Report to
Commissioner Tibor Navracsics

High Level Group on Sport Diplomacy

June 2016
Under the chairmanship of Pál Schmitt this report was prepared by the co-rapporteurs, Valérie Fourneyron and Thierry Zintz, and submitted to the European Commission in June 2016.
“Sports have the power to change the world. It has the power to inspire, the power to unite people in a way that little else does. It speaks to youth in a language they understand. Sports can create hope, where there was once only despair. It is more powerful than governments in breaking down racial barriers. It laughs in the face of all types of discrimination. Sport is the game of lovers.”
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PREAMBLE

Since its inception, Europe has become more prosperous, more integrated, and more of a player in international affairs. Between 1989 and 2014, the European Union (EU) practically doubled its membership and catapulted into third place in population behind China and India. It currently boasts the world’s largest economy and also heads the list of global trading powers. In 2012, the EU won the Nobel Peace Prize for transforming Europe "from a continent of war to a continent of peace."

In recent years however, challenges have multiplied: the European Union has suffered an unprecedented number of threats, dramatic events and crises which have deeply affected its reality, changed its perception of itself and altered the way it is regarded by the outside world. Peace that reigned across Europe since the end of World War II has been shattered and its core values have been contested.

Since 2015, monstrous terrorist attacks have killed and injured hundreds of people on European soil. Calculated murders of civilians had already occurred since 2004 in Madrid, London and Copenhagen. The difference is that, with the recent attacks in Paris and Brussels, there is now an acceptance by the EU leaders, the EU population and in third countries that these attacks will continue. Furthermore, Europe has to deal with a new form of war that wants to destroy what Europe stands for, its way of life and its values. Protecting these values, while dealing with war, is the new challenge that the Member States and the EU institutions need to tackle.

At the same time, and directly spawned by the reign of terror of armed terrorist groups in the Sub-Saharan and Middle-East regions, hundreds of thousands of refugees seek to enter Europe in search of security, economic prosperity and a better life. The EU capacity for sustainable integration is being questioned. The enduring economic turmoil, the threats on EU cohesion and a perceived EU institutional paralysis in its capacity to handle these crises also sharply contribute to shape a new and uncomfortable reality in Europe, in which citizens feel unsafe and lacking opportunities for social advancement.

These simultaneous crises have been quickly exploited by different political movements across Europe, manipulating the fears of those who feel socially, economically and politically marginalised, and fuelling an increasing Eurosceptic sentiment in many Member States.

The outside world, spanning from neighbour countries to strategic partner countries and developing countries, also reckon and judge negatively these changes occurring within the EU, as highlighted in a recent study¹.

The study highlighted that, across non-EU states, strong negative connotations are associated with the events taking place in the EU as well as the EU’s role in coping with them. Notably, the Eurozone debt crises have had a negative impact on the EU’s perceived effectiveness and actorness. In external and security affairs, the EU’s effectiveness is still seen to be limited, though its leadership is desired. The EU’s actions are mostly perceived in a negative light across countries regarding migration, multiculturalism and human rights. The EU is evaluated as providing a high standard of living to its citizens, but at the same time not meeting its own standards in its treatment of migrants. Although certain norms, such as human rights, good governance, democracy and peace, are perceived as inherent to the EU’s self-conception and identity, the EU is predominantly not considered as an international norm setter in these areas. Finally, the report identified that the general publics across all countries lack knowledge of the EU’s development and education programmes.

Because of this challenging and complex context, it is more than ever urgent to reinvigorate the tools, means and resources that the EU uses to achieve its goals and ambitions on the international stage.

Although it used to be downgraded, sport is today increasingly and successfully regarded by various countries and governments as a tool to improve their foreign policy and international relations, reach external audiences more deeply, positively and effectively, support external policies and enhance their international image and influence.

It is with this in mind that Commissioner Tibor Navracsics mandated a High Level Group (HLG) to assess the potential of sport in EU diplomacy. This new approach to sport as a diplomatic tool emphasises the positive values of sport and their impact in building a more cohesive society, in fuelling education, economy, culture and employment, in improving health and in shaping a better world through nurturing dialogue, development and peace. In doing so, the EU shall continue fostering its policies against the threats to sport such as inter alia doping, match fixing, money laundering, corruption, racism and xenophobia, violence and hooliganism, child exploitation and other negative effects of player transfers.

Sport can and should play a role regarding different aspects of the EU’s external relations: as an element of external assistance programmes, as an element of dialogue with partner countries, as a “facilitator” of the EU’s and its Member States’ relations with the wider world, and as a part of the EU’s diplomacy.

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As stated in its engagement letter, the aim of the HLG is to assess the value of sport in EU external policies, and in public diplomacy in general. It is to identify how sport can make a contribution to the EU’s endeavour to reach its external political aspirations (e.g. easing relations with partner countries).

The HLG is composed of 15 personalities having valuable experiences and knowledge in the field of sport (athletes, ex-athletes, politicians, researchers, writers, representatives of sport organisations, IOC members).3

Between its establishment in October 2015 and the handing over of the present report in June 2016, the Group met 6 times. External speakers (independent experts, representatives of the sport movement, Member States, public authorities or sport stakeholders, as well as representatives of third countries) were invited on an ad-hoc basis to fuel the thinking of the group. The Commission provided expertise, as well as logistical and secretarial support to the work of the Group.

The Group was chaired by IOC member and former President of the Hungarian Republic Pál Schmitt. The two rapporteurs were Valérie Fourneyron (former Sport Minister in France and Chair of the WADA Health, Medical and Research committee) and Thierry Zintz (University professor, Chairman of the European Observatory of Sport and Employment, Vice-Chairman of the Belgian Olympic and Interfederal Committee and Member of the Olympic Education Commission of the International Olympic Committee).

I. WHY THE EU SHOULD USE SPORT IN ITS EXTERNAL RELATIONS AND DIPLOMATIC OUTREACH

ON ONE HAND, the European Union develops an undeniable humanistic approach to foreign affairs and foreign actions, which is unique in the world.

The EU foreign and security policy, which has developed gradually over many years, enables the EU to speak and act as one in world affairs. It seeks to:

- preserve peace and strengthen international security,
- promote international cooperation,
- develop and consolidate democracy, the rule of law, respect for human rights and fundamental freedoms.

The EU joint foreign and security policy is designed to resolve conflicts and foster international understanding. In that regard, it is exclusively based on diplomacy. Trade, humanitarian aid, security and defence often play a complementary role.

3 See full list in Annex 1
As the world’s largest donor of development finance, the EU is also uniquely placed for cooperation with developing countries.

The EU maintains partnerships with the world’s key players, including emerging powers. It seeks to ensure that these relationships are based on mutual interests and benefits. The EU holds regular summits with Canada, China, India, Japan, Russia and the United States. Its international relations encompass education, human rights, the environment, security and defence, and the fight against crime.

ON THE OTHER HAND, sport is a recognised and influential instrument for promoting peace, understanding and intercultural dialogue, as it disregards both geographical borders and social classes. It also plays a significant role as a promoter of social integration and economic development in different geographical, cultural and political contexts.

Sport is a powerful tool to strengthen social ties and networks, and to promote the ideals of peace, inclusion, fraternity, solidarity, non-violence, tolerance and justice. Tackling problems in post-conflict situations can be eased as sport has the ability to bring people together, to build confidence and active citizenship.

Sport benefits from an excellent image around the world and is strongly associated with Europe, since Europe is the place where modern sport first emerged and from which many sports started their journey around the planet. In a recent survey on “The image of the EU in the world”[^4], it is shown that Sport and Culture are the best perceived competencies of the EU. However 50% of the participants to the survey consider that sport is strongly associated with Europe while only 17% establish a relation between sport and the European Union.

What is more, Europe is composed of individual countries where sport is kept in high esteem, strongly supported, and produces outstanding performances. Still, for the time being, its potential is mainly only tapped on the national level. In recent years, the EU has played a more prominent role in sports policy, the Lisbon Treaty of 2009 having defined sport as a new EU competence that supports the actions of the Member States. However, within this framework, the role of sport as a diplomatic tool for the EU has not been fully explored. In producing this report, the HLG wishes to highlight the potential of sport in this regard.

Because the EU foreign policy objectives and values of sport do match, it is the HLG belief that sport can help the EU reach many of its external political ambitions. Sport can be an element of dialogue and cooperation with partner countries and third countries as part of the EU’s diplomacy. It can facilitate the EU’s and its Member States’ relations with the wider world.

[^4]: [http://www.pewglobal.org/2014/05/12/a-fragile-rebound-for-eu-image-on-eve-of-european-parliament-elections/]
II. HOW SPORT CAN BE INTEGRATED IN THE EU’S EXTERNAL RELATIONS

Since the end of the Cold War, the approach of diplomacy is getting softer and the overall weight of soft diplomacy in the “diplomatic mix” is getting stronger: diplomatic work has expanded from solving problem between states (or Unions like the EU) to bridging gaps between peoples, and there has been an increase in the scope and diversity of diplomatic actors (Zhang, 2013). Sport organisations realise that they can play a part in diplomacy and help build a better world. They are today more open-minded in considering cooperation with governments. With this mission in mind, many sport organisations are actively participating in international affairs. Recent cases concerning the Olympic Movement include the agreement between the International Olympic Committee (IOC) and the United Nations (UN) to strengthen collaboration in using sport as a tool for peace and development, and the IOC Honorary President Jacques Rogge’s work as the UN Special Envoy for Youth Refugees and Sport (IOC, 2014 & UN, 2014). Other agreements have been concluded at the European level such as the Arrangement for Cooperation between the European Commission and the Union of European Football Associations (UEFA), adopted in October 2014. This partnership agreement commits the two partners to work together regularly in a tangible and constructive way on matters of shared interest such as the integrity of sport, respect for human rights and dignity, non-discrimination and solidarity.

To understand the role of sport as a tool of diplomacy, we introduce two important concepts, soft power and public diplomacy, to build a background framework.

2.1. Sport and Soft Power

The first important concept in understanding sport as a tool of diplomacy is Soft Power. Joseph Nye (2004) defined this concept at the end of the Cold War as the nation’s ability to obtain its desired outcome not through coercion or payment, but through attraction, particularly through the attraction of its culture, its political values and its domestic and foreign policies. Soft power is opposed to hard power, which means threatening military force and economic sanctions or promising economic incentives.

According to Nye (2004), soft power rests not only in the hands of the state actors (government agencies), but also in the hands of the various non-state actors (businesses, individuals, non-governmental organisations, etc.).

Here we mainly look at culture as a source of soft power. Nye (2004) believes culture contributes significantly to a nation’s (EU’s) soft power.

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Nye (2004) distinguishes between high culture and popular culture. High culture such as literature, art and education is directed at elites in a nation, whereas popular culture such as TV, movies and popular sport aims to entertain the general public. Popular sport, as a part of popular culture, plays an important part in communicating values and is a source of cultural soft power.

Sport is a part of soft power diplomacy, because it is a source of cultural attraction.

### 2.2. Sport and Public Diplomacy

Public diplomacy is better understood through comparison: traditional diplomacy is the actor’s attempt to manage its international environment through engagement with another actor, whereas public diplomacy is the actor’s attempt to manage its international environment through engagement with a foreign public (Cull, 2009). While old public diplomacy focuses on government agencies’ effort to persuade a foreign public to influence their government, new public diplomacy is an instrument used by a state or non-state actor for the purpose of understanding cultures, attitudes and behaviours, building and managing relationships, and influencing thoughts and mobilising actions to advance the actor’s interests and values (Pamment, 2013).

Today’s public diplomacy has a few key features:

- First, there are diverse actors, not only state actors (government agencies), but also non-state actors such as non-governmental organisations, businesses, individuals and civil societies.

- Second, the means of public diplomacy is public engagement, which has evolved from an actor-to-people approach (old public diplomacy) to a people-to-people approach with the actor playing the role of the facilitator (new public diplomacy). In other words, audiences foreign to each other have contacts and build relationships with the actor facilitating their interaction and communication.

- Third, in spite of its development, the end goal of public diplomacy remains managing the international environment for one’s interests. There has always been an emphasis on the use of public diplomacy to achieve one’s policy goals.

According to Cull (2009), public diplomacy has five core approaches:

- **Listening:** gathering information about the foreign public and their opinions (usually through media monitoring and public opinion polling), and using that data as a basis of decision-making.

- **Advocacy:** undertaking an international communication activity to actively promote particular policies or ideas in the minds of the foreign public.
• Cultural diplomacy: making one’s cultural resources and achievements known overseas and facilitating cultural transmission abroad (cultural diplomacy often overlaps with exchanges).

• Exchange diplomacy: exchanges of visits between citizens of different countries to generate international understanding (exchanges often overlap with cultural work, and can also be used for advocacy purposes).

• International broadcasting: using media technologies of radio, television and Internet.

⇒ **Sport works softly as a diplomatic lubricant (Cha, 2009). Sport can create public interest and public goodwill, and appeal directly to the general public, so as to provide a favourable environment for a nation to manage its international relations. Though rarely itself a sufficient condition for diplomacy, sport can be effective in facilitating changes or increasing momentum in diplomatic practices (Cha, 2009).**

⇒ **In its recommendations, the HLG will deal with sport as a tool of “soft power” to be used in 3 of the 5 approaches that define “public diplomacy”: advocacy, cultural diplomacy and exchange diplomacy.**

### III. HOW SPORT DIPLOMACY CAN FIT IN EUROPEAN POLICIES

#### 3.1. Framework

The Lisbon Treaty calls for greater horizontal and vertical coordination of EU international activity and, consequently, of EU public diplomacy. It also provides three important organisational innovations for the horizontal coordination (between institutions and policies) of the EU’s international activity and public diplomacy.

Firstly, it announces the creation of the European External Action Service (EEAS), the official EU diplomatic service. This includes a headquarters in Brussels and multiple EU Delegations (which replace the delegations of the European Commission, representing the EU as a whole and not only the Commission) in third countries and international organisations (such as the UN, the WTO and the Council of Europe).

Secondly, the Lisbon Treaty creates the post of High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the European Commission.

Finally, the European Council is institutionalised, and the role of the previous rotating Presidency of the European Council is assumed by a fixed and full-time President. By eliminating the rotating Presidency, which tended to introduce new priorities in foreign
relations according to the short-term interests of the Member State in post, the EU creates more continuity in its diplomatic representation, policy priorities, and message to be spread.

In Article 165, the Lisbon Treaty also makes the following breakthrough when it comes to how sport is considered:

“[...] 2. Union action shall be aimed at [...] developing the European dimension in sport, by promoting fairness and openness in sporting competitions and cooperation between bodies responsible for sports, and by protecting the physical and moral integrity of sportsmen and sportswomen, especially the youngest sportsmen and sportswomen. [...] 3. The Union and the Member States shall foster cooperation with third countries and the competent international organisations in the field of education and sport, in particular the Council of Europe.”

In parallel, the following areas compose the EU’s External Relations and Foreign policy:

- Common Foreign Security Policy (CFSP)
  - Civilian Crisis Management
  - Conflict Prevention
  - Development and Developing countries
  - Enlargement
  - European Neighbourhood policy
  - European Union in the World
  - External Cooperation Programmes
  - Peacekeeping operations
- Emergency assistance
  - Humanitarian aid and civil protection (ECHO)
- Foreign policies (Relations with third countries and international organisations)
  - International trade and trade agreements (External trade)

Sport can act as a “diplomatic lubricant” in almost all the areas mentioned above. For the purpose of being as efficient, actionable and specific as possible, and taking into consideration the Lisbon Treaty provisions, the HLG has limited the scope of its thinking to the areas in which sport can bring the most added value in order to improve and serve the EU’s external relations objectives and ambitions.
3.2. Overarching principles for the EU sport diplomacy action

The HLG acknowledges that the following overarching principles should guide the EU sport diplomacy action:

- The EU must **build up credibility as an actor in global sports**. It has the potential to do so precisely because it is not a nation-state pursuing interests of national prestige.

- The EU must focus **on the credible embodiment and patient promotion of the fundamental values both of sport and the European Union itself**: respect for human dignity, liberty, democracy, equality, inclusion of people with disabilities, the rule of law and respect for human rights, including the rights of persons belonging to minorities.

- In an intelligent application of the subsidiarity principle, the EU must focus on **complementary actions and initiatives which bring an added value to the Member States’ strategies and activities**.

- The EU must **act in interaction, with national governments and sport organisations such as the International Olympic Committee, the National Olympic Committees, federations, leagues and representative athlete organisations**.

- While developing its sport diplomacy to third countries, the EU should resist any temptation to build or disseminate a ‘European identity’ through sport.

3.3. Key partners in an EU sport diplomacy

The HLG considers that its recommendations should be implemented with key partners, namely:

- At governmental and inter-governmental level:
  - EU Member States,
  - European Union Institutions,
  - Council of Europe.

- At sports level, those organisations that are real active partners to co-bear the values to the 3 different levels of countries as outlined above:
  - European sport federations,
  - European Olympic Committees,
  - Other recognised European Sport organisations and stakeholders.
Through dialogue, the sports movement has achieved favourable regulatory treatment from the EU, the latter having consistently recognised the specificity of sport in its sports related judgments, decisions and policy papers. In this regard, dialogue is mutually beneficial and capable of producing positive outcomes.

In its dialogue and cooperation with sports bodies, the EU does and should seek to promote its values, including its over-arching concerns of peace, democracy and respect for human rights, and its sports related values of good governance, fairness, openness, wide participation and solidarity.

3.4. Nature of recommendations: improving EU diplomatic outreach through sport

Based on the above elements, the HLG considers that a major part of sport diplomacy concerns the social and political responsibility to promote, spread and share values. Indeed European sport possesses certain societal aspects (such as education, public health, social, cultural and recreational functions), as well as economic and organisational aspects. Within these aspects the Court of Justice of the European Union has recognised the importance of sports bodies adopting rules that seek to pursue certain legitimate objectives, such as promoting competitive balance, youth development and the proper functioning and integrity of sport.

Although each of the 28 Member States has its specificities when it comes to the legal organisation of sport, the latest studies available highlight that the above features remain widely prevalent across Europe.

The recommendations of the HLG will therefore focus on 3 orientations:

- Inclusion in and through sport,
- Development (sport as an educational tool),
- Sport-oriented values.

These 3 orientations are the backbone of the HLG recommendations within the following 3 specific areas:

1. EU External Relations (Neighbourhood, Enlargement, Development and Cooperation policies),
2. Promotion of EU values in the context of major sport events and Advocacy,
3. Development of an organisational culture of sport diplomacy.

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Some of the following recommendations have been designed to be implemented in the short term, within the current EU Budgetary Plan, while others will require vision and political support in the long-term.

This global long-term strategy for external action of the EU through sport will be a litmus test for the willingness of the Commission and Council to seize the opportunity provided by the Lisbon Treaty for using sport as an efficient soft diplomacy instrument.

IV. RECOMMENDATIONS

4.1. EU External Relations

The EU engages with third countries in a number of ways including through its Neighbourhood, Enlargement, Development and Co-operation policies. Sport can play a more prominent role in helping the EU achieve its external relations objectives. For example, sport has been described as a ‘new engine for development’\(^8\). As such, sport can serve as a tool for fostering social inclusion of minorities, disabled persons or vulnerable groups not only within the EU, but also in the context of external relations, since the EU and its Member States have concluded agreements with third countries. However, existing EU funding programmes do not fully allow sport to match this potential. For example, in relation to EU neighbouring countries, the Erasmus+ sub-programme sport is mainly limited to “Programme Countries” and the Directorate General for Development and Cooperation programmes (DEVCO) and European Neighbourhood Policy and Enlargement Negotiations (NEAR) do not sufficiently include sport as one of their priorities even though they do target non-EU countries. The new sport diplomacy strategy should use the impetus provided by Article 165 of the Treaty on the Functioning of the European Union (TFEU) to explore ways of allowing sport to play a more prominent role in the EU’s external relations programmes.

4.1.1. Recommendations

1. Ensure that sport, and the contribution it can make to achieve the EU’s external relations ambitions, is fully taken into account in the agreements with third countries, including within the framework of Accession, Association, Co-operation and European Neighbourhood agreements.

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Where sport is mentioned in existing texts, steps should be taken to implement the sports related provisions through follow-up actions and agreements⁹, including the adoption of new instruments such as bilateral memoranda of understanding between the EU and third countries specifically relating to sport.

2. Mainstream sport in the EU External Relations funding programmes (as listed in supporting means): review the eligibility criteria of EU funding programmes to ensure that the potential of sport, in the context of projects partnering EU applicants with third countries, is fully harnessed. In particular, consider the extension of Erasmus+ programme to non-EU Member States covered by the Accession, Association, Co-operation and European Neighbourhood agreements.

3. Make use of the considerable sporting expertise in Europe to provide technical and policy support to third country public authorities and sports organisations implementing sports-based development and social projects with a view to developing sports systems in these countries and as a means of sharing best practice in line with the EU values.

4. Organise a high level sports diplomacy conference and maintain on-going good relations with relevant sports bodies, stakeholders and the Council of Europe through the EU structured dialogue on sport.

5. Promote legal / circular migration through sport. Temporary and circular migration programmes and mobility partnerships should be enhanced to facilitate the entry and (short-term) residence of sportsmen / women.

6. Bestow awards to projects and initiatives from civil society that foster development and cooperation through sports and leverage the EU’s objectives of achieving democracy, the rule of law, respect for human rights and social cohesion (education, health, inclusion, gender equality...).

⁹ A relevant example of provision related to sport in an Association Agreement can be found in the EU Georgia Agreement (article 368): “The Parties shall promote cooperation in the field of sport and physical activity through the exchange of information and good practices in order to promote a healthy lifestyle and the social and educational values of sport, mobility in sport and in order to fight global threats to sport such as doping, racism and violence”.

A relevant example of ENP provision related to sport can be found in the Egypt Action Plan: “Enhance co-operation in the field of youth and sport – Enhance youth exchanges and co-operation in the field of non-formal education and intercultural dialogue. – Promote mutual knowledge among Egyptian and European youths of their respective cultures and fostering tolerance. – Provide the best practices in establishing national councils for youth in EU Member States and on drafting youth policies. – Promote a dialogue between EU and Egypt on sport issues. – Exchange of experience with the EU Member States on the management of various sports sectors. – Ensure the continued successful implementation of the Euro-Med Youth programme by developing an effective national management structure.”
7. Develop communication tools, such as websites and social media, to present good practice examples, such as those included in the document “Examples of EU funded sport-based development projects”\(^\text{10}\). Include a specific session on sport and development in the annual EU Development Days.

### 4.1.2. Supporting means

1. Cooperation with the Council of Europe (CoE) as a partner for regional cooperation in order to facilitate increased exchanges between EU and non-EU Member States, monitor activities related to sport in ENP countries and help define action plans.

2. Existing EU external funding Programmes, for instance:
   b. Instrument for Pre-Accession Assistance (IPA II)
   f. Technical Assistance and Information Exchange instruments (TAIEX)
   g. Civil Society support instruments


4. Erasmus+ Programme\(^\text{11}\).

\(^{10}\) Examples compiled by DG EAC – Sport policy and programme, February 2016

\(^{11}\) The more opportunities non-EU Member States have to participate in activities within the framework of Erasmus+ projects run by the CoE, the more opportunities EU Member States have to display their expertise and to share knowledge. Based on its experience within the framework of the current E+ project, the CoE could evaluate the potential of using such opportunities to involve non-EU Member States, while complying with the overall E+ regulations (e.g. through the increase of external funding for “E+ non-eligible costs”, through the combined use of external programmes to reach non-EU Member States, etc.)
4.2. Promotion of EU values in the context of major sport events and Advocacy

The organisation of major sport events is primarily the responsibility of the competent sport governing body (in line with the autonomy of sport). Nevertheless, the staging of major sport events raises a number of issues that connect to EU concerns, including questions of integrity, transparency and good governance when staging major sport events, grassroots participation, human rights, children’s rights, labour rights, social inclusion, environmental protection and wider questions of how the staging of major sport events can contribute to the economic growth of the European economy. Major events therefore offer sport diplomacy opportunities.\(^\text{12}\)

4.2.1. Recommendations

1. Support projects and research relating to the staging of major sport events within the framework of existing EU funding programmes, including support for pre-event, side event and legacy activities promoting EU fundamental values.

2. Take forward the recommendations of the various expert groups established under the 2\(^{nd}\) EU Work Plan for Sport as well as Conclusions adopted by the Education, Youth, Culture and Sport Council related to the major sport events.\(^\text{13}\)

3. Recognise the potential of sport, and specifically the staging of major sport events, as an important aspect of EU economic diplomacy so that sport can contribute to the EU’s economic objectives of growth, employment and competitiveness.

4. Create a network of sport ambassadors including current as well as former athletes and coaches, to promote EU values through sport.

4.2.2. Supporting means

1. Erasmus+ programme with the special focus on its youth, education and sport parts.

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\(^{12}\) See Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting of the Council, Doc.9644/16, “Enhancing integrity, transparency and good governance in major sport events”, 1 June 2016

\(^{13}\) Expert Group on Good Governance – Guiding Principles relating to democracy, human rights and labour rights, in particular in the context of the awarding procedure of major sports events, 13 January 2016. See also Expert Group on the Economic Dimension of Sport – Recommendations on major sports events, in particular on legacy aspects with a focus on social, economic and environment sustainability. For Council Conclusions, see Doc.9644/16, “Enhancing integrity, transparency and good governance in major sport events”, 1 June 2016.
4.3. Development of an organisational culture of sport diplomacy

Sport is a relatively new competence of the EU, only having gained Treaty recognition following the entry into force of the Lisbon Treaty in 2009. Nevertheless, prior to that, other aspects of the Treaty, particularly those governing the operation of the single market, did touch upon the activities of sport.

Consequently, the EU has an existing institutional structure and expertise in the area of sport, the formal responsibility for EU sports policy resting with the Directorate General for Education and Culture. Nevertheless, given the cross-cutting nature of sport, particularly in the diplomacy context, it is important that sport is mainstreamed into the activities of other relevant Commission services and EU institutions. This way, sport will be able contribute more fully to the attainment of the EU’s external relations objectives.

4.3.1. Recommendations

1. Develop the European dimension in sport by mainstreaming sport into relevant EU policies and funding programmes. Feature the word “Sport” in the title of the DG Education and Culture in order to heighten the status of sport. Give sport diplomacy a priority status in the next EU Work Plan for Sport (from 2017). Refer to the potential of sports diplomacy in the EU Foreign Affairs strategy and the EU Human Rights Action Plan when it is next reviewed. In this regard, closer intra and inter institutional co-operation within the EU should be encouraged to ensure a mainstreamed approach to EU sports diplomacy.

2. Establish a group of experts on Sport Diplomacy as a platform for the generation of ideas and the exchange of best practice.

3. Include sport into the portfolio of Delegation officers who are responsible for cultural relations and request them to take sport into account when assessing the social, economic and political situation in the given country.

4. Raise awareness in the Ministries of Foreign Affairs of EU Member States on the potential of sport as a soft power / public diplomacy tool.

4.3.2. Supporting means

1. Develop the capacity of EU institutions staff regarding the topics of sport and diplomacy / development cooperation.

   • Present the potential of sport and its use in diplomacy and sustainable development aid to EU delegations (e.g. during the annual Ambassadors’ meeting in Brussels).

   • Disseminate information and communication material about sport policy, projects and other sport–related matters in the information database available to EU Delegations.
• Commission a study on projects and initiatives related to sport which have been funded by the EU in third countries and use it to define Good Practices.
## ANNEX 1 – MEMBERS OF THE HLG ON SPORT DIPLOMACY

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<thead>
<tr>
<th>Surname</th>
<th>First name</th>
<th>Country</th>
<th>Titles</th>
</tr>
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<tbody>
<tr>
<td>SCHMITT</td>
<td>Pál</td>
<td>Hungary</td>
<td>Chairman, Former President of the Republic of Hungary</td>
</tr>
<tr>
<td>FOURNEYRON</td>
<td>Valérie</td>
<td>France</td>
<td>Co-rapporteur, Former Sport Minister</td>
</tr>
<tr>
<td>ZINTZ</td>
<td>Thierry</td>
<td>Belgium</td>
<td>Co-rapporteur, Professor at the Université catholique de Louvain (UCL)</td>
</tr>
<tr>
<td>BARTEKOVA</td>
<td>Danka</td>
<td>Slovakia</td>
<td>Elite athlete</td>
</tr>
<tr>
<td>BRIHAULT</td>
<td>Jean</td>
<td>France</td>
<td>President of the European Handball Federation</td>
</tr>
<tr>
<td>BURLEANU</td>
<td>Razvan</td>
<td>Romania</td>
<td>President of the Romanian Football Federation</td>
</tr>
<tr>
<td>DAVIS</td>
<td>Mary</td>
<td>Ireland</td>
<td>Managing Director of Europe Eurasia Region office in Special Olympics International</td>
</tr>
<tr>
<td>GIERSZ</td>
<td>Adam</td>
<td>Poland</td>
<td>Former Sport Minister</td>
</tr>
<tr>
<td>HICKEY</td>
<td>Patrick</td>
<td>Ireland</td>
<td>President of the European Olympic Committees (EOC)</td>
</tr>
<tr>
<td>MATTSSON WEIJBER</td>
<td>Karin</td>
<td>Sweden</td>
<td>Executive Committee Member of European Non-Governmental Sports Organisation (ENGSO)</td>
</tr>
<tr>
<td>PARRISH</td>
<td>Richard</td>
<td>United Kingdom</td>
<td>Professor of Sports Law - Edge Hill University</td>
</tr>
<tr>
<td>PEREZ GONZALEZ</td>
<td>Maria Carmen</td>
<td>Spain</td>
<td>Professor at Carlos III University of Madrid</td>
</tr>
<tr>
<td>SAMARDŽIĆ-MARKOVIĆ</td>
<td>Snežana</td>
<td>Serbia</td>
<td>Director General of Democracy at the Council of Europe</td>
</tr>
<tr>
<td>SONNTAG</td>
<td>Albrecht</td>
<td>Germany</td>
<td>Professor, Director of EU-Asia Institute at Ecole de Management, Angers/Paris (ESSCA)</td>
</tr>
<tr>
<td>VERGEER</td>
<td>Esther</td>
<td>The Netherlands</td>
<td>Former Elite athlete</td>
</tr>
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## ANNEX 2 – WORKING CALENDAR

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<thead>
<tr>
<th>Meeting</th>
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<tr>
<td>1st meeting</td>
<td>08/10/2015, Brussels</td>
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<tr>
<td>2nd meeting</td>
<td>04/12/15, Brussels</td>
</tr>
<tr>
<td>3rd meeting</td>
<td>25/02/2015, Brussels</td>
</tr>
<tr>
<td>4th meeting</td>
<td>09-10/03/2016, EU Sport Forum in Den Haag</td>
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<tr>
<td>5th meeting</td>
<td>18/05/2016, Noordwijk</td>
</tr>
<tr>
<td>6th meeting</td>
<td>10/06/2016, Brussels</td>
</tr>
<tr>
<td>7th meeting</td>
<td>29/06/2016, Brussels</td>
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# ANNEX 3 – SPEAKERS

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<th>Meeting</th>
<th>Surname</th>
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<td>1st Meeting</td>
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<td>Alexandre</td>
<td>LU Presidency</td>
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<td>1st Meeting</td>
<td>FATES</td>
<td>Youcef</td>
<td>Paris X Nanterre</td>
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<td>2nd Meeting</td>
<td>DRIESMANS</td>
<td>Igor</td>
<td>Cabinet High Representative Vice-President Mogherini</td>
</tr>
<tr>
<td>2nd Meeting</td>
<td>CHRISTOFFERSEN</td>
<td>Poul Skytte</td>
<td>Cross Cultures Projects Association</td>
</tr>
<tr>
<td>2nd Meeting</td>
<td>LÉVY</td>
<td>Jean</td>
<td>Former French Ambassador for Sport</td>
</tr>
<tr>
<td>3rd Meeting</td>
<td>RIVERA SALAZAR</td>
<td>Rodrigo</td>
<td>Ambassador of the Republic of Colombia to the Kingdom of Belgium, the Grand Duchy of Luxembourg and to the European Union</td>
</tr>
<tr>
<td>3rd Meeting</td>
<td>SAN EMETERIO CORDERO</td>
<td>Bernard</td>
<td>European Commission - Directorate General Development &amp; Cooperation</td>
</tr>
<tr>
<td>3rd Meeting</td>
<td>RIVERA SALAZAR</td>
<td>Rodrigo</td>
<td>Ambassador of the Republic of Colombia to the Kingdom of Belgium, the Grand Duchy of Luxembourg and to the European Union</td>
</tr>
<tr>
<td>5th Meeting</td>
<td>ADJOVI-BOCO</td>
<td>Jean-Marc</td>
<td>Diambars Association</td>
</tr>
<tr>
<td>5th Meeting</td>
<td>OZANNE</td>
<td>Jean-Baptiste</td>
<td>Rugby French Flair Association</td>
</tr>
<tr>
<td>6th Meeting</td>
<td>WENTA</td>
<td>Bogdan</td>
<td>Member of the European Parliament, Vice-President of the EP Sport Intergroup</td>
</tr>
<tr>
<td>6th Meeting</td>
<td>MALIKOVÁ</td>
<td>Elena</td>
<td>Director of the Department of Education and International Affairs in Sport, Ministry of Education, Science, Research and Sport of the Slovak Republic</td>
</tr>
<tr>
<td>6th Meeting</td>
<td>DI FONZO</td>
<td>Luciano</td>
<td>Sport and Youth Unit, Education, Audiovisual and Culture Executive Agency</td>
</tr>
</tbody>
</table>
ANNEX 4 – RECOMMENDATIONS

REPORT TO COMMISSIONER TIBOR NAVRACSICS
RECOMMENDATIONS OF THE HIGH LEVEL GROUP ON SPORT DIPLOMACY

EU EXTERNAL RELATIONS

1. Ensure that sport, and the contribution it can make to achieve the EU’s external relations ambitions, is fully taken into account in the agreements with third countries, including within the framework of Accession, Association, Co-operation and European Neighbourhood agreements. Where sport is mentioned in existing texts, steps should be taken to implement the sports related provisions through follow-up actions and agreements, including the adoption of new instruments such as bilateral memoranda of understanding between the EU and third countries specifically relating to sport.

2. Mainstream sport in the EU External Relations funding programmes (as listed in supporting means): review the eligibility criteria of EU funding programmes to ensure that the potential of sport, in the context of projects partnering EU applicants with third countries, is fully harnessed. In particular, consider the extension of Erasmus+ programme to non-EU Member States covered by the Accession, Association, Co-operation and European Neighbourhood agreements.

3. Make use of the considerable sporting expertise in Europe to provide technical and policy support to third country public authorities and sports organisations implementing sports-based development and social projects with a view to developing sports systems in these countries and as a means of sharing best practice in line with the EU values.

4. Organise a high level sports diplomacy conference and maintain on-going good relations with relevant sports bodies, stakeholders and the Council of Europe through the EU structured dialogue on sport.

5. Promote legal / circular migration through sport. Temporary and circular migration programmes and mobility partnerships should be enhanced to facilitate the entry and (short-term) residence of sportsmen / women.

6. Bestow awards to projects and initiatives from civil society that foster development and cooperation through sports and leverage the EU’s objectives of achieving democracy, the rule of law, respect for human rights and social cohesion (education, health, inclusion, gender equality...).

7. Develop communication tools, such as websites and social media, to present good practice examples, such as those included in the document “Examples of EU funded sport-based development projects”. Include a specific session on sport and development in the annual EU Development Days.
PROMOTION OF EU VALUES IN THE CONTEXT OF MAJOR SPORT EVENTS AND ADVOCACY

8. Support projects and research relating to the staging of major sport events within the framework of existing EU funding programmes, including support for pre-event, side event and legacy activities promoting EU fundamental values.

9. Take forward the recommendations of the various expert groups established under the 2nd EU Work Plan for Sport as well as Conclusions adopted by the Education, Youth, Culture and Sport Council related to the major sport events.

10. Recognise the potential of sport, and specifically the staging of major sport events, as an important aspect of EU economic diplomacy so that sport can contribute to the EU’s economic objectives of growth, employment and competitiveness.

11. Create a network of sport ambassadors including current as well as former athletes and coaches, to promote EU values through sport.

DEVELOPMENT OF AN ORGANISATIONAL CULTURE OF SPORT DIPLOMACY

12. Develop the European dimension in sport by mainstreaming sport into relevant EU policies and funding programmes. Feature the word “Sport” in the title of the DG Education and Culture in order to heighten the status of sport. Give sport diplomacy a priority status in the next EU Work Plan for Sport (from 2017). Refer to the potential of sports diplomacy in the EU Foreign Affairs strategy and the EU Human Rights Action Plan when it is next reviewed. In this regard, closer intra and inter institutional cooperation within the EU should be encouraged to ensure a mainstreamed approach to EU sports diplomacy.

13. Establish a group of experts on Sport Diplomacy as a platform for the generation of ideas and the exchange of best practice.

14. Include sport into the portfolio of Delegation officers who are responsible for cultural relations and request them to take sport into account when assessing the social, economic and political situation in the given country.

15. Raise awareness in the Ministries of Foreign Affairs of EU Member States on the potential of sport as a soft power / public diplomacy tool.
# ANNEX 5 - REFERENCES OF GOOD PRACTICES

| National Sport Diplomacy Strategies | US State Department: [http://eca.state.gov/programs-initiatives/sports-diplomacy](http://eca.state.gov/programs-initiatives/sports-diplomacy)  
Nowspar - [https://nowspar.wordpress.com/about/](https://nowspar.wordpress.com/about/)  
Sports Diplomacy: [https://sportdiplomacy.wordpress.com/](https://sportdiplomacy.wordpress.com/)  
A number of Cross-border cooperation sport-related project have been funded in the recent past.  
<table>
<thead>
<tr>
<th>Cooperation in the field of sport and physical activity</th>
<th>EU priorities for cooperation with the Council of Europe in 2016-2017” include a reference to cooperation in the field of sport integrity</th>
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<td>United Nations Development Programme, “Youth Leadership Programme”</td>
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<td></td>
<td>Real Madrid Foundation, “Social Sport Schools”</td>
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<td></td>
<td>UNHCR, “Giving is Winning”</td>
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<td>UNHCR, “Sport Partnerships”</td>
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<td>FARE Network, “Refugee and Football Database”</td>
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<td></td>
<td>Red Deporte y Cooperación (Sport &amp; Cooperation Network), “Cameroon: Support for Central African refugees”</td>
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<td></td>
<td>European Athletics, “Green Inspiration”</td>
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<td></td>
<td>International Sport and Culture Association (ISCA), “ISCA Network on Sport and Environment”</td>
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http://www.un.org/wcm/content/site/sport/home/unplayers/unoffice/YLC


http://www.unhcr.org/pages/4a12808c6.html

http://www.unhcr.org/pages/4a0d90946.html

http://www.fairen.org/campaigns/refugees-football-database/

http://www.redeporte.org/eng/proyecto_amp.php?id=00049


http://www.isca-web.org/english/aboutisca/ournetworks0/environmentandsporthnetwork
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<td><strong>UN Inter-Agency Task Force on Sport for Development and Peace</strong></td>
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<td><strong>UN Communication Group’s (UNCG) Working Group on Sport for Development and Peace</strong></td>
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<td>United Nations Goodwill Ambassadors</td>
<td><a href="http://www.un.org/wcm/content/site/sport/home/unplayers/goodwillambassadors">http://www.un.org/wcm/content/site/sport/home/unplayers/goodwillambassadors</a></td>
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<td>UNESCO Chair in Inclusive PE, Sport, Recreation and Fitness</td>
<td><a href="http://unescoittralee.com/">http://unescoittralee.com/</a></td>
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<td>Diambars Association</td>
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<td>Rugby French Flair Association</td>
<td><a href="http://www.rugby-french-flair.com/accueil/">http://www.rugby-french-flair.com/accueil/</a></td>
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ANNEX 6 - EXAMPLES OF EU FUNDED SPORT-BASED DEVELOPMENT PROJECTS

Examples of EU funded sport-based development projects

Project examples in the field of EU Neighbourhood Policy

1. Eastern Partnership

Project Title: Cooperation - Activity – Future

Coordinator: Suwalki Commune (Poland)
Partner: Oshmyany District Executive Committee (Belarus)
EU funding: 1,504,411.18 EUR
Total budget: 1,671,567.98 EUR
Duration: 24 months (27.04.2013 - 26.04.2015)
Website: http://www.pl-by-ua.eu/contract.php?id=62

Description: The project is based on the idea of preventing overweight and obesity among young generation through development of sports infrastructure. The project includes reconstruction of the Oshmyany stadium and construction of a multifunctional sports hall in Przebród. Better access to the sport facilities shall facilitate children and youth to involve in active forms of recreation. The partners plan also to organize sports competitions on both sides on the border and take the young participants for excursions to educate them on the common history and culture.

The cooperation between the Suwalki Commune and the Oshmyany District representatives also resulted in better integration of the cross-border society. Taking advantage of the experience gained during the project implementation, the partners undertook the cooperation in other aspects of social and economic life. The Programme "Live healthy and actively", elaborated in cooperation, contributed to more frequent contacts of children and the youth of project partners, influence their state of health and make the cooperation of self-governments more active.
**Project Title:** *Promotion of Healthy Life-Style Organizing Sport Events in Latgale and Pskov Regions*

**Coordinator:** Latgale Region Development Agency (Latvia)

**Partner:** Pskov State Educational Institution “Children and Youth Centre Sports Training” (Russia)

**EU funding:** 284,105.59 EUR

**Total budget:** 315,672.88 EUR

**EU funding Instrument:** Cross-Border Cooperation Programme (2007-2013):
- Priority 3 Promotion from people to people cooperation
- Measure 3.2 Cooperation in sphere of culture, sport, education, social and health

**Duration:** 18 months

**Website:** [http://www.estlatrus.eu/uploaded_files/project_files/Portfolio_130.pdf](http://www.estlatrus.eu/uploaded_files/project_files/Portfolio_130.pdf)

**Description:** One of the most urgent problems in the cross-border region is unhealthy lifestyle of inhabitants that may cause different kind of illnesses. The lifestyle of the inhabitants, especially of the youth is extremely passive, too much time is spent playing computer in the rooms with poor air circulation.

Public Health Agency (LV) has made researches which results are shocking – fatness, sociophobia, curvatures of the spin, eyesight troubles, heart and vascular diseases, this is just a short list of the community diseases of the XXI century that are caused by passive lifestyle, computer addiction and permanent stay in the closed and stuffy rooms. It is hard for the people to change their lifestyle because there are no public sports events organized for all target groups there is a lack of sports equipment.

Activities at the local level does not change the situation that is why it was planned to organize joint cross-border sports contests in several sport fields for all target groups. Participation in the events make cross-border region more active, socially integrated and mobile, encourage for doing sports and improving their and their family’s health. Activities help to tackle problems of social exclusion, social immobility, lack of integration, lack of cross-border cooperation. The project offers solution by ensuring to healthy life awareness raising and inclusion activities.
Project Title: Cross countries through football

Coordinator: Estonian Football Association (Estonia)

Partners: FC Narva Trans (Estonia)
Administration of Pechory District, Children’s Sport School (Russia)

EU funding: 299,342.25 EUR
Total budget: 332,602.50 EUR
EU funding Instrument: Cross-Border Cooperation Programme (2007-2013):
Priority 3 Promotion from people to people cooperation
Measure 3.2 Cooperation in sphere of culture, sport, education, social and health

Duration: 24 months
Website: http://www.estlatrus.eu/uploaded_files/SIGNED%20PROJECTS/Portfolio_181_FiN.pdf

Description: Regions covered by current project - north- and south-east of Estonia and Pechory region in Russia - have been historically very closely connected. There are many Russians living in Estonia in this bordering region and there are many native Estonians living in Pechory and its surrounding area. The areas (especially north-east part of Estonia) are also well known for the youth who are hanging on streets without any specific activities and who end up using alcohol and drugs. There is a football stadium in Narva. The stadium is almost restored and necessary infrastructure built (facilities for players and staff), but no funds are available for the finalisation of works - installation of artificial lawn. The same goes for Pechory - there is a city stadium, where the running lanes have been renovated, but the ground in the middle needs more funds.

The project is expected to contribute to strengthening local sports clubs on both sides of the border through experience and know-how received by participation in this project.

People from Tallinn, Narva and Pechory, who are interested in football and the development of pre-professional football clubs, have joined to prepare and jointly implement current project. The investments on both sides are accompanied with the numerous activities - both trainings and championships. This gives an opportunity for youngsters engage in sports, and for those, who have already active lifestyles, to improve their training conditions.
Project Title: *Europe is more than football 2012*

**Coordinator:** Verein zur Förderung von Erfahrung, Lernen und Training in der (Austria)

**Hosting partners:** Donetsk Youth Debate Centre (Ukraine)  
Educational Initiatives Centre Lviv (Ukraine)

**EU funding:** 62,694.00 EUR  
**EU funding instrument:** Youth in Action Programme (2007-2013): European Voluntary Service

**Duration:** 9 months (01.03.2012 – 31.12.2012)  
**Website:** [https://eukraine2012.wordpress.com/](https://eukraine2012.wordpress.com/)

**Description:** In early summer 2012 almost all Europe, and especially Poland and Ukraine were highly focused on the UEFA Euro 2012, both in terms of football and in terms of international friendship and cooperation through sports. The extraordinary interest during the Euro 2012 Football Championship was used to help young people in Donetsk and Lviv to focus on the general idea of a common Europe. They were supported by 24 young volunteers from 9 countries (AT, DE, PL, PT, IT, GR, TR, ES, RO) settled in Lviv and Donetsk (Ukraine) for 3 months. Together with local volunteers they provided street and park animation, street soccer tournaments and similar activities to promote the idea of a common Europe. They were split in groups and engaged in activities in 3-4 different locations in both cities. The locations were mainly in suburban areas, in order to bring an additional value to those young people who would not be able to directly attend the big commercial event. Teams of volunteers also provided documentation of the event and made interviews with local youth and adult regarding the European event. The project was organized in close cooperation of all partners. Also the local authorities in Lviv and Donetsk were involved providing both financial and logistical support.
Project Title: **GOSPEL (Governance in the field of sports as a social link)**

**Coordinator:** City of Marseille (France)

**Partners from Neighbourhood countries:** Municipality of Yerevan (Armenia)  
Municipality of Mahdia (Tunisia)

**EU funding:** 423,560.00 EUR  
**Total Budget:** 529,450.00 EUR

**EU funding instrument:** “Cooperation In Urban Development And Dialogue” (CIUDAD) programme 2009-2013 (part of European Neighbourhood Policy Instrument)

**Duration:** 36 months (02.2010 to 11.2013)

**Project fiche:**  

**Description:** GOSPEL aims to promote the exchange of best practices in sport and leisure management, assist in establishing sites and sports equipment, explore models of financing exploitation and energy management, look at ways to promote equality for women and socially disadvantaged groups to access sports and recreation, and develop event communication policy and city marketing related to sport. It is implemented by the City of Marseille, the project leader, and the city of Hamburg with the support of Trondheim (Norway) and Split (Croatia) and benefits the cities of Yerevan (Armenia) and Mahdia (Tunisia).

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Project Title: **National Sports Network: Sports Program for People with Disabilities**

**Coordinator:** Armenian Camp Language and Sailing School (Armenia)

**EU funding:** 102,000.00 EUR (79.90% of total)

**EU funding Instrument:** European Instrument for Democracy and Human Rights (EIDHR)

**Duration:** 24 months (03.2009 to 03.2011)

**Project fiche:**  

**Description:** To promote the advancement of human rights for people with disabilities as they relate to sport; monitor the status of people with a disabilities’ right to sport in all regions of Armenia; develop and support mass sport and physical activity programs for people with disabilities; promote social integration of disabled people in the Armenian society and change the attitude of the society about the athletic potential of persons with disabilities.

**Location:** Action Location: Republic Armenia, Yerevan and regions of Armenia  
Target Groups: People with disabilities from all over Armenia  
Final beneficiaries: Disabled people in Armenia, state authorities (local, regional and national), public entities, public at large.
2. **Mediterranean Partnership**

**Project Title:** *Adapting Egypt Sport Science Curricula to Job Market & Bologna Process*

**Coordinator:** University of Rome 'Foro Italico' (Italy)

**Partners from Egypt:** Universities of Helwan, Alexandria & Minia Physical Education Faculties and Cairo University Faculty of Medicine

**EU funding:** 492,681.00 EUR

**Partners' contribution:** 75,000.00 EUR

**EU funding instrument:** Tempus Programme

**Duration:** 48 months (2006-2010)

**Website:** [http://www.egyptsportscience.com/](http://www.egyptsportscience.com/)


**Description:** This three-year project was developed in collaboration with the Faculty of Physical Education of Helwan University (Cairo) and joined by three additional Egyptian Institutions: the Cairo Medical School, the University of Alexandria, and the University of Minia.

The main objectives of the project were to update sport science curricula in structure, contents and teaching methodology, bringing the Egyptian Faculties of Physical Education closer to their European counterparts and strengthening the background of graduates, giving them better chances to meet job-market requirements as well as contribute to scientific research and the education of younger generations. Study programs have been redesigned and updated, in the light of scientific advances and the analysis of: 1) Egyptian undergraduate and postgraduate curricula; 2) European partners experience and related curricula; 3) social and public health needs, and job-market requirements and trends. A new organisation of study programs has been adopted based on two main cycles, Bachelor and Master, and in prospect a PhD program, promoting the development of a postgraduate department, particularly in the biomedical area, the strongest in terms of scientific developments and prospects, and the most relevant one in terms of research interests and the perceived social needs and job-market requirements.
Project Title: "Football: Our common ground" - Promoting coexistence between Israeli and Palestinian youth through football

Coordinator: Hapoel Tel-Aviv Education And Society Enterprises Ltd (Israel)
EU funding: 352,009.00 EUR (75% of total)
EU funding instrument: Partnership for Peace Programme (PfP) 2007/2008
Duration: 36 months (from 12.2008 to 11.2011)

Description: The overall objective of our project is to use football to unite Palestinian and Israeli youth, ages 9-13, in an effort to promote understanding and coexistence for the present day and as an investment for the future. The primary specific objectives of the project are two-fold: to create an environment in which Israeli and Palestinian youth can interact and learn from each other; to provide these youth with a forum in which they can build relationships with their Israeli or Palestinian counterparts.

Location: Israel - Hadera, Kfar Saba, Tel Aviv, Tira, and the Palestinian controlled territories in the West Bank (Kafar Kafin, Ibil Hatab, Jit, Salam)

Project Title: Neighbours United

Coordinator: Hapoel Tel-Aviv Education And Society Enterprises Ltd
EU funding: 467,502.00 (80% of total).
EU funding instrument: Partnership for Peace Programme (PfP) 2011/2012
Duration: 36 months (from 03.2012 to 02.2015)

Description: The overall objective of the project is to use the common love of football to create widespread peace, to narrow the trust gap and to promote opportunities for face to face cooperation between Israelis and Palestinians.

Location: Marginalized Populations (periphery, vulnerable, disadvantaged, immigrant, etc.) in Holon-Bat-Yam, the Afula area and the Kiryat Malahi area in Israel and Nablus, Hebron and Bethlehem in the West Bank
Project Title: **Playing for Peace: Strengthening Community Relations through Football**

**Coordinator:** The British Council (Israel)

**Partners:** University of Brighton, United Kingdom
German Sports University, Cologne, Germany

**Associate Partners:** Israel Sports Authority
The [English] Football Association

**EU funding:** 389,104.00 EUR

**Total budget:** 699,378.00 EUR

**EU funding instrument:** Partnership for Peace Programme (PfP) 2009

**Duration:** 36 months (from 2010 to 2012)


**Description:** The general aim of the Action is to increase trust and understanding between Arab and Jewish communities in Israel, and between Israel and Jordan through interactions in sport and education.

The specific aims are to:

- build appreciation and awareness of the role of sport for positive and non-violent encounters between divided communities;
- develop practical tools and knowledge in values based sport for cross community action, drawing on and contributing towards lessons learned from other conflicts;
- create a sustainable and professionally supported framework for the implementation of cross-community actions through sport within Israel and between Israel and Jordan.

The Action aims to address the increased mutual mistrust between the Arab and Jewish communities in Israel, the negative impact that this has on the respective attitudes of young people today, and on their likelihood to support and engage in more far reaching peace initiatives in the future. It focuses on bringing people together through a practical, professionally developed and sustainable sport and education programme; to transfer the model for cross border interaction between Israel and Jordan, with a view to further replication to other divided communities in the region and beyond, including – when circumstances allow – to the Occupied Territories. The Action compliments the wider project entitled Football 4 Peace, which has been working with communities in Israel since 2001 and communities in the border area of the Republic of Ireland and Northern Ireland (United Kingdom) since 2007. It is designed to develop, expand and upgrade its achievements.
Project Title: **Sports for Change: Empowering Youth with Disabilities for an Inclusive Civil Society**

**Coordinator:** Mercy Corps Scotland LBG (UK)

**Partner:** Palestinian Paralympic Committee (Palestine)

**EU funding:** 399,795.00 EUR

**Total Budget:** 523,525.00 Euro

**EU funding instrument:** Development Cooperation Instrument (DCI), Call for "Non State Actors and Local Authorities in Development"

**Duration:** 24 months (2010-2011)

**Websites:**

**Description:** The programme provides leadership training and regular sport practices for youth with disabilities in Gaza and West Bank, building their self-confidence and promoting their inclusion. Building on Palestinian Paralympic Committee technical expertise, the programme provides training and small grants to sport clubs to improve and expand their sport programmes for youth with disabilities and strengthen their organizational management. The programme works with disabled people’s organizations, rehabilitation hospitals, government representatives and sport clubs to develop local action plans focusing on sport programmes, advocacy and community outreach.

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Project Title: **Sport and Disability: for better integration of disabled persons in Tunisia**

**Coordinator:** Handicap International

**Partner from Neighbourhood country:** Tunisian Sports Federation for the disabled

**EU funding:** 373,171.96 EUR (74.91% of total)

**Duration:** 39 months (03.2008-06.2011)

**Project fiche:**

**Description:** Main objective: To enable people with disabilities to engage in regular physical activity and ensure that they are recognized as full members of the community. The "Sport and Disability" project, coordinated by Handicap International, was launched in Tunisia in 2008 and aimed the integration of people with disabilities through sport. This project followed the initiatives developed by the same organization in other countries and demonstrated the benefits of sport for the social integration of disabled people. The number of people with disabilities in Tunisia is estimated to be 151,423 which accounts for 1.5% of the population. Despite the laws
and existing programs in Tunisia, disability remains a cause for exclusion in terms of education, professional career and access to infrastructures, but also social acceptance in general.

3. Western Balkan

Project Title: Harmonising Sport Science Curricula in the Balkans in the EU Perspective

Coordinator: University of Rome, ‘Foro Italico’
EU funding: 766,101.00 EUR
EU funding instrument: Tempus IV programme
Duration: 36 months (2008-2011)
Website: http://www.tempus-sport.eu/

Description: The project seeks to build on and extend the achievements of a previous Tempus project in updating structure, both curricula and administrative, in sports science. Further, the project aims to harmonise provision between the participating institutions in three Balkan countries.

Specific objectives are to harmonize the content and structure of sport science curricula among 1) the Academy of Physical Education & Sport in Tirana, 2) the Faculty of Physical Education of Prishtina University, and 3) the Faculty of Physical Education of Tetovo University, with respect to local needs and the EU system, aiming to: - overcoming the fragmentation between countries and aligning the Bachelor & Master Curricula in Sport Science to the European system and to the Bologna process, thereby promoting mobility and the upgrading of students and Faculty, while more generally fostering mutual understanding and cooperation within the Balkan region and with EU countries, in line with pre-accession and accession policy; - updating study programs, particularly in the biomedical perspective, and reflecting scientific and educational advances while reducing the gap between learning outcomes and social and job market requirements, thereby enhancing the employability of Sport Science graduates and postgraduates and addressing Balkans' new social and public health needs;
Project Title: Sport Professions – Education, Employment, Development in the Balkan Region

Coordinator: University of Rome, ‘Foro Italico’
EU funding: 1,006,985.00 EUR
EU funding instrument: Tempus programme
Duration: 36 months (2013-2016)
Website: http://tempus-speed.eu/

Description: Sport is a powerful tool for socioeconomic development and personal & collective wellbeing. In research & higher education this involves the expansion of Physical Education (PE) into Sport Science (SpS), accounting for much wider scope & new science, implications & job market needs: in teaching, training, management, health, social work, etc. Many West Balkan (WB) countries, with their growing economies & developmental prospects (tourism, etc.), are becoming aware of these new potentialities, particularly as they look at EU accession policies, but need to fill a gap. Based on two previous Tempus projects conducted by the EU Partners (EUP) in Albania, Kosovo & FYRoM to implement the Bologna Process and an initial curricular reform, this new project aims at:

a) extending the reform to other WB Universities & to Serbia, fostering harmonisation in the region & with EU;

b) developing a common approach to SpS accounting for modern standards & the manifold potentialities of sectorial qualification in sport as related to health, education, employment, development;

c) addressing the shared national priority personal services/sports & the regional priority vocational training with a joint, vocationally oriented Master & LLP targeting SpS professions, with a common core in line with EU standards, and specialisations with diverse learning outcomes & competencies to meet local needs & personal preferences.
Project Title: Sport Science Curricula in Albania & Bologna Process

Coordinator: University of Rome 'Foro Italico' (Italy)
Partner from Albania: "VOJO KUSHI" ACADEMY OF PHYSICAL EDUCATION AND SPORT - Tirana
EU funding: 297,780.00 EUR
Partners’ contribution: 15 735,00 EUR
EU funding instrument: Tempus IV Programme
Duration: 24 months (2006-2008)
Website: http://www.fondazionecrui.it/tempus/Documents/infoday_2011/caporossi.pdf

Description: This two-year project has been developed in collaboration with the Academy of Physical Education and Sport “Vojo Kushi” in Tirana, Albania. Its main objective was the revision of the organisation of the Academy and its curriculum and teaching methodologies, aimed at meeting the standards of homologous institutions in the EU and the Bologna Process, bringing the Faculty closer to its European counterparts and increasing the background of graduates and their chances to meet social needs and job-market requirements.

Through the collaboration of European partners, and in line with the national strategy of the Albanian government, which signed the Bologna Declaration in Berlin 2003 and was asking its university system to implement it, the Academy was reformed and upgraded, becoming more functional in its administration, with better services to students and Faculty, and more apt to deal with the challenges and needs stemming from the country’s emerging transformations. Junior faculty and graduate students were trained in European postgraduate programs, and research structures and programs were started. Study programs were redesigned and updated, in the light of scientific advances in the area and based on an assessment of social and public health needs, market requirements and trends.
Project Examples in the field of EU Development Policy

1. Africa

**Project Title:** Youth Development through Football

**Coordinator:** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (Germany)

**Main partner from South African Republic:** Department of Sport and Recreation South Africa

**EU funding:** 6 million EUR

**Funding from German Federal Ministry for Economic Cooperation and Development:** 10.1 million EUR

**EU Funding instrument:** Development Cooperation Instrument (DCI) - South Africa-European Union Youth Empowerment Programme

**Duration:** 6 years (2007-2013)

**Project websites:** [http://www.za-ydf.org/pages/home](http://www.za-ydf.org/pages/home/)  

**Description:** A good example is the EU’s contribution of €6 million to widen the scope of the German-funded Youth Development Through Football. This GTZ-managed programme seeks to empower youths from disadvantaged communities across Africa by teaching tolerance and life skills through sport. The initiative is supported by the 2010 World Cup Local Organising Committee and forms part of the legacy of Africa’s first ever football World Cup.

The SA-EU Youth Empowerment Programme (YEP) aims to develop community-based projects. It enables local authorities and community groups to engage with disadvantaged youths through arts, cultural and sporting activities.

The first component of the programme focuses on sport, specifically football, through a contribution to the regional Youth Development through Football (YDF) programme. This programme is a partnership between Sports and Recreation South Africa (SRSA) and the German Government, and is implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). YDF is also part of both the South African Mass Participation Programme (Siyadlala) and the regional pan-African Legacy Programme 2010.

The objective of the YDF project is to successfully apply sport to broad-based youth development. It aims to use the passion that socially disadvantaged girls and boys have for football, to motivate them to take control of their lives. Through sport they gain valuable life skills, develop a strong sense of team spirit and, among other things, learn how to deal with conflict in a peaceful manner.
YDF has also developed a toolkit training manual, which focuses on football skills delivered in conjunction with life skills. This manual is presented at train-the-trainer workshops, after which the trained instructors are able to deliver their own training courses at their home organisations.

**Project Title:** Football for Development: Exploiting the potential of sport as a tool for awareness raising and generating public support

**Coordinator:** Vienna Institute for International Dialogue and Cooperation (Austria)

**Partners:**
- INEX – Association for Voluntary Activities (Czech Republic)
- UISP – Unione Italiana Sport per Tutti (Italy)
- Mahatma Gandhi Human Rights Organization (Hungary)

**EU funding:** €398,992.00 (75% of total budget)

**EU funding Instrument:** EuropeAid/127765/C/ACT/Multi - Non-State Actors and Local Authorities – Public awareness and education for development in Europe (2009)

**Duration:** 24 months (01.11.2009 – 31.10.2011)

**Website:** [http://www.footballfordevelopment.net/](http://www.footballfordevelopment.net/)

**Project information leaflet:**

**Description:** The two-year project aims to use the popularity and universality of football as a unique entry point to raise awareness on development issues and to promote education for development among young people of both sexes.

The action brings together football stakeholders (football clubs, national associations, players, sport spectators and fan groups), sport-for-development actors and (sport) media from Europe and Africa to increase the knowledge and expertise about the potential impact of football to promote the Millennium Development Goals (MDGs) and a positive social change within sub-Saharan Africa.

The grass-roots initiative is applying a multi-agency approach. Measurements and activities include a conference “Development through Football”, an NGO expert meeting, a cross-border school programme linked with exchange tours of mixed Kenyan youth teams, a training and exchange programme for sport journalists, activities at African Fan Zones during the FIFA World Cup in inner cities and action days with the national teams and professional clubs inside stadiums.
Project Title: Youth empowerment through sport for youngsters with a disability - a sustainable partner initiative with youth sport workshops in East Africa and Europe

Coordinator: INTERNATIONAL PARALYMPIC COMMITTEE E.V. (Germany)

Partners:
- Asian Paralympic Committee
- African Paralympic Committee
- Burundi Paralympic Committee
- Kenya National Paralympic Committee
- National Paralympic Committee of Rwanda
- Uganda National Paralympic Committee
- National Paralympic Committee of Democratic Republic of the Congo
- Playable (the Netherlands)
- Freewhite ski Team A.S.D (Italy)
- Play and Train (Spain)

EU Funding: 77,504.50 EUR
Total budget: 158,092.50 EUR

Duration: 12 months (2011-2012)


Description: The overall objective of the project was the empowerment of youngsters with a disability from developing countries. As a key activity, a one week regional Youth Camp with 90 participants from five East African countries was organized in Kigali, Rwanda. The National Paralympic Committee of Rwanda hosted this event and formed the local organizing committee. As an associated activity and impulse for the empowerment of youngsters with a disability in Central Asian countries through winter sports programmes, a Winter Youth Camp in La Molina, Spain, was organized with the partner organizations Play and Train and Freewhite. Five NPCs (Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan) in Central Asia/Caucasus sent their youth coordinators and coaches to participate in different workshops while approximately 40 young athletes participating in the camp came from European countries. The youth coordinators from Central Asia attended as observers in the workshop in Spain to learn and experience the concept to be repeated in their home countries. In the lead up to the Winter
Youth Camp, the partners prepared the observers and did an assessment to identify the potential of youth proportion in their home countries. The expected outcome and impact of their attendance was to build up a sustainable youth programme for youngsters with disabilities in their countries. In both activities, participants consisted of youngsters with different disabilities (visual impairment, wheelchair users (standing and walking impairments) and impairment of the upper body (e.g. amputations of upper extremities)), young coaches and youth coordinators.

Project Title: **Sport en 3D (Diversité, Dialogue et Démocratie) PROJECT**

**Coordinator:** FÉDÉRATION FRANÇAISE D'ESCRIME (France)

**Partners:**
- Fédération roumaine d'esrime (Romania)
- South African Amateur Fencing Association (South African Republic)
- Fédération sénégalaise d'esrime (Senegal)

**EU funding:** 84,289.90 EUR (69.36% of total)

**EU funding instrument:** Youth in Action Programme (2007-2013): Action 3.2: Youth in the World

**Duration:** 12 months

**Project fiche:**

**Description:** This project aims to establish a sustainable partnership between 4 organizations from South Africa, Senegal, France and Romania. This partnership is based on dialogue, mutual learning of respective cultures, the exchange of good practices and seeks the involvement and integration of young people into society membership. In this project, the "Sport" is selected as the communication medium, reflection and action. This project addresses three target groups (1/ representatives of civil society, youth and public authorities 2/3 Professional Youth / Kids difficulties). Activities are planned in 5 steps:

1. Creation and animation of a multilateral network involving young people in the governance of the project;
2. Elaboration and implementation of a training program for "Promoting cultural diversity, solidarity and citizenship through sport" in the direction of youth workers;
3. Experimentation training on young target groups;
4. Valuation tools Development of non-formal skills through sport (Sport Pass-citizenship skills);
5. Production activities and dissemination of tools for valuation of non-formal skills of young people through sport.
Project Title: **Global Youth and Sport Forum: Towards the Millennium Development Goals (28 - 29 November 2011, Johannesburg, South Africa)**

**Coordinator:** International Sport and Culture Association (Denmark)

**Partners:**
- ALTUS SPORT (South African Republic)
- SADILI OVAL SPORTS ACADEMY (Kenya)
- HOMELESS WORLD CUP (United Kingdom)
- LAUREUS SPORT FOR GOOD FOUNDATION (United Kingdom)
- STREEFOOTBALLWOLRD GMBH (Germany)
- ATLETAS PELA CIDADANIA (Brazil)

**EU funding:** 87,788.62 EUR

**EU funding instrument:** Youth in Action (2007-2013): 3.2: Youth in the World

**Duration:** 12 months

**Description:** The Global Youth and Sport Forum (GYSF) took place in Johannesburg, South Africa, and had as its primary objective to establish a platform for 100 young Citizens of Europe, Africa and Latin America to debate and act upon the role of youth and sport to reach the Millennium Development Goals (MDGs). Specific objectives and related primary outputs:

a) To create a platform for non-formal learning, debate and reflection for youth leaders and youth workers as participants in the GYSF, using cultural differences as a strength and open dialogue as the medium (Learning Objective);

b) To develop and disseminate recommendations from participants in the GYSF to stakeholders on local, national and international level regarding youth, sport and the MDGs. The recommendations were collected in the GYSF Declaration, which was debated with decision makers at the forum, and further disseminated and debated with other stakeholders in an extensive follow-up period, involving young participants from the GYSF (Political Objective);

c) To establish a large scale "market" for participants in the GYSF in which projects and good practices can be presented and debated. The Good Practices were collected in the Pink Paper of the Forum (Exchange Objective);

d) To facilitate international networking and partnership-building between participants in the GYSF and among partner organisations for future youth initiatives relating to sport and the MDGs on local, national and international level (Partnership Objective).

The partnership behind the GYSF is a unique constellation of International, member based youth and sport umbrellas (2), International Youth and Sport Foundations (2) and Regional Sport for Social Change Networks (3), the latter from Africa and Latin America. The partnership facilitated an extensive outreach in terms of participant recruitment and not least dissemination and follow-up on GYSF results.
2. Asia

Project Title: **Sports for All: Inclusive Society in Northern Sri Lanka (2012)**

Coordinator: Handicap International Sri Lanka


**Description:** Working together with Education authorities, Divisional Secretaries and NGOs, the project 'Sports For All' implemented by Handicap International, helped in improving the lives of many by using sport as a medium to bring about social inclusion of children and youth with disabilities.

Numerous efforts were made so as to increase the participation in sport and play of children and youth with disabilities. Some immediate services included the provision of rehabilitation services, sports equipment and clothing together with tackling transport and economic issues that were being faced.

Sports For All also directly provided sport coaching, mainly to youth with disabilities, through regular Sunday practices at Vavuniya Urban Council sports ground. Through this coaching, the project managed to incorporate para sports events into mainstream sports meets at Divisional, District and Provincial level and led to the opportunity of participating in national level sports meets, including several organised by the National Paralympic Committee. Besides the tangible benefits seen through the implementation of this project, friendships were forged through the participation of teams from the North in national-level para sports tournaments that played against youth with disabilities, mainly from the Sri Lankan Army.
Project Title: **NOYCE - Non-formal education through sport for youth in China and Europe**

**Coordinator:** INTERNATIONAL ACADEMY OF PHYSICAL EDUCATION (Denmark)

**Partners:** International Sport and Culture Association (Denmark)

Hong Kong Gymnastics Association (China)

**EU funding:** 98,712.26 EUR

**EU funding Instrument:** Youth in Action (2007-2013) 3.2. Youth in the World

**Duration:** 12 months (2011-2012)


**Description:** The main goal of the project was to boost intercultural understanding, culture exchange and networking among young people from EU countries and China.

**Objectives:** - To use the method of non-formal education through sport and physical activity in a series of activities to boost intercultural understanding, cultural exchange and networking among young people from EU countries and China - To initiate a sustainable network of and communication platform for youth and sport organisations from China and EU countries - To increase the capacity of youth leaders and their organisations as well as key youth multipliers, all part of the project, to use education through sport and physical activity as a means to achieve international understanding and dialogue - To increase awareness among local political decision makers and community leaders in Europe and China on the diversity of sport and physical activity cultures and their potential for positive exchanges and tolerance among the youth.
3. **Rest of the World**

**Project Title:** *Together Kids in Vanuatu*

**Coordinator:** Vanuatu Football Federation (Vanuatu)  
**EU funding:** 86,000.00 EUR  
**Co-financing entities:** Oceania Football Confederation (OFC) and the Ministry of Education of Vanuatu  
**Duration:** 23 months (2007-2009)  
**Information leaflet:**  

**Description:** The Vanuatu Football Federation (VFF) is receiving a grant from the European Union to encourage young people to play football, since sport is increasingly recognized as an important development tool. Sport, for instance football, has a crucial role in improving people’s lives and in building bridges between individuals and across communities.

‘Together Kids’ was initiated in 2007 and involves all primary schools in Vanuatu. The project reinforces schools’ capacity to train children and allow them to play football. The challenge is to make children feel part of something special.
Project Title: *Youth volunteering for Environment: Active and Healthy lifestyles (YEAH)*

**Coordinator:** YouNet (Italy)

**Partner organisations:** From Latin-America, Asia and Africa

**EU funding:** 189,700.00 EUR

**EU funding instrument:** Youth in Action (2007-2013), Action 2: European Voluntary Service

**Duration:** 2 years (2014-2015)


Description: YEAH involve 24 volunteers coming from 11 sending organizations throughout all Europe in 6 hosting organizations in South America (El Salvador), Africa (Ghana, Uganda, Gambia, Malawi) and Asia (India). Both countries that joined EU before 2004 (Italy/Germany/Spain/France/Portugal) and after it (Romania/Poland/Slovakia) are involved in YEAH helping the process of shaping and foster sense of European citizenship in a context that being so wide helps to find and appreciate the similarities among Europeans. Each service lasted for 12 months with 4 services starting the 1st of May 2014, 8 services the 1st of June 2014 and the last 12 services starting the 1st of July 2014. The main themes of the project are the following: health, social inclusion, education through outdoor and sport activities, environment, children and youth. YEAH aims to contribute to shape a more intercultural, more caring and more tolerant generation. For this reason the target of all the service are youth and kids thus involving not only the 24 volunteers but many more of them. The focus is on stimulate more active and healthier lifestyles starting from sport, outdoor and environmental activities. YEAH has a strong and wide intercultural dimension involving 4 continents and many backgrounds fostering tolerance and appreciation of diversity. Through environmental and educational volunteering and active involvement of volunteers YEAH aims to foster a more aware and motivated participation of youths in the society using the positive experience of the EVS and sport as a lever. Social inclusion is at the top of the YEAH’s aims. Education (through outdoor activities) and health are the two tools chosen to fight poverty and marginalization and YEAH aims to have a long-lasting impact both on the volunteers and on the youth and kids.
**Project Title:** *Sport for Tolerance*

**Coordinator:** Asociatia Schola GSB 20111 (Romania)  
**Partners:** from France, Brazil, Turkey and India  
**EU funding:** 86,740.00 EUR  
**EU funding instrument:** Youth in Action (2007-2013), Action 2: European Voluntary Service  
**Duration:** 18 months (2014-2015)  
**Website:** [https://sites.google.com/site/asociatiascholagsb/projects/new-evs-project](https://sites.google.com/site/asociatiascholagsb/projects/new-evs-project)

**Description:** The project “Sport for tolerance” had as main purpose to aware the young people about the benefits of sport, as way for a healthy lifestyle. This has been done using practical methods of non-formal education. The project aimed to highlight the importance of associating the sport with spending the free time and to encourage the active participation of young people in society. Through the project activities, we aimed to promote healthy behaviours by promoting the practice of outdoor activities as a means for a healthy lifestyle. Also, through the project activities, we aimed to encourage the young people to participate actively in the community in which they live through activities based on voluntary. The project encouraged also the social inclusion of young people with disabilities, by the fact that two members of the implementation team were facing sight deficiencies and one was facing social problems. It also encouraged the participation of young people with medical problems and of those with economic problems because they, being disadvantaged, did not have access in the everyday education and training programs for a healthy lifestyle. The places of project activities implementation were local communities in Dragasani and Ramnicu Valcea (Romania). "Sport for tolerance" was an EVS group project, which involved eight volunteers from Brazil, India, Turkey and France. The specific objectives of the project were:

- promoting sense of tolerance and respect for diversity through sport activities.
- promoting social inclusion, active participation and a healthy lifestyle through sports and outdoor activities.
- establishment of a network of organizations from Europe-Asia and South America, which would provide examples of good practices in the implementation of sport activities for young people.
Annex 7 – Bibliography


Public Policy and Management Institute (PPMI), National Centre for Research on Europe (NCRE), NFG Research Group (2015), Analysis of the perception of the EU and EU’s policies abroad


