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FUNDING FOR SPORTS IN THE EUROPEAN UNION



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EOC EU Office
Avenue de Cortenbergh 52
B-1000 Brussels

RESPONSIBLE EDITOR

Folker Hellmund (Director EOC EU Office)

PHOTOS

Picture Alliance (Germany)

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Preface

Dear friends from the world of sport,

The new financial framework 2014-2020 of the European Union has been adopted and for the first time in the history of the European Union a real sport funding Programme has been established. As part of the comprehensive Erasmus+ Programme, a separate sport chapter will provide more than 266 million EUR for collaborative partnerships, non-profit sport events and studies. Based on Article 165 of the Treaty of the Functioning of the European Union (TFEU), the Programme is supposed to support grassroots sport activities in the European Union.

As President of the European Olympic Committees, I congratulate the European Union for setting up this new source of funding. Our common goal should be a strong involvement of real grassroots sport actors all over Europe. In this regard, the EOC and especially the EOC EU Office will be vigilant in order to facilitate the access to the Programme. The sports policy of the European Union can only be successful if it is able to bring added value for local and regional stakeholders in sport.

After having published a first funding brochure in 2009, this second edition will provide updated information on which other EU funding Programmes, besides Erasmus+ Sports, are accessible for sport and how sport organisations can benefit from these funding possibilities.

Furthermore, this brochure contains a wide range of project examples that have been financed by the European Union in previous years as well as a substantial chapter with practical guidance. This practical guidance will take readers through the different steps of a project cycle, from a project idea into the real management and implementation of an EU-project. In doing so, we hope to motivate sport actors both with and without specific experience in submitting project applications at European Union level.

Let me express my special thanks to the EOC EU Office in Brussels for their extensive work on this compilation. I am convinced that this practical guide will meet the expectations of all stakeholders in the Olympic Sports Movement.

Enjoy your read!



Patrick Hickey

President of the European Olympic Committees



About this Guide

The present guide is the second edition of the brochure “Funding for Sports in the European Union” of the EOC EU Office. This guide focuses on the EU funding Programmes for the financial period 2014-2020. This first edition was based on the previous financial framework 2007-2013.

The brochure is directed at sport stakeholders working on both professional and grassroots level. The objectives of this guide are the following:

- To guide sport stakeholders through the complex world of EU funding Programmes;
- To raise awareness for EU funding opportunities for sport;
- To assess the relevance of the different EU funding Programmes in relation to sport;
- To help realise project ideas and provide some practical advice for setting up EU projects.

This brochure is divided into three parts:

- Part I gives a general overview on funding for sports in the EU and provides practical guidance for setting up and implementing projects financed by the EU.
- Part II describes specific EU funding Programmes and evaluates their relevance for sport.
- Part III presents examples of projects recently financed by the EU in order to illustrate projects opportunities and inspire possible future project managers.

Abbreviations

CAP	Common Agricultural Policy
CHAFEA	Agency for Consumer, Health and Food
CORDIS	Community Research and Development Information Service
DG	Directorate-General
DG EAC	Directorate-General for Education and Culture
EACEA	Education, Audiovisual and Culture Executive Agency
EAFRD	European Agricultural Fund for Rural Development
EASME	Agency for Small and Medium-sized Enterprises
eForm	Electronic Application Form
ERDF	European Regional Development Fund
ESF	European Social Fund
ESIF	European Structural and Investment Funds
ETC	European Territorial Cooperation
EU	European Union
EUR	Euro
EVS	European Voluntary Service
LAG	Local Action Group
LEADER	Liaison entre actions de développement de l'économie rurale
NGO	Non-Governmental Organisation
MS	Member States
SME	Small and medium-sized enterprise
TFEU	Treaty on the Functioning of the European Union
OP	Operational Programme
RDP	Rural Development Programme

I FUNDING FOR SPORTS IN THE EU: AN OVERVIEW



General introduction

SHORT BACKGROUND

In the Lisbon Treaty, which entered into force in December 2009, sport was for the first time incorporated in a specific article (Art. 165 TFEU). This article recognises the social and political role of sport at European level and gives the European Commission a legal basis for the development of a sports funding Programme.

Due to the lack of a legal basis for a sports funding Programme, the budget line “Preparatory Actions in the Field of Sport” was created in 2009. The main objective of these Preparatory Actions was to prepare future EU actions in the field of sport from 2014 onwards, the start of the new EU funding period. Between 2009 and 2013, a total of 77 projects have been successfully funded in the framework of these Preparatory Actions for a total amount of 15.6 million EUR.

CURRENT SITUATION

On 1 January 2014, the new EU funding Programme for Education, Training, Youth and Sport, Erasmus+ entered into force. Erasmus+ includes for the first time a separate sport chapter with a budget of 266 million EUR (approximately 1.8% of the total budget of Erasmus+).

Even though there is a separate chapter dedicated to sports, it is worth mentioning that sport-related projects can also get financed from other chapters of Erasmus+ when sports is used as a “tool”, for instance in the context of youth activities.

As sport is also a transversal tool used to promote healthy lifestyles, social integration or regional development, sport-related projects may receive financial support through various European funding Programmes, as long as the principle of double funding is respected. Some examples are:

- Regional Policy – projects should promote regional development;
- Health Programme – projects should promote physical activity and an active lifestyle;
- Rights, Equality and Citizenship Programme – projects that promote non-discrimination, the fight against racism, xenophobia, homophobia and other forms of intolerance.

GENERAL GUIDELINES ON EU FUNDING PROGRAMMES

Common principles

In general, EU projects must fulfil the criteria laid down in the specific Programmes in order to be eligible for funding. Therefore some important basic principles should be taken into account:



- **Co-financing** – Usually the EU does not cover the entire cost of a project. The EU financing rates are usually between 60 and 80% of the total eligible costs. Furthermore, applicants are expected to cover the remaining costs (e.g. a grant from local or regional authorities, foundations, sponsors, own resources, contributions from partners, etc.) as own-contribution to the project.
- **Transnationality** – If transnationality is a requirement, projects must be transnational in nature, i.e. they have to be implemented in cooperation with partners from other European countries.
- **European dimension** – Projects should have a European dimension (except for the European Structural and Investment Funds), i.e. they should address issues of general interest to the EU, such as intercultural dialogue, social integration and active citizenship or tackle a specific sport topic from a European perspective. It is important that these projects are **NOT** limited to a purely national context.
- **European added value** – Projects should have added value and be innovative, i.e. they should make a real contribution to already existing national policies / activities.
- **Partnership** – Projects should involve partners from sectors other than sport, such as universities, research institutes, think tanks, non-governmental organisations (NGOs), local or regional bodies, companies, social partners, etc. A well-balanced partnership can considerably increase the chances of success of a project.
- **Sustainability** – Projects should aim at creating enduring structures extending beyond a project's duration.
- **Double funding** – A general rule for EU funding is that double funding, or covering costs for the same activity from the EU budget twice, is **NOT** allowed. This means that you cannot ask funding for the same project from different EU Programmes.

Main differences

EU funding Programmes vary considerably in terms of application procedures and funding conditions. Some important differences to bear in mind are:

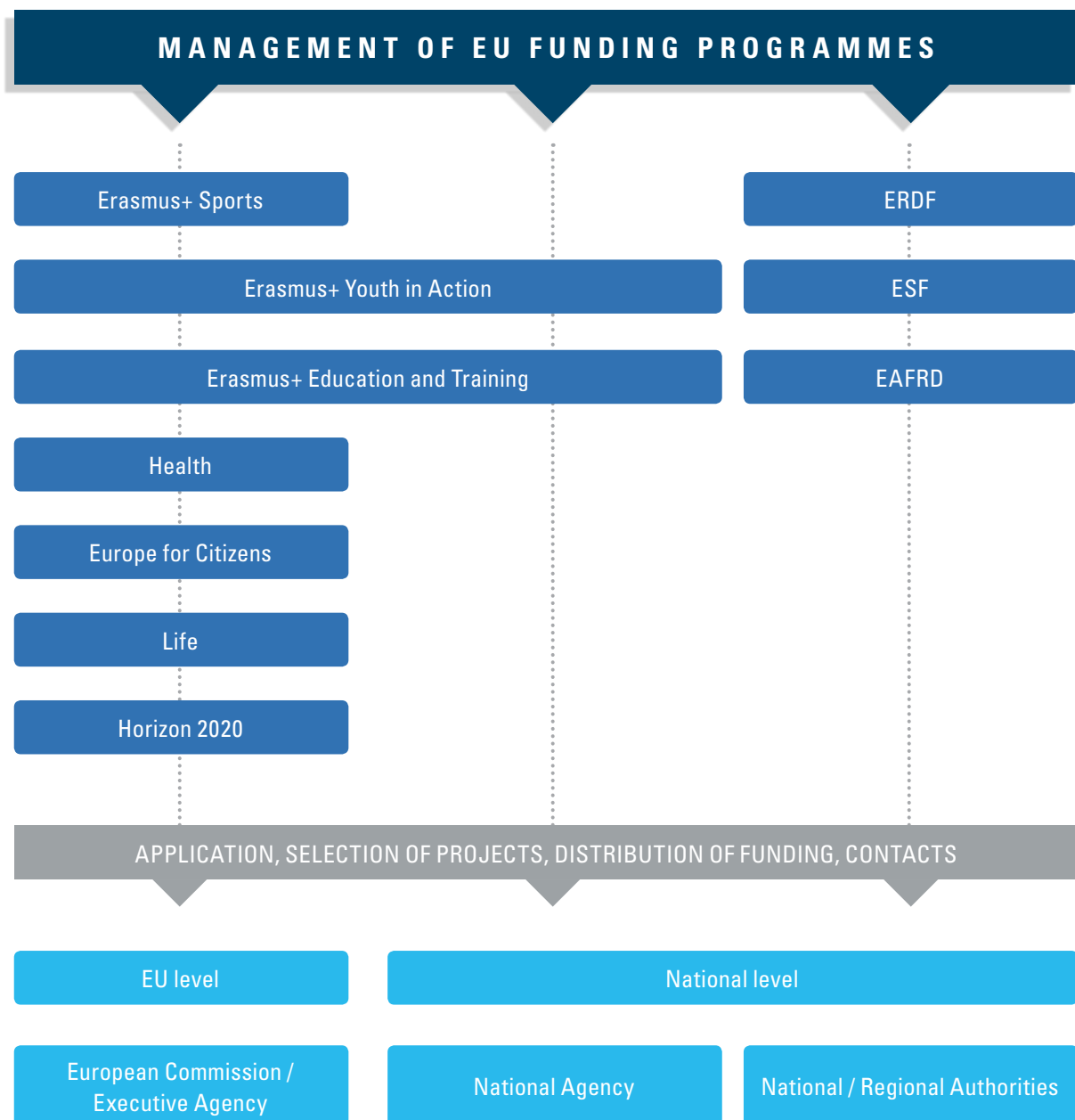
- **Call for Proposals vs. Call for Tenders** – Usually projects can only be submitted following the publication of a “Call for Proposals” within a specific Programme or action. A call for proposals calls for the submission of a project, and sets out the priorities and conditions of funding as well as the application procedures. A call for tenders by contrast is issued for a specific activity, usually, but not exclusively, studies.
- **Deadlines** – Projects cannot be submitted at any given time. Deadlines are usually set out in the call for proposals / tenders. However, in some Programmes / actions there are fixed deadlines and projects can be submitted several times a year. For instance, under Erasmus+ Youth in Action some projects can be submitted three times a year.
- **Administration of Programmes** – Numerous entities on the European, national and regional levels – the European Commission, Executive Agencies, national ministries, regional governments, Local Action Groups (LAGs) or National Agencies - are involved in the implementation and management of the different EU funding Programmes.

In general, there are **centralised** and **decentralised** Programmes. Centralised Programmes, such as the Health Programme or the Europe for Citizens Programme, are managed at EU-level by the European Commission and/or an Executive Agency. Decentralised Programmes are managed at national level by a National Agency. Some Programmes are both decentralised and centralised such as the Erasmus+ Programme. Erasmus+ is partly managed by the Education, Audiovisual and Culture Executive Agency (EACEA) and partly by the National Agencies, located in the different Member States. The European Structural and Investment Funds are special cases as they are managed and implemented by national and regional authorities.



IMPORTANT

The difference between centralised and decentralised Programmes is crucial because it determines where to apply, who selects projects, how funds are distributed and whom to contact!



OVERVIEW OF THE NEW STRUCTURE 2014-2020

The table below provides an indicative overview of different areas and activities that can receive European funding over the period 2014-2020. It also renders an indication on which funding Programmes in particular would be applicable. Furthermore, the table links the funding Programmes

of the previous financial period 2007-2013 with the current period 2014-2020. As some funding Programmes have been considerably restructured, it is highly recommended to read the chapter on the respective Programme thoroughly.

AREA / ACTIVITY	PROGRAMME 2007-2013	PROGRAMME 2014-2020	DETAILS
Collaborative Partnerships in the field of sport	Preparatory Actions	Erasmus+ Sports	p. 18 – 21
Not-for-profit European Sport Events	Special Annual Events	Erasmus+ Sports	p. 18 – 21
Pure competitions, Championships, Sporting Events	X	X	X
Youth exchanges, volunteering, Partnerships in the field of youth	Youth in Action Programme	Erasmus+	p. 22 – 26
Training, staff mobility, Partnerships in the field of education	Lifelong Learning Programme	Erasmus+	p. 27 – 31
Small-scale sport infrastructure	ERDF	ERDF	p. 33 – 35
Local sport infrastructure, local development projects	EAFRD (LEADER)	EAFRD (LEADER)	p. 36 – 37
Labour market, social inclusion, youth employment	ESF	ESF	p. 32 – 35
Combat physical inactivity, promotion of active lifestyle	Health Programme	Health Programme	p. 38 – 39
Active citizenship, town twinning, civil society projects	Europe for Citizens Programme	Europe for Citizens Programme	p. 42 – 43
Sport-related research	Seventh Framework Programme	Horizon 2020	p. 40 – 41
Sport and environment	LIFE+	LIFE	p. 46 – 47
Combat racism, intolerance and violence in sport, promotion equality	DAPHNE III	Rights, Equality and Citizenship Programme	p. 44 – 45
Sport and development assistance	Cooperation and External Aid Programmes	Cooperation and External Aid Programmes	p. 48 – 49

Practical Guidance

This small overview will provide you with some practical advice. Most of the information applies to EU project management in general, but some elements specifically refer to the sports chapter of Erasmus+.

DIFFERENT STEPS OF EU PROJECT MANAGEMENT

Before you start

Well begun is half done! There are a few key elements you need to take into consideration before you start your application. The following questions should help you decide if it is worth investing in a European project:

→ **Reason:** Why would you like to engage in a European project? What are the advantages for your organisation?

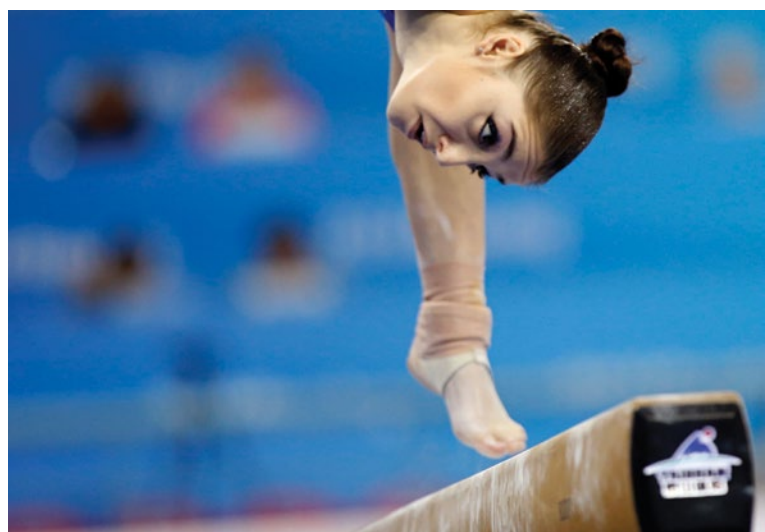
Possible advantages of participating in EU projects can be: to learn from other organisations/countries, to expand your network or to share your approach with others. Never let financial gain be the main reason of investing in a project.

→ **Time / staff:** Does your organisation have the necessary human resources to write an application and to implement the project if selected?

EU projects can be rather time consuming and labour intensive, from the application process up to the completion of the project. Consider enough time to write the application and to implement the project in case of selection. In this regard, make sure that the EU project does not prevent you from managing your everyday affairs. Implementing an EU project might require additional staff. This staff can be at least partly financed by the project budget.

→ **Finances:** Does your organisation have the financial capacity to manage the budget of an EU project?

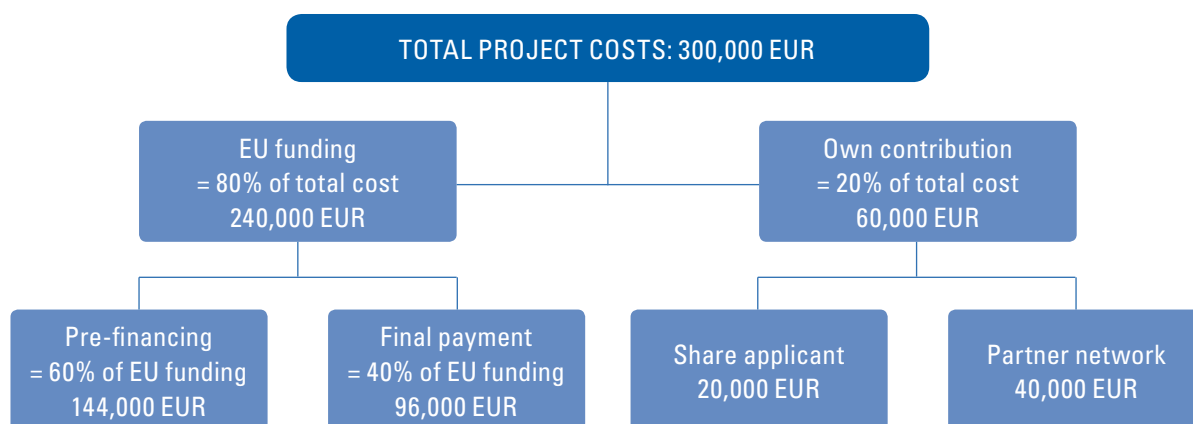
Having the financial capacity is crucial if you want to be the applicant of an EU project. The EU might even ask you to prove your financial capacity before the start of the project.



EU projects are financed according to the principle of **co-financing**. This means that the EU will not finance the full project, but only a certain percentage depending on the funding Programme. For example: within Erasmus+ Sports, the EU will finance a maximum of 80% of the eligible costs, requiring the partner network to provide the remaining budget or secure funding from other sources as own contribution.

Moreover, the EU only transfers part of the grant at the beginning of the project (this is called **pre-financing**). The remaining part is paid after the successful completion of the project. For example: within Erasmus+ Sports, the EU pre-finances 60% of the EU grant and 40% when the project is completed (information based on 2014 and 2015 call). This means that only a certain share of the EU grant will be transferred at the beginning of the project. Therefore, make sure that the EU project does not create a cash flow problem for your organisation.

Below, you can find an example of how the budget of an EU project within Erasmus+ Sports could look like.



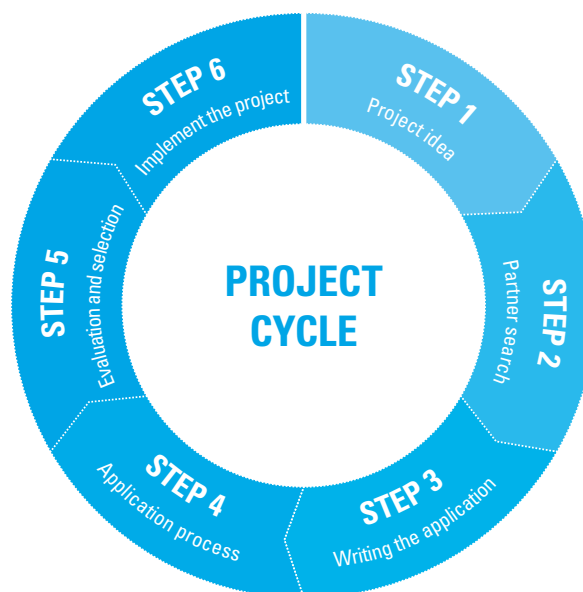
The questions above are not intended to discourage you, but rather to advise you to **be realistic**. Engaging in EU projects can have many positive consequences, but it also requires a high level of commitment for a long period of time. If your organisation has never participated in an EU project before or if you are not sure if your organisation can manage an EU project, it might be a good idea to first participate in an EU project as project partner before taking up the role of project applicant.

STEP 1 → Project idea

All projects start with a good project idea. First think about the project idea and then look for funding and the appropriate funding Programme, not the other way around.

Elements you need to consider when developing a project idea:

- **Aim:** What are the objectives of the project?
- **Target group:** What is the target group of the project (e.g. athletes, coaches, officials ...)? Who do we want to help or reach?
- **European added value:** This is especially important for European, centralised projects. Why does this project need to be implemented on a European level and not on the national level? What is the European character of the project? When writing the application later on, you will need to justify the European added value. For decentralised projects implemented on national level, other indicators such as how your project contributes to the national / regional strategy might be important.
- **Innovation:** Is your project idea or approach innovative?
- **Activities:** Which activities would you like to undertake during the project? Do these activities contribute to the objectives of the project? A possible way to structure the different activities is by defining work packages (e.g. data research, communication ...).



- **Timetable:** What is a realistic timetable to implement these activities? How long will the project last?
- **Results and dissemination:** What would you like to achieve with the project and how would you like to disseminate these results?
- **Finances:** What is a realistic budget in order to achieve the objectives and to implement the different activities?

STEP 2 → Partner search

Once you have developed your project idea, you can start looking for partners. Based on the different elements of your project idea, such as the activities and the target group, you need to decide on:

- **The number of partners:** How many partners would you like to include in your project? Also take into account the required number of partners according to the eligibility criteria of the funding Programme.
- **The countries entitled to participate:** Which countries can participate in the project? Are the rules (e.g. regarding the reimbursement of travel and staff costs) the same for Member States and for countries not part of the EU-28?
- **The role and tasks of the partners:** Which tasks would you like the partners to fulfil? For example: You can make the different partners responsible for a specific work package.
- **Background and expertise:** Does your partner need to have expertise with EU projects and with the topic that the project will focus on? The expertise might be linked to a specific activity or work package of the project, for example data collection or educational modules.
- **The type of organisations:** Most of the funding Programmes allow you to incorporate a wide range of actors. You can find an overview of possible project partners below. Including organisations from other sectors or fields might provide new insights and could strengthen your application.

When contacting a possible project partner, try to formulate your project idea as clearly as possible. Provide a clear description of what is expected of the organisation and why you decided to contact the organisation. Sometimes, it might be necessary for the project partners to sign an official “**letter of intent**” to confirm their participation. Check the call for proposals and the Programme Guide for more information regarding these requirements. And even if it is not officially required, it might be a good idea to put the confirmation of the partnership as well as the description of the tasks and responsibilities on paper.

How can you find partners?

- Contact umbrella sport structures at national, European or international level. These organisations have extensive networks and can provide valuable contacts.
- Check relevant partnerships or organisations in a specific policy field. It could be that a certain research institute or an NGO is specialised in the policy area of your project. Having such an organisation on board will undoubtedly strengthen your application.
- The European Commission or National Agencies might also organise “Contact Seminars” for the specific Programme. Contact Seminars are an easy way to find partners from other Member States and to discuss future project ideas.
- Check previous projects at national or European level in the same policy area.
- Think outside of the world of sport!



STEP 3 → Writing the application

If you have identified your partner network and fully developed your project design, you can start the writing process.

- Read the official documents to ensure that you have the most recent information. These documents can include: the call for proposals / tenders, the Programme Guide or Guidelines for applicants. These official documents set out the objectives and priorities of the funding Programme, potential beneficiaries, eligibility criteria, application procedures, deadlines for submission, the available funding and the funding rules. It is also very helpful to read the (electronic) forms which you will need to send in at a later stage already beforehand. This provides a better idea of the official information that is required. User guides are also commonly available to help you with completing these official forms.
- Consult the website of the responsible authority. Depending on the structure of the funding Programme, the Programme might be managed at EU-level (responsible authority: respective DG of the Commission or an Executive Agency) or at national level (responsible authority: National Agency). The websites could contain some more useful information. Furthermore, these Agencies can provide some general assistance or help you with questions you may still have.
- Always use the official forms to write your application. For example, for Erasmus+ Sports, you will need to complete an electronic form (eForm) with some general information on the project proposal (e.g. information on the partnership, general description of the project, requested grant ...).
In addition to the electronic form, you will need to fill in a number of attachments. These attachments include:
 - *Project description*: is a detailed description of several aspects of the project such as the partner network, the project design, the methodology, the activities, the time table as well as the impact and dissemination. Be as precise as possible without giving too many details and be aware of structuring the information.
 - *Budget table*: lists both the expected income and expenditure (which need to be in balance). The expenditure can include for example an overview of staff costs, travel costs or subcontracting.

- *Declaration of Honour*: is a declaration officially asking for the EU grant thereby accepting all conditions listed in the declaration. This document must be signed by a legal representative of the applicant organisation.



IMPORTANT

For some funding Programmes, you need to register your organisation before you can apply for funding! This requirement is also applicable to Erasmus+ Sports.

STEP 4 → The application process

Once you have completed the application, you can start the **application process**. When handing in the application, make sure that:

- You have all the required documents and signatures. Some signatures, for instance of legal representatives of the organisation, might take time, so make sure to start early enough in advance.
- You always use the official forms!
- You always respect the deadlines! Technical problems are no excuse. Handing in the application a few days prior to the deadline is safer and might save you some additional stress.

STEP 5 → Evaluation and selection

After handing in the application, the **evaluation process** by the responsible authority starts. First, all projects will be checked to ensure that all the applications meet the eligibility criteria (e.g. sufficient partners in line with the call for proposals). Afterwards, the remaining applications will be assessed by experts on the basis of different awarding criteria. These criteria, which you can usually find in the Programme Guide, might contain aspects such as:

- **Relevance of the project**: referring to elements such as the link of the project proposal with the EU policy regarding the topic or the national / regional strategy, the added value of organising these activities at EU-level or the need of this project for the specific policy area;

- **Quality of the project design and implementation:** including the quality of the project design, objectives and methodology as well as risk, control and management arrangements;
- **Quality of the project team and cooperation arrangements:** referring to, for instance the expertise / background of the partners and the division of tasks;
- **Impact and dissemination:** referring to appropriate measures to disseminate the project results, to fully exploit the achievements of the project and to ensure sustainability. Impact and dissemination has become increasingly important for the EU.

The experts will award points according to the different criteria. This procedure will result in a score list of project applications. It is therefore important to keep these awarding criteria in mind when writing the application.

Consequently, the responsible authority will then make the final **selection**. Besides the amount of points, they will also take into account other aspects such as the geographical scope or the number of projects related to the different topics. After the selection, all applicants will receive a written notification of the outcome of the selection process and feedback on the evaluation of the projects. At the same time, a list of selected projects will be published on the website of the responsible authority. In general, it takes between 1 and 5 months for projects to be evaluated and selected.

In case of selection:

- Prior to the signature of the grant agreement, additional documentation such as a financial guarantee could be asked for.
- Once all administrative requirements are met, the contract can be signed. Upon signing, you commit yourself to implement the project in a given period of time.

In case of non-selection:

- Depending on the Programme, you will receive feedback with the different points for the awarding criteria. Do not hesitate to ask for clarification in case some elements are not clear.
- The feedback will allow you to improve your application. You can hand in an upgraded project proposal for the following call for proposals.

STEP 6 → Implementing the project

- You will receive a certain share of the EU grant at the beginning of the project (pre-financing).
- Make sure that you always stick to the financial regulations, for instance regarding the reimbursement of travel costs. Amendments to the budget and to the foreseen activities are still possible, but the procedure is rather complex and time-consuming. Therefore, be careful with what you promise in the application.
- When publishing documents or results, be aware that the logo of the European Union must appear on every publication (followed by: "Funded by the European Union").
- It might be necessary to report on the progress and the achievements of the project to the responsible authorities. At the end of the project, you will have to file an official final report. Mid-term reports might be necessary depending on the funding Programme.
- All documents (including financial and technical documentation) need to be archived for at least 5 years. Your project could be selected for an External Audit during this period.



II EU FUNDING PROGRAMMES



Erasmus+ Programme

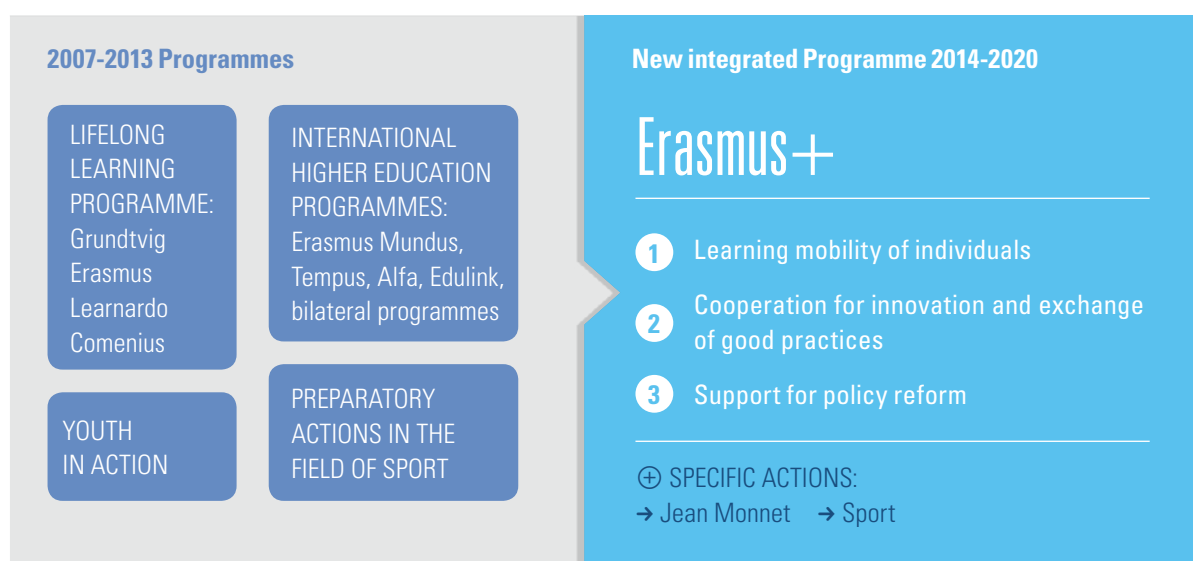
EDUCATION, TRAINING, YOUTH AND SPORT



Erasmus+ brings together seven existing EU Programmes in the fields of Education, Training, and Youth and provides for the first time a separate chapter and budget line dedicated to sport.

The Programme has an overall budget of 14.774 billion EUR for the seven years (2014-2020). The budget of Erasmus+ Sports is 266 million EUR (approximately 1.8% of the total budget of Erasmus+).

Erasmus+ is an integrated Programme, based around **three Key Actions** in the fields of education and youth **plus** two specific actions (Jean Monnet and **Sport**).



Key Action 1 promotes learning opportunities for individuals, within the EU and beyond, and includes study and training, traineeships, teaching and professional development and non-formal youth activities such as volunteering.

Key Action 2 provides direct opportunities for stakeholders to create new peer learning experiences and exchanges of practices through partnerships within and across countries and sectors.

Key Action 3 supports policy reforms in Member States and cooperation with non-EU countries, with a focus on strengthening the evidence-base for policy making and exchange of good practices. Support will include the implementation of EU transparency tools, cross-country studies and support for specific policy agendas.

The sport chapter of Erasmus+, which is **NOT** part of the three Key Actions, supports Collaborative Partnerships in the field of sport, not-for-profit European sport events, studies and surveys. These actions shall support the

development, transfer and implementation of innovative practices at European, national, but also at regional and local levels and shall contribute to the development of a European dimension of sport.



IMPORTANT

Even though there is a separate chapter dedicated to sports, any project using sports as a “tool” in the context of education and training or youth activities can still be financed under Key Actions 1, 2 or 3.

ELIGIBLE APPLICANTS

In general, Erasmus+ projects have to be submitted and managed by organisations and not by individuals. The Programme distinguishes between organisations from Programme countries and partner countries.

Programme countries

Participating organisations (applicants and partners) in Erasmus+ projects must be established in one of the following Programme countries:

Member States of the European Union (EU)

Austria	Luxembourg
Estonia	Slovenia
Italy	Cyprus
Portugal	Greece
Belgium	Malta
Finland	Spain
Latvia	Czech Republic
Romania	Hungary
Bulgaria	Netherlands
France	Sweden
Lithuania	Denmark
Slovak Republic	Ireland
Croatia	Poland
Germany	United Kingdom

Non-EU Programme countries

Former Yugoslav Republic of Macedonia
Liechtenstein
Turkey
Iceland
Norway

Partner countries

The following countries can take part only in certain Actions under Erasmus+:

Partner countries neighbouring the EU

Eastern Partnership Countries

Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine

Southern Mediterranean countries

Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria, Tunisia

Western Balkans

Albania, Bosnia and Herzegovina, Kosovo, Montenegro, Serbia

Other

Russian Federation, Switzerland*

*The participation of organisations from Switzerland is currently still unclear. For both the 2014 and 2015 calls for proposal, Switzerland has only been listed as a partner country under Erasmus+. However, this could change in the following years. In any case, the participation as a non-EU Programme country depends on the signing of an agreement between the EU and Switzerland.

→ Erasmus+ Sports

The Erasmus+ Programme includes a new funding scheme for projects specifically related to sport. The budget of Erasmus+ Sports is 266 million EUR for the seven year period, which translates into an average of approximately 38 million EUR/year. During the first years of this period, the annual budget will remain below this average and it will increase gradually every year.

OBJECTIVES

The specific objectives pursued by the Erasmus+ Programme in the field of sport are to:

- Tackle cross-border threats to the integrity of sport, such as doping, match-fixing and violence;
- All kinds of intolerance and discrimination;
- Promote and support good governance in sport and dual careers of athletes;
- Promote voluntary activities in sport, together with social inclusion, equal opportunities and awareness of the importance of health-enhancing physical activity, through increased participation in, and equal access to sport for all.

STRUCTURE

Erasmus+ Sports provides support in terms of funding for:

- **Collaborative partnerships;**
- **Not-for-profit European sport events;**
- Actions that strengthen the evidence base for policy-making (studies, surveys);
- Dialogue with relevant European stakeholders.

ELIGIBLE APPLICANTS

Eligible for funding under Erasmus+ Sports are public bodies or non-profit organisations active in the field of sport. Any participating organisation established in a **Programme country** can be the applicant.

RESPONSIBLE AUTHORITIES

Two complementary actors are responsible for the implementation of Erasmus+ Sports:

1. The **Education Audiovisual and Culture Executive Agency (EACEA)** is in charge of the implementation of Erasmus+ Sports by supporting:
 - Collaborative partnerships
 - Not-for-profit European sport events
2. The **Sport Unit of the European Commission (DG EAC)** is in charge of the policy coherence by supporting:
 - Actions that support the evidence base for sport policy making
 - The dialogue with European stakeholders

Managed by the Executive Agency EACEA

Collaborative Partnerships

Collaborative partnerships are projects involving various organisations and actors in and outside of sport from different European countries to develop, transfer and/or implement innovative practices. Collaborative partnerships in the field of sport particularly aim at:

- Combating doping at grassroots level, notably in recreational environments such as amateur sport and fitness;
- Supporting prevention and awareness-raising among stakeholders involved in the fight against match-fixing, as well as innovative approaches to fight against violence and tackle racism and intolerance in sport;

European Week of Sport (EWoS)

The EWoS is an initiative of the European Commission that will be organised for the first time in September 2015. It will most likely continue as an annual event. One of the main objectives of this week is to promote physical activity.

Sport organisations will be able to participate in this European Week through Collaborative Partnerships (for instance in connection to health-enhancing physical activity) and not-for-profit European sport events.

- Supporting the implementation of EU principles on good governance in sport, EU Guidelines on Dual Careers of Athletes, EU strategies in the areas of social inclusion and equal opportunities, as well as EU Physical Activity Guidelines, to encourage participation in sport and physical activity;
- Supporting the implementation of the European Week of Sport.

THE FOLLOWING ACTIVITIES WILL BE SUPPORTED:

- Networking among key stakeholders;
- Promotion, identification and sharing of good practices;
- Preparation, development and implementation of training and educational modules;
- Activities to increase the competences of multipliers in the field of sport and to develop monitoring and benchmarking of indicators, notably with regards to the promotion of ethical behaviour and codes of conduct among sportspeople;
- Awareness-raising activities on the value of sport and physical activity in relation to the personal, social and professional development of individuals;
- Activities to improve the evidence-base of sport to tackle societal and economic challenges (collection of data, surveys, consultations, etc.);
- Activities to promote innovative synergies between the field of sport and the fields of health, education, training and youth;





- Conferences, seminars, meetings, events and awareness-raising actions underpinning the aforementioned activities.

NUMBER OF PARTICIPATING ORGANISATIONS

A Collaborative Partnership should be transnational and should involve at least five organisations from five different Programme countries. For activities related to the European Week of Sport, different criteria exist.

DURATION OF THE PROJECT

The duration can be 12, 18, 24, 30 or 36 months. The call for proposals will specify when the project activities should start.

WHEN TO APPLY?

Below you can find an overview of the deadlines for 2014 and 2015, which gives an indication for the upcoming years:

APPLICATION DEADLINE	ELIGIBILITY PERIOD - PROJECTS HAVE TO START
22 January (for projects related to EWoS)	Between 1 April and 1 September
14 May (for projects not related to EWoS)	As of 1 January the following year

PROJECT EXAMPLES

The examples below are all projects which were supported by the "Preparatory Actions in the field of sport 2009-2013". As the collaborative partnerships supported by Erasmus+ Sports will build on the experience and structure of these Preparatory Action projects, the following examples provide a realistic insight of potential projects for Erasmus+ Sports.

- The **"Sport for Good Governance" (S4GG)** project, successfully managed by the EOC EU Office, was set-up to support the implementation of good governance principles within sport organisations in Europe.
- The **"Creating a Level Playing Field" (CLPF)** project aimed at enhancing the exchange of good practices between sport organisations and local actors to promote the social inclusion of immigrants in and through sport.
- The **"European Paralympic snow sport youth circuit"** gave youngsters with impairment a chance to compete in five competition camps within a professional environment.
- The purpose of **"Fit for Life Europe"** was to enhance physical activity among elderly by developing a specific "Municipal HEPA framework for elderly".

Not-for-profit European sport events

Not-for-profit European sport events aim to support the implementation of EU strategies in the field of sport in the areas of social inclusion and equal opportunities. Furthermore, it supports the implementation of the EU Physical Activity Guidelines and encourages participation in sport and physical activity. It will also potentially support the organisation of the European Week of Sport.

THE FOLLOWING ACTIVITIES WILL BE SUPPORTED:

- Organisation of training activities for athletes, coaches, organisers and volunteers in the run-up to the event;
- Organisation of the event;
- Organisation of side-activities to the sporting event (conferences, seminars);
- Implementation of legacy activities (evaluations, drafting of future plans).

NOT eligible are regularly organised pure sport competitions or professional sport competitions

WHO CAN APPLY?

Any participating organisation established in a Programme country can be the applicant.

NUMBER OF PARTICIPATING ORGANISATIONS

A not-for-profit European sport event is required to involve participants from at least 12 different Programme countries. For activities related to the European Week of Sport, different criteria exist.

DURATION OF THE PROJECT

Up to 1 year (from preparation to follow-up). The call for proposals will specify when the project activities are supposed to start.

WHEN TO APPLY?

Below you can find an overview of the deadlines for 2014 and 2015, which gives an indication for the upcoming years:

APPLICATION DEADLINE	ELIGIBILITY PERIOD - PROJECTS HAVE TO START
22 January (for events related to EWoS)	As of 1 May of the same year
14 May (for events not related to EWoS)	As of 1 November of the same year

PROJECT EXAMPLES

- The **“European University Games”** were a multi-sport student event bringing together more than 2.900 participants. This event was supported by Erasmus+ Sports.
- The **“Special Olympics – European Summer Games”** in Antwerp brought together people with mental disabilities. This event was supported by Erasmus+ Sports.
- At the **“European Youth Olympic Winter Festival Brasov 2013”** 1.300 young people competed in eight winter sports disciplines. This event was supported by the Special Annual Events budget of the European Parliament.

HOW TO APPLY

Calls for proposals are published on the website of the European Commission's Education Audiovisual and Culture Executive Agency (EACEA) in autumn of each year.

Calls for proposals for Collaborative Partnerships in the field of sport, including the calls related to the European Week of Sport

http://eacea.ec.europa.eu/erasmus-plus/funding/sport-collaborative-partnerships-in-sport-field-and-not-for-profit-european-sport_en

Calls for proposals for Not-for-profit European sport events, including the calls related to the European Week of Sport

http://eacea.ec.europa.eu/erasmus-plus/actions/sport/not-for-profit-european-sport-events_en

Electronic Applications forms (eForms)

For more information about the eForms:
https://eacea.ec.europa.eu/documents/eforms_en

CONTACT

Education Audiovisual and Culture Executive Agency (EACEA)

Avenue du Bourget 1
1049 Brussels
Belgium
Email: EACEA-SPORT@ec.europa.eu
Website: http://eacea.ec.europa.eu/erasmus-plus_en

Managed by the Sport Unit of the European Commission

Actions that strengthen the evidence-base for policy-making

One of the tasks of the European Commission is to strengthen the evidence-base for policy-making. For this objective, the European Commission has different actions at its disposal including the possibility to launch studies. These studies are usually conducted by a consortium of universities and research institutes, but sport organisations can in principle also be part of such a consortium.

More information, such as the call for tenders, can be found on the website of the responsible DG.

Overview of the call for tenders, Sport Unit website, DG EAC

http://ec.europa.eu/sport/calls/index_en.htm

CONTACT

European Commission

Directorate-General Education and Culture (DG EAC),
Sport Unit
Rue Joseph II 70
1049 Brussels
Belgium
Email: eac-sport@ec.europa.eu
Website: http://ec.europa.eu/sport/index_en.htm

→ Erasmus+ Youth in Action

Funding for youth activities within Erasmus+ aims to improve the key competences, skills and employability of young people in Europe, to promote young people's social inclusion and well-being, and to foster improvements in youth work and youth policy at local, national and international level. The budget for the period 2014-2020 is 10% (or approximately 1.47 billion EUR) of the overall budget of Erasmus+.

Erasmus+ Youth in Action offers a broad range of opportunities, such as youth exchanges or the European Voluntary Service, to sport organisations active in the youth field. Compared to other parts of Erasmus+, access to funding is relatively easy.

Access for sports organisations

In the past, chances to receive funding for projects combining youth and sport were relatively high. Erasmus+ Youth in Action remains accessible for youth sport organisations.



STRUCTURE

In the field of youth, the Erasmus+ Programme offers funding opportunities within all three Key Actions. Within the Key Actions, some activities of Erasmus+ Youth in Action are managed by the National Agencies whereas other activities are managed centrally by the Executive Agency EACEA:

Key Action 1	Mobility opportunities for young people and youth workers	Young people have the opportunity to participate in youth-exchanges or to volunteer for a period up to one year in another country (for example in a sports club) financed by European Voluntary Service. Youth workers can take part in training and networking activities abroad or spend some time in a sport youth organisation abroad for a job shadowing experience or an observation period.
Key Action 2	Opportunities for cooperation for innovation and exchange of good practices	Organisations (for example active in sport) can apply for funding to work in partnership with organisations from other European countries. The projects funded under Key Action 2 will focus on sharing, developing and transferring innovative practices such as new training models.
Key Action 3	Opportunities to support policy reform – Civil Society Cooperation	Funding opportunities in the field of youth under this action can take the form of meetings between young people and decision makers for example to discuss topics related to youth and sports.

HOW TO APPLY

Calls for proposals are published on an annual or multi-annual basis, depending on the action.

Implementation by National Agencies

Implementation of Erasmus+ Youth in Action is mainly **decentralised**. Each Programme country has appointed a National Agency. These National Agencies promote and implement the Programme at national level and act as the link between the European Commission, project managers at national, regional and local level and young people themselves.

There are seven decentralised application deadlines per year for projects submitted to the **National Agencies**. Below you can find an overview of the deadlines for 2015, which gives an indication for the upcoming years:

Key Action 1

APPLICATION DEADLINE	ELIGIBILITY PERIOD - PROJECTS HAVE TO START BETWEEN
4 February 2015	1 May and 30 September 2015
30 April 2015	1 August and 31 December 2015
1 October 2015	1 January and 31 May 2016

Key Action 2

4 February 2015	1 June and 30 September 2015
30 April 2015	1 September and 31 December 2015
1 October 2015	1 January and 31 May 2016

Key Action 3

4 February 2015	1 May and 30 September 2015
30 April 2015	1 August and 31 December 2015
1 October 2015	1 January and 31 May 2016

Implementation by the Executive Agency EACEA

Some actions of the Programme are managed at EU-level by the **Education, Audiovisual and Culture Agency Executive Agency (EACEA)** and applications have to be submitted in Brussels. The indicative deadlines, again based on the dates for 2015, are as follows:

Key Action 1

LARGE SCALE EUROPEAN VOLUNTARY SERVICE EVENTS

APPLICATION DEADLINE	ELIGIBILITY PERIOD - PROJECTS HAVE TO START BETWEEN
3 April 2015	1 October 2015 and 31 July 2016

Key Action 2

CAPACITY BUILDING IN THE FIELD OF YOUTH

3 April 2015	1 October 2015 and 28 February 2016
2 September 2015	1 March 2016 and 31 July 2016

Calls for proposals/tenders - Youth

http://ec.europa.eu/youth/calls/index_en.htm or on the websites of the National Agencies for Youth

Programme Guide Erasmus+ (including information about youth funding)

http://ec.europa.eu/programmes/erasmus-plus/documents/erasmus-plus-programme-guide_en.pdf

HOW SPORT CAN BENEFIT

Erasmus+ Youth in Action offers a broad range of opportunities to sport organisations active in the field of youth such as:

Youth exchanges (part of Key Action 1)

Youth exchanges allow groups of young people from different countries to meet and live together for up to 21 days. During a youth exchange, participants jointly carry out a work programme (a mix of workshops, exercises, debates, role-plays, **sporting or outdoor activities**, etc.). Youth exchanges allow young people to develop competences, become aware of socially relevant topics/thematic areas which can also be linked to sports policy, discover new cultures, habits and lifestyles, strengthen values like solidarity, democracy, friendship, fair-play, tolerance, etc.

PARTNERS

Youth exchanges are based on a transnational cooperation between two or more participating organisations from different countries within and outside the European Union.

AGE

Youth exchanges are available for young people between the ages 13 and 30.

DURATION OF ACTIVITY

5-21 days, excluding travel time



IMPORTANT

*A youth exchange is **NOT**:
Pure sport competition,
tourism, festival, holiday
travel, language course,
statutory meeting of
organisations, work (or
training) camp.*

European Voluntary Service

(part of Key Action 1)

The European Voluntary Service (EVS) enables young people to carry out a voluntary service for periods of between 2 weeks and 12 months in a country other than their country of residence. It can be an interesting programme for sports organisations active in the field of youth. The responsible bodies for the application process are the **National Agencies for Youth** in the different Member States.

An EVS project can focus on a variety of themes, such as culture, **sports**, social care, cultural heritage, arts, civil protection etc.

PARTNERS

a sending organisation, a host organisation and a coordinating organisation. Accreditation is necessary for organisations interested in sending or hosting EVS volunteers or coordinating an EVS project.

AGE

Volunteering opportunities are available for young people aged between 17 and 30.

Youth workers' training and networking

(part of Key Action 1)

This activity supports the professional development of youth workers in the form of:

- a) Participation of youth workers in seminars, training courses, contact-making events, study visits (for example to sports organisations);

or

- b) A job shadowing/observation period abroad in an organisation active in the youth field (so for example also youth sport clubs).

Youth worker mobility activities can last from 2 days to 2 months, excluding travel time.

Large Scale European Voluntary Service Events (part of Key Action 1)

In addition to the decentralised actions of the European Voluntary Service (EVS), the Erasmus+ Programme also offers **Large Scale EVS projects** for young people between ages 17 and 30. These Large Scale projects are **managed centrally by the EACEA** in Brussels.

The Large Scale European Voluntary Service Events have to be in the field of youth, culture and/or **sport** (e.g. **European sport championships**, World Youth Summits, European Capitals of Culture; European Youth Capitals, etc.).

A large-scale EVS event must involve at least 30 volunteers. The participation in an EVS activity must be free of charge for volunteers.

The project duration is limited to between 3 and 12 months.

Strategic Partnerships (part of Key Action 2)

Strategic Partnerships of organisations in the field of youth support the sharing, developing and transferring of innovative practices. This can be for example activities that facilitate the recognition and validation of skills and competences (for example the recognition of volunteers' skills and competences within sports) or transnational youth initiatives.

Partners and duration: Strategic Partnerships in the field of youth can last between 6 months and 2 years and must involve at least two organisations from two Programme countries.





CONTACT

National Agencies

Responsible for the Youth actions of Erasmus+

For contact details in the different Member States see:

http://ec.europa.eu/youth/youth/contacts_en.htm?cs_mid=152

Education, Audiovisual and Culture Executive Agency (EACEA)

Responsible for centralised actions within Erasmus+ Youth

(for example Civil Society Cooperation Youth)

http://eacea.ec.europa.eu/erasmus-plus_en



European Commission

Directorate-General Education and Culture (DG EAC)

YOUTH Unit D1

Website: <http://ec.europa.eu/youth>

SALTO-YOUTH Research Centers

Network of 8 Resource Centers working on European priority areas within the youth field which provides training and contact-making activities to support organisations and National Agencies

<https://www.salto-youth.net>

PROJECT EXAMPLES

- The Erasmus+ Youth in Action operating grant for ENGSO Youth **“Give youth a real say in sport”** provided financial support for their activities in the field of youth and sport.
- The Erasmus+ Youth in Action project **“Prodelta”** intended to increase youngsters’ insight and comprehension of the job market and simultaneously to show them the benefits of participating in outdoor activities.
- The Youth in Action partnership project **“Exploring European Galaxies of Partnership to Enhance Youth Employment and Entrepreneurship in Sport”** was a European-wide initiative that promoted youth-employment in and through the sport sector and highlighted transferable skills that sport can develop.
- The Youth in Action youth exchange project **“Don’t worry, be healthy”** aimed at educating youngsters on a sustainable, healthy and active lifestyle.
- In the Youth in Action **“Youth exchange for outdoor inclusion”** project the youngsters explored outdoor activities such as hiking and orientating and learned about social inclusion.
- The Youth in Action project **“Tolerance in Youth Sport” (TOYS)** intended to tackle racism and discrimination among youth in sport by promoting social inclusion and integration, volunteering and active citizenship.

→ Erasmus+ Education and Training

As the successor to the Lifelong Learning Programme, Erasmus+ supports **formal, non-formal and informal learning**, including vocational education and training, adult learning, school education and higher education. The objective is to boost skills and employability as well as to modernise education and training across Europe. This part of Erasmus+ also offers a wide range of funding possibilities for **sport** organisations (for example strategic partnerships, job shadowing, school exchanges, etc.).

The **National Agencies** in the different Member States are responsible for the implementation of Erasmus+ Education and Training.

STRUCTURE

The already existing education Programmes will continue under the umbrella of Erasmus+:

Fields of action of Erasmus+ Education and Training

- Vocational education and training (LEONARDO DA VINCI)
- Adult learning (GRUNDTVIG)
- School education (COMENIUS)
- Higher education (ERASMUS)

As mentioned in the introduction to the Erasmus+ Programme, Erasmus+ consists, contrary to the former Programmes, of three Key Actions that cover all different areas of education:

- Key Action 1: Mobility of Individuals;
- Key Action 2: Cooperation for Innovation and the Exchange of Good Practices;
- Key Action 3: Support for Policy Reforms.



All measures of Erasmus+ on education are also open to **sport**. As the main focus of this part of Erasmus+ is on education, sport can be used as “a tool” which means that there is only an indirect link.

Experience from the past has shown that projects combining education and sports have the best chances to receive funding in the field of **vocational education and training** and **adult learning**. There might also be some good chances in the field of school education.

Vocational education and training (LEONARDO DA VINCI)

Funding measures in this field have the objective to improve the quality of vocational education and training by supporting traineeships for vocational students and staff. In addition, the Programme aims at encouraging

vocational education and training institutions in building strategic partnerships with other organisations and businesses in order to establish close links with the labour market.

The following opportunities exist under this Programme:

Key Action 1	Mobility of Individuals	<p>Mobility opportunities for vocational students, trainees and apprentices (for example in sports and fitness administration management) to undertake a placement abroad, including in a company or other work place (from 2 weeks to 12 months)</p> <p>Mobility opportunities for staff for example of sports organisations to undertake European professional development activities (from 2 days to 2 months), including:</p> <ul style="list-style-type: none"> → Training; → Job shadowing or observations; → Teaching assignments.
Key Action 2	Cooperation for Innovation and the Exchange of Good Practices	<p>Strategic Partnerships between institutions (for example sport management schools), e.g. exchange of best practices and innovative ideas or cooperation between vocational education and training providers and business communities;</p> <p>Strategic Partnerships with business e.g. to design and deliver curricula of (for example sport management students) in order to adapt to the needs of the labour market.</p>



HOW SPORT CAN BENEFIT

As Erasmus+ LEONARDO DA VINCI is aiming at vocational institutions, students and staff, there is only an indirect link to sport. Some examples on how sport could benefit are:

- Trainings, assignments or job shadowing for staff working in sport education institutes and sport organisations;
- Strategic partnerships between vocational education institutions dealing with sport on specific topics (for example active ageing or volunteering) or with sport business;
- Traineeships for sport students (universities or vocational training programmes) in sport organisations abroad.

Adult learning (ERASMUS+ GRUNDTVIG)

Erasmus+ provides opportunities for adult learning professionals to learn from each other and develop strategic partnerships. It focuses on topics that also include **sports**

such as the recognition of skills learnt outside the formal education system.

Measures funded by Erasmus+ GRUNDTVIG:

Key Action 1	Mobility of Individuals	<p>Mobility/exchange of staff within adult education organisations (this can also be sport organisations dealing with education topics), including for example:</p> <ul style="list-style-type: none"> → Structured course or training; → Job shadowing or observations.
Key Action 2	Cooperation for Innovation and the Exchange of Good Practices	<p>Strategic Partnerships between institutions and organisations to:</p> <ul style="list-style-type: none"> → Exchange experiences and best practice (for example on active ageing); → Develop regional strategies (for example on measures on how to get more citizens physically active); → Develop, test, and validate new curricula; <p>Cooperation with business (for example sports industry):</p> <ul style="list-style-type: none"> → Job shadowing; → Collaboration on curricula; → Training courses and seminars.

HOW SPORT CAN BENEFIT

Erasmus+ GRUNDTVIG is mainly addressed to organisations in the field of adult education. Nevertheless, there are also possibilities for **sport** organisations to benefit from funding through this part of Erasmus+. Some examples on how sport could benefit are:

- Job shadowing or observations of employees from sport organisations abroad (for shorter or longer periods) in order to improve their competences in a specific sports field;
- Strategic partnerships between sports organisations active in the field of education on various topics such as active ageing of senior citizens or inclusion of socially disadvantaged groups (also possible in conjunction with actors not active in the field of sports such as anti-racism networks, child protection organisations, etc.).



School education (ERASMUS+ COMENIUS)

Measures funded under Erasmus+ COMENIUS aim at improving the quality of teaching and learning from pre-primary through to secondary schools across Europe. Even though the focus is on educational staff, the Programme also finances school exchanges.

Priority will be given to projects that encourage the accomplishments of young people, especially those at risk of early school leaving and with poor learning abilities, as well as to activities that strengthen the professional profile of teaching staff. With regard to **sport**, projects focusing on for example physical education curricula at school, physical education staff or twinning between sport schools could possibly receive funding.

Measures funded by Erasmus+ COMENIUS:

Key Action 1	Mobility of Individuals	<p>Mobility opportunities for staff (for example physical education teachers) to undertake European professional development activities abroad, including:</p> <ul style="list-style-type: none"> → Structured courses or training; → Teaching assignments (teaching at a partner school abroad); → Job shadowing or observations.
Key Action 2	Cooperation for Innovation and the Exchange of Good Practices	<p>Strategic Partnerships between schools or other organisations:</p> <ul style="list-style-type: none"> → Establish international strategic partnerships to co-operate on issues of shared interest. <p>eTwinning - Cooperation between schools:</p> <ul style="list-style-type: none"> → Online cooperation between schools enables exchanges between teaching staff or cooperating on projects. Teachers can network and run joint classroom projects with European colleagues on for example their physical education classes.



HOW SPORT CAN BENEFIT

As this Programme is aiming at vocational institutions, students and staff, there is only an indirect link to sport. Some examples on how sport could benefit are:

- Traineeships for sport students in sport organisations abroad;
- Trainings, assignments or job shadowing for vocational sport education staff;
- Cooperation between vocational education institutions dealing with sport or with sport business;
- Any other activities in the field of sport related to the general objectives between the mentioned target groups.

HOW TO APPLY AND ELIGIBLE APPLICANTS

Erasmus+ Education and Training is open to a wide range of organisations across all sectors of education and training depending on the field of action. Measures in the field of adult learning are for example mainly open to actors from the field of adult education (which can also include sports organisations active in the field of adult education).

Any public, private or non-profit organisation actively involved in these areas is eligible to apply for funding through the Programme.



Only organisations and not individuals are allowed to apply for education and training funding under Erasmus+!

Most of the projects within Erasmus+ Education and Training are **decentralised**, which means that you have to submit the applications for participation in the projects through the **National Agency**. You will find all information to the specific calls on the website of your specific National Agency in your country.

Some actions are **centralised**. Applications for these actions should be submitted **to Executive Agency EACEA** of the European Commission located in Brussels.

CONTACT

National Agencies

Here you find a list with all National Agencies responsible for funding measures in the field of education and training:
http://ec.europa.eu/programmes/erasmus-plus/tools/national-agencies/index_en.htm

Education, Audiovisual and Culture Executive Agency (EACEA)

Avenue du Bourget 1
 1049 Brussels
 Belgium
 Email: eacea-info@ec.europa.eu
 Website: http://eacea.ec.europa.eu/index_en.php

For all policy-related questions:

European Commission - DG Education and Culture (DG EAC)

Responsible Units

EAC.B Education and vocational training

Unit EACEA.A.5 Erasmus+: Vocational Training, Adult Education

Unit EACEA.A.1 Erasmus+ Schools Prospective Initiatives

Website: http://ec.europa.eu/education/index_en.htm

Contact: http://ec.europa.eu/education/contact/index_en.htm

PROJECT EXAMPLES

- The Grundtvig project **“Wheels in Motion - Adult education workshop”** intended to show wheel chair users new forms of exercise and to exchange information on personal experiences of wheel chair sports.
- The Comenius project **“Fit For Life” (FFL)** focused on health prevention measures for teachers and on better nutrition and exercise for pupils.
- The Comenius project **“Kids in motion”** gave pupils aged 9 to 11 the opportunity to actively learn about ten different sports so that they could increase their motor abilities and discover their preferred sports.
- The Leonardo da Vinci project **“Serious Sports”** developed a digital sports game that presented coaches the opportunity to stimulate physical conditioning, training content and structure in different seasons for a European-wide sparring sport.
- The Leonardo da Vinci project **“Sport Managers Exchange” (SME)** aimed at giving professionals within the sports sector the chance to exchange ideas and experiences and to improve their management skills by job-shadowing in their counterpart organisation in another EU country.

Regional Policy

The EU's Regional Policy is designed to reduce economic and social disparities among the EU's 28 Member States and their regions. Compared to the previous financial period 2007-2013, the Regional Policy has been significantly reformed. One of the main elements of this reform is the direct link with the Europe 2020 Strategy, for instance, by focusing more specifically on jobs and on smart, sustainable and inclusive growth.

The EU's Regional Policy amounts to a total of approximately 351 billion EUR (or 32.5% of the EU total budget) for a period of 7 years.

To distribute the available funding among the different Member States, the EU applies a regional approach. The EU countries are sub-divided into 274 regions on the basis of the size of their population. Taking into account their level of development, these 274 regions are then divided in three groups:

Europe 2020 Strategy

Europe 2020 is the EU's ten-year strategy towards more growth and jobs that was launched in 2010. The strategy was created to overcome the economic crisis and to create the conditions for an economic model based on smart, sustainable and inclusive growth.

Five headline targets have been set for the EU to achieve by 2020 and, covers: employment, research and development, climate change and energy sustainability, education, and social inclusion and poverty reduction.



- **Less developed regions** (GDP < 75% of the EU average) including 27% of the EU population: allocation of 182 billion EUR
- **Regions in transition** (GDP 75-90% of the EU average) including 12% of the EU population: allocation of 35 billion EUR
- **More developed regions** (GDP > 90% of the EU average) including 61% of the EU population: allocation of 54 billion EUR

An overview of the different regions and their eligibility can be found here:

http://ec.europa.eu/regional_policy/what/future/img/eligibility20142020.pdf

STRUCTURE

The funding instruments of the Regional Policy are the so-called **European Structural and Investment Funds (ESIF)**, which include the following five Funds:

- **European Regional Development Fund (ERDF)** (open to every EU region)
- **European Social Fund (ESF)** (open to every EU region)
- **Cohesion Fund (CF)** (only for the less developed regions)
- **European Agricultural Fund for Rural Development (EAFRD)**
- **European Maritime & Fisheries Fund (EMFF)**

OBJECTIVES

The EU has identified 11 overarching thematic objectives, covering the different Structural and Investment Funds:

1. Research, technological development and innovation
2. ICT
3. Competitiveness of Small and Medium Enterprises (SMEs)
4. Shift towards low-carbon economy
5. Climate change adaptation, risk prevention and management
6. Protection of the environment and promotion of resource efficiency
7. Sustainable transport
8. Sustainable and quality employment and labour mobility

9. Social inclusion, combating poverty and any discrimination
10. Education, training, vocational training
11. Institutional capacity of public authorities and stakeholders and efficient public administration

These thematic objectives are translated in **specific priorities** for the different individual Funds belonging to the European Structural and Investment Funds.

HOW SPORT CAN BENEFIT

Sport and the ERDF

To be eligible for support under the ERDF, a sport-related project must contribute to the investment priorities and must fall within the scope of the eligible activities. An overview of the priorities and eligible activities can be found in the specific Regulation or on the EU-websites of the specific Programme.

In practice, the ERDF allows the financing of:

- **Small-scale infrastructures** providing “recreational services” (which include sports) in order to promote social inclusion and combat poverty, especially among marginalised communities (priority 9);
- Other small-scale infrastructure projects linked to sport, especially if part of a broader territorial development strategy contributing for instance to sustainable and quality employment (priority 8) or to the promotion of social inclusion;

Sport infrastructure projects linked to other investment priorities, such as to the promotion of resource efficiency (priority 6), the promotion of sustainable transport (priority 7) or investments in education, training and vocational training (priority 10), might also be eligible provided they are duly justified. To give an example: during the previous financial period 2007-2013, a large number of sport infrastructure projects with an environmental objective (e.g. installation of solar panels on rooftop of sport facilities) were financed.

Sport and the ESF

The European Social Fund is one of the main funding instruments of the EU in promoting access and participation in the labour market, for instance by contributing notably to the creation of jobs, by promoting labour mobility or by helping people to acquire certain skills.

The ESF provides a broad range of funding possibilities to achieve these goals. Some of these measures also provide opportunities for the following sport-related projects:

- Promotion of sustainable and quality employment or labour mobility in the sport sector;
- Promotion of social inclusion, combating poverty or any kind of discrimination through sport;
- Investment in education, training and vocational training for skills and life-long learning.

A new element of the ESF is the so-called Youth Employment Initiative, which was established to address the problem of youth unemployment in the EU. The target group includes young people under the age of 25 (some MS might decide to increase this age limit), who are not in employment, education or training. In this regard, this Initiative might also offer possibilities for sport-related projects with the specific aim to get young people into jobs in the sport sector.

Sport and European Territorial Cooperation (ETC)

Within the European Territorial Cooperation (ETC) goal, through the INTERREG V Programme, measures strengthening cross-border cooperation, transnational cooperation and interregional cooperation are eligible for funding.

With regard to sport, and especially the cross-border cooperation component can provide possibilities for funding. Examples of possible cross-border projects are:

- Projects aiming at promoting sustainable and quality employment and at supporting cross-border labour mobility;
- Projects including common activities aiming at promoting social inclusion, combating poverty or any discrimination, promoting gender equality, equal opportunities and the integration of communities across borders;
- Projects investing in joint education, training and vocational training for skills and lifelong-learning.

MANAGEMENT OF REGIONAL FUNDS

The Structural and Investment Funds are **decentralised** Programmes, which means that the Funds are directly managed by the Member States. The decision on the selection and funding of concrete projects is taken on a national and regional level and not by the EU institutions.

Each Member State has negotiated a **Partnership Agreement** with the European Commission. This Partnership Agreement sets out the investment priorities and objectives for the different ESIFs for the specific country. On the basis of this Agreement, **Operational Programmes** (OPs) have been drawn up transforming the investment priorities into concrete actions for the entire Member State or for a specific region. Sport actors interested in funding are therefore advised to consult the OP of their region / country.

The responsibility of selecting and implementing individual projects under the ERDF and ESF lies within the **managing authority** for the specific region or country. Therefore:

It is advisable to contact the managing authority at an early stage to obtain the relevant information.

Contact the managing authority to lobby for the inclusion of your sport-related project. Make sure that your project idea is already well-developed and in line with the criteria.

Make sure that you emphasize the expected results of the project related to the regional priorities, by for instance pointing out how many jobs will be created or how many people will be able to use the public facilities. This information is very useful for the managing authority to take a decision on which projects they will finance.

STATE AID RULES

Please keep in mind that EU competition rules, including State Aid provisions, apply when public funding is involved for both the construction of infrastructure and for the operational costs to run and use the infrastructure. In July 2014, the revised Block Exemption Regulation including an article on public aid for sport infrastructure entered into force.

In practice, this means that if a sport-related project is selected by the Structural and Investment Funds, the EU funding is cleared from the EU State Aid rules. However, the normal EU competition rules still apply for the remaining public money by national, regional or local authorities.

CONTACT

Managing Authorities

For contact details of Managing Authorities in your country or region:

http://ec.europa.eu/regional_policy/manage/authority/authority_en.cfm

Partnership Agreements

An overview of the Partnership Agreements for the different Member States:

http://ec.europa.eu/contracts_grants/agreements/index_en.htm

Operational Programmes

An overview of the Operational Programmes:

http://ec.europa.eu/regional_policy/country/prordn/index_en.cfm

European Commission

DG Regional Policy

Website: http://ec.europa.eu/regional_policy/index_en.cfm

PROJECT EXAMPLES

European Regional Development Fund (ERDF)

- Construction of the multi-functional **“Atlas Arena”** in Lodz, Poland, which hosts a variety of events ranging from conferences and concerts to multiple sport events (including basketball, volleyball, athletics and ice hockey).
- Construction of a **“Mountain bike park”** on Mont-Ventoux, France, which was constructed with the view of increasing tourism in the region.
- Construction and modernisation of a **movement- and health-oriented neighbourhood centre** in a deprived area in Bremen, Germany. This project was part of a broader development scheme for the neighbourhood.
- Installation of **solar panels** on the rooftop of a sports center in Puygouzon, France.



European Social Fund (ESF)

- The project **“Beweg deinen Stadtteil”** aimed at training women with migration background in recruiting them as sport-multipliers in their district in Hamburg (Germany).
- The project **“XtraVert run by Real Ideas Organisation (RIO)”** helped marginalised young people from Cornwall (United Kingdom) who were struggling in education or could not find a decent job through building skateboard ramps.
- The project **“Personal Best North West - Olympic Camp”** was a pre-employment programme targeting young people with the view of engaging and economically inspiring them through the opportunity of volunteering at the 2012 London Olympic Games.
- The project **“MAGIC”** intended to reach people that have been unemployed for a long time in order to support their re-entry in the labour market.
- The project **“Inkludera Mera”** increased knowledge and awareness on equality in workplaces by using sport as an instrument.

European Territorial Cooperation

- The INTERREG project **“The best sports-region in the world”** was a Swedish-Norwegian cooperation with the vision of becoming the best sports-region in the world.

Rural Development

Rural development is an increasingly important component of the Common Agricultural Policy (CAP). Over half of the EU's population lives in rural areas, which cover 90% of the EU's territory.

For the period 2014-2020, the EU will contribute over 95 billion EUR to investments in Member States with the aim of fostering the competitiveness of the agricultural sector, of ensuring the sustainable management of natural resources and of achieving balanced territorial development or rural economies and communities (including the creation and maintenance of employment).

STRUCTURE

Funding is drawn partly from the **European Agricultural Fund for Rural Development (EAFRD)** and partly from national / regional and sometimes private sources. The rural development policy itself is implemented through national and regional Rural Development Programmes (RDPs).

A new element in the rural development policy is the possibility for local authorities to apply a multi-funded approach when addressing multi-sectoral needs. In this case, local development strategies can also be supported by other EU funds (e.g. ESIFs) than the EAFRD.

HOW SPORT CAN BENEFIT

Sport organisations in rural areas can benefit from funding under the EAFRD under certain conditions. Sport projects are not eligible as such; they have to contribute to the objectives listed in the national / regional RDPs. One of the common objectives for these RDPs is for instance to promote social inclusion, poverty reduction and economic development of the rural area.

Funding can be provided for measures such as **small sports infrastructures** (e.g. local sport facilities, hiking trails, bi-cycle lanes) or **sport-related development projects** (e.g. to foster local employment in sport or to promote social inclusion through sport) **in rural areas**.

LEADER

LEADER, which stands for "*Liaison entre actions de développement de l'économie rurale*" is an innovative approach designed to encourage local participation in the implementation of sustainable development strategies. Once a separate Programme, LEADER has been mainstreamed in all rural development programmes since 2007.

Sports organisations interested in funding can draw on the LEADER approach which plays a major role in the EU's rural development policy. One of the main advantages is that it offers possibilities for the local development of real grassroots-level sports.

MANAGEMENT OF THE FUNDS

At the heart of LEADER are the so-called Local Action Groups (LAGs), which bring together a wide range of local stakeholders (public and private partners, associations, etc.). The responsibilities of the LAGs include to:

- Implement the local development strategies;
- Prepare and publish the call for proposals or an ongoing project submission procedure;
- Receive, assess and select applications for support.

Sport organisations interested in funding are therefore encouraged to:

- Contact the board of their LAG;
- Get involved in the LAG with own representatives;
- Lobby their LAG for the inclusion of sport projects.

CONTACT

Local Action Groups

Database to find the LAGs in your country:

http://ec.europa.eu/agriculture/rur/leaderplus/lagdb_en.htm

http://www.elard.eu/en_GB/about-elard

European Commission

Overview of the EU's rural development policy 2014-2020:

http://ec.europa.eu/agriculture/rural-development-2014-2020/index_en.htm

http://enrd.ec.europa.eu/enrd-static/policy-in-action/cap-towards-2020/rdp-programming-2014-2020/en/rdp-programming-2014-2020_en.html

LEADER

Overview of LEADER in the different Member States:

<http://ec.europa.eu/agriculture/rur/leaderplus/memberstates/>

General information on LEADER:

http://enrd.ec.europa.eu/enrd-static/leader/en/leader_en.html

PROJECT EXAMPLES

- The project **“Nature and sport” (Finland)** intended to build up new networks and to set up new recreational actions linked to orienteering. Sport clubs and local primary schools worked closely together.
- Construction of **“Recreational and Sport Facilities in Bogdaniec” (Poland)**, a multifunctional playground for kids, which was co-financed and installed to improve the quality of life for the rural community through building new sport and recreation facilities.
- Reconstruction of a **“Sports Facility in Poruba Village” (Slovakia)** with the view of improving the quality of life and health of the local inhabitants.



Health Programme

The third EU Health Programme (2014-2020) is intended to foster health in Europe by encouraging cooperation between Member States and to improve their health policies. As the Programme supports amongst others “cost-effective promotion and prevention measures for physical inactivity” there could be possibilities for the sport sector to receive funding.

The Programme is implemented by annual work plans which set out priority areas and criteria for funding actions under the Programme. The total budget for the Programme is 449.4 million EUR.

OBJECTIVES

The Programme has 4 overarching objectives:

- **To promote health, prevent disease and foster supportive environments for healthy lifestyles;**
- To protect citizens from serious cross-border health threats;
- To contribute to innovative, efficient and sustainable health systems;
- To facilitate access to better and safer healthcare for Union citizens.

HOW TO APPLY

Funding priorities are set out in the annual work plan and the corresponding calls for proposals which are published every year. The Health Programme is mainly managed by the Executive Agency for Consumer, Health and Food (Chafea), based in Luxembourg.

There are different types of funding schemes available under the Health Programme, depending on the type of action to be financed. The usual EU financing rates are between 60% - 80% depending on the action.

Financing possibilities under the Health Programme

- Joint Actions: Grants for action jointly financed by the EU and Member States-authorities (the maximum rate of EU financing is 60%).
- Grants for projects: Grants financed by the EU that need to be co-financed by other public, non-governmental or private bodies, including international health organisations (the maximum rate of EU financing is 60%).
- Operating Grants: EU financial contributions to the functioning of non-governmental bodies, including networks (the maximum rate of EU financing is 80%).
- Procurement contracts (studies, evaluations, etc).



ELIGIBLE CANDIDATES

Potential candidates for funding are national health authorities, as well as public and private bodies, international organisations and non-governmental organisations with a general interest in health at EU level. These organisations also need to support the Programme's specific objectives.

HOW SPORT CAN BENEFIT

In general, funding possibilities for sport through the Health Programme are rather limited. The chances for sport projects to receive funding are considered to be the highest under the first objective as it aims at "supporting cost-effective promotion and prevention measures for addressing tobacco, alcohol, **unhealthy dietary habits and physical inactivity**". Furthermore, the Programme aims at combating chronic diseases by for example **good practices for prevention**.

Under the third objective, which aims at "contributing to innovative, efficient and sustainable health systems", there could be the possibility to get funding for "Health in an ageing society"-related projects that are linked to the European Innovation Partnership on **Active and Healthy Ageing**.

FUNDING

Call for projects:

<http://ec.europa.eu/chafea/health/projects.html>

Call for operating grants:

<http://ec.europa.eu/chafea/health/grants.html>

Call for tender:

<http://ec.europa.eu/chafea/health/tenders.html>

CONTACT

Consumers, Health and Food Executive Agency

DRB A3/042

L-2920 Luxembourg

E-mail: eahc@ec.europa.eu

Website: <http://ec.europa.eu/chafea/health/index.html>



PROJECT EXAMPLES

- The project "**Life Cycle – Keep on cycling**" aimed to increase people's level of physical activity and to promote cycling as a means of sustainable transport.
- The project "**EPODE European Network**" fought against childhood obesity through local intervention, modifying eating habits and increasing physical activity.
- The goal of the "**Safety in sports**" project was to increase knowledge of the prevention of acute and chronic injuries with the view of ultimately decreasing the number and severity of sport-related injuries in Europe.
- The "**PASEO**" project intended to stimulate policies for the promotion of physical activity among sedentary older people in 15 European nations.

Horizon 2020

Horizon 2020 is the biggest EU Research and Innovation Programme with 80 billion EUR of funding available for the period 2014-2020. It bundles together under one roof all EU research and innovation initiatives with an emphasis on their contribution to the Europe 2020 Strategy.

Sport stimulates innovation in a number of different areas and results of sport-related research often bring benefits to the society as a whole. Even though funding opportunities directly connected to sport are limited, the Framework Programme offers a range of possibilities for sport-related innovation and research endeavours, be it in the field of nano-technologies, social sciences or the prevention of chronic diseases.

STRUCTURE

The Programme is structured around three big themes:

- Excellent science;
- Industrial leadership;
- Tackling societal challenges.

Moreover, the Framework Programme addresses transversal issues such as gender equality and the ethical dimension of research in specific sub-programmes.





ELIGIBLE APPLICANTS

Horizon 2020 is open to a wide range of organisations, including sport stakeholders, from the EU Member States, associated countries, and a number of third countries. Most of the Horizon 2020 themes support collaborative research projects where at least three organisations from different countries form a consortium.

HOW SPORT CAN BENEFIT

Even though they are not extensive, funding opportunities for sport-related research and innovation projects do exist in Horizon 2020, in particular within the “Societal Challenges” pillar (health and well-being, secure societies, social development...).

Other topics may include fight against doping, health risks connected to child overweight and obesity, security at sport events, cultural identity, etc.

HOW TO APPLY

Two year work programmes announce specific areas that will be covered by calls for proposals under each of the Programme’s themes. All of the calls with corresponding guidelines and deadlines are published on the Horizon 2020 Participants Portal.

CONTACT

European Commission

CORDIS

For more information on EU funding for research
http://cordis.europa.eu/home_en.html

National contact points

For more information and contact details of the national contact points
http://ec.europa.eu/research/participants/portal/desktop/en/support/national_contact_points.html

Call for Proposals and Tenders

<http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/index.html>

PROJECT EXAMPLES

The “PAPA” project developed, delivered and evaluated a theoretically-grounded and evidence-based coach education programme focusing on football.

The project “Football Research in Enlarged Europe” (FREE) is an interdisciplinary research initiative to understand the impact of football on identity dynamics, perception patterns and cultural change in Europe.

Europe for Citizens Programme

The Europe for Citizens Programme offers support to projects related to the European integration through engagement of citizens and development of a sense of ownership for the European Union. In general, the Programme aims at encouraging EU citizens to play a greater role in the development of the Union.

The total budget of the Programme has been reduced from 215 million EUR for the period 2007-2013 to 185.47 million EUR for 2014-2020.

OBJECTIVES

- To contribute to citizens' understanding of the EU, its history and diversity;
- To **foster European citizenship** and to **improve conditions for civic and democratic** participation at EU level;
- To raise awareness of remembrance, common history and values;
- To encourage democratic participation of citizens at EU level, by developing citizens' understanding of the EU policy making-process and, by promoting opportunities for societal and intercultural engagement and volunteering at EU level.

STRUCTURE

The Programme is divided into two Strands:

1. European remembrance:

As one of the main aims of the EU is to promote peace, Strand 1 of the Programme focuses on Europe as a peace project. The Programme will support initiatives to raise awareness of remembrance, common history, values and the aim of the EU.

2. Democratic engagement and civic participation:

Encourage democratic and civic participation of citizens at EU level.

This part of the Programme aims at strengthening the general public's understanding of EU policies. It also fosters the close involvement of civil society, such as the sport movement in European policy making.

This Strand focuses on three measures:

- Town Twinning: Supporting projects that bring together citizens from twinned towns;
- Networks of Towns: Providing funding to municipalities and associations that work together on a common theme and that aim at developing networks of towns;
- Civil Society Projects: Supporting projects that gather citizens in activities directly linked to EU policies and provide an opportunity for direct participation in the policy making process. Funded activities may also include volunteering.

These Strands can be financed by two types of grants:

1. Action grants support projects with a limited lifetime during which proposed specific activities are implemented.

2. Operating grants provide support for costs required for the proper conduct of the usual and permanent activities of an organisation (i.e. staff cost or costs directly linked to the organisation's work programme).

In addition to the general objectives of the European for Citizens Programme and its Strands, the European Commission will define annual **thematic priorities** which the applicants are encouraged to take into account.

HOW SPORT CAN BENEFIT

In general, chances for sport projects under the Europe for Citizens Programme are rather limited. The highest chances are under the second Strand: **Democratic engagement and civic participation**. Here, the priority will be given to projects dealing with citizen's participation in the democratic life of the EU. Volunteering is to be seen as an essential element in active citizenship.

The best chances for sport-related projects to receive funding seem to be under Town Twinning and Civil Society Projects. **Town twinning** measures support projects bringing citizens together from twinned towns to enhance civic participation in the EU policy making process e.g. in the field of sport policy. **Civil society projects** stimulate debates to propose practical solutions for European policies, such as EU sport policy, through cooperation at European level. Funded activities may include the promotion of societal engagement and solidarity, the gathering of opinions and volunteering.

FUNDING

Calls for proposals

http://eacea.ec.europa.eu/europe-for-citizens/funding_en

CONTACT

Executive Agency EACEA - Unit C1 Europe For Citizens

Avenue du Bourget, 1

B-1049 Brussels – Belgium

Website: http://eacea.ec.europa.eu/europe-for-citizens_en

Strand 2 - Democratic engagement and civic participation:

Email: eacea-c1-civilsociety@ec.europa.eu

(Civil society projects)

Email: eacea-c1@ec.europa.eu

(Town twinning & Networks of Towns)

Operating grants

Email: eacea-c1-operatinggrants@ec.europa.eu



PROJECT EXAMPLES

- The town twinning project **“Europa verbindet – Spiel und Sport ohne Grenzen”** by the city of Bruchsal (Germany) brought together their twin towns for a four day European music and sport festival.
- The town twinning project **“Youth Twin Town Sports”** organised a sports tournament in Windsor & Maidenhead (UK), bringing together all the twin towns of the city.
- The citizens’ project **“EU:Sport:Future”** was a European-wide discussion project dealing with the question on how the EU should promote sport. These citizens’ projects are comparable to civil society projects within the current period.

Rights, Equality and Citizenship

The Rights, Equality and Citizenship Programme 2014-2020 is the European instrument to promote democracy and human rights. It has a budget of 439 million EUR.

The Programme merges three separate Programmes that ran between 2007 and 2013: Fundamental Rights and EU Citizenship, Daphne III, and two chapters of the PROGRESS Programme for employment and social solidarity. In the past, projects focusing on the fight against violence and racism in sports have benefited from funding in these Programmes, especially from Daphne III.

OBJECTIVES

The nine specific objectives of the Programme are the following:

- Promote non-discrimination;
- Combat racism, xenophobia, homophobia and other forms of intolerance;
- Promote the rights of persons with disabilities;
- Promote equality between women and men and gender mainstreaming;
- Prevent violence against children, young people, women and other groups at risk;





- Promote the rights of the child;
- Ensure the highest level of data protection;
- Promote the rights deriving from EU citizenship;
- Enforce consumer rights.

FUNDING

The Programme finances different activities such as trainings (staff exchanges, workshops, development of training modules...), awareness-raising activities (dissemination, conferences) or analytical activities (studies, data collection, surveys etc.). The Programme also offers the possibility to apply for operating grants.

HOW SPORT CAN BENEFIT

The Programme also offers various funding opportunities for sport organisations, for example projects focusing on combating violence against children, young people or women in sport. Funding opportunities also exist for projects tackling homophobia and racism in sport.

HOW TO APPLY

The DG Justice of the European Commissions' regularly publishes calls for proposals on the basis of annual work programmes. These work programmes focus on the above mentioned key priorities/objectives.

Call for Proposals

http://ec.europa.eu/justice/grants1/open-calls/index_en.htm

CONTACT

European Commission

DG Justice

http://ec.europa.eu/justice/index_en.htm#about-us-tab

PROJECT EXAMPLE

The Daphne project **"Sport respects your rights"** aimed to develop capacity amongst young Europeans at grassroots sports level to reflect, act and protect themselves against sexualised violence and gender harassment.

Environment and Climate Action - LIFE

LIFE is the EU's funding Programme for environment and climate action for the period 2014-2020, with a total budget of 3.457 billion EUR.

The LIFE Programme aims at contributing to sustainable development and to the achievement of the objectives and targets of the Europe 2020 Strategy, the 7th Union Environmental Action Programme and other relevant EU environment and climate strategies and plans.

OBJECTIVES

The general objective of LIFE is to contribute to the implementation, to update and develop the EU's environmental and climate policy and legislation by co-financing projects with European added value.

The LIFE Programme is divided in two sub-programmes: the sub-programme for environment and the sub-programme



for climate action. 75% of the overall budget is allocated to the sub-programme for environment and 25% to the sub-programme for climate action.

STRUCTURE

→ LIFE sub-programme for Environment:

- Environment and resource efficiency;
- Nature and biodiversity;
- Environmental governance and information.

→ LIFE sub-programme for Climate Action:

- Adaptation;
- Mitigation;
- Governance and information.

ELIGIBLE APPLICANTS

A proposal can be submitted by any legal person registered in the 28 EU Member States. Applicants fall into three types of beneficiaries:

1. Public bodies
2. Private commercial organisations
3. Private non-commercial organisations (including NGOs).

HOW SPORT CAN BENEFIT

LIFE only provides limited funding opportunities to sport organisations. Funding possibilities can materialise if sport is linked to environmental aspects such as innovative environmentally-friendly approaches for sport events or sport-related activities. However, only very few projects related to sport and environmental aspects have been funded in the past.

HOW TO APPLY

The European Commission (DG Environment and DG Climate Action) manages the LIFE Programme. The Commission has delegated the implementation of many components of the Programme to the Executive Agency for Small and Medium-sized Enterprises (EASME).

FUNDING

Calls for proposals:

<http://ec.europa.eu/environment/life/funding/life.htm>

CONTACT

European Commission

Directorate-General Environment

DG ENV.E.3 / DG ENV.E.4

B-1049 Brussels

<http://ec.europa.eu/environment/life/>

PROJECT EXAMPLES

The “**EquineLife**” project aimed to develop a performance model for ecologically and ethically sustainable equestrian sports.

Cooperation and External Aid

Within the field of cooperation and external aid, different funding instruments have been developed throughout the years. Sport has been recognised by the international community as an important tool in development policy.

STRUCTURE

The different funding instruments for cooperation and external aid can be divided in the following categories:

1. Geographical

Supporting country-specific, cross-border, and multi-country projects

EU ACCESSION COUNTRIES (Western Balkans and Turkey)

The Instrument for Pre-Accession Assistance II (IPA II) aims at assisting beneficiaries with political and economic reforms preparing them for the rights and obligations of EU membership.

SOUTHERN AND EASTERN NEIGHBOURS OF THE EU

The European Neighbourhood Instrument (ENI) promotes the development of sustainable democracies, aims to strengthen the partnership between societies, and seeks to enhance political cooperation and progressive economic integration between the EU and partner countries.

DEVELOPING COUNTRIES IN ASIA, CENTRAL ASIA, THE MIDDLE EAST, LATIN AMERICA AND SOUTH AFRICA

Through dialogue and cooperation with partner countries and regions the Instrument for Development Cooperation (DCI) seeks to eradicate poverty, foster sustainable development and consolidate and support democracy, the rule of law, good governance and human rights.

DEVELOPING COUNTRIES IN AFRICA, THE CARIBBEAN, AND PACIFIC AND THE OVERSEAS COUNTRIES AND TERRITORIES

The European Development Fund is the main instrument for development cooperation in these countries. Funding is provided through voluntary donations by EU Member States (mostly by former colonial powers) and is subject to its own financial rules and procedures.

2. Thematic

CRISIS PREVENTION, STABILITY AND PEACE

Targeting mainly civil society, the Instrument for Stability and Peace (ISP) supports conflict prevention, preparedness and responses to pre- and post-crisis situations, as well as peace-building.

DEMOCRACY AND HUMAN RIGHTS

The European Instrument for Democracy and Human Rights (EIDHR) is the main tool for implementing EU support for promoting human rights and democracy in third countries. It aims, in particular, at supporting human rights and human rights defenders in situations where they are most at risk.

TRADITIONAL EU PARTNERS AND EMERGING GLOBAL ACTORS (US, Canada, Brazil, India, China, South Africa...)

Global in scope, the Partnership Instrument (PI) focuses on countries and/or themes not already covered by other geographic or thematic instruments. Its main aim is to advance the EU's strategic interests in its relations with third countries.

HOW SPORT CAN BENEFIT

Even though chances for sport projects are rather limited, sport could still be used in the EU's external policy, in particular in the following ways:

- As a means for health-promotion or awareness-raising campaigns;
- As a tool for promoting education;
- As a tool for ethnic reconciliation;
- As a contribution to democratisation;
- As a means to promote the social integration of vulnerable groups;
- As a tool for socioeconomic development.

FUNDING

The financing rate of the EU for these Programmes are usually higher (up to 90% of total projects costs) than in the case of intra-EU funding instruments.

HOW TO APPLY

Regardless of the geographical and thematic scope (national, regional, cross-border), all calls for proposals and tenders are published on the European Commission's (EuropeAid) website:

http://ec.europa.eu/europeaid/work/onlineservices/pador/index_en.htm

However, for a better orientation, it is recommended to consult the "Grants & Tenders" EU Delegations (embassies) websites:

http://eeas.europa.eu/delegations/index_en.htm.



CONTACT

European Commission

Development and Cooperation - EuropeAid

B-1049 Brussels

Belgium

https://ec.europa.eu/europeaid/about-funding_en

PROJECT EXAMPLES

The **"Sports for Change"** programme provided leadership training and regular sport practices for youth with disabilities in Gaza and the West Bank, building their self-confidence and promoting their inclusion.

The **"Construction of sports and cultural centre in Kosovo"** project enabled the community to practise a number of sports and has contributed to the regions' economy by engaging companies in construction work and by creating jobs.

III PROJECT EXAMPLES



Erasmus+ Sports

Collaborative partnerships

Sport for Good Governance (S4GG)

PROGRAMME: Preparatory Actions in the field of sport 2009-2013

PROJECT MANAGER: EOC EU Office

PARTNERS: German Sport University Cologne, Chaire Olympique Henri de Baillet-Latour et Jacques Rogge en management des Organisations Sportives - CMOS (Belgium), Führungs-Akademie des Deutschen Olympischen Sportbundes - FA DOSB (Germany), European Non-Governmental Sports Organisation (ENGSO), National Olympic Committee and Sports Confederation of Denmark - DIF, Dutch Olympic Committee* Dutch Sports Federation - NOC*NSF, Scuola dello Sport - CONI (Italy), European Observatoire of Sports Employment - EOSE and others.

DURATION: January 2012 – June 2013

GRANT: 164,210 EUR (Total project costs: 205,263 EUR)

The main objective of the project was to support the implementation of good governance principles within sport organisations in Europe by assessing the present situation of their implementation, raising awareness on the issue and providing practical guidance on good governance principles. One of the main outcomes of the project was a toolkit “your key to good governance”, which included different instruments including a master presentation, a self-evaluation tool and implementation examples. The achievements of the projects also contributed to the development of the EU Principles of good governance in sport.

MORE INFORMATION: <http://www.s4gg.eu/>

Creating a Level Playing Field (CLPF)

PROGRAMME: Preparatory Actions in the field of sport 2009-2013

PROJECT MANAGER: European Non-Governmental Sports Organisation (ENGSO)

PARTNERS: Bulgarian Ski Federation - BSF, Finnish Sports Federation - SLU, German Olympic Sports Confederation - DOSB, Semmelweis University (Hungary), Norwegian Olympic and Paralympic Committee and Confederation of Sports - NIF, Foundation for Sport and Health Sciences (Finland) and others.

DURATION: January 2011 – April 2012

GRANT: 219,720 EUR (Total project costs: 262,782 EUR)

The project aimed at enhancing the exchange of good practices - between sport organisations on their contribution to promote the social inclusion of immigrants in and through sport - by cooperating with local level clubs, public authorities and specialised organisations. A book of good practices showcased project examples collected during the project and was disseminated by ENGSO and the project partners through their networks. Recommendations to policy makers were developed based on knowledge gained throughout the project. The recommendations served as a support for both sport organisations and public authorities in establishing their own policies or programmes on social inclusion.

MORE INFORMATION: <http://www.engso.eu/projects.php>

European Paralympic snow sport youth circuit

PROGRAMME:	Preparatory Actions in the field of sport 2009-2013
PROJECT MANAGER:	International Paralympic Committee - IPC
PARTNERS:	European Paralympic Committee - EPC, Play & Train (Spain), the Center Vidm Cilj (Slovenia), the Netherlands Ski Federation, German Paralympic Committee – DBS, and the Freewhite Ski Team (Italy)
DURATION:	January 2013 – June 2014
GRANT:	175,000 EUR (Total project costs: 295,789 EUR)

The project consisted of five competition camps for youngsters with impairment. Topics covered over the duration of the project included the Paralympic Movement, the media, anti-doping, nutrition, equipment and technology. At the concluding day of each camp, a competition was organised which gave the youngsters a chance to compete in a professional environment.

MORE INFORMATION: <http://www.paralympic.org/youth-snow-circuit>

Fit for Life Europe

PROGRAMME:	Preparatory Actions in the field of sport 2009-2013
PROJECT MANAGER:	State Capital Stuttgart (Germany)
PARTNERS:	Università di Bologna (Italy), General Directorate for Sport - Regional Government of Extremadura (Spain), Department of Social Development/Sport and Culture, Rotterdam (Netherlands), the City of Warsaw, Department of Sport and Recreation (Poland) and the City of Limoges (France)
DURATION:	January 2013 – March 2014
GRANT:	180,000 EUR (Total project costs: 300,000 EUR)

The objective of the project was to get elderly people physically active by developing a “Municipal HEPA Framework for the elderly in Europe”. This framework comprised an action plan and practical examples (HEPA toolbox for the elderly) which took into consideration eight different fields of activity such as local politics, relevant institutions and relevant settings. This framework provided an answer to key questions on the planning, implementation and sustainable maintenance of an allround concept promoting physical activity for the elderly in European municipalities.

MORE INFORMATION: <http://www.citiesforsports.eu/>

Not-for-profit European Sport Events

European University Games Rotterdam 2014

PROGRAMME:	Erasmus+ Sports 2014-2020 - Not-for-profit European sport events
PROJECT MANAGER:	European University Sports Association - EUSA
PARTNERS:	Rotterdam Topsport, Erasmus University Rotterdam, Studentensport Nederland, Ministry of Health, Welfare and Sport (the Netherlands)

DURATION: 24 July - 8 August 2014

GRANT: 500,000 EUR (Total project costs: 2,878,100 EUR)

The European Universities Games are the largest European multi-sport student event. The second edition of the event brought together over 2,900 participants from 35 countries, representing over 180 universities in Europe. The games staged ten competitions including Futsal, Handball, Table Tennis, Volleyball, Tennis, Rugby 7's, Rowing, Basketball, Football and Badminton.

MORE INFORMATION: <http://eugames2014.eu/>

Special Olympics – European Summer Games

PROGRAMME: Erasmus+ Sports 2014-2020 - Not-for-profit European sport events

PROJECT MANAGER: Special Olympics Europe Eurasia Foundation

PARTNERS: Among others Coca Cola, National Lottery Belgium, Sporting A, Province of Antwerp (Belgium)

DURATION: 9 – 20 September 2014

GRANT: 1,702,568 EUR

Through the power of sport, Special Olympics strive to create a better world by fostering the acceptance and inclusion of all individuals. Every four years, Special Olympics organises European Summer Games that take place in one of the bigger European cities. For the 2014 Special Olympics European Summer Games (SO2014), Antwerp was selected as host town. The performed sports were amongst others aquatics, athletics, badminton, cycling, judo and football.

MORE INFORMATION: <http://www.so2014.com/>

European Youth Olympic Winter Festival Brasov 2013

PROGRAMME: Special annual events 2012

PROJECT MANAGER: NOC of Romania, European Olympic Committees - EOC,

DURATION: 17 - 22 February 2013

GRANT: 500,000 EUR

The European Youth Olympic Winter Festival is a bi-annual sport event established in 1993, which is specifically designed for young people. In Brasov, 1,300 participants competed in eight winter sport disciplines. The event facilitates the cultural exchange of youth from different Member States and brings European values and the potential of sports to young people from all over Europe. Moreover, it constitutes an extraordinary opportunity to encourage grassroots sports, winter sports training and education for youth. On top of that, the European Youth Olympic Winter Festival is an excellent opportunity to highlight the role of volunteers and non-profit sports organisations in educating and supporting the development of European youth.

MORE INFORMATION: <http://brasov.net/eyowf2013/>

Erasmus+ Youth in Action

Give youth a real say in sport - Operating grant ENGSO Youth

PROGRAMME:	Erasmus+ Youth in Action 2014-2020 - Key Action 3: Support for Policy Reform - Civil Society Cooperation in the field of Youth
PROJECT MANAGER:	European Non-Governmental Sports Organisation Youth - ENGSO Youth
DURATION:	2014
GRANT:	48,000 EUR

ENGSO Youth is the non-profit youth organisation of ENGSO with 39 members, which are all national umbrella organisations for sport from across Europe. ENGSO Youth focuses on the European Youth Sport in all sectors. They promote topics such as sport, health, inclusion, participation, volunteering of young people in European sports, equal opportunities and international cooperation.

MORE INFORMATION: <http://www.youth-sport.net/>

Prodelta 2014

PROGRAMME:	Erasmus+ Youth in Action 2014-2020
PROJECT MANAGER:	Edgar & Co (Belgium)
PARTICIPANTS:	A.S. Peristeri (Greece), Atletico voleibol clube (Portugal)
DURATION:	July 2014 (7 days)
GRANT:	35,000 EUR (Total project costs: 50,000 EUR)

One aim of the project was to provide young people with a framework for a healthy lifestyle by focusing on the benefits of participating in outdoor activities. Another objective of the project was to increase their insight and comprehension of the job market and to prepare them for their professional lives. The project aimed at improving the level of key competencies and skills of young people including those with fewer opportunities, as well as to promote their participation in democratic life in Europe and on the labour market, and active citizenship in general. The project event took place in Loutraki, near Athens (Greece) and included 60 teenagers (of which 20 Greek, 20 Belgian and 20 Portuguese) equally representing male and female.

MORE INFORMATION: <http://www.edgarandco.eu/english/index.php>

Exploring European Galaxies of Partnership to Enhance Youth Employment and Entrepreneurship in Sport

PROGRAMME:	Youth in Action 2007-2013 - Action 4.6 Partnerships
PROJECT MANAGER:	ENGSO Youth
PARTNERS:	European University Sport Association - EUSA, NOC of Serbia, ISCA, Career Center Inventive, Associazione Italiana Cooperazione Europa Mondo - AICEM (Italy), Association nationale des étudiants en STAPS - ANESTAP (France), Consejo de la Juventud de Espana - JCE (Spain), EOSE (associated partner)

DURATION: March 2014 - April 2015

GRANT: 28,000 EUR (Total project costs: 56,000 EUR)

The project is a European-wide initiative that promotes youth-employment in and through the sport sector and highlights the transferable skills that sport can develop. The project foresees several actions to raise awareness on opportunities of employment for young people across Europe including: a questionnaire on skills acquired in sports, a Seminar "Sport Employs YOUrope - Recognise non formal education in sport to fight youth unemployment" in October 2014, national youth-led campaigns on non-formal education in sports as a tool to fight youth employment and the development of a tool kit to support national project actions.

MORE INFORMATION: http://www.engso.eu/admin/js/ckeditor/filemanager/userfiles/PDFfiles/ENGSO_Youth_2014_Initiative,_summary_of_the_project.pdf

Don't worry, be healthy - Youth exchange

PROGRAMME: Youth in Action 2007-2013

PROJECT MANAGER: Language and Cultural Centre "World at Our Home", Latvia

PARTICIPANTS: Participants from Portugal, Poland, Italy, Hungary and Spain

DURATION: 4 - 13 June 2013

GRANT: 28,633 EUR

Through this exchange the project partners aimed at using sport and recreation as a tool to improve young people's quality of living by giving them the knowledge and tools that would raise their motivation, self-development and self-reliance. The aim was to combine amusement and physical activity by encouraging young people to participate in sport activities in order to promote social interaction and well-being. The overall goal was to develop a sustainable healthy lifestyle and a lifelong attitude through adulthood among participants.

MORE INFORMATION: <http://www.worldatourhome.com/>

Youth exchange for outdoor inclusion

PROGRAMME: Youth in Action 2007-2013

PROJECT MANAGER: Center for Intercultural Dialogue - CID

PARTICIPANTS: Participants from the UK, Turkey, Slovenia, Serbia, Romania, Poland, Moldova, Albania, Italy, Croatia, Armenia and FYROM

DURATION: 5 - 14 November 2013

GRANT: 27,155 EUR (Total project costs: 33,809 EUR)

The Youth Exchange "Youth for outdoor inclusion" was held in Mavrovo, FYROM. It gathered 60 participants coming from 12 countries. The exchange offered a platform to discuss youth inclusion on how sport and outdoor activities, such as orienteering and hiking, can contribute to youth development, especially for youngsters with special needs and fewer opportunities. Participants experienced the potential of sport and outdoor activities, which can influence both the perception of the environment around them and their development of leadership skills. Educational workshops on themes such as identity, participation, environment and inclusion helped participants to better understand their purpose in their respective communities.

MORE INFORMATION: <http://cid.mk/new/youth-exchange-youth-for-outdoor-inclusion/>

TOYS – Tolerance in Youth Sport

PROGRAMME: Youth in Action 2007-2013

PROJECT MANAGER: Association of Local Democracy Agencies – ALDA (France)

PARTNERS: Euro Mediterranean Scientific and Biomedical Institute - ISBEM (Italy), Intelligent Citizen" Enlightenment Center Public Union" Ganja (Azerbaijan), Local Democracy Agency of Mostar (Bosnia and Herzegovina), International Platform for Citizen Participation (Bulgaria), Vejle Kommune (Denmark), ASD Mesagne Volley (Italy)

DURATION: August 2013 – March 2014

GRANT: 27,150 EUR (Total project costs: 30,186 EUR)

The aim of the project TOYS was to tackle racism and discrimination among youth in sport by promoting social inclusion and integration, volunteering and active citizenship. To tackle this issue which manifests itself also at the local level, a five-day seminar encompassing numerous activities, debates, discussions and workshops, as well as indoor and outdoor sport activities, explored the possibilities of using sport in youth activities as a tool to challenge racism and discrimination. The seminar promoted values such as volunteering, mutual understanding and cultural diversity among youth, which are core principles of European citizenship.

MORE INFORMATION: http://www.alda-europe.eu/newSite/project_dett.php?id=58

Erasmus+ Education and Training

Wheels in Motion – Adult education workshop

PROGRAMME: Lifelong Learning Programme 2007-2013 - Grundtvig

PROJECT MANAGER: Behinderten Sportverband Berlin e.V. (Germany)

DURATION: 8 – 14 November 2012

GRANT: 33,130 EUR

The objective of "Wheels in Motion" was to enable wheelchair users to discover new forms of exercise (wheelchair basketball, archery, cheerleading, dancing), to experience amusement / fun in a wheelchair within an intercultural environment, and to cultivate a positive attitude towards the wheelchair as sports equipment. The participants exchanged information on their personal experiences in wheelchair sports, identified cultural differences and similarities. The positive perception was reinforced by an awareness of their common disability which motivated them to try new experiences.

MORE INFORMATION: http://bsberlin.de/tl_files/redaktion/20130620/Bericht_WiM_in_Bildern.pdf

Fit For Life (FFL) - Basics of Health

PROGRAMME: Lifelong Learning Programme 2007-2013 - Comenius

PROJECT MANAGER: Celle administrative district (Germany)

PARTICIPANTS: Municipality of Tuusula, high school Hyrylän lukio and women's gymnastics club Tuusula (Finland), European school Christian-Gymnasium Hermannsburg and HBV'91 Celle sport club (Germany)

DURATION: 1 August 2012 – 31 July 2014

GRANT: 63,750 EUR

The project focused on health prevention measures for teachers and on better nutrition and exercise for pupils. The knowledge gained through the project was applied in the school curricula of European partner regions.

The project outcomes that were based on comprehensive exchanges and experiences of both partner regions were used to improve general health conditions of children in both regions.

The practical side of the project included a compilation of the current situation in both partner regions and concepts for better nutrition and training which also involved local sports clubs and cafeteria catering enterprises.

MORE INFORMATION: <http://www.fitforlife-project.eu/index.php/de/>

Kids in motion

PROGRAMME: Lifelong Learning Programme 2007-2013 - Comenius

PROJECT MANAGER: Chemnitz University of Technology, Faculty of Social Sciences, Institute of Sport and Exercise Science (Germany)

PARTNERS: SPORTAG – Sport im Ganzttag GbR (Germany), Netzwerk e.V. – Soziale Dienste und Ökologische Bildung (Germany), EuroConsults (Germany/Austria), ZAVOD FIT/FIT Institut, University of West Bohemia in Pilsen (Czech Republic), Universität Castilla-La Mancha (Spain), Paulaharjun Koulu Kurikka (Finland)

DURATION: November 2013 – October 2015

GRANT: 299,961 EUR (Total project costs: 399,949 EUR)

The overall objective of the project was to identify motor and sports abilities of pupils aged 9 to 11. These pupils were given the opportunity to actively learn about ten different kinds of sport including both team sports and individual disciplines. The project design allowed the children to discover their preference of the respective sports. Furthermore, the programme provided schools and teachers the possibility to cooperate with external actors, for example with nearby sports clubs.

MORE INFORMATION: <http://www.kids-in-motion.eu/en/>

Serious Sport

PROGRAMME: Lifelong Learning Programme 2007-2013 - Leonardo da Vinci

PROJECT MANAGER: Department of Education Development in Cork Institute of Technology - DEIS (Ireland)

PARTNERS: FH Joanneum (Austria), London South Bank University (UK), Semmelweis University (Hungary), Oulu University (Finland), Simsoft (Turkey), Scienet (Italy)

DURATION: July 2013 – May 2015

GRANT: 239,621 EUR (Total project costs: 319,495 EUR)

The Serious Sports project aimed at developing a digital sports game and a reusable framework that presents sports/fitness coaches with the opportunity to stimulate physical conditioning, training content and structure in different (training) seasons for a European-wide sparring sport.

The project sought to provide resources and self-assessment techniques as part of this digital sports game to support coaches, vocational teachers and others involved in sports through game-based learning and reinforcement techniques. The project also sought to explore, enhance and promote the use of game-based learning in all areas of sport and to support the recognition and evaluation of social, communicational and organisational skills acquired in all potential learning scenarios.

MORE INFORMATION: <http://www.serious-sports.org/>

Sport Managers Exchange (SME) project

PROGRAMME: Lifelong Learning Programme 2007-2013 - Leonardo da Vinci

PROJECT MANAGER: Finnish Sports Confederation - VALO

PARTICIPANTS: Finnish Sports Confederation - VALO, Swedish Sports Confederation - RF, Sport and Recreation Alliance (UK).

DURATION: 2012-2014 (the job-shadowing period took place for 1-2 weeks per participant)

GRANT: 19,675 EUR

The project aimed at giving professionals within the sports sector the chance to exchange ideas and experiences and to improve their management skills by job-shadowing period in their counterpart organisation in another EU country. The participants were from middle and high level management positions employed by the sports organisations (confederations, regional organisations and sports federations) from the countries involved. The participants were experts in their field with a lot of experience and knowledge to share, but also to gain much from the learning opportunities offered by the project. The project enabled the participants to develop specific and general management skills, enhance language skills, expand their network, gain new perspectives and ideas and reflect on their current practices.

MORE INFORMATION: <http://www.sport.fi/valo>

Regional Policy

European Regional Development Fund

"Atlas Arena" in Lodz

PROGRAMME: European Regional Development Fund 2007-2013

PROJECT MANAGER: Board of the Region of Łódzkie (Poland)

DURATION: 2006-2009

GRANT: 35,400,000 EUR (Total project costs: 41,700,000 EUR)

The Atlas Arena is a multi-purpose indoor arena in Łódź, Poland. The Łódzkie Regional Operational Programme made it possible to build the arena with funding by the EU. The stadium was built during three years, 2006-2009, as part of the Łódzkie Regional Operational Programme. The arena hosts a variety of events ranging from conferences and concerts to multiple sport events (including basketball, volleyball, athletics and ice hockey). The arena is the second biggest concert venue in Poland and can hold almost up to 14 000 attendants. The project has in this way contributed to an increase of regional tourism in the Łódź region.

Mountainbike-Park Mont Ventoux

PROGRAMME:	European Regional Development Fund 2007-2013
PROJECT MANAGER:	Association de développement touristique du Mont Ventoux (France)
DURATION:	2011
GRANT:	46,800 EUR (Total project costs: 81,000 EUR)

The creation of a mountain bike park at the foot of Mont Ventoux near Carpentras (France) was supported by the European Regional Development Fund in 2011. The park is supposed to be open at weekends all year round for both adolescents and adults. It consists of three tracks, a "Pumptrack" and a "skill centre". There is also a drag lift enabling amateurs to reach the summit easily. The project has been awarded with the view to increase tourism in the region.

Construction health-oriented neighbourhood centre in Bremen

PROGRAMME:	European Regional Development Fund 2007-2013
PROJECT MANAGER:	Sportgemeinschaft (SG) Marsse, Bremen (Germany)
DURATION:	October 2008 - November 2011
GRANT:	444,000 EUR (Total project costs: 979,000 EUR)

The sports centre of the "Sportgemeinschaft (SG) Marsse", a local club located in a deprived neighbourhood of the city of Bremen, was expanded into a movement- and health-oriented neighbourhood centre. The regional sports federation, the city of Bremen and the club worked together to implement the project. The concept sets out a framework for an increased range of sporting activities and includes making the club's facilities accessible for all residents (centre for public and private meetings and events) as well as the inclusion of health-oriented sport and physical activity programmes into the services on offer. The modernisation and expansion of the sport facilities were part of a comprehensive package of measures to strengthen and develop the neighbourhood.

MORE INFORMATION: <http://www.efre-bremen.de/detail.php?gsid=bremen59.c.8476.en>

Solar panels on rooftop sports center of Puygouzon

PROGRAMME:	European Regional Development Fund 2007-2013
PROJECT MANAGER:	Municipality of Puygouzon (France)
DURATION:	2012
GRANT:	178,000 EUR (Total project costs: 475,000 EUR)

With the support of the ERDF, solar panels have been installed on the rooftop of a sports center in Puygouzon. The project has been awarded with a view to sustainable development and risk prevention. Similar projects, with a link to the environment, involving sports facilities can be found abundantly in France and elsewhere in the EU.

European Social Fund (ESF)

Beweg Deinen Stadtteil

PROGRAMME:	European Social Fund 2007-2013
PROJECT MANAGER:	Hamburger Sportbund in Hamburg (GER)

DURATION: March 2014 – February 2016

GRANT: 88,030 EUR

The aim of the project is to train women with a migration background with the intention of recruiting them as sport-multipliers in their districts. A ten-day training is intended to help them become contact persons between sport-clubs, district-institutions and their communities. After the training, these women serve as ambassadors for sport in their districts and play an important role in fostering the integration of people with migration background in communities and in building networks and cooperations within their districts.

MORE INFORMATION: <http://www.hamburger-sportbund.de/hsb/bewegdeinenstadtteil.php5>

XtraVert run by Real Ideas Organisation (RIO)

PROGRAMME: European Social Fund 2007-2013

PROJECT MANAGER: Real Ideas Organisation - RIO

DURATION: June - August 2009

GRANT: 16,733 EUR (Total project costs: 104,902 EUR)

XtraVert helped marginalised young people from Cornwall in the United Kingdom who were struggling in education or could not find a decent job. The project provided 16-19 year olds with a chance to learn practical new skills and gain qualifications in an exciting and motivational environment. Participants trained in carpentry while building skateboard ramps. The youngsters took a 12-week learning programme where they gained hands-on experience constructing the ramps and other wooden items including chairs, lockers and jigsaws. Upon completion of the course, the students received an employability award, plus qualifications in health and safety, fire safety, manual handling and customer care.

MORE INFORMATION: <http://ec.europa.eu/esf/main.jsp?catId=46&langId=en&projectId=505>

Personal Best North West - Olympic Camp

PROGRAMME: European Social Fund 2007-2013

PROJECT MANAGER: Sport4Life association (UK)

DURATION: January 2010 - March 2012

GRANT: £ 849,050

The Personal Best 2012 North West was a pre-employment programme targeting young people aged 16-19 not in employment, education or training (NEET) and economically inactive people above 20. It utilised the inspiration of the opportunity to volunteer at the 2012 London Olympic Games, to engage and economically inspire inactive people across the Region. The aim of the project was to economically boost inactive peoples' confidence and to provide them with the skills and experience needed to succeed in their professions / in finding employment. After completing a course, the participants were guaranteed an interview to be a Games volunteer at the London 2012 Olympics.

MORE INFORMATION: <http://www.personalbest2012nw.co.uk/>

Motivation Arbete Glädje Idrott Cooperation (MAGIC)

PROGRAMME: European Social Fund 2007-2013

PROJECT MANAGER: Swedish Sports Confederation - RF, Region Östergötland

PARTNERS: Arbetsförmedlingen (Governmental Labour Agency), Kooptima (cooperative working with employment for disabled people), Handikappföreningarna i Östergötland (association for disabilities) (Sweden)

DURATION: August 2011 – June 2014

GRANT: 1,100,000 EUR (Total project costs: 2,100,000 EUR)

The aim of the project was to reach out to people that have been on a long sick leave or have been unemployed for a long time and to support them in re-entering the labour market. The project incorporated group development and individual job training. Self-confidence, setting individual goals and motivation were key to working with the participants. The project was especially addressed to immigrants and persons with disabilities. 301 persons participated in the MAGIC project of which 166 persons (55%) re-entered the labour market and found jobs through the project. During the project, sport was used as a tool for group development, motivation building and individual goal setting. Furthermore the network of sport was used to find trainee placements for the participants.

MORE INFORMATION: <http://www.rf.se/Distrikt/Ostergotlandsldrottsforbund/ProjektMAGIC/OmMAGIC/>

Inkludera Mera - Be more Inclusive!

PROGRAMME: European Social Fund 2007-2013

PROJECT MANAGER: The District Sport Federation in Örebro (Sweden)

PARTNERS: The District Sport federations Södermanland, Uppland, Västmanland, Örebro and Östergötland (Sweden)

DURATION: August 2012 – January 2014

GRANT: 470,000 EUR

The aim of the project was to increase knowledge and awareness of equality in workplaces. All staff, in total 165 employees, in 5 district sport federations, worked with different tools and methods to increase their competences in equality. They worked with questions related to the discrimination on grounds of sex, transgender identity or expression, ethnicity, religion or other beliefs, disability, sexual orientation and age. A thorough, concrete and accessible plan for equality was defined and a toolbox with different methods describing how voluntary organisations can work with equality was produced. The employees also did study visits to Ireland, the Netherlands and Switzerland to learn how they can better work with equality at work.

MORE INFORMATION: <http://iof4.idrottonline.se/Riksidrottsforbundet/Distrikt/OrebroLansldrottsforbund/Undermeny/Fokusomraden/Folkhalsa/Likabehandling/>

European Territorial Cooperation

The best sports-region in the world

PROGRAMME: INTERREG IV Sweden-Norway 2007-2013

PROJECT MANAGER: Norwegian Olympic Committee - NIF

DURATION: May 2009 - April 2012

GRANT: 2,700,000 EUR

The “best sports-region in the world” was a Swedish-Norwegian project with the vision of becoming the best sports-region in the world. The project aimed at promoting the inhabitants’ active participation through local sport clubs, thus contributing to the region’s social capital. Sport plays an important role in the region’s attractiveness. To do so, the project intended to strengthen local sport clubs in providing more and better every-day activities to inactive parts of the population, to educate more sport-leaders and to help them organise more and/or better competitions.

Rural Development

Nature and sport (Finland)

PROGRAMME:	European Agricultural Fund for Rural Development (EAFRD) 2007-2013 - LEADER
PROJECT MANAGER:	Orienteering club OK Orient
DURATION:	January 2010 – December 2011
GRANT:	69,272 EUR, including public support from the EU, state and local municipality (Total project costs: 86,590 EUR)

The aim of the project was to build up new networks and to set up new recreational actions. During the project the sport club arranged in co-operation with the local primary schools “navigation/orienteering adventures” at schools (during schooldays) and developed “HEPA-orienteering activities” for adults (in the evenings/weekends). With the help of the project the sport club gained new contacts and expanded its network in schools to further develop the co-operation. Through this project the sport club got new members.

Construction of Recreational and Sport Facilities in Bogdaniec

PROGRAMME:	European Agricultural Fund for Rural Development (EAFRD) 2007-2013 - LEADER
PROJECT MANAGER:	Bogdaniec Commune (Poland)
DURATION:	July 2011 – November 2012
GRANT:	75,000 EUR (Total project costs: 150,000 EUR)

The project set out to improve the quality of life for the rural community through building new sport and recreation facilities. With the support of the EAFRD, a multifunctional playground for kids was co-financed and installed. Moreover, equipment was purchased for the community to be used for sports training, volleyball, basketball, hockey or football. A skate park was constructed as an additional attraction.

MORE INFORMATION: http://enrd.ec.europa.eu/enrd-static/policy-in-action/rdp_view/en/view_project_10120_en.html

Reconstruction of a Sports Facility in Poruba Village

PROGRAMME:	European Agricultural Fund for Rural Development (EAFRD) 2007-2013 - LEADER
PROJECT MANAGER:	Poruba village, Prievidza county, Trenčiansky region (Slovakia)
DATE:	March 2008 – July 2010

GRANT: 310,580 EUR (Total project costs: 414,107 EUR)

The objective of the project was to improve the quality of life and health of the local inhabitants through the reconstruction and modernisation of the existing sports facility. The investments consisted of: 1) Building the ground surfaces near the playground area, tree planting, and fencing of the playground area with entrances for visitors and users of the playground; 2) Building a concrete terrace wall - to help avoid earth slides and damage due to the vertical distance between the playground area and the adjoining land; 3) Reconstruction of the changing room building.

MORE INFORMATION: http://enrd.ec.europa.eu/enrd-static/policy-in-action/rdp_view/en/view_project_2461_en.html

Health Programme

Life cycle - Keep on cycling

PROGRAMME: EU Health Programme 2008-2013

PROJECT MANAGER: Forschungsgemeinschaft Mobilität Austria

PARTNERS: CTC Charitable Trust (United Kingdom), Fietzersbond (Belgium), Amt für Gesundheit (Lithuania), Magyar Kerékpárosklub (Hungary), Câmara Municipal de Aveiro (Portugal), Urząd Miasta Krakowa (Poland), Institute of Public Health - CINDI (Slovenia)

DURATION: June 2008 – May 2011

GRANT: 676,175 EUR

The project Life Cycle aimed at combining the goals of health professionals with those of transport experts, notably to increase people's level of physical activity and to attain a higher modal share of sustainable transport. Life Cycle promoted cycling as a life-long method of moving – from early childhood to retirement. By implementing approaches from local to national levels, Life Cycle implemented 15 successful cycling promotion projects with more than 30,000 participants aged 6 to 86. Life Cycle's main product was its Implementation Manual "How to run a cycling action".

MORE INFORMATION: <http://www.fgm.at/lifecycle/index.phtml?ID1=1422&id=1422>

EPODE European Network – Preventing childhood obesity

PROGRAMME: EU Health Programme 2008-2013

PROJECT MANAGER: Proteines SAS, Paris (France)

PARTNERS: Free University of Amsterdam (Netherlands), Ghent University (Belgium), Zaragoza University (Spain), Lille 2 University (France), Ferrero, Mars, Nestlé, European Association for the Study of Obesity - EASO

DURATION: June 2008 – May 2011

GRANT: 700,000 EUR

One in four European school children are overweight or obese. This figure is expected to rise by well over a million children a year with more than 300,000 obese. Awareness at community level is the key to fight against childhood obesity and paramount to the success of the EPODE ("*Ensemble Prévenons l'Obésité Des Enfants*") methodology. It is based on several

studies and provides evidence that the prevention of obesity in children is possible through local intervention which aims at modifying eating habits and increasing physical activity and bridges the gap between awareness of the problem and practical implementation of an effective lifestyle.

MORE INFORMATION: <http://www.epode-european-network.com/>

Safety in Sports – European Network for Sports Injury Prevention

PROGRAMME:	EU Health Programme 2008-2013
PROJECT MANAGER:	Arbeitsgemeinschaft Sicherheit im Sport
PARTNERS:	European Handball Federation - EHF, Fédération Internationale de Basketball Europe - FIBA Europe, Norwegian Handball Federation - NHF, Slovak Basketball Association - SBA, Charles University Prague, Comenius University Bratislava, Swiss Council for Accident Prevention, WHO Regional Office for Europe, Administrative Employers' Liability Insurance Association
DURATION:	September 2009 – November 2011
GRANT:	249,979 EUR

The project aimed at increasing the knowledge of the prevention of acute and chronic injuries. The ultimate goal was to reduce the number and severity of sports-related injuries in Europe. Another target of the project was to establish a sustainable European network of experts from science, sport clubs and sport associations as well as from institutions that have a keen interest in sport injuries. This network aims to identify, evaluate and extensively disseminate good practices of implementation safety promotion strategies for individual and team sports.

MORE INFORMATION: <http://www.sicherheitimспорт.de/eu-project-safety-in-sports>

Building Policy Capacities for Health Promotion through Physical Activity among Sedentary Older People (PASEO)

PROGRAMME:	EU Health Programme 2008-2013
PROJECT MANAGER:	Institute of Sport Science and Sport, University Erlangen-Nürnberg (Germany)
PARTNERS:	University of Thrace (Greece), University of Verona (Italy), Lithuanian Academy of Physical Education, TNO Quality of Life (the Netherlands), Oslo University College (Norway), National Institute of Hygiene (Poland), Vienna Office for Structural Development (Austria), Flemish Ministry for Culture (Belgium), Youth and Sport, Czech National Institute of Public Health, Veteran track & field athletes Association of Northern Greece, Bavarian Ministry of Public Health (Germany), Veneto Office for International Relationships (Italy) and others.
DURATION:	January 2009 – July 2011
GRANT:	800,000 EUR

PASEO intended to stimulate policies for the promotion of physical activity among sedentary older people in 15 European nations. PASEO set its focus on strengthening policy capacities in two key areas: on the one hand, by building intersectoral capacities by linking organisations across multiple policy sectors (i.e. health, social care, sport), and on the other hand by building intra-organisational capacities (e.g. personnel, resources, co-operations within organisations), to enhance efforts and promote physical activity among older people. One of the main activities of the project was to set up regional or national intersectoral alliances in all participating nations.

MORE INFORMATION: http://ec.europa.eu/chafea/projects/database/filerefer/20081219_oth-01_lft_en_ps_project_flyer.pdf

Horizon 2020

Encouraging kids' fitness by improving their experiences in organised sport (PAPA)

PROGRAMME: Seventh Framework Programme 2007-2013

PROJECT MANAGER: University of Birmingham (UK)

PROJECT PARTNERS: University of Bergen (Norway), University of Valencia (Spain), Université Joseph Fourier (France), University of Thessaly (Greece), Norwegian School of Sport Sciences - NSSS (Norway), York St John (UK), and Universitat Autònoma de Barcelona (Spain)

DURATION: April 2009 - September 2013

GRANT: 2,980,680 EUR (Total project costs: 3,785,303 EUR)

PAPA is a European-based project committed to enhancing young peoples' health and well-being through positive experiences in sport. The PAPA project developed, delivered and evaluated a theoretically-grounded and evidence-based coach education programme first piloted in the UK and then rigorously tested in the UK, Norway, Spain, France and Greece. The project focused on football and involved over 80 teams (and their coaches) and more than 1,000 boys and girls between the ages of 10 and 14 years from the UK, Norway, Spain, France and Greece. The project received the support of the national football associations in all five countries.

MORE INFORMATION: <http://www.projectpapa.org/>

Football Research in Enlarged Europe (FREE)

PROGRAMME: Seventh Framework Programme 2007-2013 - Socio-economic Sciences and Humanities

PROJECT MANAGER: Centre for European Integration, ESSCA School of Management (France)

PARTNERS: researchers from 8 other universities / research institutes of 8 different countries: Poland, Austria, Turkey, France, the UK, Denmark, Germany and Spain

DURATION: 1 April 2012 - 31 March 2015

GRANT: 2,433,357 EUR (Total project costs: 3,026,213 EUR)

FREE is a collaborative and interdisciplinary research project which seeks to understand the impact of football on identity dynamics, perception patterns and cultural change in Europe. The project seeks to explore an apparently non-political, but fully existing sub-cultural European public space of communication: the European football scene in the largest sense. Through its dissemination activities the FREE project aims at increasing awareness among citizens, stakeholders and policy-makers about the issue of cultural diversity and commonality in the field of popular culture, and at its often underestimated impact on the political, economic and social dimensions of the European integration process.

MORE INFORMATION: <http://www.free-project.eu/about-free/Pages/About-FREE.aspx>

Europe for Citizens Programme

Europa verbindet - Spiel und Sport ohne Grenzen 2013

PROGRAMME:	Europe for Citizens Programme 2007-2013 - Action 1 Measure 1.1. - Town Twinning
PROJECT MANAGER:	City of Bruchsal (Germany)
PARTNERS:	Twin towns: Bruchsal: Sainte Ménehould (France), Cwmbrân (Wales), Sainte-Marie-aux-Mines (France), Gornja Radgona (Slovenia), Volterra (Italy)
DURATION:	9 - 12 May 2013
GRANT:	25,000 EUR

The city of Bruchsal invited all of their twin towns for a four day European festival. The focus of the festival was on sport and music. Sport competitions as well as fitness and dance classes were organised. Furthermore, the festival served as a platform for citizens to discuss the future of Europe.

MORE INFORMATION: http://www.bruchsal.de/servlet/PB/menu/1428143_I1/index.html

Youth Twin Town Sports 2012

PROGRAMME:	Europe for Citizens Programme 2007-2013 - Action 1 Measure 1.1 - Town Twinning
PROJECT MANAGER:	Royal Borough of Windsor & Maidenhead (UK)
PARTNERS:	Twin towns: Neuilly-sur-Seine (France), Saint-Cloud (France), Bad Godesberg (Germany), Goslar (Germany), Frascati (Italy), Kortrijk (Belgium)
DURATION:	September 2012
GRANT:	25,000 EUR

The Royal Borough hosted the two day tournament in September 2012. Each town registered a team of 24 all-rounded sportspersons who competed in all the events. The disciplines included amongst others netball, football, athletics and swimming.

MORE INFORMATION: <http://www.rbwm.gov.uk/web/twinning.htm>

EU:Sport:Future

PROGRAMME:	Europe for Citizens Programme 2007-2013 - Action 1 Measure 2.1 - Citizens' Projects (comparable to civil society projects under strand 2 of the 2014-2020 Programme)
PROJECT MANAGER:	European Non-Governmental Sports Organisation (ENGSO)
PARTNERS:	Estonian Olympic Committee, Ministry of Local Government, Sport State Secretariat (Hungary), Central Council of Physical Recreation (UK), Comité National Olympique et Sportif Français - CNOSF (France), BSO Austria, Bulgarian Ski Federation, Olympic Committee of Slovenia - Association of Sport Federations

DURATION: February – November 2009

GRANT: 149,280 EUR (Total project costs: 209,850 EUR)

Art. 165 of the Lisbon Treaty provides a legal basis to the EU to promote sport at European level. But how shall the EU promote sport? Which actions should the EU implement in the field of sport? The project EU:Sport:Future was a Europe-wide discussion project dealing precisely with these questions. The project took place just before the entry into force of the Lisbon Treaty. The project collected the opinions of European citizens on a future EU competence on sport and provided recommendations to the European institutions on various sport-related issues such as health, volunteering, social inclusion, education and employment.

MORE INFORMATION: <http://www.engso.eu/projects.php#3>

Environment and Climate Action - LIFE

EquineLife - A performance and marketing model for an ecologically and ethically sustainable equine sports

PROGRAMME: LIFE Programme 2000-2006

PROJECT MANAGER: Agropolis Oy (Finland)

PARTNERS: MTT Agrifood Research Finland Equine College Ltd (Finland), The Equestrian Federation of Finland - SRL, Suomen Hippos Ry (Finland), Forssan Seudun Hippos Ry - Pilvenmäki (Finland), Tapiola Insurance Group (Finland), Alivio Ltd (Finland), Business Centre of South-Western Häme - FSKK (Finland)

DURATION: 1 August 2004 – 31 December 2007

GRANT: 548,848 EUR (Total project costs: 1,109,767 EUR)

The EquineLife project aimed to develop a performance model for ecologically and ethically sustainable equestrian sports. EMAS (Eco-Management and Audit Scheme) and other environmental schemes were used as standards in addition to considering health and safety issues. Two equestrian centres were introduced and officially registered the EMAS. Implementation handbooks for stables and event organisers were presented based on the experiences gained from the construction of prototypes of various shelters, racing tracks and free running stables, as well as from participating in the organisation of two major equestrian events.

MORE INFORMATION: http://ec.europa.eu/environment/life/project/Projects/index.cfm?fuseaction=search.dspPage&n_proj_id=2756

Justice and Home Affairs

Sport respects your rights

PROGRAMME: Daphne III 2007-2013

PROJECT MANAGER: Sportunion Austria

PARTNERS: German Sport University Cologne, Austrian Athletics, German Sports Youth, Sportverband DJK (Germany), Edge Hill University (UK), Dutch Olympic Committee*Dutch Sports Federation - NOC*NSF, Italian Aerobic and Fitness Federation, Campaign against Homophobia (Poland) and ENGSO Youth

DURATION: April 2013 – March 2015

GRANT: 405,130 EUR (Total project costs: 506,412 EUR)

The project's objective was to develop competences among young Europeans at grassroots sports level (in sport club settings) to reflect, act and protect themselves against sexualised violence and gender harassment. This has been achieved by working together with educational leaders in their national settings to create youth-led campaigns. Simultaneously, partner organisations initiate national multi-disciplinary networks involving diverse and relevant stakeholders from society at large. The aims were to build supporting structures for the sport sector regarding the topic, to adapt strategies to protect young people in sports and to give the youth-led campaigns a platform. European good practice examples have been exchanged during two European trainings, a European good practice meeting and a final European conference.

MORE INFORMATION: <http://sport-respects-your-rights.eu/>

Cooperation and External Aid

Sports for Change: Empowering Youth with Disabilities for an Inclusive Civil Society

PROGRAMME: European Neighbourhood and Partnership Instrument 2007-2013

PROJECT MANAGER: Mercy Corps

PARTNER: Palestinian Paralympic Committee

DURATION: 2010 – 2012

GRANT: 399,795 EUR (Total project costs: 533,060 EUR)

The programme provided leadership training and regular sport practices for young people with disabilities in Gaza and the West Bank, and aimed at building their self-confidence and promoting their inclusion. Building on the Palestinian Paralympic Committee's technical expertise, the programme provided training and small grants to sport clubs to improve and expand their sport programmes for young people with disabilities and to strengthen their organisational management. The programme worked with organisations for disabled children, rehabilitation hospitals, government representatives and sport clubs to develop local action plans focusing on sport programmes, advocacy and community outreach. In this regard, the project contributed to strengthening the local and national Paralympic movement and preparation of young athletes for London 2012 Paralympic Games.

MORE INFORMATION: http://eeas.europa.eu/delegations/westbank/press_corner/all_news/news/2010/20100614_en.htm

Construction of sports and cultural centre in Kosovo

PROGRAMME: Instrument for the Pre-Accession Assistance (IPA) 2007-2013

PROJECT MANAGER: EC Liaison Office to Kosovo on request by the Municipality of Novobërdë/Novo Brdo

A new sports and cultural centre has been constructed including a multi-purpose sports court which enables the community to practice a number of sports, such as: basketball, handball, volleyball, and mini football. The project that cost almost 1 million EUR has contributed to the regions' economy by engaging companies in construction work and creating jobs. It also improves health through sport activities, and has increased the capacities of the municipal staff with European standards construction procedures and transparent management of contracts. The construction of the centre is part of a larger infrastructure scheme, financed through European Commission IPA 2007 programme, which includes other projects across Kosovo, such as a health centre, outdoor sport fields and playgrounds.

MORE INFORMATION: http://www.eeas.europa.eu/delegations/kosovo/press_corner/all_news/news/2011/20111102_sporthall_en.htm

ANNEX



About the EOC EU Office

EOC EU OFFICE – *The Voice of the Olympic Sports Movement in Brussels* – Promoting the interests of 61 umbrella organisations, from Europe and beyond, representing more than 70 million people

WHO WE ARE

The EOC EU Office is the representation of the European Olympic Committees (EOC) and other major sport organisations at national, European and international level.

Recognised by the European Commission as one of the most relevant sport actors in Europe, the EOC EU Office is playing an important role as a liaison between the Olympic and Sports Movement and the European Institutions.

WHAT WE DO

- **Identify, monitor and analyse** EU sport-related topics
- **Provide support for and promote** the interests of our partners
- **Organise and attend** events, seminars and conferences
- **Manage** EU sport-related projects
- **Compile** position papers and reports
- **Provide** assistance and expertise

WHICH POLICY AREAS WE COVER

- **Societal role of sport**, including: education and training, environment, health, physical activity, social inclusion, equal opportunities and volunteering
- **Economic dimension of sport**, including: employment, licensing, media rights, regional development, competition policy, state aid and taxation policy
- **Integrity of sport**, including: the fight against corruption in sport, against doping and against match-fixing

→ **Financing of sport**, especially the sustainable financing of sport and funding possibilities for sport provided by the EU funding Programmes

→ **Good Governance in sport**

CONTACT

EOC EU Office
52, Avenue de Cortenbergh
1000 Brussels, Belgium
Tel: 0032-27380320
Fax: 0032-27380327
info@euoffice.eurolympic.org
www.euoffice.eurolympic.org

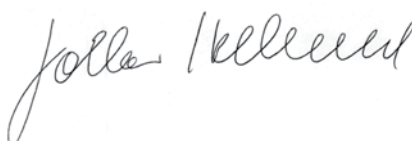
Folker HELLMUND
Director EOC EU Office

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Folker Hellmund,





EU Office

EOC EU Office

52, Avenue de Cortenbergh
B-1000 Brussels

Tel : 0032 – 2 – 738 03 20

Fax : 0032 – 2 – 738 03 27

info@euoffice.eurolympic.org

www.euoffice.eurolympic.org