation was the session's main topic, after one participant asked which organisation is legitimate and if athletes need to be better organised beyond the athletes' commissions present in many sport organisations. Representatives from EU Athletes and FIFPro underlined that athletes' organisations play a different role than athletes' commissions, as they were initiated by athletes themselves and they have an independent status. They noted it is a growing movement and agreed athletes could be better organised. Harri SYVÄSALMI added that athletes may be represented through other means, like on the board of FINCIS in Finland. He also questioned the representation of Olympic athletes. Another participant mentioned the role of trade unions, but pointed out that most athletes are not professionals. He stressed it is important to cooperate among actors, also within the athletes' commissions or the Olympic Movement, and to accept different views. A participant further commented that the voice of other athletes than Olympic athletes needs to be better heard and that a multi-athlete representation is a key good governance issue.



Synergies between the different initiatives need to be improved, as highlighted one participant. Especially in the fight against match-fixing, a stronger coordination is necessary between the Convention on the Manipulation of Sports Competitions of the Council of Europe, the KCOOS project, and Erasmus+ projects. One participant pointed out that this could be taken into consideration in the selection of applications for Erasmus+ funds. A representative of the UNESCO Liaison Office emphasised that such synergies may be reinforced if the governments and stakeholders give priority to integrity in their investments. He further argued that it is necessary to tackle integrity issues at transnational level.

## Policy Session on Good Governance

A keynote speech by Mathieu FONTENEAU, expert in sport issues, examined 'how Erasmus+ contributes to improving the integrity of sport'. He first recalled how perceptions of good governance have evolved from theory to action over the last twenty years. In the early 2000s EU institutions reflected on how far sport authorities need to intervene to define the rules and how far sport organisations may self-regulate themselves. Although these thoughts are still valid, we have now moved towards implementation especially through the pledge and Erasmus+: sport.

Erasmus+: sport has supported 14 projects on good governance since 2014, whose variety reflects the changes in the field since the early 2000s. While the funding patterns are similar, the stakeholders involved, the objectives and outcomes, and the topics addressed are very diverse<sup>1</sup>. It is essential to evaluate if

<sup>1</sup> Average funding pattern: EUR 300 000 grant over 2 years / Objectives and outcomes: networks, ethical codes, prevention, recommendations for grassroots sport, etc. / Topics: implementation of good governance principles, self-regulation, gender equality, corruption, economic impact of sport, etc.

these objectives have been reached, to what level of quality, and with which impact in the long term. It is too early to make definitive conclusions, as only half the projects are fully implemented so far. So in the coming years, a synthesis and analysis of the projects implemented by 2020 and easier access to their deliverables would be useful to avoid reinventing the wheel. A short discussion just after the speech also pointed out the importance to measure the projects' impact and the need for benchmarking instruments and good indicators.

A round-table discussion followed to exchange views on 'how sport organisations can progress towards a better governance'. The moderator, Sir Graham WATSON, president of EuropeActive, first introduced the panellists, Michael TRINKER, Deputy Executive Secretary of the Council of Europe's Enlarged Partial Agreement on Sport, Folker HELMUND, Director of the European Olympic Committee (EOC) EU Office, Heidi SULANDER, Senior Ministerial Adviser for the Finnish Ministry of Education and Culture, and Thomas CAPDEVIELLE, Deputy Head of Unit of the Athletics Integrity Unit at the International Association of Athletics Federations (IAAF).

Sir Graham WATSON underlined that good governance is a crucial issue of integrity and that actions are needed to apply the seven principles developed by Henry and Lee<sup>2</sup>. Actions help moving from the structural and legal framework already in place<sup>3</sup> to concrete achievements. Erasmus+ projects enable sport organisations to apply the good governance principles. Rather than through laws, action happens thanks to the qualities of those governing and the establishment of a framework and a specific culture, in which sport organisations deliver their objectives, involve stakeholders, monitor, evaluate and manage risks, and report to their constituents.

The panellists presented various perspectives on the way good governance can be achieved, through institutional intervention, actions, and major reforms within sport organisations. From a governmental point of view, Heidi SULANDER stated that more could be achieved through national and international legislation, education, and a 'stick and carrot' approach to funding (access to funding when good governance is ensured, and reduced funding when good governance principles are not fully complied with). Michael TRINKER further highlighted the structures in place at international level<sup>4</sup>. He stressed that sport organisations have to act within this legal framework and not outside the law.

Folker HELMUND agreed it is now time to implement the lessons learnt over the past twenty years, especially through assessment tools and corrective measures. While some decades ago the autonomy of sport organisations was most important, a legal framework has then been introduced and we now need to comply concretely with the good governance principles. This is reflected in EOC's approach, first through the Sport for Good Governance project, then the SIGGS self-assessment tool, and now the POINTS project to set up contact points in national federations. During the questions & answers session, he also agreed with one participant that pressure on the national Olympic committees is needed, as even one case of misbehaviour can bring all efforts to zero.

Thomas CAPDEVIELLE approached the issue from the perspective of a sport organisation which has engaged an internal reform from floor to top in the aftermath of corruption scandals. IAAF set up a new constitution based on gender equity, checks and balances, and a vetting process to avoid conflicts of interests. An independent unit was created to combat all forms of corruption and ethical misconduct. Replying to one participant, he explained that the reform was triggered mostly from the outside world, as the organisation's credibility had become too low among governments, athletes, and sponsors. Some other actors also influenced the reform, such as WADA supervisors, the International Olympic Committee through dividends, and the corporate industry. The challenge is now to drag national federations into a higher common denominator. In this respect, he admitted in general the lack of a watchdog after one participant brought out one bad governance case involving another federation.

<sup>2</sup> Henry I. & Lee P. C., 'Governance and ethics in sport', *The Business of Sport Management*, Pearson Education, Harlow, 2004, p. 31.

<sup>3</sup> World Anti-Doping Agency, Court of Arbitration for Sport, International Olympic Committee, conventions, etc.

<sup>4</sup> Council of Europe – Convention on Corruption, Group of States against Corruption (GRECO), European Sports Charter, Database on alleged cases of corruption in sport (DACCS); United Nations – Convention Against Corruption Global Task Force; OECD – Multi-stakeholder sports integrity taskforces



## 4. THEMATIC WORKSHOPS / WRAP-UP PLENARY SESSION

Three parallel workshops allowed the participants to exchange views about the three topics related to integrity in sport: good governance, match-fixing, and doping. They took place in the morning of the second day; the results were then brought out in the plenary in the afternoon and gave rise to an interesting debate with the audience. The workshops were intended to identify the main trends and challenges for each topic, find synergies across projects, analyse common issues and differences, exchange good practices, and make suggestions for the EU institutions and Member States.

Each workshop was broken out into two parts. The first part was devoted to a good practices contest so the participants can learn about each other's initiatives. They shared good practices from their project or their policy work in small groups and voted for the most inspiring initiative. The winning practices were then presented to all workshop participants. These are described below within boxed texts along with other projects<sup>5</sup> to put them into perspective with the questions addressed in the second part of each workshop.

### Introductory Session

A study mapping corruption in sport in the EU was presented to provide the latest research results on this topic, including doping and match-fixing. Dr Argyro Elisabet MANOLI from the University of Loughborough explained that the European Commission commissioned this study to help the EU Expert Group on Integrity to better understand the issue, collect good practices, and recommend future actions. After her *presentation*, she answered questions from the participants. On how to connect Erasmus+ projects to the study recommendations, she agreed there is a great potential and suggested that the projects' findings and tools need to be better promoted and bridged together. One participant emphasised that doping cases need to be better reported and National Anti-Doping Organisations (NADOs) need to cooperate more closely. Paola Ottonello, Policy Officer for DG EAC, also explained that the study is a first step to help and provide the stakeholders with a strategy and standardised programmes in the future.

An overview of the Erasmus+ projects dealing with integrity in sport since 2014 was then provided. In her *presentation*, Myriam RANCON, Project Adviser for EACEA, gave the main trends of the 35 projects working on good governance, match-fixing and doping. She analysed the issues tackled, the target groups and the sports addressed, and the types of activities carried out. Overall, the projects fit within the EU policies and help implement the recommendations identified at political level. Many projects have put in place preventive actions, such as educational programmes and tools or awareness-raising activities. Other projects have conducted research on less explored areas and have developed innovative ideas such as benchmarking or whistle-blowing tools. Some projects have focused on fostering cooperation, although this could be further developed.

### Workshop on Good Governance

The participants exchanged views on the essential components of good governance, implementation through benchmarking and prevention, and ways to build on existing projects and practices for the future. These issues arose from the initial questions asked through the World Café methodology – How to enhance cooperation between stakeholders and what role can the EU play? What good governance principle(s) need(s) to be most focussed on? How to best assess the progress made in implementing the good governance principles? Those questions were discussed in small groups over three rounds to allow each participant to share his/her views and to build on each other's input. Jens Sejer ANDERSEN from Play the Game wrapped up the outcomes in the afternoon plenary session and the notes below are largely based on his analysis.

<sup>5</sup> The other showcased projects were identified by EACEA staff while preparing the below-mentioned overview of the Erasmus+ projects dealing with integrity in sport.



Word cloud of the audience asked to post one key word which sums up the discussion of the workshop on good governance.

They emphasised good governance is a pivotal issue and thus needs to remain a top priority. Not all challenges can be tackled through good governance, but none can be solved without it. Transparency is essential and also plays a key role to achieve accountability, diversity in boards and democratic engagement. The workshop raised various views about the level of transparency. Some participants believed that transparency needs to be tackled differently in the various countries, taking cultural aspects into account. It was also argued however that, although it is not possible to set a one-size-fits-all governance system, a strong convergence can be achieved between the governance systems, based on benchmarking tools and guidelines.

*The #GoodGovernanceSport project has analysed the websites of 56 sports organisations to evaluate the extent to which sports structures ensure transparency of decisions and financial transactions. The report will be published soon and the project will also develop training for sport leaders along with recommendations based on other sectors. The project is coordinated by the Bulgarian Sports Development Association, Bulgaria, and won the votes of the workshop participants as an inspiring practice.*

Benchmarking was given special attention and the participants underlined it needs to be evidence-based to define goals and use standardised plans to reach them. Pledge-boards and self-assessments are good starting points provided some conditions are met. Self-assessment needs to be designed in such a way that organisations are not inclined to cheat, avoiding checklists and respecting confidentiality. This needs to be balanced with transparency, an essential factor to trigger changes. It needs to be followed by independent monitoring and lead to consequences. Some participants argued that self-assessment could be mandatory when applying to any EU funding.

Specific standards and ethical norms, for which governing bodies are accountable, need to be defined, implemented and monitored. This can be best achieved if we take into consideration the diversity of governing bodies. Nonetheless, we also need to consider that the goal posts are moving, benchmarking gives an instant photography, but the photography may not entail the full truth.

*The 'National Sports Governance Observer' project enables sport leaders and outside stakeholders to apply in national sports organisations the Sport Governance Observer benchmarking tool which was initially developed for benchmarking international sports federations. It builds on the solid methodological foundation and experience that resulted from AGGIS and the following 'Sport Governance Observer 2015' study. The project is coordinated by Play the Game/Danish Institute for Sports Studies.*

*The SIGGS project developed a self-assessment tool which allows National Olympic Committees and national sport federations to evaluate their management practices, and to receive feedback and tailor-made advice. The project was coordinated by the European Olympic Committee EU Office, Belgium. It won the votes of the workshop participants as an inspiring practice and was also selected by the European Commission as a success story.*

*The Ethics4Sports project promotes ethics in grassroots sports through the development and/or improvement of Codes of Ethics for sporting bodies and will ensure their effective enforcement through monitoring and a set of indicators. It will also develop an app for recording and reporting incidents during matches and inside sports clubs around Europe. The project is coordinated by the City of Sant Cugat del Vallès, Spain.*

Educational programmes and dialogue with the sport organisations were stressed as very important in this context. Sport organisations are becoming less reluctant to undertake changes, although political and psychological barriers still exist. Education is needed especially for governing bodies to address the lack of specific training on governance principles. In practice, awareness raising is needed for target groups who do not know about good governance, while capacity building is needed for groups who are aware of the importance of good governance but need to acquire skills. A good idea to attract the target groups to participate is to present the programmes as games rather than training sessions.

*The SportGO project developed a practical training programme to enhance the governance skills of semi-professional and amateur sport club officials. The project was coordinated by FH Joanneum, University of Applied Sciences of Graz, Austria.*

*The POINTS project creates a network of 'Single Points of Contact for Integrity' to help National Olympic Committees and national and European federations to strengthen their governance. The project follows the footsteps of a similar concept developed by the International Olympic Committee in the fight against match-fixing. The project is coordinated by the European Olympic Committee EU Office, Belgium.*

The discussion finally showed that we now need to move on to the next steps: examining if the principles are implemented and making the good practices known. Many expressed concern that as the years go by, too many efforts will be spent reinventing the wheel. On the other hand, it is actually not sure that we have a really round wheel yet, and people may need wheels of different sizes, colours. Moreover, not one organisation can have the end definition of good governance, and not one can cover all the organisations at all levels all over Europe. So the Erasmus+ support should continue to be open to new actors and a variety of hands and hearts that wish to work in this area.

But to contain the real risk of repetition, the participants made several proposals to EU institutions. It was suggested to develop an improved knowledge management database to communicate about good practices and the results from previous projects. It was also advised to arrange for less rotation among evaluators assessing Erasmus+ applications and to offer them training to help them identify overlaps and reinventions. Cluster meetings were considered a useful means to transfer knowledge between new and old partners. The European Week of Sport could also be an advantageous channel. Field visits from EU institutions help build mutual capacity. Project coordinators would also appreciate more opportunities for lobbying and sharing their results with policy-makers at EU and national level.

The participants also expressed the need for all stakeholders to give special value to communication. We need to tell stories that are impactful, involve the media, use new communication technologies, improve the projects presentations, and broaden the outreach to the local and grassroots levels. It was suggested to follow the footsteps of some initiatives in some countries, where TV spaces are devoted to projects about social responsibility. The practices need to be analysed and disseminated, following examples in this sense from the European Olympic Committee or some countries like Sweden. Another idea was to use methods such as hackathons to imagine innovative processes.



## Workshop on Match-Fixing

The workshop cast light upon two key issues: cooperation and coordination, and also highlighted the essential value of education and the fight against the fixers. A holistic and multi-stakeholder approach is needed to fight against match-fixing. The good practices contest showed that it is necessary to coordinate initiatives which foster education and whistleblowing, so the athletes do not get confused. These issues arose from the initial questions several participants put forward through the Pro-Action Café methodology and were discussed in small groups over three rounds to allow each participant to share his/her views and to build on each other's input. Paulina TOMCZYK from EU Athletes wrapped up the outcomes in the afternoon plenary session and the notes below are largely based on her analysis.



Word cloud of the audience asked to post one key word which sums up the discussion of the workshop on match-fixing.

The participants advised to reinforce international cooperation, especially through the coordination of national platforms and financial support. National platforms can play an essential role to monitor match-fixing cases and share information especially at national level. It would be useful to explore and coordinate the roles and tools of the existing national platforms together with the Group of Copenhagen (see texted box below). This could be done through a project which would map the platforms, good practices and lessons learnt, set out recommendations (e.g. through a guide), and disseminate them among sport organisations, betting companies, law enforcement authorities across the EU Member States. It would also be useful to develop these platforms, to involve more stakeholders and enhance trust.

*The Group of Copenhagen is a network of national platforms established by the Council of Europe. It has put in place an alert and surveillance system, based on 'Action Cards' from green to red to indicate the level of risk of the matches.*

Moreover, it was recommended to further develop education and prevention programmes, especially for grassroots sport. It was noted indeed that so far the focus has been on elite and professional sport. Some participants advocated for a combination of the capacity-building approach (top-down) and the grassroots approach (bottom-up). Capacity-building is needed in schools and education programmes, while grassroots athletes need to become aware of match-fixing issues and whistle-blowers need to feel more at ease to denounce cases.

Differentiated approaches are needed according to the target groups – athletes, referees, sport officials, etc. The participants underlined it is important to consider the kind of stakeholders who provide the training. When addressing athletes, it has proven successful to rely on the influence and experience of former athletes. It was found useful to combine this with the theoretical approach of academics and the experience of law

enforcement practitioners. It was also recommended to use social media and technologies more strongly to develop e-learning programmes. However the participants also pointed out the limits of education in some circumstances, especially when a player has not received his/her salary for several months or is intimidated through criminal networks and violence.

*The MAiSI project is a joint master programme in sports ethics and integrity. Through a multidisciplinary curriculum and practical vocational placements, the students are equipped for high-level careers in sports administration and governance, with a focus on ethical sports, integrity and compliance. This project is coordinated by Swansea University and won the votes of the workshop participants as an inspiring practice.*

Furthermore the participants tackled a crucial yet tricky issue: how to stop the fixers? This has shown difficult so far as it is related to violence and criminal networks or mafias. In some geographical regions, investment groups control the whole system (clubs, betting companies, individual athletes, coaches and referees). After a lively discussion, the participants recommended a holistic approach based on two key angles: building barriers to match-fixing to stop the phenomenon and ensuring prevention among youngsters.

In order to create obstructions to match-fixing, they proposed to focus on financial flows, to enhance judicial cooperation and intervention at international level, and to strengthen the legal means. Following the money flows can help identify the fixers. It could be envisaged to suspend bets, request their reimbursement or seize the money when there is clear evidence of match-fixing. More broadly it was recommended to take measures related to the money flow so it becomes financially risky for the fixers. In addition, it is necessary to make exchanges of information between countries easier and to broaden the police and judiciary powers of intervention. It can also be useful to limit the bets on future competitions, for instance on the basis of the red cards system applied within the Group of Copenhagen. Moreover it was recommended to invest into IT solutions to regulate online gambling, fight illegal betting and block illegal financial flows. It was also recommended to provide more protection to whistle-blowers.

*The new IntegriSport project will raise awareness among law enforcement and judicial authorities and support them in their fight against manipulation in sport. The project, which is also supported by the Council of Europe, is coordinated by the Foundation for Sport Integrity (CSCF), Netherlands, and won the votes of the workshop participants as an inspiring practice.*

*The True Basketball. Real Games. project established a database to monitor irregular or suspicious movement in the teams and in the betting industry before or during the matches. In total more than 3000 game monitoring reports were received and more than 15 suspicious individual cases were further investigated. Moreover, the project raised awareness among the basketball stakeholders of the project partner countries through educational events. It was coordinated by the Latvian Basketball Association, Latvia.*

In order to foster prevention among youngsters, it was advised to educate them to resist the temptation to participate in match-fixing and to encourage them to report cases (whistle-blowing). Capacity-building and education programmes need to raise their awareness, explain them the impact and risks for their careers if they contribute to match-fixing, and to motivate them to report cases.

*The European Rookie Cup trained participants in youth ice-hockey tournaments on the negative outcomes of match-fixing, doping, intolerance and discrimination. Workshops were held over four playoff tournaments for young players, coaches and referees. The project was coordinated by the Erste Bank Eishockey Liga, Austria, and was selected by the European Commission as a success story.*

*The Fix the Fixing project developed an educational tool for educators and other professionals to raise awareness of corruption, fraud and match-fixing especially among young athletes. The purpose was to teach them coping skills on resisting offers and temptations to engage in match-fixing and indicate ways to properly report match-fixing incidents to the relevant authorities. It was coordinated by the Aristotle University of Thessaloniki, Greece.*

*The PROtect Integrity project delivered face-to-face education to athletes on sport-betting integrity issues and the risks and dangers of match-fixing. Furthermore they also organised a social media campaign and produced video messages from elite players to reach out to the grassroots level. It now goes further with the PROtect Integrity Plus project which develops the Red Button reporting App for athletes. Both projects are coordinated by the European Elite Athletes Association, Netherlands.*





*The RESPECT project will organise an international athlete forum on what clean sport means to athletes. It will also produce a 10-year strategic plan against doping and a knowledge exchange platform, with a view to bridge the gap between research, policy, and practice. It is coordinated by Leeds Beckett University, United Kingdom.*

*The anti-doping e-learning platform (ADeL) of the World Anti-Doping Agency (WADA) offers access to all topics related to clean sport and anti-doping. It offers courses for athletes, coaches, doctors, administrators and anyone interested in learning more about anti-doping and protecting the values of clean sport.*

Second, all participants put strong emphasis on education and prevention. They recommended starting education at the childhood or adolescence stage to prevent young people from even starting to use doping. Therefore they advised to include anti-doping education within the school and university curricula, for instance as part of the physical education and biology classes. Consequently it is also necessary to include integrity within the teachers' and coaches' training at university.

Content-wise, they recommended finding a balance between two key messages – taking a strong anti-doping stance and empowering sportspeople to support and maintain this stance. Rather than teaching them that there is no need to win, it is better to keep in mind sport may be a competitive activity and to teach them how to accept that they lost one game and to stay motivated for the next game. It was suggested not only to inform them but also to highlight the values, and to address both the moral and health-related consequences of doping. It could also be useful to teach them how to use supplements properly as a safe alternative to doping.

As for the methods, they recommended involving role models and considered peer-to-peer education particularly effective. They found it useful to adapt educational materials to the new technologies (mobile apps, e-learning, gaming), although some reckoned that face-to-face training is more effective in some countries. Furthermore, participants advocated for the development of educational material targeting recreational athletes, different age groups and doping trigger points (e.g. change of career). This could be reflected in the priorities set in the Erasmus+ calls for proposals.

*The prePlay project used peer-to-peer networking and ambassadors in a grassroots campaign to inform young people about the dangers of doping. They created a network of young athletes who became ambassadors and explained how harmful doping can be. These prevention activities attracted more than 11,000 participants, ranging from school students to young athletes. The project also produced guidelines on peer-to-peer networking for other anti-doping organisations and organised a Play True Day for the large public. It was coordinated by the Slovenian Anti-Doping Organisation and was selected by the European Commission as a success story.*

*The Just Sport project created a new mobile application to map healthy fitness experts and centres and share good practices. The project also provided educational training modules for both recreationists and trainers in fitness centres, and organised a media campaign to spread results and increase awareness about the risks and consequences of doping intake. It was coordinated by Rijeka Sport Association, Croatia.*

*The GAME project is developing a web-based tool inspired from the serious game learning technology and will train the trainers on how to use it with young people to tackle doping use in competitive and recreational sports. It is coordinated by the Aristotle University of Thessaloniki, Greece.*

Third, the participants exchanged views on the political priorities and potential actions for the future in addition to the focus on cooperation and education. They recommended promoting anti-doping as a public health and food safety issue to encourage governments to take appropriate actions, such as campaigns similar to the anti-tobacco campaigns. They advised to target such campaigns at the general public and to collaborate with international sport organisations with high visibility in the sport community. They also expressed the need for a more precise definition of doping in recreational sports.

*The SAFE YOU project involved sports organisations and academic institutions to prevent doping in amateur and fitness sport especially among young people. They identified the key risk and protective factors for doping in amateur sport and developed web-based information and a mobile app to help young people understand the different types of performance enhancers and distinguish between nutritional supplements and pharmaceuticals. They also produced a compendium for workshop sessions, case studies, and a learning guide for educators. The project was selected by the European Commission as a success story. The currently ongoing SAFE YOU+ project will extend this tool to competitive athletes. Both projects are coordinated by the Aristotle University of Thessaloniki, Greece.*

*The DELTS project is evaluating e-learning programmes designed for healthcare providers and fitness staff to help them deal with recreational athletes who use or are tempted by performance and image enhancing drugs. The project will help improve doping prevention strategies in the EU and it also has the potential to drive clinical outcomes. The e-learning tools are focused on improving best practice in healthcare and the project will ensure that the evaluation tools can be easily replicated. It is coordinated by the A-Clinic Foundation, Finland.*

*The FAIR project is reviewing the existing interventions on doping in recreational sport and food/supplements for sportspeople; and raises awareness of doping issues among stakeholders. Moreover, it represents a first opportunity to develop a Europe-wide network to assess good practices and develop new methods, which will be available as toolkits for sport federations, sport clubs and fitness centres, and coaches. It is coordinated by EuropeActive, Belgium.*

The participants gave recommendations for the future calls for proposals. It would be worthwhile to set more targeted priorities, for instance regarding the age groups and the doping trigger points. This would guide the project coordinators into more specific topics and encourage them to develop deeper and more detailed end-products. The tools and activities need to address both the morality and health aspects of doping.



### Debate with the Audience (Afternoon Plenary Session)

The outcomes of the workshops were wrapped up in the afternoon plenary session, which was moderated by Lucian MIRCESCU, Sport and Youth Attaché for the Permanent Representation of Romania to the EU. These results triggered a debate with the audience mainly about horizontal issues, especially the global context of integrity in sports, the continuity of the EU sport policy, and the impact of Erasmus+ projects.

Some participants highlighted that integrity issues are wider than the European context and are connected to many actors at international level, such as sport federations, international organisations, fan groups, but also organised crime networks. Therefore improving good governance in the sport movement is crucial to tackle all the other issues such as match-fixing and doping. Bringing many sport organisations to sign the World Anti-Doping Code has been a major progress in this respect.

Moreover, one participant pled for more continuity of the sport policy in the Council of the European Union. This would enable sport stakeholders to keep focussed long enough on specific areas. So far the priorities have changed too often due to the six-month rotating presidency of the EU and the Council conclusions have not been sufficiently turned into action. Lucian MIRCESCU agreed that the Council conclusions could be followed up more closely and at the same time reckoned their limits. Sport policy largely remains a competence of the EU Member States and the EU field of action remains restricted. Therefore a balance needs to be found. Yves LE LOSTECQUE added that continuity is ensured through the European Commission. The Commission participates in the discussions leading to the Council conclusions and also ensures their implementation at EU level.

In this respect, another participant gave thought to the links between the Erasmus+ projects and the cooperation with EU Member States. He suggested that similar cluster meetings could take place at national level to learn better about proven methods and ideas. This would give the sport movement further impulse to implement the measures. Moreover he recommended using the Erasmus+ projects results to feed the discussions with the Member States. Sport can be a door-opener to discuss some larger issues, such as corruption in broader terms.

Finally, the participants pointed up during both the workshops and the debate that the results of the Erasmus+ projects need to be accessible more easily and better used. They would favour the *Erasmus+ Project Results Platform* to be further improved. This platform ensures transparency about EU funding towards EU citizens but could be used in a more dynamic way to make the projects results better known. The participants pled for a more thorough evaluation of the EU projects implemented so far and a better coordination of the efforts and resources already in place. This would not only put some projects under a spotlight but this would also avoid reinventing the wheel and build further actions on already existing results.

The participants of the workshops and the plenary session made also some suggestions to adjust Erasmus+ funding. They recommended striking a balance between seed money and continuity. It would be worthwhile to provide funding to help projects build on past results thus ensuring continuity, and to adapt some good practices to new areas. Moreover they explained it is often a challenge to find the right partners and to go through the bureaucratic processes. Furthermore they suggested putting in place an initial screening process to check if the applicant organisations have the competences necessary to implement EU projects.

## 5. CONCLUSIONS AND RECOMMENDATIONS



To close the cluster meeting, Yves LE LOSTECQUE, Head of the Sport Unit in DG EAC, gave some concluding remarks. The outcomes of the meeting will feed the European Commission reflections and policy work. He stressed that integrity is a strong point and that continuity will be ensured. The 2020-2027 Erasmus programme will bring many new opportunities through an increased budget, its new international dimension, and the introduction of mobility exchanges.

He also invited the project leaders to sign the pledge board on good governance, which will be adapted for

local organisations on the field. He finally thanked all participants and wished that the meeting will feed a potential network of stakeholders with various experiences.

Lastly, it is worth going over the many recommendations and ideas that emerged from the meeting to further strengthen integrity in sports. These recommendations are addressed at all stakeholders.

### Overall recommendations:

- take a multi-stakeholder, collective and holistic approach:
  - ✓ foster cooperation between the sport movement and public authorities
  - ✓ set up bodies dedicated to ethics in sport (like FINCIS in Finland)
  - ✓ better hear athletes and ensure a multi-athlete representation (beyond Olympic athletes)
  - ✓ cooperate with experts in issues other than sport (e.g. human rights, public health)
  - ✓ provide more funding to projects fostering cooperation
  - ✓ tackle integrity issues at transnational level;
- provide a proportionate legal framework at national and international level and review it regularly (consultation of sport movement);
- further focus on education and awareness-raising, especially towards the grassroots rather than the elite;
- further provide financial incentives:
  - ✓ provide easier access to funds and use a 'stick and carrot' approach (access to funding when good governance is ensured, and reduced funding when good governance principles are not fully complied with)
  - ✓ strike a balance between seed money and continuity – provide funds to projects which build on past results and/or adapt good practices to new areas
  - ✓ ensure less rotation among evaluators of Erasmus+ applications and provide training to help them identify overlaps and reinventions;
- disseminate the results of EU-funded projects, provide easier access to the deliverables, and bridge the findings and outcomes better together through:
  - ✓ an improved Erasmus+ Project Results platform
  - ✓ the European Week of Sport
  - ✓ more opportunities for project coordinators to lobby and share their projects' results with policy-makers at national and EU level, and more field visits from EU institutions to the projects
  - ✓ cluster meetings – also at national level – to transfer knowledge between new and experienced partners, learn about proven methods and ideas, and give the sport movement further impulse to implement measures
  - ✓ more attention to communication among all stakeholders: involve the media, use new communication technologies, improve the projects' presentations;

- evaluate if the objectives of the 2014-2020 Erasmus+ projects have been reached, to what level of quality, and with which impact in the long term (through benchmarking instruments and indicators);
- use methods such as hackathons to imagine innovative processes;

#### **Recommendations to foster good governance:**

- keep good governance as a top priority;
- strike a balance between transparency and confidentiality as essential factors to trigger changes – assure transparency taking account of cultural differences while aiming towards convergence through benchmarking tools and guidelines;
- examine if the good governance principles are implemented;
- use benchmarking, assessment tools and corrective measures to comply with the good governance principles:
  - ✓ benchmarking needs to be evidence-based
  - ✓ pledge-board and self-assessments are good starting points and need to be followed by independent monitoring and consequences
  - ✓ it is necessary to define standards and ethical norms;
- continue promoting education:
  - ✓ promote education of board members on sport peculiarities and good governance principles
  - ✓ put more focus on education for small organisations
  - ✓ use awareness-raising for target groups who know little about good governance and capacity-building for target groups who need to acquire skills;

#### **Recommendations to fight match-fixing:**

- reinforce synergies:
  - ✓ coordination of initiatives which foster education and whistleblowing, so the athletes do not get confused
  - ✓ coordination between the Convention on the Manipulation of Sports Competitions of the Council of Europe, the KCOOS project, and Erasmus+ projects (could be taken into consideration in the selection of Erasmus+ projects)
  - ✓ coordination of national platforms;
- further develop education and prevention programmes, especially for grassroots sport, referees and youngsters – educate them to resist the temptation to participate in match-fixing and encourage them to report cases;
- strengthen the police and judiciary at national and international levels:
  - ✓ better protection of whistle-blowers
  - ✓ easier exchange of information between countries
  - ✓ broader powers of intervention;
- focus on financial flows to create obstructions to match-fixing;
- invest into IT solutions to regulate online gambling, fight illegal betting and block illegal financial flows;

**Recommendations to fight doping:**

- promote cooperation between stakeholders:
  - ✓ between the European Commission and EU Member States: re-establish the 'Anti-Doping' Expert Group, organise a cluster meeting on doping and follow-up its outcomes closely)
  - ✓ between NADOs
  - ✓ by involving the anti-doping community in EU-funded projects: NADOs, other sport organisations and NGOs, education and health sector, universities, local, regional and national policy-makers including ministries;
- set up a global policy from top to bottom by involving international organisations in EU-funded projects and organising a global conference on anti-doping education;
- encourage reporting of doping cases;
- continue putting emphasis on education and prevention:
  - ✓ provide education from an early age
  - ✓ include anti-doping education within the school and university curricula (e.g. physical education, biology)
  - ✓ include integrity within the teachers' and coaches' training/education
  - ✓ teach athletes how to use supplements properly as a safe alternative to doping
  - ✓ involve role models in educational programmes
  - ✓ adapt educational materials to the new technologies while using face-to-face training when it is better suited
  - ✓ target educational material at recreational athletes, different age groups and doping trigger points (e.g. change of career);
- promote anti-doping as public health and food safety issue and organise campaigns similar to the anti-tobacco campaigns for the general public in cooperation with international sport organisations with high visibility;
- provide a more precise definition of doping in recreational sports;
- set more targeted priorities in the future calls for proposals, for instance regarding the age groups, educational programmes/materials, and the trigger points.

Please click on the project title to view the project presentation on the [Erasmus+ Project Results Platform](#)

## Good governance (13 selected projects)

Reference Number	Organisation	Title
556830-EPP-1-2014-1-BE-SPO-SCP	COMITATI OLIMPICI EUROPEI	<i>SUPPORT THE IMPLEMENTATION OF GOOD GOVERNANCE IN SPORT</i>
557990-EPP-1-2014-1-AT-SPO-SCP	FH JOANNEUM GESELLSCHAFT MBH	<i>HOW TO LEAD A SPORT CLUB TO A SUCCESSFUL FUTURE</i>
567107-EPP-1-2015-2-HR-SPO-SCP	HRVATSKI OLIMPIJSKI ODBOR	<i>STRENGTHENING GOOD GOVERNANCE IN THE EUROPEAN SPORT COMMUNITY BY PROVIDING WOMEN WITH NECESSARY COMPETENCIES IN ORDER TO SUPPORT GENDER BALANCE AND EQUALITY IN DECISION-MAKING IN SPORT STRUCTURES</i>
567187-EPP-1-2015-2-UK-SPO-SCP	SUPPORTERS DIRECT	<i>CLUBS AND SUPPORTERS FOR BETTER GOVERNANCE IN FOOTBALL</i>
567220-EPP-1-2015-2-ES-SPO-SCP	AJUNTAMIENTO DE SANT CUGAT DEL VALLES	<i>ETHICS4SPORTS</i>
579637-EPP-1-2016-2-DK-SPO-SCP	IDRAETTENS ANALYSEINSTITUT	<i>NATIONAL SPORTS GOVERNANCE OBSERVER: BENCHMARKING SPORT GOVERNANCE ACROSS NATIONAL BOUNDARIES</i>
590305-EPP-1-2017-1-BG-SPO-SCP	ASOCIACIA ZA RAZVITIE NA BULGARSKIASPORT	<i>GOOD GOVERNANCE IN SPORT</i>
590373-EPP-1-2017-1-IT-SPO-SCP	COMITATI OLIMPICI EUROPEI	<i>SINGLE POINTS OF CONTACT FOR SPORTS INTEGRITY</i>
590449-EPP-1-2017-1-HR-SPO-SCP	HRVATSKI OLIMPIJSKI ODBOR	<i>INVESTMENTS SPORT</i>
590521-EPP-1-2017-1-ES-SPO-SCP	UNIVERSIDAD DE ZARAGOZA	<i>CORPORATE GOVERNANCE SPORT IN SPORT ORGANISATIONS: A GENDERED APPROACH</i>
590562-EPP-1-2017-1-UK-SPO-SCP	EDGE HILL UNIVERSITY	<i>PROMOTING AND SUPPORTING GOOD GOVERNANCE IN THE EUROPEAN FOOTBALL AGENTS INDUSTRY</i>
590680-EPP-1-2017-1-CY-SPO-SCP	CYPRUS SPORT ORGANISATION	<i>GOOD GOVERNANCE ENHANCEMENT THROUGH E-LEARNING FOR SPORT VOLUNTEER BOARD MEMBERS</i>
590801-EPP-1-2017-1-ES-SPO-SCP	FUNDACION UNIVERSITARIA SAN ANTONIO	<i>EUROPEAN SPORT LEADERSHIP PROGRAMME</i>

## Match-fixing (9 selected projects)

Reference Number	Organisation	Title
556784-EPP-1-2014-1-AT-SPO-SCP	ERSTE BANK EISHOCKEY LIGA	<i>EUROPEAN ROOKIE CUP</i>
567108-EPP-1-2015-2-NL-SPO-SCP	EUROPEAN ELITE ATHLETES ASSOCIATION	<i>2016 PROTECT INTEGRITY</i>
567159-EPP-1-2015-2-EL-SPO-SCP	ARISTOTELIO PANEPISTIMIO THESSALONIKIS	<i>FIX THE FIXING: PROACTIVE QUELLING OF SPORTS EVENTS MANIPULATION</i>
567278-EPP-1-2015-2-LV-SPO-SCP	BIEDRIBA LATVIJAS BASKETBOLA SAVIENIBA - LATVIAN BASKETBALL ASSOCIATION	<i>TRUE BASKETBALL. REAL GAMES.</i>
579736-EPP-1-2016-2-PT-SPO-SCP	TI - TRANSPARENCIA E INTEGRIDADE ASSOCIACAO CIVICA	<i>ANTI MATCH-FIXING TOP TRAINING</i>

579796-EPP-1-2016-2-EL-SPO-SCP	ARISTOTELIO PANEPISTIMIO THESSALONIKIS	<i>SPORT WHISTLEBLOWING OF HARMFUL IRREGULARITIES IN SPORT THROUGH LEARNING &amp; EDUCATION</i>
590549-EPP-1-2017-1-NL-SPO-SCP	EUROPEAN ELITE ATHLETES ASSOCIATION	<i>PROTECT INTEGRITY PLUS</i>
590593-EPP-1-2017-1-PT-SPO-SCP	INSTITUTO UNIVERSITARIO DE LISBOA	<i>TRAINING TO PROTECTED REPORTING FROM PROFESSIONAL AND GRASSROOTS SPORTS</i>
590606-EPP-1-2017-1-PL-SPO-SCP	FUNDACJA EKSTRAKLASY	<i>AGAINST MATCH FIXING -EUROPEAN RESEARCH &amp; EDUCATION PROGRAM</i>

## Doping (13 selected projects)

Reference Number	Organisation	Title
557100-EPP-1-2014-1-EL-SPO-SCP	ARISTOTELIO PANEPISTIMIO THESSALONIKIS	<i>STRENGTHENING THE ANTI- DOPING FIGHT IN FITNESS AND EXERCISE IN YOUTH</i>
557209-EPP-1-2014-1-SI-SPO-SCP	SLOVENSKA ANTIDOPING ORGANIZACIJA, ZASEBNI ZAVOD ZA PREPRECEVANJE DOPINGA V SPORTU LJUBLJANA	<i>DOPING PREVENTION THROUGH PEER LEARNING AMONG YOUTH</i>
579574-EPP-1-2016-2-BE-SPO-SCP	EUROPEACTIVE	<i>THE FORUM FOR ANTI-DOPING IN RECREATIONAL SPORT 2</i>
579605-EPP-1-2016-2-UK-SPO-SCP	UNIVERSITY OF HULL	<i>ANTI-DOPING VALUES IN COACH EDUCATION (ADVICE)</i>
579707-EPP-1-2016-2-IT-SPO-SCP	UNIONE ITALIANA SPORT PER TUTTI	<i>#DOPOUT: SOCIAL NETWORK AND PEER EDUCATION AGAINST DOPING</i>
579803-EPP-1-2016-2-IT-SPO-SCP	TDM 2000 INTERNATIONAL	<i>GET ADDICTED TO SPORT VALUES</i>
579828-EPP-1-2016-2-EL-SPO-SCP	ARISTOTELIO PANEPISTIMIO THESSALONIKIS	<i>STRENGTHENING THE ANTI-DOPING FIGHT IN FITNESS AND EXERCISE IN YOUTH+</i>
579937-EPP-1-2016-2-HR-SPO-SCP	ZAJEDNICA SPORTSKIH UDRUGA GRADA RIJEKE RIJECKI SPORTSKI SAVEZ	<i>JUST SPORT</i>
590430-EPP-1-2017-1-ES-SPO-SCP	AGENCIA ESPANOLA DE PROTECCION DE LA SALUD EN EL DEPORTE	<i>ANTIDOPING GREEN SEAL</i>
590595-EPP-1-2017-1-EL-SPO-SCP	ARISTOTELIO PANEPISTIMIO THESSALONIKIS	<i>DEVELOPMENT OF A COURSE FOR EDUCATING COACHES ON SPORTS INTEGRITY</i>
590613-EPP-1-2017-1-EL-SPO-SCP	ARISTOTELIO PANEPISTIMIO THESSALONIKIS	<i>A SERIOUS GAME APPROACH IN MITIGATING PERFORMANCE ENHANCEMENT CULTURE IN YOUTH</i>
590695-EPP-1-2017-1-FI-SPO-SCP	A-KLINIKKASAATIO	<i>TOWARDS QUALITY ANTI-DOPING EDUCATION IN RECREATIONAL SPORTS</i>
590824-EPP-1-2017-1-UK-SPO-SCP	LEEDS BECKETT UNIVERSITY	<i>RESEARCH-EMBEDDED STRATEGIC PLAN FOR ANTI- DOPING EDUCATION: CLEAN SPORT ALLIANCE INITIATIVE FOR TACKLING DOPING</i>



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