



EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

EACEA.A – Erasmus+, EU Solidarity Corps
A.3 – Erasmus Mundus, Sport

GRANT AGREEMENT

Project 101050302 — EWCS

PREAMBLE

This **Agreement** ('the Agreement') is **between** the following parties:

on the one part,

the **European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and

on the other part,

1. 'the coordinator':

CYPRUS ANTI DOPING AUTHORITY (CYADA), PIC 937840815, established in INDOOR HALL TASSOS PAPADOPOULOS ELEFThERIA, NICOSIA 2400, Cyprus,

and the following other beneficiaries, if they sign their 'accession form' (see Annex 3 and Article 40):

2. **POLSKA AGENCJA ANTYDOPINGOWA (POLADA)**, PIC 906253056, established in UL. LAZIENKOWSKA 6A, WARSZAWA 00 449, Poland,

3. **AUTORIDADE ANTIDOPAGEM DE PORTUGAL (ADoP)**, PIC 890380267, established in AVENIDA DUQUE DE AVILA 137 5, LISBOA 1069-016, Portugal,

4. **ANTIDOPINGOV TSENTAR (BulNADO)**, PIC 906293796, established in 1 NIKOLA GABROSKI STR, SOFIA 1172, Bulgaria,

5. **EUROPEACTIVE (EHFA)**, PIC 955170156, established in HOUSE OF SPORT KUNSTLAAN 43 7, BRUSSEL 1040, Belgium,

Unless otherwise specified, references to 'beneficiary' or 'beneficiaries' include the coordinator and affiliated entities (if any).

If only one beneficiary signs the grant agreement ('mono-beneficiary grant'), all provisions referring to the 'coordinator' or the 'beneficiaries' will be considered — mutatis mutandis — as referring to the beneficiary.

The parties referred to above have agreed to enter into the Agreement.

By signing the Agreement and the accession forms, the beneficiaries accept the grant and agree to implement the action under their own responsibility and in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

The Agreement is composed of:

Preamble

Terms and Conditions (including Data Sheet)

Annex 1 Description of the action¹

Annex 2 Estimated budget for the action

Annex 3 Accession forms (if applicable)²

Annex 3a Declaration on joint and several liability of affiliated entities (if applicable)³

Annex 4 Model for the financial statements

Annex 5 Specific rules (if applicable)

¹ Template published on [Portal Reference Documents](#).

² Template published on [Portal Reference Documents](#).

³ Template published on [Portal Reference Documents](#).

TERMS AND CONDITIONS

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DATA SHEET

1. General data

Project summary:

Project summary
<p>Combating doping is a key Sport-specific priority in the Erasmus+ Programme. Doping is against the Spirit of Sport values, and can cause irreversible health problems and increase mortality risk among doping user athletes, and represents a major risk for the public image and reputation of both elite competitive and recreational sport. Communication and social marketing have been successfully applied over the last 40 years in a wide range of public health domains, but they are largely underutilised in the context of doping prevention. The proposed project aims to develop, implement, and evaluate the European Week of Clean Sport (Project EWCS). This will be a large-scale anti-doping communication/social marketing campaign that will be tested and trialled in four European countries (Cyprus, Portugal, Bulgaria, and Poland), and implemented by key strategic partners with a remit to protect and promote clean sport, across levels of sport, and across age and minority groups. The specific objectives of the proposed project are to: 1. Assess the needs of local sport stakeholders and sporting communities for the development of the European Clean Sport Week campaign. 2. Identify best practices in health communication and social marketing campaigns, and acquire lessons from related initiatives such as WADA's Play True Day and UKAD's Clean Sport Week. 3. Co-develop an operational framework for the implementation of the European Week of Clean Sport with expert academics, National Anti-Doping Organisations, and relevant target groups. 4. Implement and evaluate the impact of the European Week of Clean Sport in 4 EU countries, with an emphasis on promoting clean sport values and anti-doping education across levels of sport and in an inclusive manner. 5. Provide policy and practice recommendations for the future implementation of the European Week of Clean Sport across Europe.</p>

Keywords: not defined

Project number: 101050302

Project name: Developing and Implementing an Anti-Doping Communication and Social Marketing Campaign: The European Week of Clean Sport

Project acronym: EWCS

Call: ERASMUS-SPORT-2021-SCP

Topic: ERASMUS-SPORT-2021-SCP

Type of action: ERASMUS Lump Sum Grants

Granting authority: European Education and Culture Executive Agency

Grant managed through EU Funding & Tenders Portal: Yes (eGrants)

Project starting date: first day of the month following the entry into force date

Project end date: starting date + months of duration

Project duration: 24 months

Consortium agreement: No

2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	CYADA	CYPRUS ANTI DOPING AUTHORITY	CY	937840815	83 910.00
2	BEN	POLADA	POLSKA AGENCJA ANTYDOPINGOWA	PL	906253056	41 660.00
3	BEN	ADoP	AUTORIDADE ANTIDOPAGEM DE PORTUGAL	PT	890380267	47 035.00
4	BEN	BulNADO	ANTIDOPINGOV TSENAR	BG	906293796	38 910.00
5	BEN	EHFA	EUROPEACTIVE	BE	955170156	38 485.00

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
Total						250 000.00

Coordinator:

- CYPRUS ANTI DOPING AUTHORITY (CYADA)

3. Grant**Maximum grant amount, total estimated eligible costs and contributions and funding rate:**

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
250 000.00	250 000.00

Grant form: Lump Sum**Grant mode:** Action grant**Budget categories/activity types:** Lump sum contributions**Cost eligibility options:** n/a**Budget flexibility:** No**4. Reporting, payments and recoveries****4.1 Continuous reporting** (art 21)**Deliverables:** see Funding & Tenders Portal Continuous Reporting tool**4.2 Periodic reporting and payments****Reporting and payment schedule** (art 21, 22):

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/ financial guarantee (if required) – whichever is the latest
1	1	24	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

Prefinancing payments and guarantees:

Prefinancing payment		Prefinancing guarantee		
Type	Amount	Guarantee amount	Division per participant	
Prefinancing 1 (initial)	175 000.00	n/a	1 - CYADA	n/a
			2 - POLADA	n/a
			3 - ADoP	n/a
			4 - BuINADO	n/a
			5 - EHFA	n/a

Reporting and payment modalities (art 21, 22):

Mutual Insurance Mechanism (MIM): No

Restrictions on distribution of initial prefinancing: The prefinancing may be distributed only if the minimum number of beneficiaries set out in the call conditions (if any) have acceded to the Agreement and only to beneficiaries that have acceded.

Interim payment ceiling (if any): 100% of the maximum grant amount

No-profit rule: n/a

Late payment interest: ECB + 3.5%

Bank account for payments:

CY16001000010000000006001010

Conversion into euros: n/a

Reporting language: Language of the Agreement

4.3 Certificates (art 24): n/a

4.4 Recoveries (art 22)

First-line liability for recoveries:

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned

Joint and several liability for enforced recoveries (in case of non-payment):

Limited joint and several liability of other beneficiaries — up to the maximum grant amount of the beneficiary

Joint and several liability of affiliated entities — n/a

5. Consequences of non-compliance, applicable law & dispute settlement forum
Applicable law (art 43):

Standard applicable law regime: EU law + law of Belgium

Dispute settlement forum (art 43):

Standard dispute settlement forum:

EU beneficiaries: EU General Court + EU Court of Justice (on appeal)

Non-EU beneficiaries: Courts of Brussels, Belgium (unless an international agreement provides for the enforceability of EU court judgements)

6. Other

Specific rules (Annex 5): Yes

Standard time-limits after project end:

Confidentiality (for X years after final payment): 5

Record-keeping (for X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Reviews (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Audits (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Extension of findings from other grants to this grant (no later than X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Impact evaluation (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

CHAPTER 1 GENERAL

ARTICLE 1 — SUBJECT OF THE AGREEMENT

This Agreement sets out the rights and obligations and terms and conditions applicable to the grant awarded for the implementation of the action set out in Chapter 2.

ARTICLE 2 — DEFINITIONS

For the purpose of this Agreement, the following definitions apply:

Actions — The project which is being funded in the context of this Agreement.

Grant — The grant awarded in the context of this Agreement.

EU grants — Grants awarded by EU institutions, bodies, offices or agencies (including EU executive agencies, EU regulatory agencies, EDA, joint undertakings, etc.).

Participants — Entities participating in the action as beneficiaries, affiliated entities, associated partners, third parties giving in-kind contributions, subcontractors or recipients of financial support to third parties.

Beneficiaries (BEN) — The signatories of this Agreement (either directly or through an accession form).

Affiliated entities (AE) — Entities affiliated to a beneficiary within the meaning of Article 187 of EU Financial Regulation 2018/1046⁴ which participate in the action with similar rights and obligations as the beneficiaries (obligation to implement action tasks and right to charge costs and claim contributions).

Associated partners (AP) — Entities which participate in the action, but without the right to charge costs or claim contributions.

Purchases — Contracts for goods, works or services needed to carry out the action (e.g. equipment, consumables and supplies) but which are not part of the action tasks (see Annex 1).

Subcontracting — Contracts for goods, works or services that are part of the action tasks (see Annex 1).

In-kind contributions — In-kind contributions within the meaning of Article 2(36) of EU Financial

⁴ For the definition, see Article 187 Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 ('EU Financial Regulation') (OJ L 193, 30.7.2018, p. 1): "**affiliated entities** [are]:

- (a) entities that form a sole beneficiary [(i.e. where an entity is formed of several entities that satisfy the criteria for being awarded a grant, including where the entity is specifically established for the purpose of implementing an action to be financed by a grant)];
- (b) entities that satisfy the eligibility criteria and that do not fall within one of the situations referred to in Article 136(1) and 141(1) and that have a link with the beneficiary, in particular a legal or capital link, which is neither limited to the action nor established for the sole purpose of its implementation".

Regulation 2018/1046, i.e. non-financial resources made available free of charge by third parties.

Fraud — Fraud within the meaning of Article 3 of EU Directive 2017/1371⁵ and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995⁶, as well as any other wrongful or criminal deception intended to result in financial or personal gain.

Irregularities — Any type of breach (regulatory or contractual) which could impact the EU financial interests, including irregularities within the meaning of Article 1(2) of EU Regulation 2988/95⁷.

Grave professional misconduct — Any type of unacceptable or improper behaviour in exercising one's profession, especially by employees, including grave professional misconduct within the meaning of Article 136(1)(c) of EU Financial Regulation 2018/1046.

Applicable EU, international and national law — Any legal acts or other (binding or non-binding) rules and guidance in the area concerned.

Portal — EU Funding & Tenders Portal; electronic portal and exchange system managed by the European Commission and used by itself and other EU institutions, bodies, offices or agencies for the management of their funding programmes (grants, procurements, prizes, etc.).

CHAPTER 2 ACTION

ARTICLE 3 — ACTION

The grant is awarded for the action **101050302 — EWCS** ('action'), as described in Annex 1.

ARTICLE 4 — DURATION AND STARTING DATE

The duration and the starting date of the action are set out in the Data Sheet (see Point 1).

CHAPTER 3 GRANT

ARTICLE 5 — GRANT

5.1 Form of grant

⁵ Directive (EU) 2017/1371 of the European Parliament and of the Council of 5 July 2017 on the fight against fraud to the Union's financial interests by means of criminal law (OJ L 198, 28.7.2017, p. 29).

⁶ OJ C 316, 27.11.1995, p. 48.

⁷ Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests (OJ L 312, 23.12.1995, p. 1).

The grant is an action grant⁸ which takes the form of a lump sum grant for the completion of work packages.

5.2 Maximum grant amount

The maximum grant amount is set out in the Data Sheet (see Point 3) and in the estimated budget (Annex 2).

5.3 Funding rate

Not applicable

5.4 Estimated budget, budget categories and forms of funding

The estimated budget for the action (lump sum breakdown) is set out in Annex 2.

It contains the estimated eligible contributions for the action (lump sum contributions), broken down by participant and work package.

Annex 2 also shows the types of contributions (forms of funding)⁹ to be used for each work package.

5.5 Budget flexibility

Budget flexibility does not apply; changes to the estimated budget (lump sum breakdown) always require an amendment (see Article 39).

Amendments for transfers between *work packages* are moreover possible only if:

- the work packages concerned are not already completed (and declared in a financial statement) and
- the transfers are justified by the technical implementation of the action.

ARTICLE 6 — ELIGIBLE AND INELIGIBLE CONTRIBUTIONS

6.1 and 6.2 General and specific eligibility conditions

Lump sum contributions are eligible ('eligible contributions'), if:

- (a) they are set out in Annex 2 and
- (b) the work packages are completed and the work is properly implemented by the beneficiaries and/or the results are achieved, in accordance with Annex 1 and during in the period set out in Article 4 (with the exception of work/results relating to the submission of the final periodic report, which may be achieved afterwards; see Article 21)

They will be calculated on the basis of the amounts set out in Annex 2.

⁸ For the definition, see Article 180(2)(a) EU Financial Regulation 2018/1046: '**action grant**' means an EU grant to finance "an action intended to help achieve a Union policy objective".

⁹ See Article 125 EU Financial Regulation 2018/1046.

6.3 Ineligible contributions

‘Ineligible contributions’ are:

- (a) lump sum contributions that do not comply with the conditions set out above (see Article 6.1 and 6.2)
- (b) lump sum contributions for activities already funded under other EU grants (or grants awarded by an EU Member State, non-EU country or other body implementing the EU budget), except for the following case:
 - (i) Synergy actions: not applicable
- (c) other:
 - (i) country restrictions for eligible costs: not applicable.

6.4 Consequences of non-compliance

If a beneficiary declares lump sum contributions that are ineligible, they will be rejected (see Article 27).

This may also lead to other measures described in Chapter 5.

CHAPTER 4 GRANT IMPLEMENTATION

SECTION 1 CONSORTIUM: BENEFICIARIES, AFFILIATED ENTITIES AND OTHER PARTICIPANTS

ARTICLE 7 — BENEFICIARIES

The beneficiaries, as signatories of the Agreement, are fully responsible towards the granting authority for implementing it and for complying with all its obligations.

They must implement the Agreement to their best abilities, in good faith and in accordance with all the obligations and terms and conditions it sets out.

They must have the appropriate resources to implement the action and implement the action under their own responsibility and in accordance with Article 11. If they rely on affiliated entities or other participants (see Articles 8 and 9), they retain sole responsibility towards the granting authority and the other beneficiaries.

They are jointly responsible for the *technical* implementation of the action. If one of the beneficiaries fails to implement their part of the action, the other beneficiaries must ensure that this part is implemented by someone else (without being entitled to an increase of the maximum grant amount and subject to an amendment; see Article 39). The *financial* responsibility of each beneficiary in case of recoveries is governed by Article 22.

The beneficiaries (and their action) must remain eligible under the EU programme funding the grant

for the entire duration of the action. Lump sum contributions will be eligible only as long as the beneficiary and the action are eligible.

The **internal roles and responsibilities** of the beneficiaries are divided as follows:

(a) Each beneficiary must:

- (i) keep information stored in the Portal Participant Register up to date (see Article 19)
- (ii) inform the granting authority (and the other beneficiaries) immediately of any events or circumstances likely to affect significantly or delay the implementation of the action (see Article 19)
- (iii) submit to the coordinator in good time:
 - the prefinancing guarantees (if required; see Article 23)
 - the financial statements and certificates on the financial statements (CFS): not applicable
 - the contribution to the deliverables and technical reports (see Article 21)
 - any other documents or information required by the granting authority under the Agreement
- (iv) submit via the Portal data and information related to the participation of their affiliated entities.

(b) The coordinator must:

- (i) monitor that the action is implemented properly (see Article 11)
- (ii) act as the intermediary for all communications between the consortium and the granting authority, unless the Agreement or granting authority specifies otherwise, and in particular:
 - submit the prefinancing guarantees to the granting authority (if any)
 - request and review any documents or information required and verify their quality and completeness before passing them on to the granting authority
 - submit the deliverables and reports to the granting authority
 - inform the granting authority about the payments made to the other beneficiaries (report on the distribution of payments; if required, see Articles 22 and 32)
- (iii) distribute the payments received from the granting authority to the other beneficiaries without unjustified delay (see Article 22).

The coordinator may not delegate or subcontract the above-mentioned tasks to any other beneficiary or third party (including affiliated entities).

However, coordinators which are public bodies may delegate the tasks set out in Point (b)(ii) last

indent and (iii) above to entities with ‘authorisation to administer’ which they have created or which are controlled by or affiliated to them. In this case, the coordinator retains sole responsibility for the payments and for compliance with the obligations under the Agreement.

Moreover, coordinators which are ‘sole beneficiaries’¹⁰ (or similar, such as European research infrastructure consortia (ERICs)) may delegate the tasks set out in Point (b)(i) to (iii) above to one of their members. The coordinator retains sole responsibility for compliance with the obligations under the Agreement.

The beneficiaries must have **internal arrangements** regarding their operation and co-ordination, to ensure that the action is implemented properly.

If required by the granting authority (see Data Sheet, Point 1), these arrangements must be set out in a written **consortium agreement** between the beneficiaries, covering for instance:

- the internal organisation of the consortium
- the management of access to the Portal
- different distribution keys for the payments and financial responsibilities in case of recoveries (if any)
- additional rules on rights and obligations related to background and results (see Article 16)
- settlement of internal disputes
- liability, indemnification and confidentiality arrangements between the beneficiaries.

The internal arrangements must not contain any provision contrary to this Agreement.

ARTICLE 8 — AFFILIATED ENTITIES

Not applicable

ARTICLE 9 — OTHER PARTICIPANTS INVOLVED IN THE ACTION

9.1 Associated partners

Not applicable

9.2 Third parties giving in-kind contributions to the action

Other third parties may give in-kind contributions to the action (i.e. personnel, equipment, other goods, works and services, etc. which are free-of-charge), if necessary for the implementation.

Third parties giving in-kind contributions do not implement any action tasks. They may not charge contributions to the action (no lump sum contributions) and the costs for the in-kind contributions are not eligible (may not be included in the estimated budget in Annex 2).

¹⁰ For the definition, see Article 187(2) EU Financial Regulation 2018/1046: “Where several entities satisfy the criteria for being awarded a grant and together form one entity, that entity may be treated as the **sole beneficiary**, including where it is specifically established for the purpose of implementing the action financed by the grant.”

The third parties and their in-kind contributions should be set out in Annex 1.

9.3 Subcontractors

Subcontractors may participate in the action, if necessary for the implementation.

Subcontractors must implement their action tasks in accordance with Article 11. The beneficiaries' costs for subcontracting are considered entirely covered by the lump sum contributions for implementing the work packages (irrespective of the actual subcontracting costs incurred, if any).

The beneficiaries must ensure that their contractual obligations under Articles 11 (proper implementation), 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the subcontractors.

The beneficiaries must ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the subcontractors.

9.4 Recipients of financial support to third parties

If the action includes providing financial support to third parties (e.g. grants, prizes or similar forms of support), the beneficiaries must ensure that their contractual obligations under Articles 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the third parties receiving the support (recipients).

The beneficiaries must also ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the recipients.

ARTICLE 10 — PARTICIPANTS WITH SPECIAL STATUS

10.1 Non-EU participants

Participants which are established in a non-EU country (if any) undertake to comply with their obligations under the Agreement and:

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: use qualified external auditors which are independent and comply with comparable standards as those set out in EU Directive 2006/43/EC¹¹
- for the controls under Article 25: allow for checks, reviews, audits and investigations (including on-the-spot checks, visits and inspections) by the bodies mentioned in that Article (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.).

¹¹ Directive 2006/43/EC of the European Parliament and of the Council of 17 May 2006 on statutory audits of annual accounts and consolidated accounts or similar national regulations (OJ L 157, 9.6.2006, p. 87).

Special rules on dispute settlement apply (see Data Sheet, Point 5).

10.2 Participants which are international organisations

Participants which are international organisations (IOs; if any) undertake to comply with their obligations under the Agreement and:

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: to use either independent public officers or external auditors which comply with comparable standards as those set out in EU Directive 2006/43/EC
- for the controls under Article 25: to allow for the checks, reviews, audits and investigations by the bodies mentioned in that Article, taking into account the specific agreements concluded by them and the EU (if any).

For such participants, nothing in the Agreement will be interpreted as a waiver of their privileges or immunities, as accorded by their constituent documents or international law.

Special rules on applicable law and dispute settlement apply (see Article 43 and Data Sheet, Point 5).

10.3 Pillar-assessed participants

Pillar-assessed participants (if any) may rely on their own systems, rules and procedures, in so far as they have been positively assessed and do not call into question the decision awarding the grant or breach the principle of equal treatment of applicants or beneficiaries.

‘Pillar-assessment’ means a review by the European Commission on the systems, rules and procedures which participants use for managing EU grants (in particular internal control system, accounting system, external audits, financing of third parties, rules on recovery and exclusion, information on recipients and protection of personal data; see Article 154 EU Financial Regulation 2018/1046).

Participants with a positive pillar assessment may rely on their own systems, rules and procedures, in particular for:

- record-keeping (Article 20): may be done in accordance with internal standards, rules and procedures
- currency conversion for financial statements (Article 21): may be done in accordance with usual accounting practices
- guarantees (Article 23): for public law bodies, prefinancing guarantees are not needed
- certificates (Article 24):
 - certificates on the financial statements (CFS): may be provided by their regular internal or external auditors and in accordance with their internal financial regulations and procedures

- certificates on usual accounting practices (CoMUC): are not needed if those practices are covered by an ex-ante assessment

and use the following specific rules, for:

- recoveries (Article 22): in case of financial support to third parties, there will be no recovery if the participant has done everything possible to retrieve the undue amounts from the third party receiving the support (including legal proceedings) and non-recovery is not due to an error or negligence on its part
- checks, reviews, audits and investigations by the EU (Article 25): will be conducted taking into account the rules and procedures specifically agreed between them and the framework agreement (if any)
- impact evaluation (Article 26): will be conducted in accordance with the participant's internal rules and procedures and the framework agreement (if any)
- grant agreement suspension (Article 31): certain costs incurred during grant suspension are eligible (notably, minimum costs necessary for a possible resumption of the action and costs relating to contracts which were entered into before the pre-information letter was received and which could not reasonably be suspended, reallocated or terminated on legal grounds)
- grant agreement termination (Article 32): the final grant amount and final payment will be calculated taking into account also costs relating to contracts due for execution only after termination takes effect, if the contract was entered into before the pre-information letter was received and could not reasonably be terminated on legal grounds
- liability for damages (Article 33.2): the granting authority must be compensated for damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement only if the damage is due to an infringement of the participant's internal rules and procedures or due to a violation of third parties' rights by the participant or one of its employees or individual for whom the employees are responsible.

Participants whose pillar assessment covers procurement and granting procedures may also do purchases, subcontracting and financial support to third parties (Article 6.2) in accordance with their internal rules and procedures for purchases, subcontracting and financial support.

Participants whose pillar assessment covers data protection rules may rely on their internal standards, rules and procedures for data protection (Article 15).

The participants may however not rely on provisions which would breach the principle of equal treatment of applicants or beneficiaries or call into question the decision awarding the grant, such as in particular:

- eligibility (Article 6)
- consortium roles and set-up (Articles 7-9)
- security and ethics (Articles 13, 14)

- IPR (including background and results, access rights and rights of use), communication, dissemination and visibility (Articles 16 and 17)
- information obligation (Article 19)
- payment, reporting and amendments (Articles 21, 22 and 39)
- rejections, reductions, suspensions and terminations (Articles 27, 28, 29-32)

If the pillar assessment was subject to remedial measures, reliance on the internal systems, rules and procedures is subject to compliance with those remedial measures.

Participants whose assessment has not yet been updated to cover (the new rules on) data protection may rely on their internal systems, rules and procedures, provided that they ensure that personal data is:

- processed lawfully, fairly and in a transparent manner in relation to the data subject
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed
- accurate and, where necessary, kept up to date
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed and
- processed in a manner that ensures appropriate security of the personal data.

Participants must inform the coordinator without delay of any changes to the systems, rules and procedures that were part of the pillar assessment. The coordinator must immediately inform the granting authority.

Pillar-assessed participants that have also concluded a framework agreement with the EU, may moreover — under the same conditions as those above (i.e. not call into question the decision awarding the grant or breach the principle of equal treatment of applicants or beneficiaries) — rely on provisions set out in that framework agreement.

SECTION 2 RULES FOR CARRYING OUT THE ACTION

ARTICLE 11 — PROPER IMPLEMENTATION OF THE ACTION

11.1 Obligation to properly implement the action

The beneficiaries must implement the action as described in Annex 1 and in compliance with the provisions of the Agreement, the call conditions and all legal obligations under applicable EU, international and national law.

11.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 12 — CONFLICT OF INTERESTS

12.1 Conflict of interests

The beneficiaries must take all measures to prevent any situation where the impartial and objective implementation of the Agreement could be compromised for reasons involving family, emotional life, political or national affinity, economic interest or any other direct or indirect interest ('conflict of interests').

They must formally notify the granting authority without delay of any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation.

The granting authority may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

12.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28) and the grant or the beneficiary may be terminated (see Article 32).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 13 — CONFIDENTIALITY AND SECURITY

13.1 Sensitive information

The parties must keep confidential any data, documents or other material (in any form) that is identified as sensitive in writing ('sensitive information') — during the implementation of the action and for at least until the time-limit set out in the Data Sheet (see Point 6).

If a beneficiary requests, the granting authority may agree to keep such information confidential for a longer period.

Unless otherwise agreed between the parties, they may use sensitive information only to implement the Agreement.

The beneficiaries may disclose sensitive information to their personnel or other participants involved in the action only if they:

- (a) need to know it in order to implement the Agreement and
- (b) are bound by an obligation of confidentiality.

The granting authority may disclose sensitive information to its staff and to other EU institutions and bodies.

It may moreover disclose sensitive information to third parties, if:

- (a) this is necessary to implement the Agreement or safeguard the EU financial interests and
- (b) the recipients of the information are bound by an obligation of confidentiality.

The confidentiality obligations no longer apply if:

- (a) the disclosing party agrees to release the other party
- (b) the information becomes publicly available, without breaching any confidentiality obligation
- (c) the disclosure of the sensitive information is required by EU, international or national law.

Specific confidentiality rules (if any) are set out in Annex 5.

13.2 Classified information

The parties must handle classified information in accordance with the applicable EU, international or national law on classified information (in particular, Decision 2015/444¹² and its implementing rules).

Deliverables which contain classified information must be submitted according to special procedures agreed with the granting authority.

Action tasks involving classified information may be subcontracted only after explicit approval (in writing) from the granting authority.

Classified information may not be disclosed to any third party (including participants involved in the action implementation) without prior explicit written approval from the granting authority.

Specific security rules (if any) are set out in Annex 5.

13.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 14 — ETHICS AND VALUES

14.1 Ethics

The action must be carried out in line with the highest ethical standards and the applicable EU, international and national law on ethical principles.

Specific ethics rules (if any) are set out in Annex 5.

14.2 Values

The beneficiaries must commit to and ensure the respect of basic EU values (such as respect for

¹² Commission Decision 2015/444/EC, Euratom of 13 March 2015 on the security rules for protecting EU classified information (OJ L 72, 17.3.2015, p. 53).

human dignity, freedom, democracy, equality, the rule of law and human rights, including the rights of minorities).

Specific rules on values (if any) are set out in Annex 5.

14.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 15 — DATA PROTECTION

15.1 Data processing by the granting authority

Any personal data under the Agreement will be processed under the responsibility of the data controller of the granting authority in accordance with and for the purposes set out in the Portal Privacy Statement.

For grants where the granting authority is the European Commission, an EU regulatory or executive agency, joint undertaking or other EU body, the processing will be subject to Regulation 2018/1725¹³.

15.2 Data processing by the beneficiaries

The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection (in particular, Regulation 2016/679¹⁴).

They must ensure that personal data is:

- processed lawfully, fairly and in a transparent manner in relation to the data subjects
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed
- accurate and, where necessary, kept up to date
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed and
- processed in a manner that ensures appropriate security of the data.

¹³ Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC (OJ L 295, 21.11.2018, p. 39).

¹⁴ Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC ('GDPR') (OJ L 119, 4.5.2016, p. 1).

The beneficiaries may grant their personnel access to personal data only if it is strictly necessary for implementing, managing and monitoring the Agreement. The beneficiaries must ensure that the personnel is under a confidentiality obligation.

The beneficiaries must inform the persons whose data are transferred to the granting authority and provide them with the Portal Privacy Statement.

15.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 16 — INTELLECTUAL PROPERTY RIGHTS (IPR) — BACKGROUND AND RESULTS — ACCESS RIGHTS AND RIGHTS OF USE

16.1 Background and access rights to background

The beneficiaries must give each other and the other participants access to the background identified as needed for implementing the action, subject to any specific rules in Annex 5.

‘Background’ means any data, know-how or information — whatever its form or nature (tangible or intangible), including any rights such as intellectual property rights — that is:

- (a) held by the beneficiaries before they acceded to the Agreement and
- (b) needed to implement the action or exploit the results.

If background is subject to rights of a third party, the beneficiary concerned must ensure that it is able to comply with its obligations under the Agreement.

16.2 Ownership of results

The granting authority does not obtain ownership of the results produced under the action.

‘Results’ means any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights.

16.3 Rights of use of the granting authority on materials, documents and information received for policy, information, communication, dissemination and publicity purposes

The granting authority has the right to use non-sensitive information relating to the action and materials and documents received from the beneficiaries (notably summaries for publication, deliverables, as well as any other material, such as pictures or audio-visual material, in paper or electronic form) for policy information, communication, dissemination and publicity purposes — during the action or afterwards.

The right to use the beneficiaries’ materials, documents and information is granted in the form of a royalty-free, non-exclusive and irrevocable licence, which includes the following rights:

- (a) **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- (b) **distribution to the public** (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes)
- (c) **editing or redrafting** (including shortening, summarising, inserting other elements (e.g. meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation)
- (d) **translation**
- (e) **storage** in paper, electronic or other form
- (f) **archiving**, in line with applicable document-management rules
- (g) the right to authorise **third parties** to act on its behalf or sub-license to third parties the modes of use set out in Points (b), (c), (d) and (f), if needed for the information, communication and publicity activity of the granting authority and
- (h) **processing**, analysing, aggregating the materials, documents and information received and **producing derivative works**.

The rights of use are granted for the whole duration of the industrial or intellectual property rights concerned.

If materials or documents are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

Where applicable, the granting authority will insert the following information:

“© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the [name of granting authority] under conditions.”

16.4 Specific rules on IPR, results and background

Specific rules regarding intellectual property rights, results and background (if any) are set out in Annex 5.

16.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such a breach may also lead to other measures described in Chapter 5.

ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY

17.1 Communication — Dissemination — Promoting the action

Unless otherwise agreed with the granting authority, the beneficiaries must promote the action and its results by providing targeted information to multiple audiences (including the media and the public), in accordance with Annex 1 and in a strategic, coherent and effective manner.

Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority.

17.2 Visibility — European flag and funding statement

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):



Funded by the
European Union



Co-funded by the
European Union



Funded by the
European Union



Co-funded by the
European Union

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text.

Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.

When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to

exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

17.3 Quality of information — Disclaimer

Any communication or dissemination activity related to the action must use factually accurate information.

Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

17.4 Specific communication, dissemination and visibility rules

Specific communication, dissemination and visibility rules (if any) are set out in Annex 5.

17.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 18 — SPECIFIC RULES FOR CARRYING OUT THE ACTION

18.1 Specific rules for carrying out the action

Specific rules for implementing the action (if any) are set out in Annex 5.

18.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such a breach may also lead to other measures described in Chapter 5.

SECTION 3 GRANT ADMINISTRATION

ARTICLE 19 — GENERAL INFORMATION OBLIGATIONS

19.1 Information requests

The beneficiaries must provide — during the action or afterwards and in accordance with Article 7 — any information requested in order to verify eligibility of the lump sum contributions declared, proper implementation of the action and compliance with the other obligations under the Agreement.

The information provided must be accurate, precise and complete and in the format requested, including electronic format.

19.2 Participant Register data updates

The beneficiaries must keep — at all times, during the action or afterwards — their information stored in the Portal Participant Register up to date, in particular, their name, address, legal representatives, legal form and organisation type.

19.3 Information about events and circumstances which impact the action

The beneficiaries must immediately inform the granting authority (and the other beneficiaries) of any of the following:

- (a) **events** which are likely to affect or delay the implementation of the action or affect the EU's financial interests, in particular:
 - (i) changes in their legal, financial, technical, organisational or ownership situation (including changes linked to one of the exclusion grounds listed in the declaration of honour signed before grant signature)
 - (ii) linked action information: not applicable
- (b) **circumstances** affecting:
 - (i) the decision to award the grant or
 - (ii) compliance with requirements under the Agreement.

19.4 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 20 — RECORD-KEEPING

20.1 Keeping records and supporting documents

The beneficiaries must — at least until the time-limit set out in the Data Sheet (see Point 6) — keep records and other supporting documents to prove the proper implementation of the action (proper implementation of the work and/or achievement of the results as described in Annex 1) in line with the accepted standards in the respective field (if any); beneficiaries do not need to keep specific records on the actual costs incurred.

The records and supporting documents must be made available upon request (see Article 19) or in the context of checks, reviews, audits or investigations (see Article 25).

If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement (including the extension of findings; see Article 25), the beneficiaries must keep these records and other supporting documentation until the end of these procedures.

The beneficiaries must keep the original documents. Digital and digitalised documents are considered

originals if they are authorised by the applicable national law. The granting authority may accept non-original documents if they offer a comparable level of assurance.

20.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, lump sum contributions insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 27), and the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 21 — REPORTING

21.1 Continuous reporting

The beneficiaries must continuously report on the progress of the action (e.g. **deliverables, milestones, outputs/outcomes, critical risks, indicators**, etc; if any), in the Portal Continuous Reporting tool and in accordance with the timing and conditions it sets out (as agreed with the granting authority).

Standardised deliverables (e.g. progress reports not linked to payments, reports on cumulative expenditure, special reports, etc; if any) must be submitted using the templates published on the Portal.

21.2 Periodic reporting: Technical reports and financial statements

In addition, the beneficiaries must provide reports to request payments, in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2):

- for additional prefinancings (if any): **an additional prefinancing report**
- for interim payments (if any) and the final payment: a **periodic report**

The prefinancing and periodic reports include a technical and financial part.

The technical part includes an overview of the action implementation. It must be prepared using the template available in the Portal Periodic Reporting tool.

The financial part of the additional prefinancing report includes a statement on the use of the previous prefinancing payment.

The financial part of the periodic report includes:

- the financial statement (consolidated statement for the consortium)
- the explanation on the use of resources (or detailed cost reporting table): not applicable
- the certificates on the financial statements (CFS): not applicable.

The **financial statement** must contain the lump sum contributions indicated in Annex 2, for the work packages that were completed during the reporting period.

For the last reporting period, the beneficiaries may exceptionally also declare partial lump sum

contributions for work packages that were not completed (e.g. due to force majeure or technical impossibility).

Lump sum contributions which are not declared in a financial statement will not be taken into account by the granting authority.

By signing the financial statement (directly in the Portal Periodic Reporting tool), the coordinator confirms (on behalf of the consortium) that:

- the information provided is complete, reliable and true
- the lump sum contributions declared are eligible (in particular, the work packages have been completed, that the work has been properly implemented and/or the results were achieved in accordance with Annex 1; see Article 6)
- the proper implementation and/or achievement can be substantiated by adequate records and supporting documents (see Article 20) that will be produced upon request (see Article 19) or in the context of checks, reviews, audits and investigations (see Article 25).

In case of recoveries (see Article 22), beneficiaries will be held responsible also for the lump sum contributions declared for their affiliated entities (if any).

21.3 Currency for financial statements and conversion into euros

The financial statements must be drafted in euro.

21.4 Reporting language

The reporting must be in the language of the Agreement, unless otherwise agreed with the granting authority (see Data Sheet, Point 4.2).

21.5 Consequences of non-compliance

If a report submitted does not comply with this Article, the granting authority may suspend the payment deadline (see Article 29) and apply other measures described in Chapter 5.

If the coordinator breaches its reporting obligations, the granting authority may terminate the grant or the coordinator's participation (see Article 32) or apply other measures described in Chapter 5.

ARTICLE 22 — PAYMENTS AND RECOVERIES — CALCULATION OF AMOUNTS DUE

22.1 Payments and payment arrangements

Payments will be made in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2).

They will be made in euro to the bank account indicated by the coordinator (see Data Sheet, Point 4.2) and must be distributed without unjustified delay (restrictions may apply to distribution of the initial prefinancing payment; see Data Sheet, Point 4.2).

Payments to this bank account will discharge the granting authority from its payment obligation.

The cost of payment transfers will be borne as follows:

- the granting authority bears the cost of transfers charged by its bank
- the beneficiary bears the cost of transfers charged by its bank
- the party causing a repetition of a transfer bears all costs of the repeated transfer.

Payments by the granting authority will be considered to have been carried out on the date when they are debited to its account.

22.2 Recoveries

Recoveries will be made, if — at beneficiary termination, final payment or afterwards — it turns out that the granting authority has paid too much and needs to recover the amounts undue.

The general liability regime for recoveries (first-line liability) is as follows: At final payment, the coordinator will be fully liable for recoveries, even if it has not been the final recipient of the undue amounts. At beneficiary termination or after final payment, recoveries will be made directly against the beneficiaries concerned.

Beneficiaries will be fully liable for repaying the debts of their affiliated entities.

In case of enforced recoveries (see Article 22.4):

- the beneficiaries will be jointly and severally liable for repaying debts of another beneficiary under the Agreement (including late-payment interest), if required by the granting authority (see Data Sheet, Point 4.4)
- affiliated entities will be held liable for repaying debts of their beneficiaries under the Agreement (including late-payment interest), if required by the granting authority (see Data Sheet, Point 4.4).

22.3 Amounts due

22.3.1 Prefinancing payments

The aim of the prefinancing is to provide the beneficiaries with a float.

It remains the property of the EU until the final payment.

For **initial prefinancings** (if any), the amount due, schedule and modalities are set out in the Data Sheet (see Point 4.2).

For **additional prefinancings** (if any), the amount due, schedule and modalities are also set out in the Data Sheet (see Point 4.2). However, if the statement on the use of the previous prefinancing payment shows that less than 70% was used, the amount set out in the Data Sheet will be reduced by the difference between the 70% threshold and the amount used.

Prefinancing payments (or parts of them) may be offset (without the beneficiaries' consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency,

offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

22.3.2 Amount due at beneficiary termination — Recovery

In case of beneficiary termination, the granting authority will determine the provisional amount due for the beneficiary concerned.

This will be done on the basis of work packages already completed in previous interim payments. Payments for ongoing/not yet completed work packages which the beneficiary was working on before termination (if any) will therefore be made only later on, with the next interim or final payments when those work packages have been completed.

The **amount due** will be calculated in the following step:

Step 1 — Calculation of the total accepted EU contribution

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the beneficiary, on the basis of the beneficiary’s lump sum contributions for the work packages which were approved in previous interim payments.

After that, the granting authority will take into account grant reductions (if any). The resulting amount is the ‘total accepted EU contribution’ for the beneficiary.

The **balance** is then calculated by deducting the payments received (if any; see report on the distribution of payments in Article 32), from the total accepted EU contribution:

$$\left\{ \begin{array}{l} \text{total accepted EU contribution for the beneficiary} \\ \text{minus} \\ \text{prefinancing and interim payments received (if any)} \end{array} \right\}.$$

If the balance is **negative**, it will be **recovered** in accordance with the following procedure:

The granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to recover, the amount due, the amount to be recovered and the reasons why and
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered and ask this amount to be paid to the coordinator (**confirmation letter**).

22.3.3 Interim payments

Interim payments reimburse the eligible lump sum contributions claimed for work packages implemented during the reporting periods (if any).

Interim payments (if any) will be made in accordance with the schedule and modalities set out the Data Sheet (see Point 4.2).

Payment is subject to the approval of the periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content.

Incomplete work packages and work packages that have not been delivered or cannot be approved will be rejected (see Article 27).

The **interim payment** will be calculated by the granting authority in the following steps:

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the interim payment ceiling

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the action for the reporting period, by calculating the lump sum contributions for the approved work packages.

After that, the granting authority will take into account grant reductions from beneficiary termination (if any). The resulting amount is the ‘total accepted EU contribution’.

Step 2 — Limit to the interim payment ceiling

The resulting amount is then capped to ensure that the total amount of prefinancing and interim payments (if any) does not exceed the interim payment ceiling set out in the Data Sheet (see Point 4.2).

Interim payments (or parts of them) may be offset (without the beneficiaries’ consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

22.3.4 Final payment — Final grant amount — Revenues and Profit — Recovery

The final payment (payment of the balance) reimburses the remaining eligible lump sum contributions claimed for the implemented work packages (if any).

The final payment will be made in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2).

Payment is subject to the approval of the final periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content.

Work packages (or parts of them) that have not been delivered or cannot be approved will be rejected (see Article 27).

The **final grant amount for the action** will be calculated in the following steps:

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the maximum grant amount

Step 3 — Reduction due to the no-profit rule

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the action for all reporting periods, by calculating the lump sum contributions for the approved work packages.

After that, the granting authority will take into account grant reductions (if any). The resulting amount is the ‘total accepted EU contribution’.

Step 2 — Limit to the maximum grant amount

Not applicable

Step 3 — Reduction due to the no-profit rule

Not applicable

The **balance** (final payment) is then calculated by deducting the total amount of prefinancing and interim payments already made (if any), from the final grant amount:

$$\begin{aligned} & \{\text{final grant amount} \\ & \text{minus} \\ & \{\text{prefinancing and interim payments made (if any)}\} \}. \end{aligned}$$

If the balance is **positive**, it will be **paid** to the coordinator.

The final payment (or part of it) may be offset (without the beneficiaries’ consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

If the balance is **negative**, it will be **recovered** in accordance with the following procedure:

The granting authority will send a **pre-information letter** to the coordinator:

- formally notifying the intention to recover, the final grant amount, the amount to be recovered and the reasons why

- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered (**confirmation letter**), together with a **debit note** with the terms and date for payment.

If payment is not made by the date specified in the debit note, the granting authority will **enforce recovery** in accordance with Article 22.4.

22.3.5 Audit implementation after final payment — Revised final grant amount — Recovery

If — after the final payment (in particular, after checks, reviews, audits or investigations; see Article 25) — the granting authority rejects lump sum contributions (see Article 27) or reduces the grant (see Article 28), it will calculate the **revised final grant amount** for the beneficiary concerned.

The **beneficiary revised final grant amount** will be calculated in the following step:

Step 1 — Calculation of the revised total accepted EU contribution

Step 1 — Calculation of the revised total accepted EU contribution

The granting authority will first calculate the ‘revised accepted EU contribution’ for the beneficiary, by calculating the ‘revised accepted contributions’.

After that, it will take into account grant reductions (if any). The resulting ‘revised total accepted EU contribution’ is the beneficiary revised final grant amount.

If the revised final grant amount is lower than the beneficiary’s final grant amount (i.e. its share in the final grant amount for the action), it will be **recovered** in accordance with the following procedure:

The **beneficiary final grant amount** (i.e. share in the final grant amount for the action) is calculated as follows:

$$\left\{ \begin{array}{l} \text{\{total accepted EU contribution for the beneficiary} \\ \text{divided by} \\ \text{total accepted EU contribution for the action\}} \\ \text{multiplied by} \\ \text{final grant amount for the action\}} \end{array} \right\}.$$

The granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to recover, the amount to be recovered and the reasons why and
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered (**confirmation letter**), together with a **debit note** with the terms and the date for payment.

Recoveries against affiliated entities (if any) will be handled through their beneficiaries.

If payment is not made by the date specified in the debit note, the granting authority will **enforce recovery** in accordance with Article 22.4.

22.4 Enforced recovery

If payment is not made by the date specified in the debit note, the amount due will be recovered:

- (a) by offsetting the amount — without the coordinator or beneficiary's consent — against any amounts owed to the coordinator or beneficiary by the granting authority.

In exceptional circumstances, to safeguard the EU financial interests, the amount may be offset before the payment date specified in the debit note.

For grants where the granting authority is the European Commission or an EU executive agency, debts may also be offset against amounts owed by other Commission services or executive agencies.

- (b) by drawing on the financial guarantee(s) (if any)
- (c) by holding other beneficiaries jointly and severally liable (if any; see Data Sheet, Point 4.4)
- (d) by holding affiliated entities jointly and severally liable (if any, see Data Sheet, Point 4.4)
- (e) by taking legal action (see Article 43) or, provided that the granting authority is the European Commission or an EU executive agency, by adopting an enforceable decision under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 100(2) of EU Financial Regulation 2018/1046.

The amount to be recovered will be increased by **late-payment interest** at the rate set out in Article 23.5, from the day following the payment date in the debit note, up to and including the date the full payment is received.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2015/2366¹⁵ applies.

For grants where the granting authority is an EU executive agency, enforced recovery by offsetting or enforceable decision will be done by the services of the European Commission (see also Article 43).

22.5 Consequences of non-compliance

22.5.1 If the granting authority does not pay within the payment deadlines (see above), the beneficiaries are entitled to **late-payment interest** at the reference rate applied by the European Central Bank (ECB) for its main refinancing operations in euros, plus the percentage specified in the Data Sheet (Point 4.2). The ECB reference rate to be used is the rate in force on the first day of the

¹⁵ Directive (EU) 2015/2366 of the European Parliament and of the Council of 25 November 2015 on payment services in the internal market, amending Directives 2002/65/EC, 2009/110/EC and 2013/36/EU and Regulation (EU) No 1093/2010, and repealing Directive 2007/64/EC (OJ L 337, 23.12.2015, p. 35).

month in which the payment deadline expires, as published in the C series of the *Official Journal of the European Union*.

If the late-payment interest is lower than or equal to EUR 200, it will be paid to the coordinator only on request submitted within two months of receiving the late payment.

Late-payment interest is not due if all beneficiaries are EU Member States (including regional and local government authorities or other public bodies acting on behalf of a Member State for the purpose of this Agreement).

If payments or the payment deadline are suspended (see Articles 29 and 30), payment will not be considered as late.

Late-payment interest covers the period running from the day following the due date for payment (see above), up to and including the date of payment.

Late-payment interest is not considered for the purposes of calculating the final grant amount.

22.5.2 If the coordinator breaches any of its obligations under this Article, the grant may be reduced (see Article 29) and the grant or the coordinator may be terminated (see Article 32).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 23 — GUARANTEES

23.1 Prefinancing guarantee

If required by the granting authority (see Data Sheet, Point 4.2), the beneficiaries must provide (one or more) prefinancing guarantee(s) in accordance with the timing and the amounts set out in the Data Sheet.

The coordinator must submit them to the granting authority in due time before the prefinancing they are linked to.

The guarantees must be drawn up using the template published on the Portal and fulfil the following conditions:

- (a) be provided by a bank or approved financial institution established in the EU or — if requested by the coordinator and accepted by the granting authority — by a third party or a bank or financial institution established outside the EU offering equivalent security
- (b) the guarantor stands as first-call guarantor and does not require the granting authority to first have recourse against the principal debtor (i.e. the beneficiary concerned) and
- (c) remain explicitly in force until the final payment and, if the final payment takes the form of a recovery, until five months after the debit note is notified to a beneficiary.

They will be released within the following month.

23.2 Consequences of non-compliance

If the beneficiaries breach their obligation to provide the prefinancing guarantee, the prefinancing will not be paid.

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 24 — CERTIFICATES

Not applicable

ARTICLE 25 — CHECKS, REVIEWS, AUDITS AND INVESTIGATIONS — EXTENSION OF FINDINGS

25.1 Granting authority checks, reviews and audits

25.1.1 Internal checks

The granting authority may — during the action or afterwards — check the proper implementation of the action and compliance with the obligations under the Agreement, including assessing lump sum contributions, deliverables and reports.

25.1.2 Project reviews

The granting authority may carry out reviews on the proper implementation of the action and compliance with the obligations under the Agreement (general project reviews or specific issues reviews).

Such project reviews may be started during the implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the coordinator or beneficiary concerned and will be considered to start on the date of the notification.

If needed, the granting authority may be assisted by independent, outside experts. If it uses outside experts, the coordinator or beneficiary concerned will be informed and have the right to object on grounds of commercial confidentiality or conflict of interest.

The coordinator or beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information and data in addition to deliverables and reports already submitted. The granting authority may request beneficiaries to provide such information to it directly. Sensitive information and documents will be treated in accordance with Article 13.

The coordinator or beneficiary concerned may be requested to participate in meetings, including with the outside experts.

For **on-the-spot visits**, the beneficiary concerned must allow access to sites and premises (including to the outside experts) and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the review findings, a **project review report** will be drawn up.

The granting authority will formally notify the project review report to the coordinator or beneficiary concerned, which has 30 days from receiving notification to make observations.

Project reviews (including project review reports) will be in the language of the Agreement.

25.1.3 Audits

The granting authority may carry out audits on the proper implementation of the action and compliance with the obligations under the Agreement.

Such audits may be started during the implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the beneficiary concerned and will be considered to start on the date of the notification.

The granting authority may use its own audit service, delegate audits to a centralised service or use external audit firms. If it uses an external firm, the beneficiary concerned will be informed and have the right to object on grounds of commercial confidentiality or conflict of interest.

The beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information (including complete accounts, individual salary statements or other personal data) to verify compliance with the Agreement. Sensitive information and documents will be treated in accordance with Article 13.

For **on-the-spot** visits, the beneficiary concerned must allow access to sites and premises (including for the external audit firm) and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the audit findings, a **draft audit report** will be drawn up.

The auditors will formally notify the draft audit report to the beneficiary concerned, which has 30 days from receiving notification to make observations (contradictory audit procedure).

The **final audit report** will take into account observations by the beneficiary concerned and will be formally notified to them.

Audits (including audit reports) will be in the language of the Agreement.

25.2 European Commission checks, reviews and audits in grants of other granting authorities

Where the granting authority is not the European Commission, the latter has the same rights of checks, reviews and audits as the granting authority.

25.3 Access to records for assessing simplified forms of funding

The beneficiaries must give the European Commission access to their statutory records for the periodic assessment of simplified forms of funding which are used in EU programmes.

25.4 OLAF, EPPO and ECA audits and investigations

The following bodies may also carry out checks, reviews, audits and investigations — during the action or afterwards:

- the European Anti-Fraud Office (OLAF) under Regulations No 883/2013¹⁶ and No 2185/96¹⁷
- the European Public Prosecutor's Office (EPPO) under Regulation 2017/1939
- the European Court of Auditors (ECA) under Article 287 of the Treaty on the Functioning of the EU (TFEU) and Article 257 of EU Financial Regulation 2018/1046.

If requested by these bodies, the beneficiary concerned must provide full, accurate and complete information in the format requested (including complete accounts, individual salary statements or other personal data, including in electronic format) and allow access to sites and premises for on-the-spot visits or inspections — as provided for under these Regulations.

To this end, the beneficiary concerned must keep all relevant information relating to the action, at least until the time-limit set out in the Data Sheet (Point 6) and, in any case, until any ongoing checks, reviews, audits, investigations, litigation or other pursuits of claims have been concluded.

25.5 Consequences of checks, reviews, audits and investigations — Extension of findings

25.5.1 Consequences of checks, reviews, audits and investigations in this grant

Findings in checks, reviews, audits or investigations carried out in the context of this grant may lead to rejections (see Article 27), grant reduction (see Article 28) or other measures described in Chapter 5.

Rejections or grant reductions after the final payment will lead to a revised final grant amount (see Article 22).

Findings in checks, reviews, audits or investigations during the action implementation may lead to a request for amendment (see Article 39), to change the description of the action set out in Annex 1.

Checks, reviews, audits or investigations that find systemic or recurrent errors, irregularities, fraud or breach of obligations in any EU grant may also lead to consequences in other EU grants awarded under similar conditions ('extension to other grants').

Moreover, findings arising from an OLAF or EPPO investigation may lead to criminal prosecution under national law.

25.5.2 Extension from other grants

Findings of checks, reviews, audits or investigations in other grants may be extended to this grant, if:

- (a) the beneficiary concerned is found, in other EU grants awarded under similar conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant and
- (b) those findings are formally notified to the beneficiary concerned — together with the list of

¹⁶ Regulation (EU, Euratom) No 883/2013 of the European Parliament and of the Council of 11 September 2013 concerning investigations conducted by the European Anti-Fraud Office (OLAF) and repealing Regulation (EC) No 1073/1999 of the European Parliament and of the Council and Council Regulation (Euratom) No 1074/1999 (OJ L 248, 18/09/2013, p. 1).

¹⁷ Council Regulation (Euratom, EC) No 2185/1996 of 11 November 1996 concerning on-the-spot checks and inspections carried out by the Commission in order to protect the European Communities' financial interests against fraud and other irregularities (OJ L 292, 15/11/1996, p. 2).

grants affected by the findings — within the time-limit for audits set out in the Data Sheet (see Point 6).

The granting authority will formally notify the beneficiary concerned of the intention to extend the findings and the list of grants affected.

If the extension concerns **rejections of lump sum contributions**: the notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings
- (b) the request to submit revised financial statements for all grants affected
- (c) the correction rate for extrapolation, established on the basis of the systemic or recurrent errors, to calculate the amounts to be rejected, if the beneficiary concerned:
 - (i) considers that the submission of revised financial statements is not possible or practicable or
 - (ii) does not submit revised financial statements.

If the extension concerns **grant reductions**: the notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings and
- (b) the **correction rate for extrapolation**, established on the basis of the systemic or recurrent errors and the principle of proportionality.

The beneficiary concerned has **60 days** from receiving notification to submit observations, revised financial statements or to propose a duly substantiated **alternative correction method/rate**.

On the basis of this, the granting authority will analyse the impact and decide on the implementation (i.e. start rejection or grant reduction procedures, either on the basis of the revised financial statements or the announced/alternative method/rate or a mix of those; see Articles 27 and 28).

25.6 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, lump sum contributions insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 27), and the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 26 — IMPACT EVALUATIONS

26.1 Impact evaluation

The granting authority may carry out impact evaluations of the action, measured against the objectives and indicators of the EU programme funding the grant.

Such evaluations may be started during implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the coordinator or beneficiaries and will be considered to start on the date of the notification.

If needed, the granting authority may be assisted by independent outside experts.

The coordinator or beneficiaries must provide any information relevant to evaluate the impact of the action, including information in electronic format.

26.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the granting authority may apply the measures described in Chapter 5.

CHAPTER 5 CONSEQUENCES OF NON-COMPLIANCE

SECTION 1 REJECTIONS AND GRANT REDUCTION

ARTICLE 27 — REJECTION OF CONTRIBUTIONS

27.1 Conditions

The granting authority will — at interim payment, final payment or afterwards — reject any lump sum contributions which are ineligible (see Article 6), in particular following checks, reviews, audits or investigations (see Article 25).

The rejection may also be based on the extension of findings from other grants to this grant (see Article 25).

Ineligible lump sum contributions will be rejected.

27.2 Procedure

If the rejection does not lead to a recovery, the granting authority will formally notify the coordinator or beneficiary concerned of the rejection, the amounts and the reasons why. The coordinator or beneficiary concerned may — within 30 days of receiving notification — submit observations if it disagrees with the rejection (payment review procedure).

If the rejection leads to a recovery, the granting authority will follow the contradictory procedure with pre-information letter set out in Article 22.

27.3 Effects

If the granting authority rejects lump sum contributions, it will deduct them from the lump sum contributions declared and then calculate the amount due (and, if needed, make a recovery; see Article 22).

ARTICLE 28 — GRANT REDUCTION

28.1 Conditions

The granting authority may — at beneficiary termination, final payment or afterwards — reduce the grant for a beneficiary, if:

- (a) the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).

The amount of the reduction will be calculated for each beneficiary concerned and proportionate to the seriousness and the duration of the errors, irregularities or fraud or breach of obligations, by applying an individual reduction rate to their accepted EU contribution.

28.2 Procedure

If the grant reduction does not lead to a recovery, the granting authority will formally notify the coordinator or beneficiary concerned of the reduction, the amount to be reduced and the reasons why. The coordinator or beneficiary concerned may — within 30 days of receiving notification — submit observations if it disagrees with the reduction (payment review procedure).

If the grant reduction leads to a recovery, the granting authority will follow the contradictory procedure with pre-information letter set out in Article 22.

28.3 Effects

If the granting authority reduces the grant, it will deduct the reduction and then calculate the amount due (and, if needed, make a recovery; see Article 22).

SECTION 2 SUSPENSION AND TERMINATION

ARTICLE 29 — PAYMENT DEADLINE SUSPENSION

29.1 Conditions

The granting authority may — at any moment — suspend the payment deadline if a payment cannot be processed because:

- (a) the required report (see Article 21) has not been submitted or is not complete or additional information is needed
- (b) there are doubts about the amount to be paid (e.g. ongoing extension procedure, queries about eligibility, need for a grant reduction, etc.) and additional checks, reviews, audits or investigations are necessary, or

(c) there are other issues affecting the EU financial interests.

29.2 Procedure

The granting authority will formally notify the coordinator of the suspension and the reasons why.

The suspension will **take effect** the day the notification is sent.

If the conditions for suspending the payment deadline are no longer met, the suspension will be **lifted** — and the remaining time to pay (see Data Sheet, Point 4.2) will resume.

If the suspension exceeds two months, the coordinator may request the granting authority to confirm if the suspension will continue.

If the payment deadline has been suspended due to the non-compliance of the report and the revised report is not submitted (or was submitted but is also rejected), the granting authority may also terminate the grant or the participation of the coordinator (see Article 32).

ARTICLE 30 — PAYMENT SUSPENSION

30.1 Conditions

The granting authority may — at any moment — suspend payments, in whole or in part for one or more beneficiaries, if:

- (a) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed or is suspected of having committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).

If payments are suspended for one or more beneficiaries, the granting authority will make partial payment(s) for the part(s) not suspended. If suspension concerns the final payment, the payment (or recovery) of the remaining amount after suspension is lifted will be considered to be the payment that closes the action.

30.2 Procedure

Before suspending payments, the granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to suspend payments and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the suspension (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

At the end of the suspension procedure, the granting authority will also inform the coordinator.

The suspension will **take effect** the day after the confirmation notification is sent.

If the conditions for resuming payments are met, the suspension will be **lifted**. The granting authority will formally notify the beneficiary concerned (and the coordinator) and set the suspension end date.

During the suspension, no prefinancing will be paid to the beneficiaries concerned. For interim payments, the periodic reports for all reporting periods except the last one (see Article 21) must not contain any financial statements from the beneficiary concerned (or its affiliated entities). The coordinator must include them in the next periodic report after the suspension is lifted or — if suspension is not lifted before the end of the action — in the last periodic report.

ARTICLE 31 — GRANT AGREEMENT SUSPENSION

31.1 Consortium-requested GA suspension

31.1.1 Conditions and procedure

The beneficiaries may request the suspension of the grant or any part of it, if exceptional circumstances — in particular *force majeure* (see Article 35) — make implementation impossible or excessively difficult.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the date the suspension takes effect; this date may be before the date of the submission of the amendment request and
- the expected date of resumption.

The suspension will **take effect** on the day specified in the amendment.

Once circumstances allow for implementation to resume, the coordinator must immediately request another **amendment** of the Agreement to set the suspension end date, the resumption date (one day after suspension end date), extend the duration and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the grant has been terminated (see Article 32). The suspension will be **lifted** with effect from the suspension end date set out in the amendment. This date may be before the date of the submission of the amendment request.

During the suspension, no prefinancing will be paid. Moreover, no work may be done. Ongoing work packages must be interrupted and no new work packages may be started.

31.2 EU-initiated GA suspension

31.2.1 Conditions

The granting authority may suspend the grant or any part of it, if:

- (a) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed or is suspected of having committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5)
- (c) other:
 - (i) linked action issues: not applicable
 - (ii) additional GA suspension grounds: not applicable.

31.2.2 Procedure

Before suspending the grant, the granting authority will send a **pre-information letter** to the coordinator:

- formally notifying the intention to suspend the grant and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the suspension (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

The suspension will **take effect** the day after the confirmation notification is sent (or on a later date specified in the notification).

Once the conditions for resuming implementation of the action are met, the granting authority will formally notify the coordinator a **lifting of suspension letter**, in which it will set the suspension end date and invite the coordinator to request an amendment of the Agreement to set the resumption date (one day after suspension end date), extend the duration and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the grant has been terminated (see Article 32). The suspension will be **lifted** with effect from the suspension end date set out in the lifting of suspension letter. This date may be before the date on which the letter is sent.

During the suspension, no prefinancing will be paid. Moreover, no work may be done. Ongoing work packages must be interrupted and no new work packages may be started.

The beneficiaries may not claim damages due to suspension by the granting authority (see Article 33).

Grant suspension does not affect the granting authority's right to terminate the grant or a beneficiary (see Article 32) or reduce the grant (see Article 28).

ARTICLE 32 — GRANT AGREEMENT OR BENEFICIARY TERMINATION

32.1 Consortium-requested GA termination

32.1.1 Conditions and procedure

The beneficiaries may request the termination of the grant.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the date the consortium ends work on the action ('end of work date') and
- the date the termination takes effect ('termination date'); this date must be after the date of the submission of the amendment request.

The termination will **take effect** on the termination date specified in the amendment.

If no reasons are given or if the granting authority considers the reasons do not justify termination, it may consider the grant terminated improperly.

32.1.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit a **periodic report** (for the open reporting period until termination).

The granting authority will calculate the final grant amount and final payment on the basis of the report submitted and taking into account the lump sum contributions for activities implemented before the end of work date (see Article 22). Partial lump sum contributions for work packages that were not completed (e.g. due to technical reasons) may exceptionally be taken into account.

If the granting authority does not receive the report within the deadline, only lump sum contributions which are included in an approved periodic report will be taken into account (no contributions if no periodic report was ever approved).

Improper termination may lead to a grant reduction (see Article 28).

After termination, the beneficiaries' obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 41 (assignment of claims)) continue to apply.

32.2 Consortium-requested beneficiary termination

32.2.1 Conditions and procedure

The coordinator may request the termination of the participation of one or more beneficiaries, on request of the beneficiary concerned or on behalf of the other beneficiaries.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the opinion of the beneficiary concerned (or proof that this opinion has been requested in writing)
- the date the beneficiary ends work on the action ('end of work date')
- the date the termination takes effect ('termination date'); this date must be after the date of the submission of the amendment request.

If the termination concerns the coordinator and is done without its agreement, the amendment request must be submitted by another beneficiary (acting on behalf of the consortium).

The termination will **take effect** on the termination date specified in the amendment.

If no information is given or if the granting authority considers that the reasons do not justify termination, it may consider the beneficiary to have been terminated improperly.

32.2.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work
- (iii) a second **request for amendment** (see Article 39) with other amendments needed (e.g. reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

The granting authority will calculate the amount due to the beneficiary on the basis of the reports submitted in previous interim payments (i.e. beneficiary's lump sum contributions for completed and approved work packages).

Lump sum contributions for ongoing/not yet completed work packages will have to be included in the periodic report for the next reporting periods when those work packages have been completed.

If the granting authority does not receive the report on the distribution of payments within the deadline, it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned and that
- the beneficiary concerned must not repay any amount to the coordinator.

If the second request for amendment is accepted by the granting authority, the Agreement is **amended** to introduce the necessary changes (see Article 39).

If the second request for amendment is rejected by the granting authority (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the grant may be terminated (see Article 32).

Improper termination may lead to a reduction of the grant (see Article 31) or grant termination (see Article 32).

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 41 (assignment of claims)) continue to apply.

32.3 EU-initiated GA or beneficiary termination

32.3.1 Conditions

The granting authority may terminate the grant or the participation of one or more beneficiaries, if:

- (a) one or more beneficiaries do not accede to the Agreement (see Article 40)
- (b) a change to the action or the legal, financial, technical, organisational or ownership situation of a beneficiary is likely to substantially affect the implementation of the action or calls into question the decision to award the grant (including changes linked to one of the exclusion grounds listed in the declaration of honour)
- (c) following termination of one or more beneficiaries, the necessary changes to the Agreement (and their impact on the action) would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
- (d) implementation of the action has become impossible or the changes necessary for its continuation would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
- (e) a beneficiary (or person with unlimited liability for its debts) is subject to bankruptcy proceedings or similar (including insolvency, winding-up, administration by a liquidator or court, arrangement with creditors, suspension of business activities, etc.)
- (f) a beneficiary (or person with unlimited liability for its debts) is in breach of social security or tax obligations
- (g) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has been found guilty of grave professional misconduct
- (h) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed fraud, corruption, or is involved in a criminal organisation, money laundering, terrorism-related crimes (including terrorism financing), child labour or human trafficking

- (i) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) was created under a different jurisdiction with the intent to circumvent fiscal, social or other legal obligations in the country of origin (or created another entity with this purpose)
- (j) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.)
- (k) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5)
- (l) despite a specific request by the granting authority, a beneficiary does not request — through the coordinator — an amendment to the Agreement to end the participation of one of its affiliated entities or associated partners that is in one of the situations under points (d), (f), (e), (g), (h), (i) or (j) and to reallocate its tasks, or
- (m) other:
 - (i) linked action issues: not applicable
 - (ii) additional GA termination grounds: not applicable.

32.3.2 Procedure

Before terminating the grant or participation of one or more beneficiaries, the granting authority will send a **pre-information letter** to the coordinator or beneficiary concerned:

- formally notifying the intention to terminate and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the termination and the date it will take effect (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

For beneficiary terminations, the granting authority will — at the end of the procedure — also inform the coordinator.

The termination will **take effect** the day after the confirmation notification is sent (or on a later date specified in the notification; ‘termination date’).

32.3.3 Effects

(a) for **GA termination**:

The coordinator must — within 60 days from when termination takes effect — submit a **periodic report** (for the last open reporting period until termination).

The granting authority will calculate the final grant amount and final payment on the basis of the report submitted and taking into account the lump sum contributions for activities implemented before termination takes effect (see Article 22). Partial lump sum contributions for work packages that were not completed (e.g. due to technical reasons) may exceptionally be taken into account.

If the grant is terminated for breach of the obligation to submit reports, the coordinator may not submit any report after termination.

If the granting authority does not receive the report within the deadline, only lump sum contributions which are included in an approved periodic report will be taken into account (no contributions if no periodic report was ever approved).

Termination does not affect the granting authority's right to reduce the grant (see Article 28) or to impose administrative sanctions (see Article 34).

The beneficiaries may not claim damages due to termination by the granting authority (see Article 33).

After termination, the beneficiaries' obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 41 (assignment of claims)) continue to apply.

(b) for **beneficiary termination**:

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work
- (iii) a **request for amendment** (see Article 39) with any amendments needed (e.g. reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

The granting authority will calculate the amount due to the beneficiary on the basis of the reports submitted in previous interim payments (i.e. beneficiary's lump sum contributions for completed and approved work packages).

Lump sum contributions for ongoing/not yet completed work packages will have to be included in the periodic report for the next reporting periods when those work packages have been completed.

If the granting authority does not receive the report on the distribution of payments within the deadline, it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned and that
- the beneficiary concerned must not repay any amount to the coordinator.

If the request for amendment is accepted by the granting authority, the Agreement is **amended** to introduce the necessary changes (see Article 39).

If the request for amendment is rejected by the granting authority (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the grant may be terminated (see Article 32).

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 41 (assignment of claims)) continue to apply.

SECTION 3 OTHER CONSEQUENCES: DAMAGES AND ADMINISTRATIVE SANCTIONS

ARTICLE 33 — DAMAGES

33.1 Liability of the granting authority

The granting authority cannot be held liable for any damage caused to the beneficiaries or to third parties as a consequence of the implementation of the Agreement, including for gross negligence.

The granting authority cannot be held liable for any damage caused by any of the beneficiaries or other participants involved in the action, as a consequence of the implementation of the Agreement.

33.2 Liability of the beneficiaries

The beneficiaries must compensate the granting authority for any damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement, provided that it was caused by gross negligence or wilful act.

The liability does not extend to indirect or consequential losses or similar damage (such as loss of profit, loss of revenue or loss of contracts), provided such damage was not caused by wilful act or by a breach of confidentiality.

ARTICLE 34 — ADMINISTRATIVE SANCTIONS AND OTHER MEASURES

Nothing in this Agreement may be construed as preventing the adoption of administrative sanctions (i.e. exclusion from EU award procedures and/or financial penalties) or other public law measures, in addition or as an alternative to the contractual measures provided under this Agreement (see,

for instance, Articles 135 to 145 EU Financial Regulation 2018/1046 and Articles 4 and 7 of Regulation 2988/95¹⁸).

SECTION 4 FORCE MAJEURE

ARTICLE 35 — FORCE MAJEURE

A party prevented by force majeure from fulfilling its obligations under the Agreement cannot be considered in breach of them.

‘Force majeure’ means any situation or event that:

- prevents either party from fulfilling their obligations under the Agreement,
- was unforeseeable, exceptional situation and beyond the parties’ control,
- was not due to error or negligence on their part (or on the part of other participants involved in the action), and
- proves to be inevitable in spite of exercising all due diligence.

Any situation constituting force majeure must be formally notified to the other party without delay, stating the nature, likely duration and foreseeable effects.

The parties must immediately take all the necessary steps to limit any damage due to force majeure and do their best to resume implementation of the action as soon as possible.

CHAPTER 6 FINAL PROVISIONS

ARTICLE 36 — COMMUNICATION BETWEEN THE PARTIES

36.1 Forms and means of communication — Electronic management

EU grants are managed fully electronically through the EU Funding & Tenders Portal (‘Portal’).

All communications must be made electronically through the Portal in accordance with the Portal Terms and Conditions and using the forms and templates provided there (except if explicitly instructed otherwise by the granting authority).

Communications must be made in writing and clearly identify the grant agreement (project number and acronym).

Communications must be made by persons authorised according to the Portal Terms and Conditions. For naming the authorised persons, each beneficiary must have designated — before the signature of this Agreement — a ‘legal entity appointed representative (LEAR)’. The role and tasks of the LEAR are stipulated in their appointment letter (see Portal Terms and Conditions).

¹⁸ Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests (OJ L 312, 23.12.1995, p. 1).

If the electronic exchange system is temporarily unavailable, instructions will be given on the Portal.

36.2 Date of communication

The sending date for communications made through the Portal will be the date and time of sending, as indicated by the time logs.

The receiving date for communications made through the Portal will be the date and time the communication is accessed, as indicated by the time logs. Formal notifications that have not been accessed within 10 days after sending, will be considered to have been accessed (see Portal Terms and Conditions).

If a communication is exceptionally made on paper (by e-mail or postal service), general principles apply (i.e. date of sending/receipt). Formal notifications by registered post with proof of delivery will be considered to have been received either on the delivery date registered by the postal service or the deadline for collection at the post office.

If the electronic exchange system is temporarily unavailable, the sending party cannot be considered in breach of its obligation to send a communication within a specified deadline.

36.3 Addresses for communication

The Portal can be accessed via the Europa website.

The address for paper communications to the granting authority (if exceptionally allowed) is the official mailing address indicated on its website.

For beneficiaries, it is the legal address specified in the Portal Participant Register.

ARTICLE 37 — INTERPRETATION OF THE AGREEMENT

The provisions in the Data Sheet take precedence over the rest of the Terms and Conditions of the Agreement.

Annex 5 takes precedence over the Terms and Conditions.

The Terms and Conditions take precedence over the Annexes other than Annex 5.

Annex 2 takes precedence over Annex 1.

ARTICLE 38 — CALCULATION OF PERIODS AND DEADLINES

In accordance with Regulation No 1182/71¹⁹, periods expressed in days, months or years are calculated from the moment the triggering event occurs.

The day during which that event occurs is not considered as falling within the period.

‘Days’ means calendar days, not working days.

¹⁹ Regulation (EEC, Euratom) No 1182/71 of the Council of 3 June 1971 determining the rules applicable to periods, dates and time-limits (OJ L 124, 8/6/1971, p. 1).

ARTICLE 39 — AMENDMENTS

39.1 Conditions

The Agreement may be amended, unless the amendment entails changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

Amendments may be requested by any of the parties.

39.2 Procedure

The party requesting an amendment must submit a request for amendment signed directly in the Portal Amendment tool.

The coordinator submits and receives requests for amendment on behalf of the beneficiaries (see Annex 3). If a change of coordinator is requested without its agreement, the submission must be done by another beneficiary (acting on behalf of the other beneficiaries).

The request for amendment must include:

- the reasons why
- the appropriate supporting documents and
- for a change of coordinator without its agreement: the opinion of the coordinator (or proof that this opinion has been requested in writing).

The granting authority may request additional information.

If the party receiving the request agrees, it must sign the amendment in the tool within 45 days of receiving notification (or any additional information the granting authority has requested). If it does not agree, it must formally notify its disagreement within the same deadline. The deadline may be extended, if necessary for the assessment of the request. If no notification is received within the deadline, the request is considered to have been rejected.

An amendment **enters into force** on the day of the signature of the receiving party.

An amendment **takes effect** on the date of entry into force or other date specified in the amendment.

ARTICLE 40 — ACCESSION AND ADDITION OF NEW BENEFICIARIES

40.1 Accession of the beneficiaries mentioned in the Preamble

The beneficiaries which are not coordinator must accede to the grant by signing the accession form (see Annex 3) directly in the Portal Grant Preparation tool, within 30 days after the entry into force of the Agreement (see Article 44).

They will assume the rights and obligations under the Agreement with effect from the date of its entry into force (see Article 44).

If a beneficiary does not accede to the grant within the above deadline, the coordinator must — within

30 days — request an amendment (see Article 39) to terminate the beneficiary and make any changes necessary to ensure proper implementation of the action. This does not affect the granting authority's right to terminate the grant (see Article 32).

40.2 Addition of new beneficiaries

In justified cases, the beneficiaries may request the addition of a new beneficiary.

For this purpose, the coordinator must submit a request for amendment in accordance with Article 39. It must include an accession form (see Annex 3) signed by the new beneficiary directly in the Portal Amendment tool.

New beneficiaries will assume the rights and obligations under the Agreement with effect from the date of their accession specified in the accession form (see Annex 3).

Additions are also possible in mono-beneficiary grants.

ARTICLE 41 — TRANSFER OF THE AGREEMENT

In justified cases, the beneficiary of a mono-beneficiary grant may request the transfer of the grant to a new beneficiary, provided that this would not call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

The beneficiary must submit a request for **amendment** (see Article 39), with

- the reasons why
- the accession form (see Annex 3) signed by the new beneficiary directly in the Portal Amendment tool and
- additional supporting documents (if required by the granting authority).

The new beneficiary will assume the rights and obligations under the Agreement with effect from the date of accession specified in the accession form (see Annex 3).

ARTICLE 42 — ASSIGNMENTS OF CLAIMS FOR PAYMENT AGAINST THE GRANTING AUTHORITY

The beneficiaries may not assign any of their claims for payment against the granting authority to any third party, except if expressly approved in writing by the granting authority on the basis of a reasoned, written request by the coordinator (on behalf of the beneficiary concerned).

If the granting authority has not accepted the assignment or if the terms of it are not observed, the assignment will have no effect on it.

In no circumstances will an assignment release the beneficiaries from their obligations towards the granting authority.

ARTICLE 43 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES

43.1 Applicable law

The Agreement is governed by the applicable EU law, supplemented if necessary by the law of Belgium.

Special rules may apply for beneficiaries which are international organisations (if any; see Data Sheet, Point 5).

43.2 Dispute settlement

If a dispute concerns the interpretation, application or validity of the Agreement, the parties must bring action before the EU General Court — or, on appeal, the EU Court of Justice — under Article 272 of the Treaty on the Functioning of the EU (TFEU).

For non-EU beneficiaries (if any), such disputes must be brought before the courts of Brussels, Belgium — unless an international agreement provides for the enforceability of EU court judgements.

For beneficiaries with arbitration as special dispute settlement forum (if any; see Data Sheet, Point 5), the dispute will — in the absence of an amicable settlement — be settled in accordance with the Rules for Arbitration published on the Portal.

If a dispute concerns administrative sanctions, offsetting or an enforceable decision under Article 299 TFEU (see Articles 22 and 34), the beneficiaries must bring action before the General Court — or, on appeal, the Court of Justice — under Article 263 TFEU.

For grants where the granting authority is an EU executive agency (see Preamble), actions against offsetting and enforceable decisions must be brought against the European Commission (not against the granting authority; see also Article 22).

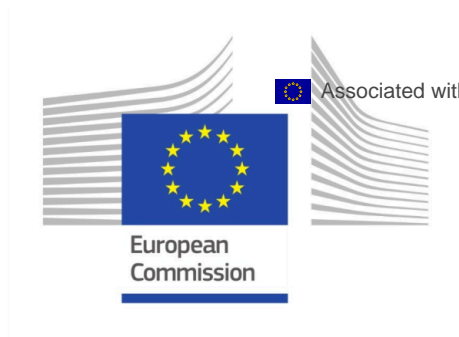
ARTICLE 44 — ENTRY INTO FORCE

The Agreement will enter into force on the day of signature by the granting authority or the coordinator, depending on which is later.

SIGNATURES

For the coordinator

For the granting authority



ANNEX 1



Erasmus+ Programme (ERASMUS)

Description of the action (DoA)

Part A

Part B

DESCRIPTION OF THE ACTION (PART A)

COVER PAGE

Part A of the Description of the Action (DoA) must be completed directly on the Portal Grant Preparation screens.

PROJECT	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
Project number:	101050302
Project name:	Developing and Implementing an Anti-Doping Communication and Social Marketing Campaign: The European Week of Clean Sport
Project acronym:	EWCS
Call:	ERASMUS-SPORT-2021-SCP
Topic:	ERASMUS-SPORT-2021-SCP
Type of action:	ERASMUS-LS
Service:	EACEA/A/03
Project starting date:	first day of the month following the entry into force date
Project duration:	24 months

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Staff effort	9
List of deliverables	10
List of milestones (outputs/outcomes)	16
List of critical risks	16

PROJECT SUMMARY

Project summary

Grant Preparation (General Information screen) — Provide an overall description of your project (including context and overall objectives, planned activities and main achievements, and expected results and impacts (on target groups, change procedures, capacities, innovation etc)). This summary should give readers a clear idea of what your project is about.

Use the project summary from your proposal.

Combating doping is a key Sport-specific priority in the Erasmus+ Programme. Doping is against the Spirit of Sport values, and can cause irreversible health problems and increase mortality risk among doping user athletes, and represents a major risk for the public image and reputation of both elite competitive and recreational sport. Communication and social marketing have been successfully applied over the last 40 years in a wide range of public health domains, but they are largely underutilised in the context of doping prevention. The proposed project aims to develop, implement, and evaluate the European Week of Clean Sport (Project EWCS). This will be a large-scale anti-doping communication/ social marketing campaign that will be tested and trialled in four European countries (Cyprus, Portugal, Bulgaria, and Poland), and implemented by key strategic partners with a remit to protect and promote clean sport, across levels of sport, and across age and minority groups. The specific objectives of the proposed project are to:

1. Assess the needs of local sport stakeholders and sporting communities for the development of the European Clean Sport Week campaign.
2. Identify best practices in health communication and social marketing campaigns, and acquire lessons from related initiatives such as WADA's Play True Day and UKAD's Clean Sport Week.
3. Co-develop an operational framework for the implementation of the European Week of Clean Sport with expert academics, National Anti-Doping Organisations, and relevant target groups.
4. Implement and evaluate the impact of the European Week of Clean Sport in 4 EU countries, with an emphasis on promoting clean sport values and anti-doping education across levels of sport and in an inclusive manner.
5. Provide policy and practice recommendations for the future implementation of the European Week of Clean Sport across Europe.

LIST OF PARTICIPANTS

PARTICIPANTS

Grant Preparation (Beneficiaries screen) — Enter the info.

Number	Role	Short name	Legal name	Country	PIC
1	COO	CYADA	CYPRUS ANTI DOPING AUTHORITY	CY	937840815
2	BEN	POLADA	POLSKA AGENCJA ANTYDOPINGOWA	PL	906253056
3	BEN	ADoP	AUTORIDADE ANTIDOPAGEM DE PORTUGAL	PT	890380267
4	BEN	BulNADO	ANTIDOPINGOV TSENTAR	BG	906293796
5	BEN	EHFA	EUROPEACTIVE	BE	955170156

LIST OF WORK PACKAGES

Work packages						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverable No(s)
WP1	Project management and quality assurance	1 - CYADA	100.00	1	24	D1.1, D1.2
WP2	Dissemination, Communication, & Public Engagement	5 - EHFA	100.00	1	24	D2.2, D2.5, D2.1, D2.3, D2.4
WP3	Operational framework for the implementation of the European Week of Clean Sport	2 - POLADA	100.00	2	16	D3.1, D3.4, D3.3, D3.2
WP4	Implementation and evaluation of the European Week of Clean Sport	4 - BulNADO	100.00	10	22	D4.1
WP5	EWCS Policy and Practice Report	3 - ADoP	100.00	4	24	D5.1

Work package WP1 – Project management and quality assurance

Work Package Number	WP1	Lead Beneficiary	1. CYADA
Work Package Name	Project management and quality assurance		
Start Month	1	End Month	24

Objectives

The main objective of this WP is to plan and implement the project activities, monitor the activities of the project and ensure the timely implementation of the project activity and the high quality of the project deliverables

Description

The activities of this WP involve the planning and monitoring of the project activities, financial management, delivery of the final report, and quality assurance procedures. To achieve the objectives of this WP the consortium will establish the Project Management Group (PMG) and arrange four 2-day partner meetings. Special focus will be provided to the quality assurance of the project activities. In this respect specific quality assurance activities will be developed to monitor the quality of the project's progress and provide feedback to the consortium during the lifetime of the project. These procedures will ensure the achievement of the project objectives, the delivery of the planned results within the proposed timeline, and to the appropriate quality standards. This WP will be led by CyADA, whereas BADC will support the activities pertaining to quality assurance. All partners will participate in the project management procedures. The external experts will assist BADC in preparing a quality assurance agenda, monitor project activities (timeline, cost-effectiveness and quality of results) and provide feedback to the consortium, and prepare a final quality assurance report at the end of the project (month 24).

Work package WP2 – Dissemination, Communication, & Public Engagement

Work Package Number	WP2	Lead Beneficiary	5. EHFA
Work Package Name	Dissemination, Communication, & Public Engagement		
Start Month	1	End Month	24

Objectives

The specific objective of this WP is to communicate and disseminate the project deliverables and engage the public into the envisaged European Week of Clean Sport

Description

This WP involves the activities used to communicate and disseminate the project deliverables and engage the public into the envisaged European Week of Clean Sport. This WP will be completed in accordance with the project's Dissemination, Communication, & Public Engagement strategy (see Section 3.2), which aims to widely disseminate the project to diverse target groups in the partner countries (i.e., Cyprus, Portugal, Bulgaria, Poland, Belgium) and beyond. Examples of target groups that are planned to be reached include: a) athletes in both elite and recreational sport, and athletes' associations; b) coaching associations; c) national and international sport federations; d) national, European, and International Olympic Committees; e) ministries and relevant sport authorities in the partners' countries; f) ministries and relevant sport authorities across the EU; g) the World Anti-Doping Agency; h) anti-doping bodies (e.g., iNADO, Regional ADOs); i) national anti-doping organisations; j) organisations representing the recreational sport sector; and k) coaches, trainers, and personal trainers; l) academics and educators involved in sport integrity, clean sport education, and related research. This WP will be led by EuropeActive due to their extensive experience in coordinating dissemination and communication WPs in previous E+ Sport projects, and their experience in developing and implementing effective dissemination strategies. EuropeActive will develop the specific dissemination strategy and will monitor its implementation by the partners.

Work package WP3 – Operational framework for the implementation of the European Week of Clean Sport

Work Package Number	WP3	Lead Beneficiary	2. POLADA
Work Package Name	Operational framework for the implementation of the European Week of Clean Sport		
Start Month	2	End Month	16

Objectives
<p>O1. Assess the needs of local sport stakeholders and sporting communities for the development of the European Clean Sport Week campaign.</p> <p>O2. Identify best practices in health communication and social marketing campaigns, and acquire lessons from related initiatives such as WADA's Play True Day and UKAD's Clean Sport Week.</p> <p>O3. Co-develop an operational framework for the implementation of the European Week of Clean Sport with expert academics, National Anti-Doping Organisations, and relevant target groups.</p>

Description
<p>The aim of this WP is to develop the operational framework that will be the basis for the planning/design, implementation, and evaluation of the European Week of Clean Sport in the partner countries. The operational framework of the EWCS will be co-developed with the target groups, associated partners and partner organisations, and the external academic experts based on information derived from the following activities:</p> <p>a) Identification of best practices from related initiatives, indicatively including WADA's Play True Day, UKAD's Clean Sport Week, and the European Week of Sport (other relevant examples/case studies may be considered during the course of this WP). Best practices and recommendations for incorporating a diversity and inclusion agenda in the European Week of Clean Sport will also be identified. To achieve this goal we will implement a Learning, Teaching, and Training Event (LTTE). This event will include presentations from UKAD and WADA about their experiences with implementing the Clean Sport Week and Play True Day respectively. The event will also include presentations from representatives from the Council of Europe's Monitoring Group of the Anti-Doping Convention with expertise on Diversity, Equality, and Inclusion in Sport. This task is relevant to Specific Objective #2 of the project.</p> <p>b) Needs assessment using focus groups interviews with local sport stakeholders, athletes, and coaches/trainers from elite organised and recreational sport. The focus group interviews will be conducted in Cyprus, Portugal, Bulgaria, and Poland, and between 8 and 12 participants from each country will participate. Gender mainstreaming will be applied so that both male and female athletes and coaches are involved in this task, and we will also recruit stakeholders involved in para-sports (i.e., for athletes with physical disabilities). The focus group interviews will explore how local sport stakeholders and sporting communities envisage the EWCS, what EWCS features/content would be mostly relevant to their needs, and which activities would be most suitable for the given socio-cultural context. This task is relevant to Specific Objective #1 of the project.</p> <p>c) Desk research report on the best practices and guiding principles and frameworks in health communication and social marketing campaigns. This task will identify the best practices in the latest scientific evidence about the key features and relevant theoretical frameworks used in effective social marketing and health communication campaigns in different fields of public health. We will selectively review the evidence from public health as this area is more closely related to the prevention of using drugs in sport. The desk research will utilise PRISMA methods for systematic reviews and meta-analyses, and the literature review questions and methodology will be pre-registered as appropriate in a relevant open science repository (e.g., OSF database). This task is relevant to the Specific Objective #2 of the project</p> <p>d) SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis about the EWCS among the consortium partners. The SWOT analysis will allow our consortium to critically reflect upon the development, implementation, and evaluation of the intended EWCS in each country. This is a useful exercise for identifying the relevant opportunities and threats for the intended campaign in each country, and will allow us to establish a feasible and realistic risk mitigation plan, as well as the actions needed to turn threats and challenges into opportunities. This task is relevant to Specific Objective #2 of the project.</p>

Work package WP4 – Implementation and evaluation of the European Week of Clean Sport

Work Package Number	WP4	Lead Beneficiary	4. BulNADO
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Work Package Name	Implementation and evaluation of the European Week of Clean Sport		
Start Month	10	End Month	22

Objectives

Implement and evaluate the impact of the European Week of Clean Sport in 4 EU countries, with an emphasis on promoting clean sport values and anti-doping education across levels of sport and in an inclusive manner

Description

The aim of this WP is to prepare, implement, and evaluate the European Week of Clean Sport utilizing the operational framework developed in WP3. Four key phases are involved in this WP, as follows.

Preparation of the EWCS: The preparation of the EWCS will take place in each country in advance of the specified day of the event. To avoid any conflict with other competing events (e.g., European Week of Sport, WADA's Play True Day), the European Week of Clean Sport will be decided to take place on a different date/season. The preparation phase involves the pre-registration lists of potential participants, and the implementation of the recruitment plan for EWCS volunteers, as specified in the EWCS operational framework (WP3).

Implementation of the EWCS: The implementation phase involves the delivery of at least 5 days of activities that aim to increase awareness about clean sport values and promote the use of educational and learning resources on anti-doping to different target groups. The specific activities to be deployed during the EWCS will be informed by our Operational Framework and by WADA's 2021 International Standard for Education (ISE) guidelines. Indicatively, the activities of the EWCS will include features of communication campaigns (e.g., website and email signature banners, social media posts, communications with reporters and local mass media); branding and promotional activities (logos, slogans, PowerPoint templates, marketing and publicity activities); social media campaigns (e.g., posts on Twitter, Instagram and other social media); promoting eLearning resources on anti-doping; and implementing in-person workshops (e.g., teaching athletes and/or coaches how to use WADA's ADEL and other web-based anti-doping learning resources). The eLearning resources will include WADA's ADEL, as well as the open-access, web-based learning resources for anti-doping in elite and recreational sport developed in the framework of previous E+ Sport projects (e.g., Projects SAFE YOU, ANTI-DIF, GAME, WHISTLE, CSI, DELTS, FAIR, IMPACT).

Monitoring of the EWCS: The monitoring phase will assess real-time engagement as indicated by the number of people who register for and attend the EWCS events in each country, as well as the number of followers and relevant retweets/postings in social media. This will help evaluate the uptake and engagement of local communities and target groups with the EWCS activities, and also in identifying the most/least successful activities.

Evaluation of the EWCS: The evaluation metrics and methods will be determined in WP3. Those metrics and methods will be implemented to assess the effectiveness and impact of the EWCS in the target groups and the local sporting communities. The evaluation will focus on two aspects: a) the internal evaluation of the organization and delivery of the EWCS and b) the external evaluation of the impact of the EWCS. With respect to the internal evaluation of the organisation and delivery of the EWCS, interviews will be conducted with the members of the NADO teams (2 members per NADO) that implemented the EWCS in each country, and those interviews will identify the difficulties and risks encountered and the solutions implemented, operational and organisational costs involved, and areas for future improvement.

With respect to the external evaluation of the impact of the EWCS a mixed methods design will be used incorporating both interviews and questionnaires. Interviews will be conducted with policy-makers and sport stakeholders (minimum 5 per country of EWCS implementation, minimum 20 in total) to capture their overall evaluation of the benefits and advantages of EWCS for the local communities, their satisfaction with the EWCS. This assessment will also identify areas of improvement as well as the short-term impact of the EWCS at a policy level, and their willingness to implement the EWCS again in the future. Questionnaires will also be administered on-site to participants/target groups of the EWCS (e.g., athletes, coaches, students, EWCS volunteers). Fifty (50) questionnaires per country of EWCS will be also completed (200 in total). These questionnaires will assess participants' overall evaluation (e.g., perceived benefits and advantages of the EWCS for them personally, and to their community) and satisfaction with the EWCS, willingness to support EWCS in the future, as well as standardised measures of attitudes, beliefs, intentions and self-efficacy regarding doping use in the future. These standardised measures will reflect key behaviour change processes (e.g., cognition, motivation, and self-efficacy) that are expected to be altered by social marketing/health communication campaigns (Grier & Bryant, 2005; Storey et al., 2015; Wakefield et al., 2010). The evaluations and the respective report that will be completed during this WP are aligned with Objective #4 of the project. This WP will be led by BADDC with the joint contribution of all participating NADOs. The NADOs will select the most appropriate activities for the EWCS, plan and organise their implementation, and implement the activities during the EWCS. With respect to the evaluation of the EWCS they will recruit participants for the survey and focus group interviews, collect data (surveys and interviews),

synthesize the produced evidence and prepare the Evaluation of the EWCS report. The external academic experts will advise the consortium on how to prepare, perform and analyse the data of the surveys and the focus group interviews. They will also support the project's consortium to develop the Evaluation of the EWCS report.

Work package WP5 – EWCS Policy and Practice Report

Work Package Number	WP5	Lead Beneficiary	3. ADoP
Work Package Name	EWCS Policy and Practice Report		
Start Month	4	End Month	24

Objectives

Develop and disseminate policy and practice recommendations for the future implementation of the European Week of Clean Sport across Europe.

Description

The EWCS project is committed to evidence-informed practices and policy-making at both national and EU levels. In this respect, the aim of WP5 is to synthesize the findings from the EWCS project (WPs 3 - 4) and accordingly provide evidence-based recommendations for policy and practice for the implementation of the EWCS in the countries that will participate in the project, and beyond, including also Partner Countries of the E+ sport programme (e.g., Western Balkans, Eastern Partnership countries). To this end, WP5 will develop a "EWCS Policy & Practice" report that will include sections about:


- a) Key principles in designing, implementing, and evaluating communication and social marketing campaigns for anti-doping.
- b) Operational framework and Diversity & Inclusion Agenda of the European Week of Clean Sport.
- c) Best practices from the implementation and evaluation of the European Week of Clean Sport in 4 European countries.
- d) Performing SWOT analysis - for cities/communities and sponsors willing to host/support the European Week of Clean Sport.
- e) Guidelines for implementing and evaluating the European Week of Clean Sport in other countries in an inclusive and eco-friendly manner.
- f) Framework for evaluating the legacy of the European Week of Clean Sport.
- g) Code of conduct for the implementation of the European Week of Clean Sport.

The report that will be completed in WP5 is aligned with Objective #5 of the project. This WP will be led by ADOP, and co-led by EuropeActive and the NADOs of the project. NADOs and EuropeActive will synthesize the produced results of the project and compile the "EWCS Policy & Practice" report. The external experts will advise the consortium and the WP leader on the development of the report, in the context of WADA's implementation guidelines for the International Standard for Education.

STAFF EFFORT

Staff effort per participant						
<i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>						
Participant	WP1	WP2	WP3	WP4	WP5	Total Person-Months
1 - CYADA	60.00	30.00	30.00	25.00	30.00	175.00
2 - POLADA	10.00	10.00	45.00	15.00	10.00	90.00
3 - ADoP	10.00	10.00	10.00	15.00	40.00	85.00
4 - BulNADO	10.00	10.00	10.00	40.00	10.00	80.00
5 - EHFA	10.00	40.00	5.00	5.00	10.00	70.00
Total Person-Months	100.00	100.00	100.00	100.00	100.00	500.00

LIST OF DELIVERABLES

Deliverables						
<i>Grant Preparation (Deliverables screen) — Enter the info.</i>						
<i>The labels used mean:</i>						
<i>Public — fully open ( automatically posted online)</i>						
<i>Sensitive — limited under the conditions of the Grant Agreement</i>						
<i>EU classified —RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Project management plan	WP1	1 - CYADA	R — Document, report	S-UE/EU-S -	3
D1.2	Quality assurance reports	WP1	1 - CYADA	R — Document, report	S-UE/EU-S -	24
D2.1	Dissemination, Communication, & Public Engagement Strategy	WP2	5 - EHFA	R — Document, report	S-UE/EU-S -	3
D2.2	Project website	WP2	5 - EHFA	DEC —Websites, patent filings, videos, etc	PU - Public	5
D2.3	Multiplier sport events	WP2	5 - EHFA	OTHER	PU - Public	24
D2.4	End of project conference	WP2	1 - CYADA	OTHER	PU - Public	24
D2.5	Learning, Teaching and Training Event for NADOs	WP2	1 - CYADA	OTHER	PU - Public	24
D3.1	Learning, Teaching and Training Event	WP3	2 - POLADA	OTHER	PU - Public	5
D3.2	Training needs assessment report	WP3	2 - POLADA	R — Document, report	R-UE/EU-R -	10
D3.3	Desk research report	WP3	2 - POLADA	R — Document, report	PU - Public	12
D3.4	Operational framework of the European Week of Clean Sport	WP3	2 - POLADA	R — Document, report	S-UE/EU-S -	16
D4.1	Evaluation of the EWCS	WP4	4 - BulNADO	R — Document, report	PU - Public	22

Deliverables

Grant Preparation (Deliverables screen) — Enter the info.

The labels used mean:

Public — fully open (⚠ automatically posted online)

Sensitive — limited under the conditions of the Grant Agreement

EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#)

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D5.1	EWCS Policy & Practice	WP5	5 - EHFA	R — Document, report	PU - Public	24

Deliverable – Project management plan

Deliverable Number	D1.1	Lead Beneficiary	1. CYADA
Deliverable Name	Project management plan		
Type	R — Document, report	Dissemination Level	S-UE/EU-S -
Due Date (month)	3	Work Package No	WP1

Description
A plan including the type and timeline of the project activities, the performance indicators as well as risks and risk management solutions. The plan will be provided in the format of a text report (pdf) in English.

Deliverable – Quality assurance reports

Deliverable Number	D1.2	Lead Beneficiary	1. CYADA
Deliverable Name	Quality assurance reports		
Type	R — Document, report	Dissemination Level	S-UE/EU-S -
Due Date (month)	24	Work Package No	WP1

Description
Quality assurance reports providing information about the effective management of the project and describe issues that need to be improved (if any). The reports will be provided in a text format (pdf) in English.

Deliverable – Dissemination, Communication, & Public Engagement Strategy

Deliverable Number	D2.1	Lead Beneficiary	5. EHFA
Deliverable Name	Dissemination, Communication, & Public Engagement Strategy		
Type	R — Document, report	Dissemination Level	S-UE/EU-S -
Due Date (month)	3	Work Package No	WP2

Description
A detailed strategy report will be produced specifying the key pillars of the strategy, and explaining the key dissemination outputs, channels, and target groups. The report will be provided in the format of a text report (pdf) in English.

Deliverable – Project website

Deliverable Number	D2.2	Lead Beneficiary	5. EHFA
Deliverable Name	Project website		
Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	PU - Public
Due Date (month)	5	Work Package No	WP2

Description
Development of website and social media accounts

Deliverable – Multiplier sport events

Deliverable Number	D2.3	Lead Beneficiary	5. EHFA
Deliverable Name	Multiplier sport events		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP2

Description
NADOs will organize the multiplier sport events to disseminate the project deliverables and the EWCS to sport stakeholders and policy makers at a national level. EuropeActive will organise an international multiplier event with policy makers and sport stakeholders.

Deliverable – End of project conference

Deliverable Number	D2.4	Lead Beneficiary	1. CYADA
Deliverable Name	End of project conference		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP2

Description
The project consortium will organize the end-of-project conference to disseminate the project deliverables and the EWCS to the sport community.

Deliverable – Learning, Teaching and Training Event for NADOs

Deliverable Number	D2.5	Lead Beneficiary	1. CYADA
Deliverable Name	Learning, Teaching and Training Event for NADOs		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP2

Description
The project consortium will organize a Learning Teaching and Training Event to educate NADOs and sport stakeholders about the concept of EWCS, the best practices about its implementation and in order to assist them develop tailor made strategies for the implementation of EWCS in their respective countries. The event will be presented in English. The PowerPoint presentations will be available on the project's website.

Deliverable – Learning, Teaching and Training Event

Deliverable Number	D3.1	Lead Beneficiary	2. POLADA
Deliverable Name	Learning, Teaching and Training Event		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	5	Work Package No	WP3

Description			
This LTTE aims to identify best practices (and challenges/risks) in planning and delivering large-scale communication campaigns, such as UKAD's Clean Sport Week, WADA's Play True Day, and IOC's Olympic Day. Provisionally, these representatives from these organisations will be invited as speakers at the LTT event and present to the consortium how the respective events were organised, planned, and assessed. This information will allow our consortium to learn useful lessons from related campaigns and, accordingly, apply this to the development of the intended EWCS.			

Deliverable – Training needs assessment report

Deliverable Number	D3.2	Lead Beneficiary	2. POLADA
Deliverable Name	Training needs assessment report		
Type	R — Document, report	Dissemination Level	R-UE/EU-R -
Due Date (month)	10	Work Package No	WP3

Description			
A report in English describing the results of the focus groups in each country. The report will provide a summary of those findings and discuss the implications for need assessment and the development of the EWCS framework on the basis of those needs (i.e., co-development). This report will be integrated into the EWCS Operational framework.			

Deliverable – Desk research report

Deliverable Number	D3.3	Lead Beneficiary	2. POLADA
Deliverable Name	Desk research report		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	12	Work Package No	WP3

Description			
A report in English describing, in the form of a narrative literature review, the best practices in social marketing and health communication campaigns, and the relevant theoretical models that have been used so far in the extant literature. This report will be integrated into the EWCS Operational framework.			

Deliverable – Operational framework of the European Week of Clean Sport

Deliverable Number	D3.4	Lead Beneficiary	2. POLADA
Deliverable Name	Operational framework of the European Week of Clean Sport		
Type	R — Document, report	Dissemination Level	S-UE/EU-S -
Due Date (month)	16	Work Package No	WP3

Description			
A report in English describing the operational framework of the EWCS. Key questions about the preparation, implementation, and evaluation of the EWCS will be detailed in this report. The report will also include the measurement methodology and instruments to be used for the evaluation of the EWCS.			

Deliverable – Evaluation of the EWCS

Deliverable Number	D4.1	Lead Beneficiary	4. BulNADO
Deliverable Name	Evaluation of the EWCS		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	22	Work Package No	WP4

Description
A report in English summarising the internal and external evaluation of the EWCS in the countries involved.

Deliverable – EWCS Policy & Practice

Deliverable Number	D5.1	Lead Beneficiary	5. EHFA
Deliverable Name	EWCS Policy & Practice		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP5

Description
A report in English synthesizing the findings from the EWCS project and providing evidence-based recommendations for policy and practice for the future implementation and sustainability of the EWCS.

LIST OF MILESTONES

Milestones					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Project management plan	WP1	1-CYADA	Report	3
2	Quality assurance report	WP1	4-BulNADO	Report	13
3	Dissemination plan	WP2	5-EHFA	Report	3
4	Operational framework	WP3	2-POLADA	Report	16
5	Report on the evaluation of EWCS	WP4	4-BulNADO	Report	22
6	EWCS Policy & Practice	WP5	3-ADoP	Report	24

LIST OF CRITICAL RISKS

Critical risks & risk management strategy			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
1	Low participation/engagement from partner organisations	WP1	The project's design and methodology ensures that all partner organisations will be actively involved in the project activities during the entire duration of the project, and in accordance with pre-specified KPIs for each activity or WP. Regular online meetings will also ensure that partner organisations remain updated and actively involved in the project.
2	Low involvement of partner organisations in the planning of the EWCS	WP2	The planning of the EWCS is based around activities that require the active participation of all partner organisations. Through the project management platform (e.g., Basecamp), partner organisations will be regularly reminded of the tasks they need to complete for each

Critical risks & risk management strategy			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
			activity, and be requested to upload relevant information (e.g., completed data collection reports) indicating task completion.
3	Low participation/take-up of the EWCS by local communities and sport stakeholders	WP3	Local communities are more likely to support and actively participate in communication and social marketing campaigns when they have developed a sense of ownership and identification with the campaign. For this reason, the target groups from the local communities in each partner country will have an active role (e.g., through co-creation, and community-based participatory research) in the development of the EWCS.
4	Limited impact on EWCS participants and local sporting communities and stakeholders	WP4	The activities of the EWCS will be designed in accordance with the current education and learning needs of the target groups involved. This increases the likelihood of the EWCS to make an impact in the local sporting communities wherein it will be delivered.
5	Low value/impact of policy and practice recommendations	WP5	The expertise of the partner organisations (4 NADOs, EuropeActive) in developing and informing anti-doping policy-making will ensure that the intended policy/practice recommendations are realistic, feasible, and congruent with the existing needs of NADOs with respect to promoting clean sport values and participate in initiatives that promote clean sport education (as per WADA's 2021 International Standard for Education).



Erasmus+ Programme (ERASMUS)

Application Form

Technical Description (Part B)

(ERASMUS Standard LS Type I)

Version 1.0
25 February 2021

Disclaimer

This document is aimed at informing applicants for EU funding. It serves only as an example. The actual web forms and templates are provided in the Funding & Tenders Portal Submission System (and may contain certain differences). The applications (including annexes and supporting documents) must be prepared and submitted online via the Portal.







IMPORTANT NOTICE

What is the Application Form?

The Application Form is the template for EU grants applications; it must be submitted via the EU Funding & Tenders Portal before the call deadline.

The Form consists of 2 parts:

- Part A contains structured administrative information
- Part B is a narrative technical description of the project.

Part A is generated by the IT system. It is based on the information which you enter into the Portal Submission System screens.

Part B needs to be uploaded as PDF (+ annexes) in the Submission System. The templates to use are available there.


How to prepare and submit it?


The Application Form must be prepared by the consortium and submitted by a representative. Once submitted, you will receive a confirmation.

Character and page limits:

- page limit normally 40 pages for calls for low value grants (60 000 or below); 70 pages for all other calls (unless otherwise provided for in the Call document/Programme Guide)
- supporting documents can be provided as an annex and do not count towards the page limit
- minimum font size — Arial 9 points
- page size: A4
- margins (top, bottom, left and right): at least 15 mm (not including headers & footers).

Please abide by the formatting rules. They are NOT a target! Keep your text as concise as possible. Do not use hyperlinks to show information that is an essential part of your application.

 If you attempt to upload an application that exceeds the specified limit, you will receive an automatic warning asking you to shorten and re-upload your application. For applications that are not shortened, the excess pages will be made invisible and thus disregarded by the evaluators.

 **Please do NOT delete any instructions in the document. The overall page limit has been raised to ensure equal treatment of all applicants.**



TECHNICAL DESCRIPTION (PART B)

COVER PAGE

Part B of the Application Form must be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system.

Note: Please read carefully the conditions set out in the Call document/Programme Guide (for open calls: published on the Portal). Pay particular attention to the award criteria; they explain how the application will be evaluated.

PROJECT	
Project name:	Developing and Implementing an Anti-Doping Communication & Social Marketing Campaign: The European Week of Clean Sport
Project acronym:	EWCS
Coordinator contact:	Dr Michael Petrou, Cyprus Anti-Doping Authority



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PROJECT SUMMARY

Project summary (in English)

Combating doping is a key Sport-specific priority in the Erasmus+ Programme. Doping is against the Spirit of Sport values, and can cause irreversible health problems and increase mortality risk among doping user athletes, and represents a major risk for the public image and reputation of both elite competitive and recreational sport. Communication and social marketing have been successfully applied over the last 40 years in a wide range of public health domains, but they are largely underutilised in the context of doping prevention. The proposed project aims to develop, implement, and evaluate the European Week of Clean Sport (Project EWCS). This will be a large-scale anti-doping communication/social marketing campaign that will be tested and trialled in four European countries



(Cyprus, Portugal, Bulgaria, and Poland), and implemented by key strategic partners with a remit to protect and promote clean sport, across levels of sport, and across age and minority groups. The **specific objectives** of the proposed project are to:

1. Assess the needs of local sport stakeholders and sporting communities for the development of the European Clean Sport Week campaign.
2. Identify best practices in health communication and social marketing campaigns, and acquire lessons from related initiatives such as WADA's Play True Day and UKAD's Clean Sport Week.
3. Co-develop an operational framework for the implementation of the European Week of Clean Sport with expert academics, National Anti-Doping Organisations, and relevant target groups.
4. Implement and evaluate the impact of the European Week of Clean Sport in 4 EU countries, with an emphasis on promoting clean sport values and anti-doping education across levels of sport and in an inclusive manner.
5. Provide policy and practice recommendations for the future implementation of the European Week of Clean Sport across Europe.

1. RELEVANCE

1.1 Background and general objectives

Background and general objectives

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Relevance'.

Describe the background and rationale of the project.

How is the project relevant to the scope of the call? How does the project address the general objectives of the call? What is the project's contribution to the priorities of the call?

BACKGROUND & RATIONALE OF THE PROJECT

Combating doping is a key Sport-specific priority in the Erasmus+ Programme, and also represents a top priority in the policy agendas of international sport organisations and sport governing bodies across Europe and beyond (Houlihan & Hanstad, 2019). Doping is against the Spirit of Sport values, and can cause irreversible health problems and increase mortality risk among doping user athletes, and represents a major risk for the public image and reputation of both elite competitive and recreational sport, (Bloodworth & McNamee, 2017). It is noteworthy that throughout this proposal we refer to recreational sport more widely as: "sport, exercise and physical activity which takes place in a low-level competitive or non-competitive environment and engages participants/individuals at sport events, fitness centres, sport and leisure clubs, and outdoor-based activities" (EU Expert Group on Anti-Doping, 2014).

Research has shown that between 14% and 39% of elite athletes admitted intentional use of doping substances (de Hon et al., 2015), and another study using the random response technique (RRT) in a large sample of elite athletes in two international sporting events showed that doping prevalence was between 43.6% and 57.1% (Ulrich et al., 2017). Doping is not a problem confined within elite sport, but rather inflicts sport and exercise settings across different countries. The 2020 UK Anti-Doping report indicated that about 1 million exercisers and non-competitive athletes self-reported using doping substances. Similarly, research developed in the context of previously funded E+ Sport projects showed that about 1 in 5 exercisers and amateur athletes self-reported doping use in 5 European countries (Lazuras et al., 2017), and that doping use can be initiated in early adolescence (Nicholls et al., 2017). Additionally, the demand and supply, as well as the marketing of doping substances is increasing, and athletes and exercisers are exposed or have access to large-scale, social media-based and other online marketing campaigns promoting the use of steroids and other doping substances (Krug et al., 2014; Paoli & Donati, 2014; Pineau et al., 2016). Several scholars have argued that doping use is not just a problem of the sporting community, but rather represents an emerging public health concern that must be responded to effectively and in a timely manner (Henning & Dimeo, 2017; van de Ven, 2016).

Communication and social marketing campaigns represent an effective means to raise awareness about a public health (or other) issue and, when carefully planned, they can effect individual or social change, improve health literacy and knowledge, and lead to the prevention of unhealthy and maladaptive



behaviours (Anker et al., 2016; Snyder, 2007). Communication and social marketing campaigns have been successfully applied over the last 40 years in a wide range of domains, ranging from public health issues (e.g., targeting unsafe sex practices, risky driving, tobacco use, unhealthy nutrition, and physical inactivity; Chao et al., 2009; Daniel et al., 2009; Friedman et al., 2016; Wakefield et al., 2010) to emerging challenges, such as climate change and environmental sustainability (Green et al., 2019), and reducing social stigma and exclusion (Sampogna et al., 2017). A dose-response relationship has also been observed, with greater exposure to campaign messages leading to greater behaviour change (Friedman et al., 2016).

Although the value of communication and social marketing campaigns for doping prevention was recognised almost a decade ago (James et al., 2010), still there is a paucity of related initiatives. Notable exceptions are WADA's Play True Day, and UKAD's Clean Sport Week. The main objective of WADA's Play True Day is to raise awareness about the importance of protecting clean sport among athletes and the sporting community. It commenced in 2013 with a relatively small number of participants from Latin America, and reached out to over 87 million people around the globe in 2021, including athletes, coaches, and representatives from national anti-doping organisations, and sports federations. In the same spirit, UKAD's Clean Sport Week was initiated in 2017 and aims to promote clean sport values and actively support the implementation of the World Anti-Doping Code by athletes and supporting personnel (e.g. coaches) and it takes place annually in the UK.

The proposed project aims to develop, implement, and evaluate the European Week of Clean Sport (Project EWCS). This will be a large-scale anti-doping communication/social marketing campaign that will be tested and trialled in four European countries (Cyprus, Portugal, Bulgaria, and Poland), and implemented by key strategic partners with a remit to protect and promote clean sport, across levels of sport, age and minority groups, and by actively adopting an equality and diversity agenda. The rationale of the project is based on the idea that, although community-based health communication and social marketing campaigns can effect both individual and social change in support of clean sport, and can also provide a useful and meaningful complement to other doping prevention measures, such as clean sport education, (James et al., 2010), they currently remain underutilised. The key concept of the envisaged European Week of Clean Sport is founded on related initiatives, such as WADA's Play True Day, and UKAD's Clean Sport Week. In the needs analysis section we describe in detail how the envisaged European Week of Clean Sport meaningfully extends those two initiatives, and how it adds value both in terms of scope and strategic design and planning. Furthermore, the development of the European Week of Clean Sport will be informed by related successful campaigns outside doping prevention, such as the European Week of Sport which is annually implemented by the European Commission since 2015. Lastly, our project will utilise the latest scientific evidence about developing, implementing, and evaluating health communication and social marketing campaigns in order to develop the operational framework, strategy for delivery, and related evaluation and impact indicators about the effectiveness of the European Week of Clean Sport.

RELEVANCE TO THE SCOPE & GENERAL OBJECTIVES OF THE E+ PROGRAMME

The main scope and general objective of the E+ Programme is to "*support, through lifelong learning, the educational, professional, and personal development of people in education, training, youth, and sport, in Europe and beyond, thereby contributing to quality jobs and social cohesion, and strengthening active citizenship.*" The proposed project (EWCS) is in line with this objective because it will actively support the educational, professional, and personal development of athletes, coaches, related sport stakeholders, and groups from the general public involved in sport. This will be achieved by:

a) Lifelong learning for clean sport: One of the key objectives of the European Week of Clean Sport is to serve as a platform that will enable lifelong learning, education, and training about clean sport. This pertains to raising awareness and offering learning resources about clean sport values and active advice/support to different groups (athletes, exercisers, coaches/personal trainers, and other sport stakeholders) about learning how to stay clean/doping-free, and how to actively support and promote clean sport values in their sporting and social environments.

b) E+ Sport education sustainability: Related to the previous point, the European Week of Clean Sport will showcase education, training, and learning resources for clean sport that have been developed in the context of previously funded E+ Sport 2014-2021 projects (e.g., SAFE YOU, CSI, ADVICE, FAIR, DELTS, GAME, WHISTLE, RESPECT, VIRAL, MINDFUL MUSCLES). This will ensure that those E+ Sport resources remain sustainable and impactful beyond their lifetime; will increase their scalability and usability; and will also offer the opportunity to learners/end-users to adopt them to suit their current educational and learning needs.

c) Active citizenship for clean sport: Through a process of co-creation/co-development of the European Week of Clean Sport with end-users, and with a main focus to actively involve local sporting communities in 4 EU countries, our project will contribute to developing active citizens for clean sport. Additionally, using certain promotional tags and icons to build an identity and sense of ownership for the



European Week of Clean Sport we envisage the development of Europe's first active clean sport local communities. This will include learning how to become active citizens in promoting clean sport values (clean sport community ambassadors; #myEuropeanCleanSportWeek); active citizens as active learners (clean sport values in every classroom; #CleanSport@School), and active players in grassroots sport and recreational exercise (#BeCleanSportActive).

d) Promoting social cohesion: Our project is highly relevant to promoting social cohesion as it aims to unite the sporting community under the common overarching goal of preserving and promoting clean sport values.

e) Sector-specific job skills promotion: WADA's 2021 International Standard for Education stipulates that national anti-doping organisations and sport governing bodies implement (and annually evaluate and report) education initiatives to promote clean sport. This means that becoming clean sport "savvy" will become an increasingly important job skill sought after sport organisations, national anti-doping organisations, and sport governing bodies actively involved in promoting clean sport. The proposed project will actively support professionals, non-professionals, as well as volunteers across the sport movement to actively improve their sector-specific skills in clean sport by attending to tailored education events and utilising related learning resources that will be deployed during the European Week of Clean Sport.

RELEVANCE TO HORIZONTAL PRIORITIES OF THE E+ PROGRAMME

Inclusion and Diversity: As explained in detail in the needs analysis below, the current anti-doping paradigm is likely to neglect inclusion and diversity issues. This pertains to how genders are represented within anti-doping, to whether minority groups (e.g., athletes with disabilities) have equal access to clean sport values education and learning compared to other groups (e.g., high performing athletes and coaches involved in major sport events, such as the Olympic Games and Paralympics). In fact, one of the key goals of project EWCS is to present a paradigm shift that will actively tackle inequalities by embedding an inclusion and diversity agenda in the design, implementation, and evaluation of the European Week of Clean Sport (see WPs 2-4) and the resulting policy and practice recommendations (WP5). The details of the inclusion and diversity agenda of project EWCS are presented in the following sections (Needs Analysis and in Section 4). Indicatively, with respect to inclusion and diversity, our project aims to: i) Develop and use a gender mainstreaming strategy for the European Week of Clean Sport, and ii) develop the operational framework of the European Week of Clean Sport taking into account the needs of athletes with disabilities.

b) Address needs of social groups at-risk for exclusion: We will develop and implement the European Week of Clean Sport in line with the training/learning needs of underrepresented groups in doping prevention initiatives, such as athletes with disabilities and their coaches.

c) Embed inclusion and diversity within the policy and practice recommendations that will result from the project.

d) Tackle exclusion risk through clean sport volunteerism: Our project will incorporate outreach activities to promote volunteering for the European Week of Clean Sport in minority groups and other groups at-risk of exclusion because of socio-economic difficulties (e.g., refugees) in the countries involved in the project.

The Inclusion and Diversity Agenda of the European Week of Clean Sport will be informed by relevant best practices and tools adopted in the framework of Inclusive Sport of the Enlarged Partial Agreement on Sport (EPAS) of the Council of Europe.

Environment and the fight against climate change: There are two ways through which our project will tackle environment protection and climate change. Firstly, both our project and its main outcome, the European Week of Clean Sport, are designed in an eco-friendly manner, and will incorporate green practices where appropriate. As detailed in Section 2, this pertains to project management aspects, such as keeping transnational project meetings to the absolute minimum that is required to successfully monitor and implement the project. Similarly, the project partners will engage in a self-assessment exercise as to how the European Week of Clean Sport can be implemented in an eco-friendly manner, minimising waste products and impact on the environment. Additionally, the envisaged European Week of Clean Sport campaign will highlight the environmental impact of doping practices. Specifically, the awareness-raising materials we will produce and disseminate during the campaign (#CleanSport4CleanEnvironment) will include scientific research findings about the long-term impact of disposing anabolic steroids (e.g., Trenbolone Acetate) and related pharmaceutical products on the natural environment (e.g., polluting waterways; see Stokstad, 2013). To the best of our knowledge, no other E+ Sport anti-doping initiative has ever incorporated environmental protection in the context of clean sport education. Our approach is also in line with the International Olympic Committee's goal to become "climate positive" by 2024.



Common values, civic engagement and participation: One important element of the European Week of Clean Sport is that it incorporates a strongly visible European identity. WADA's Play True Day is international but not necessarily European, and UKAD's Clean Sport Week is strictly confined to athletes in the UK. As such, there is currently no European campaign to promote clean sport values. The geographical coverage of our project (Western South-East, and Northern European countries, all member states of the EU), and the specific activities described in WPs 2 and 3 about inter-cultural communication and sharing of best practices for the European Week of Clean Sport, are testament to our project's relevance to promoting a European cultural identity and awareness among project partners, EWCS participants, and target groups.

RELEVANCE TO THE PRIORITIES OF THE FIELD OF SPORT

Promoting integrity and values in sport: The main objective of the proposed project is to promote integrity and values in sport, especially in relation to combating the usage of doping, across levels of sport, social groups, and geographical boundaries. Also, by promoting clean sport values, the European Week of Sport will be promoting the positive values of sport. In this respect, Project EWCS is fully aligned with this sport-specific policy priority of the Erasmus+ programme. It is also noteworthy that the European Week of Clean Sport will only start as a campaign to combat doping usage. Its future application, beyond the lifetime of this project, could be to incorporate other threats to sport integrity, such as match fixing. In Section 3 we explain in detail how we envisage the longer-term sustainability of our project, beyond its lifetime, especially in relation to tackling the broader theme of sport integrity.

Promoting education in and through sport: One of the key actions of the European Clean Sport Week campaign is to highlight and promote engagement with existing clean sport and anti-doping education and learning resources. This includes WADA's ADEL and UKAD's 100% and Coach Clean online learning platforms, as well as a wide range of web-based learning resources that have been developed in the context of previous E+ Sport (2014-2021) anti-doping projects, such as SAFE YOU, GAME, VIRAL, ADVICE, MINDFUL MUSCLES, and WHISTLE. E+ Sport projects DELTS and IMPACT will also be showcased during the campaign, because they both include online, open-access libraries of anti-doping education and learning available in different European countries. In this respect, the EWCS project is aligned with the E+ priority policy to promote education in (clean) sport.

RELEVANCE TO THE OBJECTIVES OF COOPERATION PARTNERSHIPS

Project EWCS is highly relevant to the following objectives of the E+ cooperation partnerships.

Increasing quality in the work, activities and practices of organisations and institutions involved: Project EWCS will represent an important, cross-cultural flagship initiative that will significantly increase the quality in the work, activities, and practices of the participating national anti-doping organisations from Cyprus, Portugal, Poland, and Bulgaria, as well as EuropeActive - a key umbrella organisation that represents the recreational sport industry across Europe.

Building capacity of organisations: Project EWCS will also foster the partner organisations' capacity to work transnationally and promote clean sport values across sectors of recreational and elite competitive sport.

Addressing common needs and priorities: Our project directly addresses common education and sport needs, in line with WADA's 2021 Code and International Standard for Education - a golden standard for clean sport education for sport governing bodies and anti-doping organisations across Europe and beyond.

Enabling transformation and change: Our project, and more specifically the European Week of Clean Sport, will lead to important transformation and innovation in clean sport promotion, as also detailed in the European Added Value section below.

1.2 Needs analysis and specific objectives

Needs analysis and specific objectives

Please address the specific conditions/objectives set out in the Call document/ Programme Guide, if applicable.

Describe how the objectives of the project are based on a sound needs analysis in line with the specific objectives of the call. What issue/challenge/gap does the project aim to address? The objectives should be clear, measurable, realistic and achievable within the duration of the project. For each objective, define appropriate indicators for measuring achievement (including a unit of measurement, baseline value and target value).

For low value grants (less or equal to 60.000 EUR), it is not necessary to describe sound needs analysis and to



define indicators for measuring achievement.

Needs Analysis

Understanding the Doping Problem

Nobody enters sport and exercise with the goal to start using performance enhancement drugs, such as anabolic steroids. Rather, doping use occurs gradually at later stages in sport participation motivated by the need to improve physical appearance and/or athletic performance (Hoff, 2020). Social contexts, mentoring and "grooming" by more experienced user athletes, peer pressure, and "doping acculturation" represent important social determinants of doping risk, even more so amongst amateur and recreational sport (Henning et al., 2021; Hoff, 2020). Individual-level factors, such as risk perceptions, attitudes and beliefs about the ergogenic benefits of doping use, and resistance efficacy are also important determinants of doping use in both recreational/amateur and elite sport (Ntoumanis et al., 2014).

At the same time, different anti-doping policies and practices exist between different countries, leading to differential outcomes in terms of doping risk, doping use experiences, and the longer-term effects of doping use on the users' mental and physical health (Andreasson & Henning, 2019). For instance, a comparison of anti-doping policies indicated that restrictive and punitive environments and practices are likely to increase psychological and social risks for doping users in exercise/amateur sport settings, as compared to less-restrictive and harm reduction-focused practices (Henning & Andreasson, 2020). On the other hand, anti-doping policies and practices in organised and elite competitive sport are largely stipulated by the World Anti-Doping Code (WADA, 2021), are focused on doping prevention/deterrence, emphasise the need to protect clean athletes and the Spirit of Sport, and apply a punitive approach to those who commit anti-doping rule violations. The organisation, support, and resources available to prevent doping use in elite sport, is largely lacking in the context of recreational sport (Henning & Andreasson, 2020).

Merging the "two worlds of doping" (i.e., elite/organised sport and recreational sport) can be difficult balancing act, and some of the policies applied in one context can be irrelevant or difficult to apply in another (Henning, 2017). At the same time, the World Anti-Doping Agency (WADA), as well as some national anti-doping organisations (e.g., Anti-Doping Denmark, UK Anti-Doping), increasingly pay more attention to tackling doping outside organised elite sport. This is reflected in WADA's 2021 International Standard for Education (ISE), which stipulate the criteria that anti-doping education should meet in order to promote clean sport values, and de-normalise and prevent doping use at different levels of sport, and across contexts and social groups, starting as early as primary and secondary school education (Mortimer et al., 2021; WADA 2019).

EU Investment in Clean Sport Education& the Sustainability Challenge

During the E+ Sport 2014-2021 Programme, the European Commission has made a significant investment for the promotion of clean sport and the prevention of doping use. Different European-wide projects have been funded (e.g., SAFE YOU, SAFE YOU+, WHISTLE, CSI, GAME, IMPACT, ANTI-DIF, RESPECT, DELTS, ADVICE) providing a growing database of intellectual capital and outputs relevant to doping prevention. For the most part, however, those projects have focused either on competitive/elite sports, or used anti-doping/clean sport paradigms and approaches that were derived from competitive/elite sport to inform practices and policies for an entirely different population, such as recreational sport. Importantly, such paradigms extend from the provision of factual information (e.g., anti-doping procedures and anti-doping rule violations, coach education on anti-doping rule violation; e.g., projects CSI, ADVICE, ANTI-DIF), to interventions aiming to improve resistance skills among athletes (e.g., how to say "no" to doping in different situations/context; e.g., projects SAFE YOU, SAFE YOU+, GAME). Others projects (e.g., FAIR, FAIR+, RESPECT) have adopted a more community-based approach to enable athletes to voice their concerns about doping and clean sport matters, and others focused on identifying and sharing best practices in clean sport/anti-doping education (e.g., IMPACT, DELTS). As Henning (2017) argued, this approach can be problematic because the contextual determinants of doping use in recreational sport are often different from the ones in elite competitive sport, and vice versa. An additional challenge is that, soon after those project end, the outcomes and outputs they produced also tends to dissipate, and there is no evidence about their longer-term use, sustainability, and impact on athletes, sporting communities, and sport stakeholders. In other words, previous E+ Sport investment in anti-doping education is currently lacking a framework that will ensure the longer-term use, sustainability, and impact of existing learning resources.

Health Communication & Social Marketing Campaigns: A Useful Alternative

An alternative approach to promoting clean sport values and preventing doping use, across levels and context of sport is the implementation of mass health communication and social marketing campaigns. Usually, such campaigns target large populations groups, are embedded within community settings to



attract more participants (e.g., schools, community-based campaigns), and utilise targeted awareness-raising and behaviour change methods that can lead to both individual and social changes (Storey et al., 2015). The better the organisation and strategic focus of such campaigns, the more effective and long-lasting are their actions in terms of changing social and individual attitudes, social norms, and actual behavioural practices (Stead et al., 2007; Wymer, 2011). Health communication and social marketing campaigns can effect social and individual change across a wide range of behaviours when certain conditions are met (careful strategy, evidence-informed, clear focus on target groups, provision of healthy alternatives; Daniel et al., 2009), across age, ethnic/cultural, and gender groups, and across behavioural domains (Firestone et al., 2017; Hull et al., 2017). Evidence has also shown that the integration of online delivery in such campaigns can make them more cost-effective and further improve their impact (Cugelman et al., 2011) - this is even more relevant in pandemic times, when online communication has become a larger part of everyday communication and interaction. The European Week of Sport/EWOS (#BeActive) represents a prime example of a large-scale communication/social marketing campaign that has managed to increase the public's awareness about the perils of inactivity and the health benefits of exercise. Starting small in 2016, as of September 2019 the EWOS reached more than 16 million European participants.

Although health and social marketing campaigns can be effective and meaningfully complement and expand the impact of other doping prevention efforts (e.g., education), still they have been rarely utilised as a tool to promote clean sport (James et al., 2010). As already noted, exceptions are WADA's Play True Day and UKAD's Clean Sport Week. Nevertheless, those initiatives cannot be readily applied within a European-wide doping prevention campaign for the following reasons. Firstly, UKAD's Clean Sport Week has been developed to address the needs of athletes in the UK. This limits the potential of this campaign to be readily applied in a more culturally-diverse context, such as the EU, because of differences in cultural expectations, values, and identity issues. In support of this argument, research has indicated that British athletes perceive cultural differences between anti-doping experiences in the UK and other countries (Bloodworth & McNamee, 2010). Also, anti-doping practices and values, as well as public attitudes and norms towards doping may differ between countries and cultures (Efveström et al., 2016; Petroczi et al., 2021; Woolway et al., 2021). As Elbe et al. (2021) argued "*the extent to which this values-based education can be prescribed to all athletes in different countries, from different cultures and backgrounds, who experience different daily experiences and pressures, is questionable*". Secondly, WADA's Play True Day is largely focused on organised and elite competitive sport, thus, it is not easily transferrable to recreational sport contexts where needs, knowledge, and practices around doping use can be markedly different (see also Henning, 2017). Thirdly, it is unclear whether WADA's Play True Day has been designed to effect attitude and behaviour change, or to simply raise awareness about clean sport values and the World Anti-Doping Code. Besides, the Play True Day takes place only for 24 hours, so there is limited potential to effectuate behaviour change processes compared to interventions that last longer. Specific theoretical frameworks (e.g., Theory of Change) are necessary components of social marketing and health communications campaigns that envisage to go beyond knowledge acquisition, and to motivate changes at both individual and social levels (Grier & Bryant, 2005; Storey et al., 2015).

Nevertheless, WADA's Play True Day and UKAD's Clean Sport Week can provide a useful and informative foundation, which can lead to improved anti-doping communication campaigns. Such improvements relate to promoting, protecting, and upholding the values of clean sport, preventing doping, and minimising risk among doping users or at-risk athletes/exercisers. **Firstly**, given that doping use can extend beyond the realms of elite, organised, competitive sport there is a need for communication campaigns that adopt a broader focus (i.e., combat doping in recreational, amateur, and grassroots sport), and target a wider range of social groups, including amateur athletes and exercisers and their families; sport stakeholders and coaches/personal trainers in grassroots and recreational sport; and healthcare professionals and service providers (e.g., counselling/support community services and clinics for steroid). Communication campaigns that are based on social marketing principles can be delivered across groups effectively, provided that specific actions of the campaign are tailored to the needs of the target groups (Grier & Bryant, 2005). **Secondly**, and related to the previous point, anti-doping communication and social marketing campaigns can be more agile around diversity and inclusion issues. Recent evidence has pointed out that current anti-doping practices may be limited by binary gender approaches and neglect gender diversity and equality (Devine, 2019). There is also a considerable dearth of studies, policies, and practices for anti-doping in para-athletes, with the existing efforts focusing mostly on Paralympic Games and neglecting doping use outside this context (Adair, 2017). Given that diversity and inclusion are of utmost importance in the Erasmus+ priorities, anti-doping communication campaigns should be designed strategically to tackle existing diversity and inclusion challenges. **Thirdly**, recent research (e.g., Gatterer et al., 2020) has shown that there is large variation in the ways NADOs implement anti-doping regulation and activities, and most NADOs resort to knowledge-based programs and lack the necessary resources and framework to support a more diverse doping prevention approach that takes into account recent developments in anti-doping education (e.g., values-based education approaches). **Lastly**, given that anti-doping practices and values, as well as



public attitudes and norms towards doping may differ between countries and cultures (Efveström et al., 2016; Petroczi et al., 2021; Woolway et al., 2021), anti-doping communication campaigns must take into account the real needs of their target groups and end-users (e.g., NADOs and other sport organisations). Co-creation has been recently used to inform anti-doping policy agenda (Petroczi et al., 2021) and research priorities (Boardley et al., 2021), and can also be utilised to significantly improve the strategic focus, planning, as well as the effectiveness of anti-doping communication campaigns. Additionally, specific frameworks that determine the success of communication campaigns (e.g., implementing the 4 Ps of social marketing) can further improve the likelihood to develop an effective anti-doping communication campaign.

AIMS AND OBJECTIVES OF THE PROPOSED PROJECT

Based on the needs analysis, and the rationale and background of the project discussed earlier, the proposed project aims to develop the first-ever European-wide communication/social marketing campaign (European Week of Clean Sport) to promote clean sport and prevent doping, across levels of sport, age, gender, ethnic and minority groups. The European Week of Clean Sport will be developed and designed based on: a) the foundational ideas and premises of the European Week of Sport, WADA's Play True Day, and UKAD's Clean Sport Week; b) state-of-art research (review and meta-analyses), best practices and evidence-based recommendations for effective health communication and social marketing campaigns; and c) direct consultation and co-creation with the partner organisations that will be involved in the project and relevant target groups (athletes, exercisers, coaches, personal trainers, and other sport stakeholders). Consulting relevant target groups and organisations is a key principle in social marketing and health communication strategy (Storey et al., 2015), and also represents an effective way to develop anti-doping policies and practices relevant to the needs and expectations of target groups (Boardley et al., 2021; Elbe et al., 2021; Petroczi et al., 2021).

The **specific objectives** of the proposed project are to:

1. Assess the needs of local sport stakeholders and sporting communities for the development of the European Clean Sport Week campaign.
2. Identify best practices in health communication and social marketing campaigns, and acquire lessons from related initiatives such as WADA's Play True Day and UKAD's Clean Sport Week.
3. Co-develop an operational framework for the implementation of the European Week of Clean Sport with expert academics, National Anti-Doping Organisations, and relevant target groups.
4. Implement and evaluate the impact of the European Week of Clean Sport in 4 EU countries, with an emphasis on promoting clean sport values and anti-doping education across levels of sport and in an inclusive manner.
5. Develop and disseminate policy and practice recommendations for the future implementation of the European Week of Clean Sport across Europe.

The stated objectives are Specific, Measurable, Attainable, Relevant, and Time-based for the following reasons. Firstly, they are distinct but interrelated reflecting the natural course of the project from preparation/planning activities (e.g., needs assessment), to implementation and evaluation activities (e.g., implementing, evaluating, and reporting policy/practice recommendations for the future sustainability of the European Week of Clean Sport). The objectives of the project are also measurable and attainable as indicated in the respective key performance indicators and target values shown in the Table 1 below. Lastly, the project's objectives are time-based because, as explained in the time plan of the project (see Section 2), they can be achieved successfully within the course of the project (i.e., 24 months).

Table 1. Relevance of project objectives to KPIs and Target Values

Project objectives	KPIs	Target values
O1: Assess the needs of local sport stakeholders and sporting communities for the development of the European Clean Sport Week campaign.	Completed focus group interviews with local sport stakeholders and sporting communities. The interviews will explore how sport stakeholders and sporting communities envisage a clean sport campaign that will meet their current needs for clean sport education and the promotion of clean sport values.	Four completed focus groups (one each in Cyprus, Portugal, Bulgaria, and Poland). Each focus group is expected to have between 8-12 participants.



<p>O2: Identify best practices in health communication and social marketing campaigns, and acquire lessons from related initiatives such as WADA's Play True Day and UKAD's Clean Sport Week.</p>	<p>Completion of one learning, teaching, and training event (LTTE) with external experts from WADA's Play True Day, UKAD's Clean Sport Week, the European Commission's organising committee of the European Week of Sport, and a representative from the Council of Europe regarding diversity and inclusivity issues in sport.</p> <p>Completed desk research report on the key principles and frameworks (e.g., Theory of Change, 4Ps of social marketing) required to develop a state-of-art communication/social marketing campaign.</p> <p>SWOT analysis in the partner countries identifying the strengths and weaknesses for the implementation of the EWCS</p>	<p>A single two-day LTTE that will be attended by the members of the project's consortium.</p> <p>One desk research report.</p>
<p>O3. Co-develop an operational framework for the implementation of the European Week of Clean Sport with expert academics, National Anti-Doping Organisations, and relevant target groups.</p>	<p>Triangulation of evidence from: a) needs assessments of target groups; b) desk research and analysis of best practices in social marketing and anti-doping campaigns (LTTE); c) SWOT analysis with project partners. The triangulated evidence will be used to inform the EWCS Strategy, which will specify the details of the design, planning, implementation, and evaluation of the European Week of Clean Sport.</p>	<p>EWCS Operational Framework Report.</p>
<p>O4. Implement and evaluate the impact of the European Week of Clean Sport in 4 EU countries, with an emphasis on promoting clean sport values and anti-doping education across levels of sport and in an inclusive manner.</p>	<p>Completed report on the implementation, and internal and external evaluation of the European Week of Clean Sport in Cyprus, Portugal, Bulgaria, and Poland.</p>	<p>Completed internal evaluation interviews with 2 NADO members per NADO country (i.e., 8 in total).</p> <p>Completed interviews with a minimum of 5 sport stakeholders and policy-makers per NADO country (i.e., minimum 20 in total).</p> <p>Completed external evaluation questionnaires from 50 participants and volunteers in the EWCS in each NADO country (200 in total).</p>
<p>O5. Develop and disseminate policy and practice recommendations for the future implementation of the European Week of Clean Sport across Europe.</p>	<p>Completed policy and practice recommendations report.</p> <p>Completed LTTE for the wider dissemination of the policy and practice recommendations regarding the implementation of the EWCS by NADOs and sport stakeholders, and sporting</p>	<p>Disseminated report to at least 20 NADOs outside the project's consortium, and 20 sport organisations/stakeholders in each NADO country (80 in total).</p> <p>One completed LTTE, and one completed end-of-</p>



	communities. Completed end-of-project conference with local and international sport stakeholders.	project conference involving local sporting communities, and local and international sport stakeholders.	
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1.3 Complementarity with other actions and innovation— European added value

Complementarity with other actions and innovation

Explain how the project builds on the results of past activities carried out in the field, and describe its innovative aspects (if any).

Explain how the activities are complementary to other activities carried out by other organisations (if applicable). Illustrate the trans-national dimension of the project; its impact/interest in the EU area; possibility to use the results in other countries, potential to develop cross-border cooperation among Programme countries and Partner countries, if applicable, etc.

Meaningfully extending past activities

The proposed project builds on the successes of previous activities in the specific field (anti-doping), and actually aims to further maximise the longer-term impact and usability of those activities. Specifically, one of the main goals of the envisaged European Week of Clean Sport is to provide users with meaningful and relevant alternatives that will help them refrain from doping use, or minimise the use of doping and related harm (e.g., among doping user exercisers). One of the key principles of health communication and social marketing campaigns is that end-users are provided with such safe alternatives (Grier & Bryant, 2005; Storey et al., 2015). To this end, the European Week of Clean Sport will incorporate activities that aim to showcase and provide hands-on experience with using all the open-access and freely available anti-doping learning materials and resources that have been developed in different European languages in previous E+ Sport 2014-2021 projects. Indicatively, these includes learning resources and materials targeting amateur and elite athletes and coaches, exercisers and personal trainers, as well as families, parents, and sport stakeholders (e.g., projects SAFE YOU, GAME, WHISTLE, CSI, ADVICE, ANTI-DIF). The full list of and access to these resources is already available in the websites of the European Commission (EACEA), as well as the websites of two other E+ Sport projects: DELTS and IMPACT.

Importantly, our project is built upon and will meaningfully extend prominent campaigns, such as WADA's Play True and UKAD's Clean Sport Week. Utilising the latest evidence about developing culturally-sensitive and inclusive anti-doping practices and interventions (see Boardley et al., 2021; Elbe et al., 2021; Petroczi et al., 2021), the envisaged European Week of Clean Sport will be co-developed *with* its end-users (not *for* them) in order to reflect (and to tackle) their actual needs, as they are developed and constructed within the given social and cultural contexts.

Lastly, NADOs and international sport governing bodies are signatories to WADA's 2021 World Anti-Doping Code which stipulates the International Standard of Education (ISE). Among others, the ISE framework requires that signatories implement activities that foster clean sport education and promote clean sport values, across levels of sport, and engage the wider society as much as possible. Our project is highly relevant and timely to this stipulation, because the European Week of Clean Sport will provide the main framework through which anti-doping education and clean sport values can be widely promoted, disseminated, and utilised by relevant target groups. Accordingly, the European Week of Clean Sport will significantly improve the capacity of NADOs to meet the WADA ISE criteria, thereby making a direct impact on anti-doping practices in different countries.

Innovative aspects of the project

Enhanced scope and wider focus: Unlike other existing campaigns (WADA's Play True Day and UKAD's Clean Sport Week) the European Week of Clean Sport will have an enhanced scope, namely to target doping use across different contexts and environments, and levels of sport. This requires contextualisation of the relevant learning needs of the different target groups, and this task will be embedded in the strategic design of the European Week of Clean Sport (see WP3). Accordingly, the policy and practice recommendations of our project (WP5) will use a wider focus that takes into account cultural and inter-group differences. Therefore, unlike implementing a "one-size-fits-all" approach (cf. Elbe et al., 2021), our European Week of Clean Sport will be flexible, versatile, and contextualised culture-specific and group-specific needs, expectations, and values, and around each local NADO's priorities.



Harm reduction: As recent evidence indicated, in some contexts a harm reduction approach may be more useful and beneficial to users, the sporting community, and public health as compared to punitive and abstinence approaches (Henning & Andreasson, 2020). Importantly, harm reduction is currently underrepresented in both WADA's Play True Day and UKAD's Clean Sport week. Therefore, the envisaged European Week of Clean Sport, as well as the resulting policy and practice recommendations, will be innovative because it will incorporate harm reduction as a relevant aspect of doping use in recreational sport.

Diversity and inclusion agenda: In accordance with the stipulations of the E+ Programme 2021-2027, diversity and inclusion represent the cornerstone of programmes and actions aiming to promote sport. Diversity and inclusion are also incorporated in the Council of Europe's Enlarged Partial Agreement for Sport (EPAS). Our project will be the first of its kind to explicitly incorporate a diversity and inclusion agenda in the context of anti-doping. Specifically, through relevant consultation with experts (e.g., Council of Europe's representatives on inclusion and diversity issues), the European Week of Clean Sport will be developed based on considerations around the inclusion and representation of different social groups (see WP3).

Clean sport volunteerism: One of the key actions of project EWCS is to implement relevant diversity and inclusion policies. Through an early consultation with the project partners, one key area that has been identified as relevant to the inclusion and diversity agenda of our project is sport volunteerism. Although volunteerism has been highly utilised in the organisation of other major sport events and campaigns (e.g., the European Week of Sport), it has been largely underrepresented in projects that combat doping in sport. For one thing, involving volunteers in the implementation of the European Week of Clean Sport is an innovative element in itself, and it has important implications about fostering new skills development (e.g., clean sport values awareness) in sport volunteers. Most importantly, as part of our inclusion and diversity agenda, our project will specifically offer the opportunity for volunteering in the European Week of Clean Sport to individuals at-risk for exclusion because of socio-economic difficulties. This is another important innovative element of the EWCS project that may also have an impact on marginalised groups in the local communities where the European Week of Clean Sport will be implemented.

Complementarity and European Added Value

Project EWCS provides added value at an EU level in the following ways. **Firstly**, doping use is a global threat to sport (independently of the level and type of sport) and, as such, requires a comprehensive, organised, and global response. Both the European Commission and the World Anti-Doping Agency, as well as international sport governing bodies, and governmental authorities have recognized the need for more coordinated approaches to tackle doping in sport, by involving different countries and applying an international perspective. Project EWCS has been developed in this spirit, and our goal is to tackle a global threat (doping), using a coordinated response through an international, harmonised, and culturally agile approach, the European Week of Clean Sport. **Secondly**, and relevant to our first point, project EWCS includes partners from 5 European countries (Cyprus, Portugal, Bulgaria, Poland, and Belgium), that cover key EU regions in a balanced manner (i.e., North, South-Western, South-Eastern, and Central & Eastern European regions). The geographical coverage of project EWCS, therefore, is sufficient to ensure that our project has representation from diverse European regions. **Thirdly**, and perhaps most importantly, all the organisations participating in EWCS have a clear remit to promote clean sport values and anti-doping education, and this is mostly true of the NADOs from Cyprus, Portugal, Romania, Bulgaria, and Poland. EuropeActive has also participated in several E+ Sport projects on anti-doping policy and education, and represents the European recreational sport sector - a key target area in need of anti-doping education and policies that are tailored to the specific needs of this sector (Henning, 2017). As such, the EWCS consortium will make a European-wide and scalable impact, and has a clear plan to further extend this impact in the longer-term across all member states of the EU (see Section 3). **Lastly**, as already discussed, one of the key activities of the European Week of Clean Sport is to promote and widely disseminate existing multilingual anti-doping learning resources and materials that were developed in the context of previous E+ Sport projects. This aspect also highlights the added value of project EWCS at a European level.

For the reasons described above, project EWCS has a high possibility to produce results and outputs that can be readily used by other European countries. The resulting policy and practice recommendations will emphasise this by providing specific guidelines on how the European Week of Clean Sport can be implemented by NADOS and sport governing bodies based in the EU and beyond. The European Week of Sport, as well as WADA's Play True both started small by involving a limited number of countries and participants, and they expanded considerable their global reach within 5 years. This is also the aspiration for the European Week of Clean Sport.

Furthermore, project EWCS has high possibility to foster cross-border collaboration between Programme and Partner countries. Specifically, the European Week of Clean Sport can be



contextualised and applied in partner countries from the Western Balkans and Eastern. For this reason, the results of our project and the guidelines on how to develop, implement, and evaluate the European Week of Clean Sport will be widely disseminated to NADOs and sport governing bodies of these countries.

2. QUALITY

2.1 PROJECT DESIGN AND IMPLEMENTATION

2.1.1 Concept and methodology

Concept and methodology

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the project design and implementation'.

Outline the approach and methodology behind the project. Explain why they are the most suitable for achieving the project's objectives.

Quality & Relevance of the Work Programme Coherence between Planned Activities& Project Objectives

Overall, the detailed work programme of project EWCS includes 5 distinct, but inter-related work-packages. WPs 1-2 reflect horizontal processes pertinent to the preparation, implementation, evaluation, and dissemination phases of the project, and WPs 3-5 reflect vertical actions that are pertinent to the implementation of the project. To ensure balanced and active project participation among project partners across all the phases of the project, all partners will be involved in all WPs, but with a varying degree of contribution depending on their expertise and background. The detailed contribution of the consortium partners to each WP is presented in more detail in Section 2.2 below.

Also the planned activities of the project have been developed in order to be consistent and coherent with the stated objectives of the project, and the related KPIs and target values (see also Table 1, Section 1.1). The planned activities also correspond to the different phases of the project, including *preparation, implementation, dissemination, follow-up and evaluation*, as follows.

The Preparation Phase of the project is concerned with project management and implementation aspects. Specifically, during the preparation phase, the project coordinator will be in contact with each partner in order to obtain mandate letters and the cooperation agreement documents in a timely fashion, and accordingly sign the grant agreement as per the policies and procedures of EACEA. The preparation phase will also include an online meeting with all the partners in the consortium to determine the actual date of the first project meeting (face-to-face or virtual, depending on the circumstances and COVID-related restrictions). Furthermore, during the preparation phase of the project we will: a) define the arrangements needed for the Learning, Teaching, and Training Event (LTTE) (WP3, Task 3.3) and invite the presenters from the respective organisations (UKAD, WADA, EU, Council of Europe) as appropriate. We will also commence desk research and a mapping review of the literature that will help us to identify the best practices in social marketing and health communication campaigns (WP3, Task 3.4). Finally, during the preparation phase, EuropeActive will finalise the dissemination plan (WP2, Task 2.1) and prepare the logos and branding of the EWCS project as per the Dissemination strategy. This planning is essential to ensure that the consortium does not remain idle and loses time between the notification of the results, the sign-off of the grant agreement/cooperation agreements, the Infoday with EACEA for project coordinators, and the official kick-off meeting of the project.

The Implementation Phase of the EWCS project will formally commence during kick-off (transnational) project meeting, and will be concerned with the delivery of specific outputs and products, according to the goals and expectations agreed for each WP (Section 4). Specifically, in the implementation phase of the project our consortium will implement the needs assessment activities for local sport stakeholders (WP3, Task 3.1) and sporting communities (WP3, Tasks 3.2-3.3), conduct the planned LTTE, co-create the operational framework (WP3, Task 3.5), and determine the measurement methodology and metrics required to evaluate the of the European Week of Clean Sport (WP3, Task 3.6). Furthermore, during the implementation phase, we will realise all the planned activities described in WPs 4 and 5, respectively addressing the implementation and evaluation of the European Week of Clean Sport, and the development of the Policy and Practice Recommendations report. All the project management meetings (virtual or face-to-face) between partners will also be part of the implementation phase of the project.

With respect to the Dissemination Phase of EWCS we have a dedicated partner (EuropeActive) that will overview and implement the project's dissemination and communication strategy as detailed in Sections 3 and 4 below. This strategy pertains to the strategic identification of target groups that may further enhance the long-term sustainability and impact of the project in different ways. For instance, we plan to



demonstrate the relevance and usability of the European Week of Clean Sport to anti-doping/clean sport education with online workshops designed for NADOs and representatives of national and international sport governing bodies.

Finally, with respect to the Evaluation Phase of the project, different types of evaluations are planned: a) the internal/external evaluation of the project's progress within the set timelines and according to the budget, and b) the internal/external evaluation of the European Week of Clean Sport. The former, pertains to the Quality Monitoring, Planning, and Control described in detail in Section 2.1.2 below, and the respective activities form part of WP1. The latter concerns the internal and external evaluation of the European Week of Clean Sport, and is described in WP3.

Quality, Feasibility, & Novelty of Proposed Activities

The proposed activities are feasible because of the project management and task allocation arrangements we have envisaged. Specifically, our strategy is to ensure that all partners contribute to the project according to their strength, operational capacity, and organisational remit/mission statement. For this purpose, only the NADO partners will be involved in implementing and evaluating the European Week of Clean Sport, because NADOs have a clear mission statement and remit to monitor, develop, promote and evaluate anti-doping and clean sport education activities in their countries. They also have the expertise, as well as operational and networking capacity to engage local sporting communities, recruit volunteers, and ensure that the intended European Week of Clean Sport is implemented to the highest standard, and in relation to local cultural contexts.

Furthermore, the proposed activities pertaining to the design, implementation, and evaluation of the European Week of Clean Sport (WPs 3-4) are feasible because they will be coordinated by external academics with high expertise in anti-doping research and education programmes. The operational framework of the European Week of Clean Sport will also be of high quality because it will be developed on the basis of a triangulation process that will consider multiple inputs, including: latest scientific evidence on the effectiveness of social marketing and health communication campaigns; best practices from international and national organisations implementing related activities (e.g., UKAD's Clean Sport Week); focus groups with target groups, which will help us tailor the EWCS content to their current needs; and a SWOT analysis that will provide insights about the potential strengths, weaknesses, and opportunities of each NADO that will be implementing the EWCS. We believe that the success of the European Week of Clean Sport will be, at least partly, attributed to our concerted, evidence-informed strategy for developing the EWCS Operational Framework.

The proposed activities pertaining to developing policy/practice recommendations and dissemination/communicating the outputs and findings of the project to relevant target groups, are feasible and of high quality for the following reasons. **First of all**, through the joint collaboration of EuropeActive and NADOs, the policy/practice recommendations will appeal to both organised, elite competitive sport, and amateur, grassroots, and recreational sport. This makes WP5 highly feasible, and potentially highly impactful. **Secondly**, the dissemination strategy will be designed and delivered by EuropeActive, an umbrella organisation with significant expertise and an established track record of EU funding in the field of Sport, and more lately in anti-doping/clean sport education projects that involved multidisciplinary and large international networks of expert academics, NADOs, policy-makers, and key players in recreational and elite sport. EuropeActive is strategically placed to deliver upon the dissemination of the EWCS project because of the organisation's extensive networking capacity and expertise in this area. **Finally**, the planned activities are feasible because they have been designed in the most economical way, so that the project can be delivered smoothly within time and budget.

Additionally, the planned activities are novel in several respects. As already discussed in the previous section, it will be the first time to roll out the European Week of Clean Sport - a campaign that we envisage will follow the steps of the European Week of Sport, UKAD's Clean Sport Week, and WADA's Play True Day, and reach out to a lot more participants beyond the lifetime of our project.

Coherence between Project Objectives & Planned Activities

The project objectives have been clearly illustrated in section 1.2 and they have been derived from the current status of anti-doping education and the needs of NADOs to extend education in competitive and grassroots sport. More specifically:

- a) The existence of different anti-doping practices across different countries, and the need to identify the practices that really work (i.e., best practices) within a coherent, and harmonised anti-doping policy framework (e.g., see WADA's 2021 ISE), reflect the first and second objectives of project EWCS. The envisaged European Week of Clean Sport (WPs 3-4) aims to represent anti-doping policies and practices across Europe within a harmonised framework, much like WADA is attempting to harmonise anti-doping education policies through the implementation of the ISE. Furthermore, the knowledge capital and the best practices that will be presented in the respective report of our project (see WP5) will serve as the main tool to support NADOs and other international or national sport governing bodies in other European countries (and beyond) to implement the EWCS according to the their needs, and the educational needs of the target groups in the respective local sporting communities.
- b) The need to integrate Health Communication & Social Marketing Campaigns with anti-doping education, as our project envisages, reflects the third objective of our project. Using the latest



evidence on the best practices for informing and designing such campaigns, the European Week of Clean Sport will raise awareness about clean sport values, direct participants to relevant learning resources, and also directly engage participants with anti-doping education using hands-on workshops. Although the specific content of the EWCS activities are yet to be determined (because their content and mode of delivery will be co-created with end-users), we our consortium is committed to directly engaging all EWCS participants with anti-doping education learning resources and materials (e.g., WADA's ADEL, as well as the web-based learning resources of previous E+ Sport projects on anti-doping). Therefore, through this approach the EWCS will be complementing the implementation of WADA's ISE, and will also support the respective efforts of the partner NADOs.

Relevance to the Needs of Partners and Target Groups

Project EWCS and the planned activities are highly consistent with the current needs of partner organisations (i.e., NADOs and EuropeActive), as well as the needs of target groups for the following reasons. Firstly, as recent research has shown, there can be large variation in the approaches and methods NADOs use to combat doping, and in the implementation of anti-doping regulations (Gatterer et al., 2020), and there is a need for more coordinated and concerted approaches. The envisaged EWCS can provide an organised framework around which NADOs can establish benchmark criteria and actions to prevent doping via a communication/social marketing campaign. Secondly, as already explained WADA's ISE mandates that all signatories (NADOs and national/international sport governing bodies) implement actions in support of anti-doping education. To this end, our project is highly relevant to the current needs of the partner NADOs from Cyprus, Portugal, Bulgaria, and Poland. Furthermore, because anti-doping is a matter that extends beyond the realms of organised elite sport (which could be the main remit for many NADOs across Europe), EuropeActive will directly benefit by project EWCS because it will adopt a framework to promote drug-free/doping-free participation in recreational sport across Europe. By representing the recreational sport sector in Europe, EuropeActive will widely disseminate the project's results, and especially the operational framework and the policy and practice recommendations report, to its members across different European countries (members and non-members of the EU family).

Local sporting communities, and the specific target groups of our project, will also be directly benefited from EWCS. First of all, by providing the opportunity to engage volunteers in the European Week of Clean Sport we significantly expand the focus, reach, and scope of sport volunteering activities in local sporting communities. Furthermore, because health communication and social marketing campaigns often have a "legacy" (i.e., long-lasting effect and impact in the communities they involve; Huhman et al., 2017; Truong, 2014), our project is expected to meaningfully contribute towards de-normalising doping and promoting clean sport values use at a community level and across levels of sport and social groups, in the longer-term.

Furthermore, the proposed activities have a clear timeline, and are considered adequate to produce the expected results in line with the proposed work programme, timelines, and budget. More specifically, sufficient time has been planned for the preparation and implementation of the proposed activities (5 months for the needs analysis, 12 months for the preparation of the operational framework, 13 months for the preparation, implementation and evaluation of the EWCS, and 15 months for the preparation of the policy recommendation report). Moreover, for each project result several activities have been planned that provide a clear description of the structure of the activities that will be performed to achieve this result. Indicatively, for the Best Practices report a Delphi poll with 20 sport stakeholders, four completed focus groups (approx. 5 participants per focus group, and one focus group per country: Cyprus, Portugal, Bulgaria, and Poland), a single two-day event and a desk research report have been planned. Accordingly, specific activities that will contribute to the development of the other project results have been anticipated.

Cost-effectiveness of the project

The EWCS project has been designed to run the activities in the most economical way. More specifically:

- a) Website and other dissemination activities: The website of the project will be developed and maintained by CyADA utilising budget from project management and implementation category, without further subcontracting. Similarly, a number of digital dissemination activities have been planned that do not require costs but can assist in reaching a wider audience.
- b) The in-person project meetings have been limited to the absolutely necessary meetings for the partners to meet and discuss important aspects of the project. Also, the number of participants in the transnational project meetings has been limited to the minimum, i.e., project managers of the partners. Thus, for cost-effectiveness and ecological reasons partners will hold regular online meetings.
- c) Budget allocations to partners have been made based on EU daily rates of the partner countries and we have been modest in the allocating working days as partners will contribute to



the project activities through their own resources (staff hours). Thus, we have allocated most of the budget sources to research, training, and dissemination, while maintaining sufficient resources for project management.

- d) In this line, the budget of the activities that will be implemented in the EWCS has been kept to a minimum and partners will contribute to their implementation from their own resources and sponsors. This budget allocation also supports the sustainability of the project beyond its lifetime.
- e) In case of activities requiring excessive costs three offers will be obtained and the most economical one will be selected (this will depend on the partners' national regulations about what an excessive cost is and how many offers are required).
- f) Lastly, the academic components of the project have been outsourced to two academic experts with strong record of research on doping and related education projects funded E+ Sport, WADA, and the International Olympics Committee. This approach is extremely cost-saving as the inclusion of their institutions in the project would cost more than an estimated 60.000 euro - the costs that are saved from this arrangement are now redistributed among NADOs and EuropeActive to effectively fulfil their role in the project.

Inclusiveness, digitalisation, and environmental sustainability of the project

The project has been specifically designed to address the horizontal priorities of Erasmus+ about inclusion and diversity, digital transformation and climate change. More specifically:

- a) As already mentioned in Section 1, and in Section 4 below, our project is highly committed to diversity and inclusion values and will, therefore, incorporate an explicit diversity and inclusion agenda in the operational framework of the European Week of Clean Sport, and in the resulting policy/practice recommendations. In addition to this, our project will represent the needs of athletes with disabilities, who will play an active role in the development of the operational framework, the implementation, and the evaluation of the European Week of Clean Sport. Similarly, our project is committed to including individuals at-risk for exclusion because of socio-economic difficulties by reaching out to relevant target groups and offering the opportunity to support the EWCS as sport volunteers.
- b) The project will highly utilise online tools across different phases and activities of the project. The project website and social media will be the main means for dissemination and communication of the project. Furthermore, all produced material will be in an online form easily accessible from the project's website. In addition, a large number of the activities implemented in the EWCS will be held online by utilizing digital means (e.g., Skype, Zoom, Teams etc.) and thus reach a wider audience that may not be able to physically attend in-person events, either because of disabilities or because of COVID-related or other restrictions. Furthermore, we have planned to use EPALe for access and use online platforms (e.g., IMPACT's clean sport education Community of Practice) and related education/learning resources.
- c) To assist the environmental sustainability, the project has planned its operations in an eco-friendly manner (i.e., project meeting arranged accordingly to reduce travel-related pollution). Furthermore, as already stated, a large number of activities (e.g., dissemination and EWCS activities) will be implemented digitally in order to avoid using material (e.g., paper) that may have impact on the environment. Although doping is not directly linked to climate change, we will incorporate activities in the EWCS that will sensitise participants about the environmental consequences of disposing of doping-related substances on the natural environment.

2.1.2 Project management, quality assurance and monitoring and evaluation strategy

Project management, quality assurance and monitoring and evaluation strategy

Please address the specific conditions set out in the Call document/ Programme Guide.

Describe the measures foreseen to ensure that the project implementation is of high quality and completed in time.

Describe the methods to ensure good quality, monitoring, planning and control.

Describe the evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of the activities and results (including unit of measurement, baseline and target values). The indicators proposed to measure progress should be relevant, realistic and measurable.

For low value grants (less or equal to 60.000 EUR), it is not necessary to describe evaluation methods and indicators to monitor the outreach and coverage.



PROJECT MANAGEMENT ARRANGEMENTS

To effectively achieve the objectives of the project a robust project management plan has been developed. This plan will support and coordinate partners during the lifetime of the project and will ensure that all project activities will be performed on time, within the agreed timescale, and to the best possible quality. CyADA will establish a project management team with administrator and financial support officers. Furthermore, a Project Management Group (PMG) comprising one representative from each partner organisation will be appointed at the outset of the project and assist in the project management. In addition, the coordinating site will also be subject to evaluation through the evaluation of the partners and the external evaluators. In this respect, it is planned that the two academics will also serve as external evaluators collecting partners' feedback on the project progress, and evaluating the achievement of the project objectives and the adopted project management procedures, as well as the quality of the produced results.

QUALITY MANAGEMENT AND CONTROL MEASURES

Project EWCS will include an integrated Quality Management & Control approach which will ensure that Quality Control is applied across all the designated work packages and the resultant deliverables intellectual outputs, and events of the project. This pertains to the existence of relevant quality control measures, how the results of the project will be achieved on time and within budget, as well as the project's planning to identify and mitigate (with early intervention) any potential risks - a detailed risk analysis is presented in the section 2.1.5.

The structure of the Quality Management & Control process includes three distinct elements: 1) Quality Planning; 2) Quality Assurance; and 3) Quality Control & Risk Management. The combination of these three elements provides the basis for a summative and formative evaluation of our Work Programme.

Quality Planning

Quality Planning describes the phase which will determine the project management structures of the project and support the Project Management Group (PMG) with regards to project management and implementation activities and tasks. This encompasses the development of efficient and effective project management mechanisms (e.g., Partnership Agreements, Work Package Manuals, Detailed Work Plans), and processes used to monitor the project (e.g., assisting the PMG to establish clear objectives, outputs, and quality control indicators).

A key element of the Quality Planning will be the development of a project Outcome Model, which will be used to ensure transparency in the project management, and be present in all phases of a work programme. The Outcome Model will be used to systematically arrange activities, outputs (the immediate results of the project's activities), outcomes (changes happening as a result of the project's activities) and impact (overall change to which the project's activities contribute), and shows which functional chains between them are plausible and can be expected in the long-term. This will help the PMG to: a) distinguish between verifiable outputs, outcomes, and impacts; b) monitor and evaluate the project's activities against the agreed, short-term and long-term objectives.

At the kick-off meeting the Outcome Model will be co-developed by the project's consortium in order to reach consensus about the ways we define project goals, objectives, and outcomes. Throughout the project, the Outcome Model will be used as a reference point when considering activities against project goals, objectives, and agreed outcomes. Moreover, the Outcome Model will provide the key input for the summative evaluation of the project.

Quality Assurance

Quality Assurance refers to the methods and processes used to implement, monitor and adjust the elements established through the Quality Planning phase. It ensures that the planned activities are delivered both in terms of set timelines/budget, and expected quality of the outputs for each work package. The tools that we will use to implement the Quality Assurance plan include the Project Barometer and the Project Health Check, a combination of which will form the basis of the formative evaluations.

The Project Barometer will be used a preparatory element of the Health Check and will indicate the extent to which the set goals and activities are understood and remain relevant throughout the project's lifetime; how much partners feel involved and included in the consortium and the project activities; and whether communication channels among project partners are effective. Through these activities, the Project Barometer will allow the PMG to obtain direct feedback from the consortium about the progress of the project and about any risks/challenges that may mitigate the successful implementation of the project. This process will be supported by the envisaged transnational project meetings, as well as through monthly updates from WP leaders.



The Project Health Check standardises the Outcome Model into a tool that can be used by the project's consortium to collectively review and evaluate the progress of the project. The consortium partners will be able to review their progress; consider the agreed project goals, objectives, and agreed outcomes; and evaluate them using the established quality indicators. The Health Check will be conducted twice during the lifetime of the project: on the 12th and the 20th months of the project as these time points will represent the best opportunity to review work flows and leave time for related interventions to be made.

Quality Control & Risk Management

Quality Control and Risk Management refers to the processes which will be used if a discrepancy is detected between the Quality Planning and Quality Assurance phases of the project, and if certain risks/challenges are presented that need to be resolved. If discrepancies and/or challenges/risks are detected during the monthly meetings with WP leaders, or through the Project Barometer or the Project Health Check, then a process of Quality Control will be implemented. The issue will be noted into the Project's Risk Register and this will enable the PGM to monitor the resolution of this issue. Alongside this process a Risk Mitigation Plan will be used as part of the Quality Control to either bring the discrepancy back into order against the quality indicators, or to consider possible revisions in the work programme. In order to follow EACEA regulations, any major adjustments resulting from the Quality Control would only be made in consultation with the entire consortium and the approval from the EACEA, with due attention to the EACEA amendment processes. A combination of these three elements will function at both project and work-package levels. This will ensure that the quality aspects of the project are considered at both macro and micro perspectives.

The **milestones** of the project include:

M1 - Completed needs analysis, desk research and SWOT analysis: This will signify that the project has succeeded in analysing the needs of relevant target groups, and that the consortium engaged in critical reflection about the envisaged EWCS.

M2 - Completed operational framework: This is an important milestone as it will indicate the culmination of the project's efforts in terms of strategically developing the EWCS.

M3 - Completed internal/external evaluation of the EWCS: This milestone will signify that the consortium succeeded in implementing the envisaged EWCS.

M4 - Completed policy/practice recommendations report: This milestone will indicate that the project has successfully concluded its activities, including the dissemination of guidelines (practice recommendations) about implementing the EWCS in more EU countries and among more NADOs, in the future.

Those milestones are directly associated with the Key Performance Indicators (KPIs) of our project. Those KPIs, and their consistency with the stated project objectives are already presented in Table 1, Section 1.2. These KPIs and relevant target values are realistic, specific, and measurable and will indicate that the project has reached its key milestones, in accordance with the stated objectives.

2.1.3 Project teams, staff and experts

Project teams and staff			
<i>Describe the project teams and how they will work together to implement the project.</i>			
<i>List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc.) and describe shortly their tasks. If required by the Call document/Programme Guide, provide CVs of all key actors.</i>			
Name and function	Organisation	Role/tasks	Professional profile and expertise
Michael Petrou, MD	CyADA	Manager	<u>Current role</u> President, Cyprus Anti-Doping Authority
	CyADA	Researcher	



Violeta Zarkova, MD	BADC	Manager	<p><u>Current role</u></p> <p>Executive Director of the Bulgarian Antidoping Centre since 2010- Management and control of the overall activities of the Anti-Doping Centre.</p> <p><u>Work experience</u></p> <p>Medical professional in physical therapy and rehabilitation.</p> <p>Sports medical professional of teams in artistic gymnastics, canoe, tennis, cycling.</p>
Elka Galeva, PhD	BADC	Researcher	<p><u>Current role</u></p> <p>Senior Expert in Anti-doping Program department, BADC in the fields of Education, Result Management and Investigation.</p> <p><u>Work experience</u></p> <p>University Teacher in National Sports Academy “Vasil Levski”, Sofia.</p> <p>Former cross country skier.</p>
Carlos Santos	ADoP	Manager	<p><u>Current role</u></p> <p>ADoP leader on clean sport education programmes and information.</p> <p><u>Work experience</u></p> <p>Athletics Coach in Sport Lisboa e Benfica.</p> <p>Member of the International Technical Commission of Athletics in the International School Sport Federation (ISF).</p> <p>Chairman of the International Technical Commission of Athletics in the International School Sport Federation (ISF).</p> <p>Chairman of the School Sport and Health Program in Portugal – Ministry of Education of Portugal.</p> <p>Head of Delegation representing Portugal in several Schoolsport International Competitions (ISF + FISEC).</p> <p>Technical Secretary of the Portuguese Athletics Federation (FPA).</p> <p>Head of Delegation representing Portugal in several European and World Athletics Competitions (European Athletics + World Athletics).</p> <p>Chairman of Department in the Portuguese ERASMUS+ National Agency.</p> <p>Teacher of Physical Education in several schools.</p>
Raquel Cunha	ADoP	Researcher	<p><u>Current role</u></p> <p>Responsible for financial control and project monitoring at ADoP.</p> <p><u>Work experience</u></p>



			<p>Accounting Department member in General Direction for Higher Education – Ministry of Higher Education</p> <p>Chairman of Technical and Administrative Support in General Direction for Higher Education – Ministry of Higher Education</p> <p>Administrative support in National Association for Sport for Handicapped Persons – ANDEMOT.</p>
Grzegorz Borkowski	POLADA	Project manager	<p><u>Current role</u></p> <p>Head of Education and Information Department, POLADA</p>
Michał Rynkowski	POLADA	Advisor	<p><u>Current role</u></p> <p>Director of the Polish Anti-Doping Agency</p> <p><u>Work experience</u></p> <p>Acting Director of the Polish Anti-Doping Agency.</p> <p>Director of the Commission Office, Office of the Commission Against Doping in Sport.</p> <p>Specialist at the Commission Against Doping in Sport.</p>
Hubert Dziudzik	POLADA	Senior expert	<p><u>Current role</u></p> <p>Administration and finance, POLADA.</p>
Cliff Collins	EuropeActive	Manager	<p><u>Current Role</u></p> <p>Director of Programmes, EuropeActive Cliff Collins is currently the Programmes Director for EuropeActive.</p> <p><u>Work experience</u></p> <p>Has worked for EuropeActive for more than 15 years during which he coordinated many EU-funded projects, in the fields of sport, HEPA, skills, employment and anti-doping including coordinating the FAIR and FAIR+ projects and as a partner in the ANTI-DIF action.</p> <p>He has been a member/observer at several European Commission Expert Groups including in anti-doping, education, training and human resources development, good governance, promoting HEPA and the European referencing of occupations (ESCO).</p> <p>Previously he owned 3 fitness centres and won 5 national awards for excellence for service delivery and in management. As a UK Government business adviser, he had a major influence on the development of the technical standards for exercise professionals, and for the quality and business management of fitness clubs. Mr Collins will be the responsible manager for the work carried out by EuropeActive, including the desktop research and the dissemination</p>



			<p>activities.</p> <p>He is the current convenor of the Expert Group for European Standards for Fitness Centres (CEN/TC 136 WG2)</p>
Kiera WASON	EuropeActive	Senior expert	<p><u>Current role</u></p> <p>Senior Policy Officer working on EU-funded project writing and management. Kiera works with EuropeActive's Diversity, Equality, and Inclusion Advisory Council on proactively raising the sector's awareness and interest in topics of inclusion and non-discrimination.</p> <p><u>Work experience</u></p> <p>Kiera has worked in the European sport sector since 2017, building a firm grasp of the relevant policies, challenges, European project management, and specialised in utilising sport and physical activity as a tool for social progress.</p>

Outside resources (subcontracting, seconded staff, etc)

If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc).

If there is subcontracting, please also complete the table in section 4.

Two expert academics will be sub-contracted to coordinate and implement the research activities pertaining to the planning (e.g., focus group data collection, analysis, and reporting; desk research), monitoring and evaluation (i.e., data collection, analysis, and reporting of EWCS participant surveys) of the envisaged European Week of Clean Sport. The two expert academics will also provide a "critical friend"perspectivewith regards to the project's overall quality and impact evaluation.

The two academics are:

Dr Vassilis Barkoukis, Associate Professor of Sport Pedagogy & Learning, Aristotle University of Thessaloniki, Greece; and

Dr Lambros Lazuras, Associate Professor of Social Psychology, Sheffield Hallam University, UK,

Both experts have an established track record of research (>30 publications in international peer-reviewed journals, Chapters in Sport & Exercise Psychology textbooks) on the social and psychological drivers of doping use in elite and amateur athletes, and in recreational sport, and on the development and evaluation of anti-doping educational interventions. They have also co-authored the book "The Psychology of Doping in Sport" published by Routledge/Taylor Francis in 2015 - the first book of its kind to address the psychological drivers of doping use across levels of sport.

Also, both Drs Lazuras and Barkoukis have a long track record of successfully leading large-scale international research and education projects (>15 completed projects) in doping behaviour and anti-doping education, funded by the Erasmus+ Sport 2014-2021, the World Anti-Doping Agency's Social Science Research Programme, and the International Olympic Committee. Lastly, both experts serve as external consultants to National Anti-Doping Organisations for research activities, and the development and implementation of clean sport education programmes.

It is noteworthy that sub-contracting the research activities and quality evaluation of the EWCS project to the named external experts provides higher value for money and cost-effectiveness of the project. Specifically, the total fee for both external academic experts will be 20.000 euros. If the respective academic institutions (Universities) were included as project partners in the project, the relevant cost would have been >60.000 euros, that is at least three times higher than sub-contracting costs of the two external experts.

The total fee of the external experts reflects the following work (per WP):

**WP1 Project Management & Quality Assurance**

The tasks of the external experts in WP1 include:

- Assist BADC in developing the quality assurance agenda of the project.
- Monitor the progress of the project as observed in PMG and/or transnational project meetings.
- Provide feedback to the consortium when deviations are noted between the project plan/work programme and the actual delivery of the project.
- Prepare a final quality assurance report at the end of the project.

WP3 Operational Framework for the Implementation & Evaluation of the European Week of Clean Sport

The tasks of the external experts in WP3 include:

- Developing the focus group interview protocols
- Support partner NADOs in conducting the interviews
- Develop the codebook needed for the analysis of the interview data
- Support NADOs produce a brief report summarising the results of the focus group interviews.
- Observe the planned LTTE event, and provide advice to the consortium about the relevant best practices that may inform the operational framework of the EWCS.
- Develop the methodology for the desk research, perform the desk research, and report the findings to the project's consortium.
- Support the consortium in performing and interpreting the SWOT analysis.
- Advise the consortium and WP leader in drafting the operational framework of the EWCS.

WP4 Preparation, Implementation, and Evaluation of the European Week of Clean Sport

The tasks of the external experts in WP1 include:

- Advise the consortium on how to prepare, perform and analyse the data of the surveys and the focus group interviews.
- Support the project's consortium in developing the EWCS Evaluation report.

WP5 EWCS Policy & Practice Report

- Advise the consortium and the WP leader on the development of the report, in the context of WADA's implementation guidelines for the International Standard for Education.

2.1.4 Cost effectiveness and financial management

Cost effectiveness and financial management *(n/a for prefixed Lump Sum Grants)*

Not applicable.

2.1.5 Risk management**Critical risks and risk management strategy**

Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.

Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking account the mitigating measures.

Note: *Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help*

you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.

For low value grants (less or equal to 60.000 EUR), it is not necessary to present critical risks and risk management strategy.

Risk No	Description	Work package No	Proposed risk-mitigation measures
1	Low participation/engagement from partner organisations	1	The project's design and methodology ensures that all partner organisations will be actively involved in the project activities during the entire duration of the project, and in accordance with pre-specified KPIs for each activity or WP. Regular online meetings will also ensure that partner organisations remain updated and actively involved in the project.
2	Low involvement of partner organisations in the planning of the EWCS	2	The planning of the EWCS is based around activities that require the active participation of all partner organisations. Through the project management platform (e.g., Basecamp), partner organisations will be regularly reminded of the tasks they need to complete for each activity, and be requested to upload relevant information (e.g., completed data collection reports) indicating task completion.
3	Low participation/take-up of the EWCS by local communities and sport stakeholders	3	Local communities are more likely to support and actively participate in communication and social marketing campaigns when they have developed a sense of ownership and identification with the campaign. For this reason, the target groups from the local communities in each partner country will have an active role (e.g., through co-creation, and community-based participatory research) in the development of the EWCS.
4	Limited impact on EWCS participants and local sporting communities and stakeholders	4	The activities of the EWCS will be designed in accordance with the current education and learning needs of the target groups involved. This increases the likelihood of the EWCS to make an impact in the local sporting communities wherein it will be delivered.
5	Low value/impact of policy and practice recommendations	5	The expertise of the partner organisations (4 NADOs, EuropeActive) in developing and informing anti-doping policy-making will ensure that the intended policy/practice recommendations are realistic, feasible, and congruent with the existing needs of NADOs with respect to promoting clean sport values and participate in initiatives that promote clean sport education (as per WADA's 2021 International Standard for Education).

2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

2.2.1 Consortium set-up

**Consortium cooperation and division of roles (if applicable)**

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the partnership and the cooperation arrangements'.

Describe the participants (Beneficiaries, Affiliated Entities and Associated Partners, others, if any) and explain how they will work together to implement the project. How will they bring together the necessary expertise? How will they complement each other?

In what way does each of the participants contribute to the project? Show that each has a valid role and adequate resources to fulfil that role.

Note: *When building your consortium you should think of organisations that can help you reach objectives and solve problems.*

Consortium Description & Complementarity

The consortium of the EWCS project has been strategically developed to include partners that have the requisite expertise, responsibility, and operational capacity to deliver the project's activities within the set timelines and budget. Specifically, the nature and scope of our project necessitates that partner organisations have the necessary operational capacity, expertise, and remit to deliver (sustainably) large-scale, anti-doping campaigns, such as the envisaged European Week of Clean Sport. The scope of our project also necessitates that the implementation of the European Week of Clean Sport is delivered in a manner that can be followed-up by a larger number of organisations with a similar remit and scope after the project's lifetime. For these reasons, the most suitable candidates for running such campaigns and for delivering successfully the proposed project are National Anti-Doping Organisations (NADOs). NADOs represent the national entities that have a sole remit to combat doping in sport via different means, including campaigns that promote clean sport values and related education resources. The envisaged EWCS is clearly aligned with the participating NADO's (CyADA, ADoP, BADC, and POLADA) remit and mission statement, and is also supporting their local activities to promote clean sport values and education. Although NADOs were predominantly concerned with combatting doping in elite/competitive sport, over the last few years their remit has expanded to include doping prevention in recreational sport too. Nevertheless, NADOs may still experience variations to the degree to which they can tap the particularities of doping in recreational sport, as this behaviour can be driven by a different set of personal factors and social/contextual influences (Henning & Andreasson, 2020). For this reason, it is important that a strategic partner is included that can represent and provide key insights into the recreational sport sector in Europe. EuropeActive has been deemed as the most suitable candidate for this role, and its inclusion attests to the complementarity of partners in our consortium. Furthermore, as research has recently shown, although NADOs operate under the framework of the World Anti-Doping Code, this does not mean that they operate in a completely harmonised way. Rather, NADO operations and implementation of the anti-doping regulations can differ significantly between countries (see Gatterer et al., 2020). Therefore, bringing NADOs from different countries in our consortium allows us to also bring diversity and cultural differences as to how clean sport campaigns and education can be implemented. This is another important aspect of the complementarity of the consortium as each NADO will be considering the implementation of the European Week of Clean Sport based on their own cultural practices, expectations, and norms. For this reason, we have strategically planned for the SWOT analysis in the development of the EWCS' operational framework - this task would allow us to embrace the differing cultural views of partner NADOs, and accordingly plan the implementation of the EWCS in each country. Therefore, our project takes a tactical and active approach in harnessing the complementarity of partner NADOs for the benefits of the project (i.e., developing a culturally-agile and relevant campaign). This is relevant to the longer-term sustainability of our project, because it provides the foundations to culturally adapt the EWCS to other countries/NADOs in the future.

Cooperation Arrangements

The cooperation arrangements and task allocation ensure the active involvement of all partners throughout the duration of the project. It also ensures that the consortium will achieve consensus on key actions and milestones of the project in an inclusive and resource-smart management approach. Task allocation and WP leadership has been also allocated according to each partner's strengths, expertise and previous experience in related projects, and operational capacities. CyADA has been selected to lead the project because the organisation is highly active locally in terms of successfully organising and delivering various outreach and public engagement activities to promote clean sport, including school-based educational campaigns, the delivery of in-person and online clean sport education workshops, and is also active in leading research locally and internationally on diverse doping topics, from social science research to basic scientific research involving analysis of biological samples. The president of CyADA, Dr Michael Petrou, is a medical doctor with a long expertise in the practice of sport medicine and rehabilitation, and is also the president of the Council of Europe's Monitoring Group of the Anti-Doping Convention. This role involves the monitoring and implementation of the Anti-Doping Convention by NADOs and sport organisations in EU countries and beyond. Also, one of the key activities of the



Monitoring Group is to work with WADA and international sports federations. Dr Petrou is also an active member of WADA's Compliance Review Committee, an independent committee comprising international experts in anti-doping that advises WADA on matters of compliance with the World Anti-Doping Code. CyADA also has established memorandum of cooperation with leading NADOs, such as UK Anti-Doping. This is a highly relevant asset concerning the proposed project, because UKAD is the first NADO in the world to conceive of and implement the Clean Sport Week, and have already agreed to support our project (see attached Letter of Support) by sharing their expertise, knowledge, and best practices in implementing the Clean Sport Week for three years (including 2020, amidst the pandemic) in the UK. Overall, the President of CyADA, and CyADA as an entity, possess the necessary networking capacity and experience to successfully lead the EWCS project. CyADA also possesses the capacity to ensure that the European Week of Clean Sport will be implemented successfully in Cyprus, it will reach out to a wide range of sport stakeholders and communities in both elite and recreational sport, and that the EWCS outcomes and policy/practice recommendations will be successfully disseminated widely, to NADO members of the Anti-Doping Convention Monitoring Group, and beyond (e.g., WADA).

ADoP, BADC, POLADA are the national anti-doping organisations respectively for Portugal, Bulgaria, and Poland. Like CyADA, each of these NADOs have a clear remit to promote clean sport and combat doping, using education-based and awareness-raising campaigns. All three NADOs are also members of the Monitoring Group of the Anti-Doping Conventions, and they are also members of the Institute for Anti-Doping Organisations (iNADO), an umbrella organisation based in Germany that is composed of 66 NADOs and 14 Regional Anti-Doping Organisations (RADOs) from across the globe. iNADO promotes the activities and news of member NADOs and RADOs. By being members of the iNADO, ADoP, BADC, and POLADA have the capacity to reach out to iNADO's international network and widely disseminate our project's outcomes (e.g., Operational Framework of the EWCS, policy/practice recommendations). This is key to promoting the longer-term sustainability and take-up of the European Week of Clean Sport by other NADOs, beyond our project's consortium and geographical coverage. Accordingly, ADoP, BADC, and POLADA are perfectly suited to deliver the tasks that they have been allocated, and to ensure that the project is delivered to the highest quality, for the following reasons.

Firstly, POLADA has the capacity to lead WP3 because it possesses sufficient relevant experience and knowledge that has been acquired over the years, through the design and implementation of regional and local clean sport education and awareness-raising programs. As a Poland's official governmental authority that oversees, monitors, and regulated anti-doping, POLADA is actively involved in the development, implementation, and evaluation of clean sport education programs targeted to both recreational and elite-level athletes.

Secondly, BADC has the capacity to lead and deliver WP4 because it has significant experience in organizing small and large-scale social campaigns aimed to promote clean sport. BADC also has qualified experts in the development and implementation of anti-doping specific programs and methods to increase awareness about the principles and values of clean sport among the sporting community (both elite/competitive and recreational sport) in Bulgaria.

Finally, ADoP, with the joint support of EuropeActive and the other partner NADOs, has the capacity to successfully deliver WP5, and to successfully provide support across all the WPs of the project, and especially the implementation and evaluation of the European Week of Clean Sport. ADoP has a large background organising clean sport education seminars, meetings, and forums at national and international level, as well as the quality of its staff with large experience in sport, management and academical levels. ADoP has also very good relations with the Portuguese sport federations, with the Portuguese Olympic and Paralympic committees and with the main sport universities. At international level, ADoP is developing two strong partnerships, the first with all the South American Countries and the second with all the Portuguese-speaking countries community, to promote clean sport and share experiences in clean sport educational programmes.

With respect to EuropeActive, this partner has a unique strategic role in the EWCS project. Specifically, EuropeActive will provide strategic insight to the development of the Operational Framework of the EWCS (WP3), and the policy and practice recommendations of the project (WP5). EuropeActive's active involvements in these WPs ensures that our project represents the views and perspectives of the European fitness and recreational sport industry. This is a key aspect to ensuring that the European Week of Clean Sport is rounded and inclusive, and not tailored to the needs and context of elite competitive sport only. Furthermore, and most importantly, EuropeActive will be leading the dissemination and communication activities of the project (WP2). This is a crucial role because dissemination and communication are one of the most important aspects of all E+ Sport projects. EuropeActive has a long expertise and track record of leading or co-leading (as partner) a large number of E+ Sport projects, also in the area of combatting doping and promoting sport integrity (e.g., FAIR, FAIR+, ANTI-DIF). It has also led the dissemination and communication activities in many E+ Sport projects. Additionally, the strategic placement of EuropeActive as lead of dissemination and communication (WP2) will ensure that the project results are widely and effectively disseminated to the



fitness and recreational sport industry across Europe. This will be achieved through communication of the project's results to EuropeActive's extensive list of national and international partners (including fitness associations, federations, clubs, and key players/suppliers in the recreational sport industry sector) across Europe and beyond. This is an important driver of the project's future sustainability because EuropeActive's partners may represent the potential local/international sponsors and/or supporters of the European Week of Clean Sport after the proposed project's lifetime.

The cooperation arrangements of the project have been also reflected in the proposed budget, with greater allocation of resources to NADOs that will be implementing and evaluating the European Week of Clean Sport, because of the expenses and costs involved. The budget is also balanced so that partners leading the designated WPs have a higher allowance/resources allocated to ensure their leadership role is appropriately supported. Importantly, all the consortium partners have agreed to the allocation of tasks and resources from beforehand (i.e., during the preparation of this proposal).

The specific task allocation and cooperation among the consortium partners in each of the project's WPs is detailed as follows.

Workpackage		Lead	Co-lead	Active role
WP1	Project Management & Quality Assurance	CyADA	BADC (Quality assurance)	ALL
WP2	Dissemination, Communication & Public Engagement	EuropeActive	CyADA	ALL
WP3	Operational Framework for the Implementation & Evaluation of the European Week of Clean Sport	POLADA	CyADA, ADoP, BADC	ALL
WP4	Preparation, Implementation, and Evaluation of the European Week of Clean Sport	BADC	CyADA, ADoP, POLADA	ALL
WP5	Policy & Practice Recommendations	ADoP	EuropeActive	ALL

2.2.2 Consortium management and decision-making

Consortium management and decision-making (if applicable)

Explain the management structures and decision-making mechanisms within the consortium. Describe how decisions will be taken and how regular and effective communication will be ensured. Describe methods to ensure planning and control.

Note: *The concept (including organisational structure and decision-making mechanisms) must be adapted to the complexity and scale of the project.*

Project management structure

As already described in the Quality Assurance description of the project (Section 2.1.2) a PMG will be developed and will be composed of the managers of the project/representatives of each partner organisation. In total, the PMG will consist of 5 consortium members (one manager per partner organisation), and the two external academic experts may serve as observers, as part of their role in the implementation of project tasks (WP3, WP4, and WP5) and the quality assurance monitoring and evaluation process (WP1). At a local level, each partner will be monitoring the research/technical staff involved in each task/WP, as per the detailed work programme. A schematic representation of the management structure of the project is presented in Figure 1.

Decision-making processes

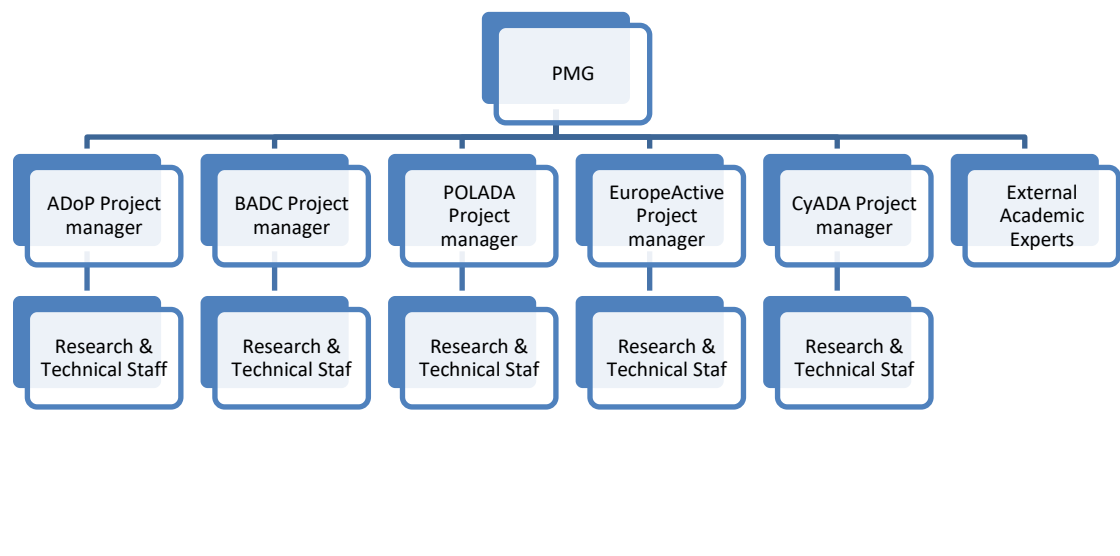
During the first half of the project, the PMG will convene on a bimonthly basis via scheduled 1-hour



online meetings to discuss the overall progress of the project. Those online meetings will commence after the official kick-off meeting of the project. Online meetings will not take place on the months that the PMG members will meet face-to-face (i.e., transnational project meetings; 1st LTT event). During the second half of the project it is deemed necessary that the PMG convenes on a monthly basis to closely monitor the planning, implementation, and evaluation of the European Week of Clean Sport.

The goal of the bimonthly and monthly PMG meetings is to ensure that the project is implemented according to the detailed work programme, the project timeline, and in accordance with the stated objectives. Crucially, those meetings will also ensure that any conflicts or risks that may arise (either within or between partners) are addressed to effectively from the outset. With regards to the conflict resolution mechanism, each local project manager will be tasked to offer resolution should conflicts emerge within the organisation relevant to the implementation of the EWCS project. Should the conflict persist, local managers may further discuss the conflict in the PMG meeting and seek advice/consultation from the PMG panel and the project coordinator. Accordingly, conflicts emerging between partners will be resolved during the PMG meetings. In case a conflict cannot be resolved with the support of the PMG, the project coordinator will liaise with and seek advice from the appointed EACEA monitoring officer. Lastly, the external academic experts of the project will be monitoring the progress of the project as observes in the PMG meetings, and alert the PMG should deviations are noted between the project's delivery and the detailed work programme, deadlines, and budget. The external experts will also present an interim evaluation of the project's progress at the end of the first half of the project (i.e., after 12 months since the project's beginning).

Figure 1. Management Structure of the EWCS Project



3. IMPACT

3.1 Impact and ambition

Impact and ambition

Please address each guiding points presented in the Call document/Programme Guide under the award criterion 'Impact'.

Define the expected short, medium and long-term effects of the project. Who are the target groups? How will the target groups benefit concretely from the project and what would change for them?



The ambition of the project is to set the foundation for the wider implementation of the European Week of Clean Sport, modelled after related initiatives at national and international levels, such as UKAD's Clean Sport Week, the European Week of Sport (EWoS), and WADA's Play True Day. Our goal is to "pilot" the European Week of Clean Sport in 4 countries at first, and then utilise the knowledge and outputs we will acquire in order to inform other NADOs, sport governing bodies, sport stakeholders and local sporting communities to support, and implement the European Week of Clean Sport in their countries in the immediate future, after the current project's lifetime. With this general ambition in mind, we have forecasted the expected short-term and long-term impact of our project, inside and outside the project's consortium, and have specified the most relevant target groups that will be impacted during and after the project's lifetime, as follows.

Impact on participating organisations (project consortium)

Our impact planning includes logical and concrete steps to integrate the project results in the regular work of partner organisations (NADOs and EuropeActive). Specifically, the participating NADOs will acquire important knowledge and expertise in the strategic design, planning, implementation, and evaluation of communication and social marketing campaigns against doping (or in support of clean sport values and education). This is a very important and timely development for local NADOs, because all NADOs that are signatories to the World Anti-Doping Code and to WADA's 2021 ISE are anticipated to incorporate relevant measures and activities that promote clean sport values and education. As a recent analysis showed in more than 50 NADOs across the globe (Gatterer et al., 2020) there is currently a lack of concerted efforts and evidence-informed approaches to promote clean sport education in line with WADA's ISE guidelines. Therefore, by actively taking part in the project, that participating NADOs (CyADA, ADoP, BADC, POLADA) will significantly improve their skills, knowledge capital, and lead the way in implementing WADA's ISE guidelines. Additionally, through this project, the partner NADOs will forge strategic collaborations with EuropeActive, a key player and representative of the European fitness and recreational sport sector. WADA's ISE recommend that NADOs establish such strategic partnerships as a crucial means in fighting doping outside elite competitive sport. Lastly, the partner NADOs will establish a strategic collaboration with the two academic external experts. Liaising with academic experts for the promotion of clean sport education and values (through related activities, interventions, and campaigns) is another requirement of WADA's ISE. Most importantly, through the EWCS project, the partner NADOs will be embedded within local communities as the key pillars for clean sport values, and related values-based education. This is an important paradigm shift and a significant change in the "brand management" of NADOs, because NADOs have been traditionally perceived as "enforcement" authorities with little input to education and collaborative, synergistic, community-driven activities for clean sport.

Accordingly, EuropeActive will be impacted from this project by being the first recreational sport organisation in Europe to actively participate in the project, observe the implementation and evaluation of the EWCS, and contribute to the policy and practice recommendations. This will set the precedent for the active role/support of EuropeActive in the future implementation of the European Week of Clean Sport, beyond the project's lifetime. It will also ensure that recreational sport needs and characteristics are taken into account in the strategic development of the EWCS - thereby, directly benefiting EuropeActive as a key player in the European scene of recreational and fitness sport.

Impact outside the project's consortium

At a local level, the project is expected to have an immediate, short-term impact in the development of strategic partnerships and collaborations between the partner NADOs and the local sporting communities and sport stakeholders, for the promotion of clean sport values and education. So far, each NADO has been involved, at varying degrees of collaboration, in related, short-term activities in their respective countries. The European Week of Clean Sport, however, presents a landmark that will culminate previous NADO efforts and initiatives at a local level, and will set the foundation for a more systematic, continuous, and sustainable effort to promote clean sport values and education in local communities. Through the implementation of the European Week of Clean Sports, local sporting communities and sport stakeholders will be provided with a unique opportunity to actively support, and participate in a national-level celebration of clean sport values and education, thereby, actively contributing to the de-normalisation of doping use in recreational and elite/competitive sport, the changing of social norms, and the promotion of the Spirit of Sport values. More specifically, through the EWCS implementation, local sporting communities and sport stakeholders will:

- Be informed about how to use a wide range of web-based clean sport education resources, such as WADA's ADEL and other resources developed in previous E+ Sport projects.
- Obtain open access to a wide range of promotional materials, information, and learning resources about clean sport values, and key aspects of doping prevention (e.g., how to resist doping and how to make informed choices about doping in different sports).
- Become empowered to resist and tackle doping across levels of sport, and learn how to utilise



resources to report doping (i.e., whistleblowing) to the respective authorities.

- Acquire the foundation about a clean sport education campaign that they may further contextualise and re-design to meet their future anti-doping training needs.

Athletes with disabilities, as well as social groups at-risk for exclusion due to socio-economic difficulties will also be helped by respectively participating in the design (operational framework, WP3) and the implementation of the EWCS (WP4). It is envisaged that the specific needs of athletes with disabilities will be met in our project, as this is a largely underrepresented group in related clean sport education activities. Our project will offer them the opportunity, and the necessary forum, to widely discuss their needs, concerns, and challenges with respect to clean sport education, and will also offer them the opportunity to be represented in the EWCS' activities (as supporters, organisers, or participants). Accordingly, individuals at-risk for socio-economic exclusion will improve their skills and employability by participating as volunteers in the EWCS. Previous research has suggested that marginalised groups and groups at-risk for exclusion yield several benefits (e.g., reduced marginalisation risk, higher social connectedness, social capital development) when participating as volunteers in sport events (Czupich, 2020; Kay & Bradbury, 2009). Our project is, therefore, expected to have a similar impact on the lives of the EWCS volunteers. All the impacts described above, at a local community level, are short-term and are expected to be observed during the lifetime of the project. Nevertheless, there is the possibility that they may also extend beyond the project's lifetime.

At an international level, our project is expected to have a concrete impact on the ways NADOs in other countries: a) become involved in communication and social marketing campaigns to promote clean sport education and values; b) learn how to establish strategic collaborations with local sporting communities and sport stakeholders to promote clean sport education campaigns; c) learn how to evaluate the short and long-term effects and impact of clean sport education campaigns, such as the intended EWCS. Those "lessons" and intellectual capital acquisition will result from the dissemination and communication activities envisaged in our project. Specifically, through our planned activities (e.g., end-of-project conference and LTTE) and through the existing networks of our partners in key networks and consortia (e.g., iNADO, Council of Europe's Monitoring Group of the Anti-Doping Convention), a large number of NADOs from Europe and beyond will be informed about the key concepts (operational framework), the technical aspects (implementation and evaluation, costs involved), and the ways to plan and implement the European Week of Clean Sport in their countries. Also, leading organisation in the anti-doping realm, such as UKAD will observe how the concept they embraced in early 2018 (Clean Sport Week) can be more widely implemented, at a pan-European level, and supported by local sporting communities, sport stakeholders, and academic experts/educators involved in clean sport education research and interventions. This impact is an immediate, short-term one, and is expected to be observed during the project's lifetime, but with the potential to be more widely extended beyond the lifetime of the proposed project.

Similarly, sport stakeholders and sponsors at an international level will be provided with the opportunity to actively support the European Week of Clean Sport in their countries, regions, or internationally. The existing links of EuropeActive with key sport stakeholders and potential sponsors in the fitness and recreational sport industry ensures that this impact goal is achievable and realistic. This impact is likely to be observed after the project's lifetime.

The **target groups to be impacted** by our project, during and after its lifetime include:

At a local level:

- Sporting communities in both elite/competitive and recreational sport.
- Sport federations and associations, and national sport governing bodies.
- Sport stakeholders and sponsors in both elite/competitive and recreational sport.
- National Olympic Committees.
- Ministries and relevant sport authorities in the partners' countries.
- Athletes in both elite/competitive and recreational sport, with and without physical disabilities.
- Coaches, trainers, and personal trainers in both elite/competitive and recreational sport.
- Educators (e.g., physical education teachers) and academics involved in clean sport education practice and research.
- Sport volunteers, especially those coming from marginalised socio-economic backgrounds at-risk for exclusion.
- Post-secondary education and higher education students reading for degrees relevant to sport sciences, sport medicine and rehabilitation, sport and exercise psychology, and related disciplines.

At an international level:

- National (NADOs) and regional (RADOs) anti-doping organisations in countries outside the



project's consortium.

- International organisations, such as iNADO.
- European and International Olympic Committees.
- International sport federations, associations, and sport governing bodies.
- International athlete associations.
- International coaching associations and related organisations (e.g., the International Council for Coaching Excellence).
- Recreational sport associations and organisations in countries outside the project's consortium.
- Sponsors and recreational sport stakeholders.
- Academics involved in clean sport education research and practice.

Impact Evaluation

Our impact evaluation methodology incorporates both quantitative and qualitative key impact indicators (KIs) that will help us determine the impact of the project, during its lifetime, on both participating organisations and organisations and groups outside the project's consortium. Those indicators are and the corresponding quantitative and qualitative impact measures are presented in the following Table.

KIs	Measures
Engagement of local sport stakeholders and sporting communities in the EWCS	Number of athletes, athlete associations, sport stakeholders, sport associations and federations, and national governing bodies, registered to participate or actively support (e.g. by hosting activities) the European Week of Clean Sport. Testimonials and feedback received from the participants of the EWCS informally, and through the planned formal evaluation of the EWCS (see WP4).
Attractiveness of the project outcomes to relevant sport stakeholders and sporting communities, locally and internationally.	Expressions of interest to participate and/or endorse the European Week of Clean Sport locally. Queries from sport stakeholders and organisations outside the project's consortium about the European Week of Clean Sport in their country.
Attractiveness of the project outcomes to identified target groups, locally and internationally.	Number of followers in the social media accounts and posts of the European Week of Clean Sport. Number of comments posted about the European Week of Clean Sport. Structured feedback and comments received on the social media and official website of the project. Number of retweets and reproduction of social media posts of the European Week of Clean Sport. Number of volunteers signing up to support the EWCS implementation locally.
Awareness-raising and visibility	Number of news reports, press releases, and interviews on



of the project and European funding locally and internationally.	various media in the partner countries, and beyond.
Awareness-raising and involvement of sport organisations and relevant stakeholders beyond the project's consortium.	Number of requests for the project outputs (e.g., information about the results of the project, operational framework and practice recommendations of the EWCS) by local and international sport organizations and stakeholders (e.g., sport organizations and NADOs from countries that do not participate in the project).
Awareness-raising and involvement of academics, educators, and students.	Number of queries received from academics, educators, and sport science students (and/or students in related disciplines) wishing to participate and/or endorse the European Week of Clean Sport.

3.2 Communication, dissemination and visibility

Communication, dissemination and visibility of funding

Describe the communication and dissemination activities which are planned in order to promote the activities/results and maximise the impact(to whom, which format, how many, etc.). Clarify how you will reach the target groups, relevant stakeholders, policymakers and the general public and explain the choice of the dissemination channels.

Describe how the visibility of EU funding will be ensured.

Project EWCS will achieve its communication, dissemination, and visibility of funding objectives by utilising a bespoke and project-relevant **Dissemination, Communication, & Public Engagement Strategy** in order to reach the target groups of the project. The strategy will be developed by the leading organisation for the respective WP (i.e., EuropeActive), and will be based on four main pillars:

Pillar 1 - Communication objectives: This pertains to the objectives of the communication and dissemination activities, which are defined as follows:

1. Raise awareness about the European Week of Clean Sport;
2. Promote clean sport values in elite and recreational sport;
3. Promote and showcase clean sport education activities and resources;
4. Facilitate the development and dissemination of clean sport social norms;
5. Develop strategic collaborations with relevant key sport stakeholders for the long-term sustainability of the EWCS in the consortium countries, and beyond;
6. Inform policy-makers and sport stakeholders locally (Cyprus, Portugal, Bulgaria, and Poland) and internationally (via the EuropeActive network) about the European Week of Clean Sport and its potential to lead the way in de-normalising and combatting doping use in elite and recreational sport.

Pillar 2 - Target groups: This pertains to identifying the target groups that are mostly relevant to the scope and objectives of our project, in line with the EU policies and priorities our project will tackle. The most relevant target groups in the EWCS implementation countries (i.e., Cyprus, Portugal, Bulgaria, and Poland) include:

1. Athletes associations in the EWCS implementation countries;
2. Coaching associations;
3. National and international sport federations;
4. National Olympic Committees and European and International Olympic Committees;
5. Ministries and relevant sport authorities in the partners' countries;
6. National anti-doping organisations, regional anti-doping organisations, and "umbrella" organisations (e.g., iNADO).
7. Organisations representing the recreational sport sector;



8. Athletes in both elite and recreational sport;
9. Coaches, trainers, and personal trainers in both elite and recreational sport.
10. Academics and educators involved in sport integrity, clean sport education, and related research.

Pillar 3 - Project results & Communication Channels: This pillar defines the outputs, products, and results our project will communicate to the identified target groups, as well as the most relevant and suitable (and economically viable) communication channels. The outputs and main communication channels of the EWCS project have been developed in line with WADA's 2021 ISE recommendation for education and activities and campaigns promoting clean sport, and include:

1. The project's website.
2. Project-dedicated social media accounts.
3. Website banners and email signature banners.
4. Social media marketing activities, including, athlete and sport community endorsements in social media; posts on Twitter, Instagram, Facebook, WeChat, and SnapChat; and use of hashtags.
5. Branding materials, including logos, slogans, PowerPoint templates, use of consistent colours.
6. Promotional material indicatively including EWCS-branded t-shirts, USB flash drives, caps, etc.
7. Promotion/presentation of the EWCS in the websites of partner NADOs.
8. Short promotional video clips from the EWCS to be promoted in YouTube and Vimeo.
9. Press releases and communication with local journalists and reporters.
10. Presentation in relevant sport conferences about the planning, design, implementation, and evaluation of the EWCS.
11. Online workshop to inform NADOs from other countries about the EWCS.
12. National launch events in partner countries.
13. LTTE and end-of-project conference.

Pillar 4 - Communication timing: The last pillar of our strategy pertains to the timing of the communication and dissemination activities. The dissemination and communication activities will commence in the first month of the project, and will endure until the end of the project.

DISSEMINATION APPROACH

Our dissemination and communication approach specifies what will be disseminated (i.e., specific project output), to whom (i.e., identified target group), and how (i.e., specifying the dissemination channel).

What?	To Whom?	How?
Key concepts and approach of the European Week of Clean Sport	Policy-makers and practitioners; local sport stakeholders and sporting communities; academics and educators.	Newsletters; articles in other organisation's newsletters; press releases; conference presentation.
Operational framework of the EWCS	Policy-makers and practitioners; local sport stakeholders.	LTTE; end-of-project conference; project website; newsletter; newsletter articles; conference presentation; journal publication.
Clean sport education resources (web-based)	Anti-doping practitioners; educators; local sport stakeholders and sporting communities; academics and educators.	Project website; newsletter; newsletter articles; social media; conference presentation; virtual and face-to-face EWCS activities.
Promotional material of the European Week of Clean Sport	Policy-makers and practitioners; local sport stakeholders and sporting communities; academics.	Project website; newsletter; newsletter articles; social media.
Policy and practice recommendations	Policy-makers and practitioners; local sport stakeholders and sporting communities; academics and educators.	LTTE; end-of-project conference; project website; newsletter; newsletter articles; conference presentation; journal publication.

OPEN ACCESS POLICY

We will operate a full open access policy so that all the results of Project EWCS will be freely accessible by our target groups and other relevant sport, health, and education stakeholders.

**EU VISIBILITY**

The logo of EU will appear in all produced material and the support of EU will be explicitly mentioned in all activities performed during the lifetime of the project and beyond.

KEY PERFORMANCE INDICATORS (KPIs)

The following quantitative and qualitative indicators will be used to monitor progress (and allow adjustments if needed) during the implementation of the Dissemination, Communication, & Public Engagement Strategy of our project, and to measure the degree of success in achieving its objectives.

Quantitative Indicators:

1. Number of social media followers of the EWCS project.
2. Number of social media responses (e.g., posts, re-posts, re-tweets).
3. Number of enquiries received about participating and/or supporting the European Week of Clean Sport in each country.
4. Number of participants registered to attend the EWCS activities in each country.
5. Number of participants registered to the LTTE and end-of-project conference.
6. Number of participants registered to attend the national launch events.
7. Number of mentions and media coverage of the EWCS in each country's mass and social media (e.g., as indicated via Google News).
8. Number of newsletter articles, news bits, interviews, and press conferences delivered as part of the promotion and wider dissemination and communication of the European Week of Clean Sport.

Qualitative Indicators:

1. Comments/feedback received from EWCS participants, partners, and sport stakeholders about the communication and dissemination activities of the EWCS project. This will be captured through the internal and external evaluations of the EWCS as described in WP4.
2. Quality and content of the comments and social media posts of EWCS followers (external to the project's consortium).

3.3 Sustainability and continuation**Sustainability, long-term impact and continuation**

Describe the follow-up of the project after the EU funding ends. How will the project impact be ensured and sustained?

What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved? Which resources will be necessary to continue the project? How will the results be used?

Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?

There are different ways to support the continuation and long-term impact and sustainability of the project. These pertain to **Legacy, Sustainability and continuation, Targeted communication, and Follow-up funding**, and are explained as follows.

Legacy of the EWCS: As part of the evaluation of the EWCS, we will be measuring three aspects relevant to the legacy of the EWCS. The **first aspect** reflects the planning of the EWCS, and particularly the needs analysis, desk research and SWOT analysis that the consortium partners will perform in order to identify the best practices, opportunities and threats to the implementation of the EWCS, in WP3. While this approach will mostly reflect the strategic planning and implementation of the EWCS during the course of the project, we will also assess opportunities and threats for the EWCS' future implementation, beyond the project's lifetime. This will allow the consortium to identify, from early on, the factors that may potentially enable the longer-term continuation and sustainability of the envisaged EWCS. The **second aspect** of the legacy assessment involves sport stakeholders and EWCS participants' willingness to support the EWCS in the future (i.e., one year after the first EWCS). This is critical for determining the local sporting communities' future support of the EWCS and will be examined in relation to their overall evaluation of the perceived benefits/advantages and impact of the EWCS, and will be examined in WP4. The **third aspect** reflects follow-up measures (e.g., 4 months post-EWCS) to assess how/whether the sport stakeholders and communities who participated in the EWCS made use of the learning and education resources for anti-doping that were highlighted during the EWCS - these measures will also take place in WP4. The definitive list of follow-up measures to assess the legacy of the EWCS will be determined during the planning of the project. The detailed description of the needs assessment and other legacy measures mentioned here is respectively presented in WPs 3 and 4, in Section 4.



Sustainability and continuation: This concerns the consortium's conscious efforts to make the future implementation of the EWCS appealing by implementing the principles of the EAST model (Easy, Attractive, Social, and Timely) developed by the Behavioural Insights team to support policy change and implementation in different domains of application (see Dulleck, 2018 for application of EAST model in public policy innovations). Our consortium will specifically target the Easy, Attractive, and Timely aspects of the EWCS in the following ways. Firstly, to make the EWCS future implementation Easy and Attractive we will develop our policy/practice recommendations (see WP5) in a straightforward and neat way, avoiding jargon and technical language. The contribution of NADOs and EuropeActive will be critical in this task, as both types of organisations involve the communication of policies and practices in a regular basis, so they possess the necessary expertise to develop insightful, yet easy and attractive recommendations for policy and practice concerning the EWCS future implementation. To further support the Easiness aspect, we will pre-record and provide free/open access to a short web-based presentation that will showcase (in simple words, and with language that appeals to policy-makers and sport stakeholders) the concept, implementation, and evaluation of the European Week of Clean sport, with testimonies from NADOs, sport stakeholders, EWCS volunteers, and EWCS participants in all partner countries. This presentation will also direct viewers/users to the policy/practice recommendations of our project, which will also be online and freely accessible. With regards to the Timely aspect of our approach, we will highlight to potential users that the implementation of the EWCS is a timely activity that is relevant to the efforts of NADOs and sport governing bodies (in the EU and beyond) to raise awareness and promote clean sport values and related educational activities. Lastly, only a small budget has been allocated to the activities included in the implementation of EWCS, which means that NADOs will be able to continue implementing the EWCS beyond the lifetime of the project through their own resources. And as such, other NADOs will be able to PorADAt the idea of EWCS and implement it in their own countries

Targeted communication: As already explained in the Dissemination Strategy (Section 3.2, see also WP2, Section 4) of the project, we will actively seek opportunities to present and widely disseminate the project's key outputs and findings to relevant sport stakeholders. A particularly relevant group for the sustainability and long-term continuation of the EWCS project is the Council of Europe's Monitoring Group of the Anti-Doping Convention, which directly involves a large number of NADOs from across Europe, and beyond, in its meetings. By targeting communication of our project to this group we significantly increase the possibility of the European Week of Clean Sport to be taken up or supported actively in the immediate future by a wider range of NADOs and sport organisations not originally involved in our project's consortium.

NADO consultation: An important aspect of the longer-term sustainability of our project concerns the strategic consultation with our NADO partners and their NADO networks in other European countries (e.g., via iNADO or RADOs) about the possibility to support and implement the European Week of Clean Sport beyond the project's lifetime. This consultation will commence informally during the second half of the project (after month 12), and more formally through the planned dissemination and communication activities (e.g., round table discussion during the end-of-project conference, and 2nd LTTE). This will increase the potential of our project to integrate the European Week of Clean Sport in the activities of the partner organisations and NADOs outside our project's consortium.

Follow-up funding: During the course of the project, and after carefully reflecting on the evaluation of the implementation of the European Week of Clean Sport in four countries, our consortium will actively consider follow-up funding by relevant funding organisations, such as: E+ Sport, the World Anti-doping Agency Social Science Research Programme, and the Partnership for Clean Competition. These organisations have actively supported anti-doping research and education activities in the past, and are keen to support projects directly involving NADOs and other sport governing bodies. In addition, national sponsors (e.g., Ministries of Sport, national federations) will be approached to support the continuation of the EWCS. Although securing the funding is uncertain, the plan for pursuing the relevant funding opportunities reflects our consortium's commitment for the continuation and wider roll-out of the European Week of Clean Sport to more countries.

4. WORK PLAN, WORK PACKAGES, TIMING AND SUBCONTRACTING

4.1 Work plan

Work plan

Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).

In order to fulfil the objectives of project EWCS we will utilize the following work plan which comprises five Work Packages (WPs). All partners will be involved in all WPs, but with a varying degree of contribution depending on their expertise and background. Each WP will be led by a single partner, who will be responsible for coordinating the respective WP activities, and monitor task progress and completion among the other project partners involved in the WP.

WP1: Project Management & Quality Assurance

The activities of this WP involve the planning and monitoring of the project activities, financial management, delivery of the final report, and quality assurance procedures. To achieve the objectives of this WP the consortium will establish the Project Management Group (PMG) and arrange four 2-day partner meetings. Special focus will be provided to the quality assurance of the project activities. In this respect specific quality assurance activities will be developed to monitor the quality of the project's progress and provide feedback to the consortium during the lifetime of the project. These procedures will ensure the achievement of the project objectives, the delivery of the planned results within the proposed timeline, and to the appropriate quality standards. This WP will be led by CyADA, whereas BADC will support the activities pertaining to quality assurance. All partners will participate in the project management procedures. The external experts will assist BADC in preparing a quality assurance agenda, monitor project activities (timeline, cost-effectiveness and quality of results) and provide feedback to the consortium, and prepare a final quality assurance report at the end of the project (month 24).

WP2: Dissemination, Communication, & Public Engagement

This WP involves the activities used to communicate and disseminate the project deliverables and engage the public into the envisaged European Week of Clean Sport. This WP will be completed in accordance with the project's Dissemination, Communication, & Public Engagement strategy (see Section 3.2), which aims to widely disseminate the project to diverse target groups in the partner countries (i.e., Cyprus, Portugal, Bulgaria, Poland, Belgium) and beyond. Examples of target groups that are planned to be reached include: a) athletes in both elite and recreational sport, and athletes' associations; b) coaching associations; c) national and international sport federations; d) national, European, and International Olympic Committees; e) ministries and relevant sport authorities in the partners' countries; f) ministries and relevant sport authorities across the EU; g) the World Anti-Doping Agency; h) anti-doping bodies (e.g., iNADO, Regional ADOs); i) national anti-doping organisations; j) organisations representing the recreational sport sector; and k) coaches, trainers, and personal trainers; l) academics and educators involved in sport integrity, clean sport education, and related research. This WP will be led by EuropeActive due to their extensive experience in coordinating dissemination and communication WPs in previous E+ Sport projects, and their experience in developing and implementing effective dissemination strategies. EuropeActive will develop the specific dissemination strategy and will monitor its implementation by the partners.

WP3: Operational Framework for the Implementation & Evaluation of the European Week of Clean Sport

The aim of this WP is to develop the operational framework that will be the basis for the planning/design, implementation, and evaluation of the European Week of Clean Sport in the partner countries. The operational framework of the EWCS will be co-developed with the target groups, associated partners and partner organisations, and the external academic experts based on information derived from the following activities:

- a) Identification of best practices from related initiatives, indicatively including WADA's Play True Day, UKAD's Clean Sport Week, and the European Week of Sport (other relevant examples/case studies may be considered during the course of this WP). Best practices and recommendations for incorporating a diversity and inclusion agenda in the European Week of Clean Sport will also be identified. To achieve this goal we will implement a Learning, Teaching, and Training Event

(LTTE). This event will include presentations from UKAD and WADA about their experiences with implementing the Clean Sport Week and Play True Day respectively. The event will also include presentations from representatives from the Council of Europe's Monitoring Group of the Anti-Doping Convention with expertise on Diversity, Equality, and Inclusion in Sport. This task is relevant to Specific Objective #2 of the project.

- b) Needs assessment using focus groups interviews with local sport stakeholders, athletes, and coaches/trainers from elite organised and recreational sport. The focus group interviews will be conducted in Cyprus, Portugal, Bulgaria, and Poland, and between 8 and 12 participants from each country will participate. Gender mainstreaming will be applied so that both male and female athletes and coaches are involved in this task, and we will also recruit stakeholders involved in para-sports (i.e., for athletes with physical disabilities). The focus group interviews will explore how local sport stakeholders and sporting communities envisage the EWCS, what EWCS features/content would be mostly relevant to their needs, and which activities would be most suitable for the given socio-cultural context. This task is relevant to Specific Objective #1 of the project.
- c) Desk research report on the best practices and guiding principles and frameworks in health communication and social marketing campaigns. This task will identify the best practices in the latest scientific evidence about the key features and relevant theoretical frameworks used in effective social marketing and health communication campaigns in different fields of public health. We will selectively review the evidence from public health as this area is more closely related to the prevention of using drugs in sport. The desk research will utilise PRISMA methods for systematic reviews and meta-analyses, and the literature review questions and methodology will be pre-registered as appropriate in a relevant open science repository (e.g., OSF database). This task is relevant to the Specific Objective #2 of the project
- d) SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis about the EWCS among the consortium partners. The SWOT analysis will allow our consortium to critically reflect upon the development, implementation, and evaluation of the intended EWCS in each country. This is a useful exercise for identifying the relevant opportunities and threats for the intended campaign in each country, and will allow us to establish a feasible and realistic risk mitigation plan, as well as the actions needed to turn threats and challenges into opportunities. This task is relevant to Specific Objective #2 of the project.

The information that will be derived from the aforementioned activities, will inform the operational framework of the EWCS. This framework will define the following indicative areas/questions:

EWCS Target groups

- a) Which groups will be targeted in each country?
- b) How will target group be approached and recruited for participation?

EWCS Volunteers

- c) How will EWCS volunteers be recruited and trained to support the implementation of the event, with an emphasis on recruiting individuals at-risk for exclusion because of socio-economic difficulties.

EWCS Activities

- d) Which settings/places are most suitable for delivering the EWCS in order to reach target groups and make an impact?
- e) Which theoretical frameworks (e.g., Theory of Change, Theoretical Domains Framework, Behaviour Change Wheel) are mostly relevant to the implementation and evaluation of the effectiveness and impact of the EWCS?
- f) Which activities are mostly suitable to target the needs of target groups in the most cost-effective and economical way (e.g., integration of online resources)?

EWCS Diversity, Inclusivity, & Environmental Sustainability

- g) How can EWCS activities be more inclusive in line with the framework's diversity and inclusion agenda?
- h) How can EWCS activities be more eco-friendly and minimise environmental pollution risk?

EWCS Communication, Dissemination, & Evaluation

- i) How will the EWCS be widely communicated and disseminated before and during its implementation?
- j) Which KPIs, impact indicators, measurement methods and metrics should be used for evaluating the impact of the EWCS in each country?

This WP will be led by POLADA, and will be co-led and monitored by the other NADOs of the EWCS consortium. The external academic experts will advise the consortium on how to prepare, perform and analyse the data of the focus group interviews, how to perform and interpret the SWOT analysis, and will also perform the desk research.

They will also support the project's consortium to develop the Operational Framework of the EWCS. The NADOs will recruit participants and conduct the focus group interviews, perform the SWOT analysis, synthesize the produced evidence and prepare the final Operational Framework of the EWCS.

WP4: Preparation, Implementation, and Evaluation of the European Week of Clean Sport

The aim of this WP is to prepare, implement, and evaluate the European Week of Clean Sport utilizing the operational framework developed in WP3. Four key phases are involved in this WP, as follows.

Preparation of the EWCS: The preparation of the EWCS will take place in each country in advance of the specified day of the event. To avoid any conflict with other competing events (e.g., European Week of Sport, WADA's Play True Day), the European Week of Clean Sport will be decided to take place on a different date/season. The preparation phase involves the pre-registration lists of potential participants, and the implementation of the recruitment plan for EWCS volunteers, as specified in the EWCS operational framework (WP3).

Implementation of the EWCS: The implementation phase involves the delivery of at least 5 days of activities that aim to increase awareness about clean sport values and promote the use of educational and learning resources on anti-doping to different target groups. The specific activities to be deployed during the EWCS will be informed by our Operational Framework and by WADA's 2021 International Standard for Education (ISE) guidelines. Indicatively, the activities of the EWCS will include features of communication campaigns (e.g., website and email signature banners, social media posts, communications with reporters and local mass media); branding and promotional activities (logos, slogans, PowerPoint templates, marketing and publicity activities); social media campaigns (e.g., posts on Twitter, Instagram and other social media); promoting eLearning resources on anti-doping; and implementing in-person workshops (e.g., teaching athletes and/or coaches how to use WADA's ADEL and other web-based anti-doping learning resources). The eLearning resources will include WADA's ADEL, as well as the open-access, web-based learning resources for anti-doping in elite and recreational sport developed in the framework of previous E+ Sport projects (e.g., Projects SAFE YOU, ANTI-DIF, GAME, WHISTLE, CSI, DELTS, FAIR, IMPACT).

Monitoring of the EWCS: The monitoring phase will assess real-time engagement as indicated by the number of people who register for and attend the EWCS events in each country, as well as the number of followers and relevant retweets/postings in social media. This will help evaluate the uptake and engagement of local communities and target groups with the EWCS activities, and also in identifying the most/least successful activities.

Evaluation of the EWCS: The evaluation metrics and methods will be determined in WP3. Those metrics and methods will be implemented to assess the effectiveness and impact of the EWCS in the target groups and the local sporting communities. The evaluation will focus on two aspects: a) the internal evaluation of the organization and delivery of the EWCS and b) the external evaluation of the impact of the EWCS. With respect to the internal evaluation of the organisation and delivery of the EWCS, interviews will be conducted with the members of the NADO teams (2 members per NADO) that implemented the EWCS in each country, and those interviews will identify the difficulties and risks encountered and the solutions implemented, operational and organisational costs involved, and areas for future improvement.

With respect to the external evaluation of the impact of the EWCS a mixed methods design will be used incorporating both interviews and questionnaires. Interviews will be conducted with policy-makers and sport stakeholders (minimum 5 per country of EWCS implementation, minimum 20 in total) to capture their overall evaluation of the benefits and advantages of EWCS for the local communities, their satisfaction with the EWCS. This assessment will also identify areas of improvement as well as the short-term impact of the EWCS at a policy level, and their willingness to implement the EWCS again in the future. Questionnaires will also be administered on-site to participants/target groups of the EWCS (e.g., athletes, coaches, students, EWCS volunteers). Fifty (50) questionnaires per country of EWCS will be also completed (200 in total). These questionnaires will assess participants' overall evaluation (e.g., perceived benefits and advantages of the EWCS for them personally, and to their community) and satisfaction with the EWCS, willingness to support EWCS in the future, as well as standardised measures of attitudes, beliefs, intentions and self-efficacy regarding doping use in the future. These standardised measures will reflect key behaviour change processes (e.g., cognition, motivation, and self-efficacy) that are expected to be altered by social marketing/health communication campaigns (Grier & Bryant, 2005; Storey et al., 2015; Wakefield et al., 2010). The evaluations and the respective report that will be completed during this WP are aligned with Objective #4 of the project. This WP will be led by BADC with the joint contribution of all participating NADOs. The NADOs will select the most appropriate activities for the EWCS, plan and organise their implementation, and implement the activities during the EWCS. With respect to the evaluation of the EWCS they will recruit participants for the survey and focus group interviews, collect data (surveys and interviews), synthesize the produced evidence and prepare the Evaluation of the EWCS report. The external academic experts will advise the consortium on how to prepare, perform and analyse the data of the surveys and the focus group interviews. They will also support the project's consortium to develop the Evaluation of the EWCS report.

WP5: Policy & Practice Recommendations

The EWCS project is committed to evidence-informed practices and policy-making at both national and EU levels. In this respect, the aim of WP5 is to synthesize the findings from the EWCS project (WPs 3 - 4) and accordingly provide evidence-based recommendations for policy and practice for the implementation of the EWCS in the countries that will participate in the project, and beyond, including also Partner Countries of the E+ sport programme (e.g., Western Balkans, Eastern Partnership countries). To this end, WP5 will develop a "EWCS Policy & Practice" report that will include sections about:

- a) Key principles in designing, implementing, and evaluating communication and social marketing campaigns for anti-doping.
- b) Operational framework and Diversity & Inclusion Agenda of the European Week of Clean Sport.
- c) Best practices from the implementation and evaluation of the European Week of Clean Sport in 4 European countries.
- d) Performing SWOT analysis - for cities/communities and sponsors willing to host/support the European Week of Clean Sport.
- e) Guidelines for implementing and evaluating the European Week of Clean Sport in other countries in an inclusive and eco-friendly manner.
- f) Framework for evaluating the legacy of the European Week of Clean Sport.
- g) Code of conduct for the implementation of the European Week of Clean Sport.

The report that will be completed in WP5 is aligned with Objective #5 of the project. This WP will be led by ADOP, and co-led by EuropeActive and the NADOs of the project. NADOs and EuropeActive will synthesize the produced results of the project and compile the "EWCS Policy & Practice" report. The external experts will advise the consortium and the WP leader on the development of the report, in the context of WADA's implementation guidelines for the International Standard for Education.

Project timetable

WP	Project months																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
2	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
3		█	█	█	█	█	█	█	█	█	█	█	█											
4										█	█	█	█	█	█	█	█	█	█	█	█	█	█	
5										█	█	█	█	█	█	█	█	█	█	█	█	█	█	█


4.2 Work packages and activities

WORK PACKAGES
<p><i>This section concerns a detailed description of the project activities.</i></p> <p><i>Group your activities into work packages. A work package means a major sub-division of the project. For each work package, enter an objective (expected outcome) and list the activities, milestones and deliverables that belong to it. The grouping should be logical and guided by identifiable outputs.</i></p> <p><i>Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc) and all the activities which are cross-cutting and therefore difficult to assign to another specific work package (do not try splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1. The last WP should be dedicated to Impact and dissemination</i></p> <p><i>For low value grants (less or equal to 60.000 EUR), it is possible to use a single work package for the entire project (WP1 with the project acronym as WP name).</i></p> <p><i>Please refer to the Call Document/Programme Guide for specific requirements concerning the number and the typology of work packages.</i></p> <p>⚠ Enter each activity/milestone output/outcome/deliverable only once (under one work package).</p>

Work Package 1

Work Package 1: Project management and quality assurance		
Duration:	M1– M24	Lead Beneficiary: CyADA
Objectives		
<i>List the specific objectives to which this work package is linked.</i>		
<ul style="list-style-type: none"> ▪ The main objective of this WP is to plan and implement the project activities, monitor the activities of the project and ensure the timely implementation of the project activity and the high quality of the project deliverables 		
Activities (what, how, where) and division of work		
<i>Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.</i>		
<i>Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating in bold the task leader.</i>		

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T1.1	Project management	Contractual arrangements with project partners	CYADA , EuropeActive, POLADA, BADC, ADOP	COO, AE	NO
T1.2	Project meetings	In-person and virtual meetings of the consortium to discuss and decide on the project activities	CYADA , EuropeActive, POLADA, BADC, ADOP	COO, AE	NO
T1.3	Project plan	Development of a plan with the type and timeframe of the project activities	CyADA , EuropeActive, POLADA, BADC, ADOP	COO, AE	NO
T1.4	Risk assessment	Development of a plan of risks threatening the successful implementation of the project and related solutions	CyADA , EuropeActive, POLADA, BADC, ADOP	COO, AE	NO
T1.5	Performance indicators	Development of a plan with the performance indicators that define the quality of the project activities	CyADA , EuropeActive, POLADA, BADC, ADOP	COO, AE	NO
T1.6	Quality assurance agenda	Agenda with the quality assurance agenda that will be implemented during the lifetime of the project	CyADA, EuropeActive, POLADA, BADC , ADOP	COO, AE	YES, the external experts will contribute to the development of the agenda
T1.7	Quality assurance report	Two annual and a final report on the achievement of performance indicators and the overall management of the project	CyADA, EuropeActive, POLADA, BADC , ADOP	COO, AE	YES, the external experts will read, evaluate and revise the quality assurance report to ensure that they accurately describe the quality of the project's procedures and deliverables

T1.8	Project management reports	Reports on the management of the project including minutes of the meetings and final report to EACEA		CyADA, EuropeActive, POLADA, BADC, ADOP	COO, AE	NO
<p>Milestones and deliverables (outputs/outcomes)</p> <p><i>Milestones are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave the section on milestones empty.</i></p> <p><i>Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.</i></p> <p><i>For low value grants (less or equal to 60.000 EUR), it is not necessary to include milestones.</i></p> <p>Deliverables are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. Limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.</p> <p><i>For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.</i></p> <p><i>For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).</i></p> <p><i>For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date.</i></p> <p>The labels used mean:</p> <p>Public — fully open  automatically posted online on the Project Results platforms)</p> <p>Sensitive — limited under the conditions of the Grant Agreement</p> <p>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444.</p>						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
Not applicable.						
1	Project management plan	1	CyADA	A plan including the type and timeline of the project activities, the performance indicators as well as risks and risk management solutions	3	Report
2	Quality assurance report	1	BADC	Year 1 quality assurance report that will provide information about the effective management of the project and describe issues that need to be	13	Report

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	improved (if any)		Due Date (month number)	Description (including format and language)
				Type	Dissemination Level		
D1.1	Project management pan	1	CyADA	[R — Document,report]	[Classified S- UE/EU-S]	3	A plan including the type and timeline of the project activities, the performance indicators as well as risks and risk management solutions. The plan will be provided in the format of a text report (pdf) in English.
D1.2	Quality assurance reports	1	BADC	[R — Document,report]	[Classified S- UE/EU-S]	24	Quality assurance reports providing information about the effective management of the project and describe issues that need to be improved (if any). The reports will be provided in a text format (pdf) in English.

Estimated budget — Resources *(n/a for prefixed Lump Sum Grants)*

For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see [Portal Reference Documents](#)).

Work Package 2

Work Package 2: Dissemination, Communication, & Public Engagement					
Duration:		M1 – M24	Lead Beneficiary:		EuropeActive
Objectives					
<i>List the specific objectives to which this work package is linked.</i>					
<ul style="list-style-type: none"> The specific objective of this WP is to communicate and disseminate the project deliverables and engage the public into the envisaged European Week of Clean Sport. 					
Activities (what, how, where) and division of work					
<i>Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.</i>					
<i>Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating in bold the task leader.</i>					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T2.1	Dissemination plan	Development of a plan with the type and timeframe of the project's dissemination activities	EuropeActive , CyADA, POLADA, BADDC, ADoP	COO, AE	NO
T2.2	Project website	The task involves the development and maintenance of the project's website. In addition this tasks includes the decision about the content of the website and the web analytics reports planning	EuropeActive , CyADA, POLADA, BADDC, ADoP	COO, AE	NO

T2.3	Social media dissemination	This task involves the development of social media accounts and the dissemination through social media (Facebook, Twitter, LinkedIn) throughout the duration of the project.	EuropeActive , CyADA, POLADA, BADDC, ADoP	COO, AE	NO
T2.4	Dissemination material	This task involves the development of material that will be used for dissemination purposes, such banners, leaflets, t-shirts etc	EuropeActive , CyADA, POLADA, BADDC, ADoP	COO, AE	NO
T2.5	Multiplier sport events	This task involves the national and international multiplier events through which the project partners will inform relevant stakeholders (i.e., national and international federations, Olympic Committees, policy makers etc.) about the project deliverables and the EWCS	EuropeActive , CyADA, POLADA, BADDC, ADoP	COO, AE	NO
T2.6	Learning, Teaching and Training Event	This task involves the organization of a Learning Teaching and Training Event to educate NADOs around Europe about the concept of EWCS, the best practices about its implementation and in order to assist them develop tailor made strategies for the implementation of EWCS in their respective countries.	CyADA , EuropeActive, POLADA, BADDC, ADoP	COO, AE	YES, the external experts will assist the coordinating partner in presenting the project deliverables and the concept of EWCS to the participants in the LTTE.
T2.7	End of project conference	This task involves the national and international multiplier events through which the project partners will inform the sporting community about the project deliverables and the EWCS	CyADA , EuropeActive, POLADA, BADDC, ADoP	COO, AE	YES, the external experts will assist the coordinating partner in presenting the project deliverables and the concept of EWCS to the participants in the conference.

Milestones and deliverables (outputs/outcomes)

Milestones are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave the section on milestones empty.

Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

For low value grants (less or equal to 60.000 EUR), it is not necessary to include milestones.


Deliverables are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. Limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.

For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.

For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).

For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date.

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Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification	
Not applicable.							
3	Dissemination plan	2	EuropeActive	A plan including the type and timeline of the dissemination activities, the performance indicators as well as risks and risk management solutions	3	Report	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D2.1	Dissemination, Communication, & Public Engagement Strategy	2	EuropeActive	[R — Document,report]	[Classified S- UE/EU-S]	3	A detailed strategy report will be produced specifying the key pillars of the strategy, and explaining the key dissemination outputs, channels, and target groups. The report will be provided in the format of

							a text report (pdf) in English.
D2.2	Project website	2	EuropeActive	[DEC — Websites, patent filings, videos, etc]	[PU — Public]	5	Development of website and social media accounts.
D2.3	Multiplier sport events	2	EuropeActive	[OTHER]	[PU — Public]	24	NADOs will organize the multiplier sport events to disseminate the project deliverables and the EWCS to sport stakeholders and policy makers at a national level. EuropeActive will organise an international multiplier event with policy makers and sport stakeholders.
D2.4	End of project conference	2	CyADA	[OTHER]	[PU — Public]	24	The project consortium will organize the end-of-project conference to disseminate the project deliverables and the EWCS to the sport community.
D2.5	Learning, Teaching and Training Event for NADOs	2	CyADA	[OTHER]	[PU — Public]	24	The project consortium will organize a Learning Teaching and Training Event to educate NADOs and sport stakeholders about the concept of EWCS, the best practices about its implementation and in order to assist them develop tailor made

							strategies for the implementation of EWCS in their respective countries. The event will be presented in English. The PowerPoint presentations will be available on the project's website
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Estimated budget — Resources <i>(n/a for prefixed Lump Sum Grants)</i>
For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see Portal Reference Documents).

Work Package 3

Work Package 3: Operational framework for the implementation of the European Week of Clean Sport		
Duration:	M2 – M16	Lead Beneficiary: POLADA
Objectives <i>List the specific objectives to which this work package is linked.</i>		
<ul style="list-style-type: none"> ▪ O1. Assess the needs of local sport stakeholders and sporting communities for the development of the European Clean Sport Week campaign. ▪ O2. Identify best practices in health communication and social marketing campaigns, and acquire lessons from related initiatives such as WADA's Play True Day and UKAD's Clean Sport Week. ▪ O3. Co-develop an operational framework for the implementation of the European Week of Clean Sport with expert academics, National Anti-Doping Organisations, and relevant target groups. 		
Activities (what, how, where) and division of work		

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task. Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating in bold the task leader.

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T3.1	Needs assessment focus group interviews	This task involves focus groups interviews with local sport stakeholders, athletes, and coaches/trainers from elite organised and recreational sport. The focus group interviews will be conducted in Cyprus, Portugal, Bulgaria, and Poland, and between 8 and 12 participants from each country will participate.	POLADA , CyADA, EuropeActive, BADC, ADoP	COO, AE	YES, the external experts will assist the consortium in a) Developing the focus group interview protocols, b) Support partner NADOs in conducting the interviews, c) Develop the codebook needed for the analysis of the interview data; d) Support NADOs produce a brief report summarising the results of the focus group interviews.
T3.3	Learning, Teaching and Training event	This task involves the identification of best practices and lessons learned from related initiatives, indicatively including WADA's Play True Day, UKAD's Clean Sport Week, and the European Week of Sport. It also involves recommendations for incorporating a diversity and inclusion agenda in the European Week of Clean Sport.	POLADA , CyADA, EuropeActive, BADC, ADoP	COO, AE	YES, the external experts will observe the LTTE event, and provide advice to the consortium about the relevant best practices that may inform the operational framework of the EWCS.
T3.4	Desk research	This task involves a desk research on best practices and guiding principles and frameworks in health communication and social marketing campaigns.	POLADA , CyADA, EuropeActive, BADC, ADoP	COO, AE	YES, the external experts will develop the methodology for the desk research, perform the desk research, and report the findings to the

					project's consortium.
T3.5	SWOT analysis	This task involves a reflective exercise among consortium partners and the use of SWOT analysis for the strategic planning of the envisaged EWCS.	POLADA , CyADA, EuropeActive, BADC, ADoP	COO, AE	YES, the external experts will support the consortium in performing and interpreting the SWOT analysis.
T3.6	Co-created operational framework of the EWCS	This task involves the co-creation of the operational framework of the European Week of Clean Sport with expert academics (sub-contracted), partner NADOs, EuropeActive, and relevant target groups.	POLADA , CyADA, EuropeActive, BADC, ADOP	COO, AE	YES, the external experts will advise the consortium and WP leader in drafting the operational framework of the EWCS.
T3.7	Measurement methods and metrics for the evaluation of the EWCS	This task involves the determination of the methodologies and metrics that will be used for the evaluation of the EWCS in WP4.	POLADA , CyADA, EuropeActive, BADC, ADoP	COO, AE	YES, the external experts will lead on the development of the measurement methods and metrics needed for the comprehensive evaluation of the EWCS.

Milestones and deliverables (outputs/outcomes)

Milestones are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave the section on milestones empty.

Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

For low value grants (less or equal to 60.000 EUR), it is not necessary to include milestones.

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For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.

For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).

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Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
Not applicable.							
4	Operational framework	3	POLADA	A framework describing the features of effective preparation and implementation of the EWCS in the partner countries.		16	Report
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D3.1	Learning, Teaching and Training Event	3	POLADA	[OTHER]	[PU — Public]	5	This LTTE aims to identify best practices (and challenges/risks) in planning and delivering large-scale communication campaigns, such as UKAD's Clean Sport Week, WADA's Play True Day, and IOC's Olympic Day. Provisionally, these representatives from these organisations will be invited as speakers at the LTT event and present to the consortium how the respective events were organised, planned, and assessed. This information will allow our consortium to learn useful lessons from related campaigns and, accordingly, apply this to

							the development of the intended EWCS.
D3.2	Training needs assessment report	3	POLADA	[R — Document, report]	[SEN — Sensitive] [Classified R-UE/EU-R]	10	A report in English describing the results of the focus groups in each country. The report will provide a summary of those findings and discuss the implications for need assessment and the development of the EWCS framework on the basis of those needs (i.e., co-development). This report will be integrated into the EWCS Operational framework.
D3.3	Desk research report	3	POLADA	[R — Document, report]	[PU — Public]	12	A report in English describing, in the form of a narrative literature review, the best practices in social marketing and health communication campaigns, and the relevant theoretical models that have been used so far in the extant literature. This report will be integrated into the EWCS Operational framework.
D3.4	Operational framework of the European Week of Clean Sport	3	POLADA	[R — Document, report]	[Classified C-UE/EU-C] [Classified S-UE/EU-S]	16	A report in English describing the operational framework of the EWCS. Key questions about the preparation, implementation, and evaluation of the EWCS will be detailed in this

							report. The report will also include the measurement methodology and instruments to be used for the evaluation of the EWCS.
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Estimated budget — Resources <i>(n/a for prefixed Lump Sum Grants)</i>
For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see Portal Reference Documents).

Work Package 4

Work Package 4: Implementation and evaluation of the European Week of Clean Sport				
Duration:	M10 – M22	Lead Beneficiary:	BADC	
Objectives <i>List the specific objectives to which this work package is linked.</i>				
<ul style="list-style-type: none"> O4. Implement and evaluate the impact of the European Week of Clean Sport in 4 EU countries, with an emphasis on promoting clean sport values and anti-doping education across levels of sport and in an inclusive manner 				
Activities (what, how, where) and division of work <i>Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task. Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating in bold the task leader.</i>				
Task No	Task Name	Description	Participants	In-kind Contributions and

(continuous numbering linked to WP)			Name	Role (COO, BEN, AE, AP, OTHER)	Subcontracting (Yes/No and which)
T4.1	Preparation of the European Week of Clean Sport	This task will take place in each country in advance of the specified day of the event, and involves the pre-registration lists of potential participants, and the implementation of the recruitment plan for EWCS volunteers, as specified in the EWCS operational framework	BADC, ADoP, CyADA, EuropeActive, POLADA,	COO, AE	NO.
T4.2	Implementation of the European Week of Clean Sport	This task involves the delivery of at least 5 days of activities that aim to increase awareness about clean sport values and promote the use of educational and learning resources on anti-doping to different target groups.	BADC, ADoP, CyADA, EuropeActive, POLADA,	COO, AE	NO
T4.3	Monitoring and evaluation of the European Week of Clean Sport	This task involves the assessment of real-time engagement as indicated by the number of people who register for and attend the EWCS events in each country, as well as the number of followers and relevant retweets/postings in social media. It also involves the internal and external evaluation of the EWCS as described in detail in WP4.	BADC, ADoP, CyADA, EuropeActive, POLADA,	COO, AE	YES, the external experts will advise the consortium on how to prepare, perform and analyse the data of the surveys and the focus group interviews.
T4.4	Report of the evaluation of the European Week of Clean Sport	This task involves the production of a comprehensive evaluation report that will reflect the findings from all the assessments pertaining to the implementation and evaluation phases of the European Week of Clean Sport.	BADC, ADoP, CyADA, EuropeActive, POLADA,	COO, AE	YES, the external experts will support the project's consortium in developing the EWCS Evaluation report.

Milestones and deliverables (outputs/outcomes)

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Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
Not applicable.							
5	Report on the evaluation of EWCS	4	BADC/ADOP	A report on the evaluation of the performed EWCS in the partner countries		22	Report
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D4.1	Evaluation of the EWCS	4	BADC/ADoP	[R — Document,report]	[PU — Public]	22	A report in English summarising the internal and external evaluation of the EWCS in the countries involved.

Estimated budget — Resources (n/a for prefixed Lump Sum Grants)

For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see [Portal Reference Documents](#)).

Work Package 5

Work Package 5: EWCS Policy and Practice Report					
Duration:	M4 – M24	Lead Beneficiary:	ADoP		
Objectives					
<i>List the specific objectives to which this work package is linked.</i>					
<ul style="list-style-type: none"> ▪ O5. Develop and disseminate policy and practice recommendations for the future implementation of the European Week of Clean Sport across Europe. 					
Activities (what, how, where) and division of work					
<i>Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.</i>					
<i>Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating in bold the task leader.</i>					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T5.1	Policy and practice recommendations	This task aims to synthesize the findings from the EWCS project (WPs 3 and 4) and accordingly provide evidence-based recommendations for policy and practice for the implementation of the EWCS in the countries that will participate in the project, and beyond, including also Partner Countries of the E+ sport programme (e.g., Western Balkans, Eastern Partnership countries). To this end, the project team will develop a "EWCS Policy & Practice" report that will include sections about: <ol style="list-style-type: none"> Key principles in designing, 	ADoP , CyADA, POLADA, BADC, EuropeActive ,	COO, AE	YES, the external experts will advise the consortium and the WP leader on the development of the report, in the context of WADA's implementation guidelines for the International Standard for Education.

		<ul style="list-style-type: none"> implementing, and evaluating communication and social marketing campaigns for anti-doping. b) Operational framework and Diversity & Inclusion Agenda of the European Week of Clean Sport. c) Best practices from the implementation and evaluation of the European Week of Clean Sport in 4 European countries. d) Guidelines for implementing and evaluating the European Week of Clean Sport in other countries in an inclusive and eco-friendly manner. e) Code of conduct for the implementation of the European Week of Clean Sport. 			
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Milestones and deliverables (outputs/outcomes)

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Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

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For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).

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Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
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Not applicable.							
6	EWCS Policy & Practice	5	ADOP	A report synthesizing the findings from the EWCS project and providing evidence-based recommendations for policy and practice for the implementation of the EWCS in the countries that will participate in the project, and beyond, including also Partner Countries of the E+ sport programme (e.g., Western Balkans, Eastern Partnership countries).		24	Report
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D5.1	EWCS Policy & Practice	5	EuropeActive	[R — Document,report]	[PU — Public]	24	A report in English synthesizing the findings from the EWCS project and providing evidence-based recommendations for policy and practice for the future implementation and sustainability of the EWCS.

Estimated budget — Resources <i>(n/a for prefixed Lump Sum Grants)</i>
For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see Portal Reference Documents).

Events and Meetings

Events and meetings							
<p><i>This table is to be completed for events and meetings that have been mentioned as part of the activities in the work packages above Give more details on the type, location, number of persons attending, etc.</i></p>							
Event No (continuous numbering linked to WP)	Participant	Description					Attendees
		Name	Type	Area	Location	Duration (days)	Total
E1.1	ALL PARTNERS	Management meeting	Meeting	Project management procedures, quality assurance agenda, dissemination plan, plan of project activities	Nicosia, Cyprus	2	5
E1.2	ALL PARTNERS	Management meeting	Meeting	Progress on project activities and dissemination, feedback from partners, plan of upcoming project activities	Warsaw, Poland	2	5
E1.3	ALL PARTNERS	Management meeting	Meeting	Progress on project activities and dissemination, feedback from partners, plan of upcoming project activities	Sofia, Bulgaria	2	5
E1.4	ALL PARTNERS	Management meeting	Meeting	Progress on project activities and dissemination, feedback from partners, plan of upcoming project activities	Lisbon, Portugal	2	5
E2.1	ALL PARTNERS	Learning, Teaching and Training event	Teaching and training workshop	Presentation of the EWCS to NADOs and sport governing bodies across Europe. Make participants aware of the benefits of EWCS and increase their readiness to implement EWCS in their countries.	Nicosia, Cyprus	3	20

E2.2	CYADA	Multiplier event	Workshop	Presentation of the EWCS to national sport governing bodies. Present the benefits of EWCS, raise awareness and inform participants about the implementation of EWCS.	Nicosia, Cyprus	1	20
E2.3	POLADA	Multiplier event	Workshop	Presentation of the EWCS to national sport governing bodies. Present the benefits of EWCS, raise awareness and inform participants about the implementation of EWCS.	Warsaw, Poland	1	20
E2.4	BADC	Multiplier event	Workshop	Presentation of the EWCS to national sport governing bodies. Present the benefits of EWCS, raise awareness and inform participants about the implementation of EWCS.	Sofia, Bulgaria	1	20
E2.5	ADOP	Multiplier event	Workshop	Presentation of the EWCS to national sport governing bodies. Present the benefits of EWCS, raise awareness and inform participants about the implementation of EWCS.	Lisbon, Portugal	1	20
E2.6	EuropeActive	Multiplier event	Workshop	Presentation of the EWCS to national sport governing bodies. Present the benefits of EWCS, raise awareness and inform participants about the implementation of EWCS.	Brussels, Belgium	1	10
E2.7	CyADA	End of project conference	Conference	Presentation of the EWCS to national and international sport governing bodies and sport stakeholders. Present the project main ideas, concepts, and operational framework of the ECWS. Present findings from the implementation and evaluation of the EWCS in 4	Nicosia, Cyprus	2	50

				countries. Present the policy and practice recommendations report.			
E3.1	ALL PARTNERS	Learning, Teaching and Training Event	Teaching and training workshop	Best practices in implementing clean sport campaigns. The consortium will identify the best practices and lessons learned from related campaigns (e.g., UKAD's Clean Sport Week, and WADA's Play True Day) and will accordingly inform the Operational Framework of the EWCS.	Brussels, Belgium	3	10

4.3 Timetable

Timetable (projects up to 2 years)																								
<i>Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.</i>																								
Note: Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.																								
ACTIVITY	MONTHS																							
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24
Task 1.1 - Project management	Beige	Beige																						
Task 1.2 - Project meetings			Beige							Beige							Beige					Beige		
Task 1.3 - Project plan	Beige	Beige	Beige																					
Task 1.4 - Risk assessment	Beige	Beige	Beige																					

Task 1.5 - Performance indicators																						
Task 1.6 - Quality assurance agenda																						
Task 1.7 - Quality assurance report																						
Task 1.8 - Project management reports																						
Task 2.1 - Dissemination plan																						
Task 2.2 - Project website																						
Task 2.3 - Social media dissemination																						
Task 2.4 - Dissemination material																						
Task 2.5 - Multiplier sport events																						
Task 2.6 - Learning, Teaching and Training Event																						
Task 2.7 - End of project conference																						
Task 3.1 - NADOs needs for EWCS																						
Task 3.2 - Learning,																						

Teaching and Training event																							
Task 3.3 - Desk research																							
Task 3.4 - Operational framework																							
Task 4.1 - Preparation of the European Week of Clean Sport																							
Task 4.2 - Implementation of the European Week of Clean Sport																							
Task 4.3 - Evaluation of the European Week of Clean Sport																							
Task 4.4 - Report of the evaluation of the European Week of Clean Sport																							
Task 5.1 - Policy recommendations																							

4.4 Subcontracting

Subcontracting
The total cost for the two academic experts (Drs Barkoukis and Lazuras) that will be sub-contracted will be 20.000,00 euros for the entire duration of the project. This cost will

cover the work needed to complete the tasks detailed as follows:

WP1 Project Management & Quality Assurance

The tasks of the external experts in WP1 include:

- Assist BADC in developing the quality assurance agenda of the project.
- Monitor the progress of the project as observed in PMG and/or transnational project meetings.
- Provide feedback to the consortium when deviations are noted between the project plan/work programme and the actual delivery of the project.
- Prepare a final quality assurance report at the end of the project.

WP3 Operational Framework for the Implementation & Evaluation of the European Week of Clean Sport

The tasks of the external experts in WP3 include:

- Developing the focus group interview protocols
- Support partner NADOs in conducting the interviews
- Develop the codebook needed for the analysis of the interview data
- Support NADOs produce a brief report summarising the results of the focus group interviews.
- Observe the planned LTTE event, and provide advice to the consortium about the relevant best practices that may inform the operational framework of the EWCS.
- Develop the methodology for the desk research, perform the desk research, and report the findings to the project's consortium.
- Support the consortium in performing and interpreting the SWOT analysis.
- Advise the consortium and WP leader in drafting the operational framework of the EWCS.

WP4 Preparation, Implementation, and Evaluation of the European Week of Clean Sport

The tasks of the external experts in WP4 include:

- Advise the consortium on how to prepare, perform and analyse the data of the surveys and the focus group interviews.
- Support the project's consortium in developing the EWCS Evaluation report.

WP5 EWCS Policy & Practice Report

- Advise the consortium and the WP leader on the development of the report, in the context of WADA's implementation guidelines for the International Standard for Education.



5. OTHER

5.1 Ethics

Ethics (if applicable)

If the Call document/Programme Guide contains a section on ethics, describe ethics issues that may arise during the project implementation and the measures you intend to take to solve/avoid them.

Describe how you will ensure gender mainstreaming and children's rights in the project activities.

The proposed project will be implemented in accordance with international guidelines about human research ethics, as stipulated in related documents, such as the Helsinki Declaration. The Horizon 2020 Guidance document for ethics in EU projects (DG Research & Innovation) has also been used to identify ethical issues in the preparation of the grant proposal, and the actual implementation should the proposal be awarded funding.

Project EWCS does not involve any type of collection of biological tissue or cells, (e.g., embryonic stem cells), or the processing of genetic, biometric, and health data from humans or animals. Data collection will not involve any kind of special categories, such as participants' genetic, health, sexual, lifestyle, religious, political, or philosophical conviction. It will also not involve any kind of profiling or systematic monitoring of individuals using intrusive methods. Also, no personal data will be exported from EU countries to non-EU ones, or imported from non-EU countries to EU ones.

The project will only collect data from human participants concerning: a) their training and education needs in clean sport matters using an anonymous Delphi poll methodology, and b) the attitudes, beliefs, opinions, and overall evaluation of the intended European Week or Clean Sport by participants in 4 EU countries (Cyprus, Portugal, Bulgaria, and Poland) using structured questionnaires and interviews, as described in the Project's Methodology in Section 2. All data will be anonymous and kept confidential and shared only among the members of the consortium, and will form the basis for developing technical and scientific reports as described in WPs 3 and 4, and the policy/practice recommendations described in WP5. The overall data processing (i.e., collection, recording, storage, adaptation, and analysis) will take place in EU countries (Cyprus, Portugal, Bulgaria, and Poland) and will be in line with the EU General Data Protection Regulation. Specifically, participants will be asked to voluntarily participate in all aspects of data collection relevant to the project, and will be briefed about their participation rights (i.e., voluntary participation; data anonymisation and confidentiality; right to withdraw at any point of the data collection process without providing reasons and without any penalty for doing so), and asked to provide written informed consent prior to their participation. Prior to the data collection phase, the project consortium will actively seek to secure appropriate Research Ethics clearance from an official body, such as the Cyprus National Bioethics Committee.

Lastly, diversity and inclusion are embedded to the different phases of the proposed project, from its conceptualisation and planning, to its implementation and evaluation. As such, gender mainstreaming will be ensured as both males and females, as well as transgender and individuals who self-identify as non-binary gender will have equal opportunities to participate in our project and shape its outcomes, as described in Sections 1 and 2. Children's rights protection is not within the scope of the proposed project, as none of the planned activities implies or indicates any involvement with violating children's rights.

5.2 Security

Security

Not applicable.

6. DECLARATIONS

Double funding

Information concerning other EU grants for this project

 Please note that there is a strict prohibition of double funding from the EU budget (except

YES/NO



<i>under EU Synergies actions).</i>	
We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant (<i>including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, European Investment Bank, etc.</i>). If NO, explain and provide details.	YES
We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant (<i>including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, European Investment Bank, etc.</i>). If NO, explain and provide details.	YES

Financial support to third parties (if applicable)

If your project requires a higher maximum amount per third party than the threshold amount set in the Call document/Programme Guide, justify and explain why this is necessary in order to fulfil your project's objectives.

Not applicable.



ANNEXES

LIST OF ANNEXES

Standard

Detailed budget table/Calculator (annex 1 to Part B) —*mandatory for certain Lump Sum Grants (see [Portal Reference Documents](#))*

CVs (annex 2 to Part B) —*mandatory, if required in the Call document/Programme Guide*

Annual activity reports (annex 3 to Part B) —*not applicable*

List of previous projects (annex 4 to Part B) — *mandatory, if required in the Call document/Programme Guide*

Special

Other annexes (annex 5 to Part B) —*mandatory, if required in the Call document/Programme Guide*

Proposal Info

Proposal ID SEP-210759950	Call for Proposal ERASMUS-SPORT- 2021-SCP	Topic ERASMUS-SPORT- 2021-SCP	Type of Action ERASMUS-LS
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Please select the type of organisation:

Number 1	Name CYPRUS ANTI DOPING AUTHORITY	PIC Number (if available) 93784 0815	Type of organisation
Number 2	Name POLSKA AGENCJA ANTYDOPING OWA	PIC Number (if available) 90625 3056	Type of organisation
Number 3	Name Autoridade Antidopagem de Portugal	PIC Number (if available) 89038 0267	Type of organisation
Number 4	Name Anti-Doping Centre	PIC Number (if available) 90629 3796	Type of organisation
Number 5	Name EUROPEACTI VE	PIC Number (if available) 95517 0156	Type of organisation

Horizontal Priorities**Horizontal Priorities**

- Inclusion and diversity in all fields of education, training, youth and sport
- Environment and fight against climate change
- Addressing digital transformation through development of digital readiness, resilience and capacity
- Common values, civic engagement and participation
- Encouraging the participation in sport and physical activity
- Promoting integrity and values in sport
- Promoting education in and through sport

- Combating violence and tackling racism, discrimination and intolerance in sport
- combating the usage of doping
- combating match fixing and corruption in sport
- improving good governance in sport
- promoting the positive values of sport

ANNEX 2**ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION**

Estimated EU contribution							Maximum grant amount ¹
Estimated eligible lump sum contributions (per work package)							
WP1 Project management and quality assurance	WP2 Dissemination, Communication, & Public Engagement	WP3 Operational framework for the implementation of the European Week of Clean Sport	WP4 Implementation and evaluation of the European Week of Clean Sport	WP5 EWCS Policy and Practice Report			
Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution			
Forms of funding	a	b	c	d	e	f = a + b + c + d + e	
1 - CYADA	17 910.00	17 000.00	21 000.00	17 000.00	11 000.00	83 910.00	
2 - POLADA	6 910.00	6 250.00	12 500.00	10 000.00	6 000.00	41 660.00	
3 - ADoP	7 280.00	8 500.00	9 500.00	12 250.00	9 505.00	47 035.00	
4 - BulNADO	6 910.00	6 250.00	7 500.00	10 250.00	8 000.00	38 910.00	
5 - EHFA	6 485.00	12 000.00	3 500.00	2 500.00	14 000.00	38 485.00	
Σ consortium	45 495.00	50 000.00	54 000.00	52 000.00	48 505.00	250 000.00	

¹ The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work packages).

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

POLSKA AGENCJA ANTYDOPINGOWA (POLADA), PIC 906253056, established in UL. LAZIENKOWSKA 6A, WARSZAWA 00 449, Poland,

hereby agrees

to become beneficiary

in Agreement No 101050302 — EWCS ('the Agreement')

between CYPRUS ANTI DOPING AUTHORITY (CYADA) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

AUTORIDADE ANTIDOPAGEM DE PORTUGAL (ADoP), PIC 890380267, established in AVENIDA DUQUE DE AVILA 137 5, LISBOA 1069-016, Portugal,

hereby agrees

to become beneficiary

in Agreement No 101050302 — EWCS ('the Agreement')

between CYPRUS ANTI DOPING AUTHORITY (CYADA) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

ANTIDOPINGOV TSENTAR (BulNADO), PIC 906293796, established in 1 NIKOLA GABROSKI STR, SOFIA 1172, Bulgaria,

hereby agrees

to become beneficiary

in Agreement No 101050302 — EWCS ('the Agreement')

between CYPRUS ANTI DOPING AUTHORITY (CYADA) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

EUROPEACTIVE (EHFA), PIC 955170156, established in HOUSE OF SPORT KUNSTLAAN 43
7, BRUSSEL 1040, Belgium,

hereby agrees

to become beneficiary

in Agreement No 101050302 — EWCS ('the Agreement')

between CYPRUS ANTI DOPING AUTHORITY (CYADA) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

FINANCIAL STATEMENT FOR THE ACTION FOR REPORTING PERIOD [NUMBER]

EU contribution												
Eligible lump sum contributions (per work package)												Requested EU contribution
WP1 [name]	WP2 [name]	WP3 [name]	WP4 [name]	WP5 [name]	WP6 [name]	WP7 [name]	WP8 [name]	WP9 [name]	WP10 [name]	WP [XX]		
[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	
Forms of funding												
Status of completion	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	PARTIALLY COMPLETED	PARTIALLY COMPLETED	COMPLETED	NOT COMPLETED	
	a	b	c	d	e	f	g	h	i	j	k	$l = a + b + c + d + e + f + g + h + i + j + k$
1 – [short name beneficiary]												
1.1 – [short name affiliated entity]												
2 – [short name beneficiary]												
2.1 – [short name affiliated entity]												
X – [short name associated partner]												
Total consortium												

The consortium hereby confirms that:
 The information provided is complete, reliable and true.
 The lump sum contributions declared are eligible (in particular, the work packages have been completed and the work has been properly implemented and/or the results were achieved; see Article 6).
 The proper implementation of the action/achievement of the results can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 19, 21 and 25).

ANNEX 5

SPECIFIC RULES

INTELLECTUAL PROPERTY RIGHTS (IPR) — BACKGROUND AND RESULTS — ACCESS RIGHTS AND RIGHTS OF USE (— ARTICLE 16)

Rights of use of the granting authority on results for information, communication, publicity and dissemination purposes

The granting authority also has the right to exploit non-sensitive results of the action for information, communication, dissemination and publicity purposes, using any of the following modes:

- **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- **distribution to the public** in hard copies, in electronic or digital format, on the internet including social networks, as a downloadable or non-downloadable file
- **editing** or **redrafting** (including shortening, summarising, changing, correcting, cutting, inserting elements (e.g. meta-data, legends or other graphic, visual, audio or text elements extracting parts (e.g. audio or video files), dividing into parts or use in a compilation
- **translation** (including inserting subtitles/dubbing) in all official languages of EU
- **storage** in paper, electronic or other form
- **archiving** in line with applicable document-management rules
- the right to authorise **third parties** to act on its behalf or sub-license to third parties, including if there is licensed background, any of the rights or modes of exploitation set out in this provision
- **processing**, analysing, aggregating the results and **producing derivative works**
- **disseminating** the results in widely accessible databases or indexes (such as through ‘open access’ or ‘open data’ portals or similar repositories, whether free of charge or not.

The beneficiaries must ensure these rights of use for the whole duration they are protected by industrial or intellectual property rights.

If results are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they

comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

Access rights for the granting authority, EU institutions, bodies, offices or agencies and national authorities to results for policy purposes

The beneficiaries must grant access to their results — on a royalty-free basis — to the granting authority, other EU institutions, bodies, offices or agencies, for developing, implementing and monitoring EU policies or programmes.

Such access rights are limited to non-commercial and non-competitive use.

The access rights also extend to national authorities of EU Member States or associated countries, for developing, implementing and monitoring their policies or programmes in this area. In this case, access is subject to a bilateral agreement to define specific conditions ensuring that:

- the access will be used only for the intended purpose and
- appropriate confidentiality obligations are in place.

Moreover, the requesting national authority or EU institution, body, office or agency (including the granting authority) must inform all other national authorities of such a request.

Access rights for third parties to ensure continuity and interoperability

Where the call conditions impose continuity or interoperability obligations, the beneficiaries must make the materials, documents and information and results produced in the framework of the action available to the public (freely accessible on the Internet under open licences or open source licences).

COMMUNICATION, DISSEMINATION AND VISIBILITY (— ARTICLE 17)

Additional communication and dissemination activities

The beneficiaries must engage in the following additional communication and dissemination activities:

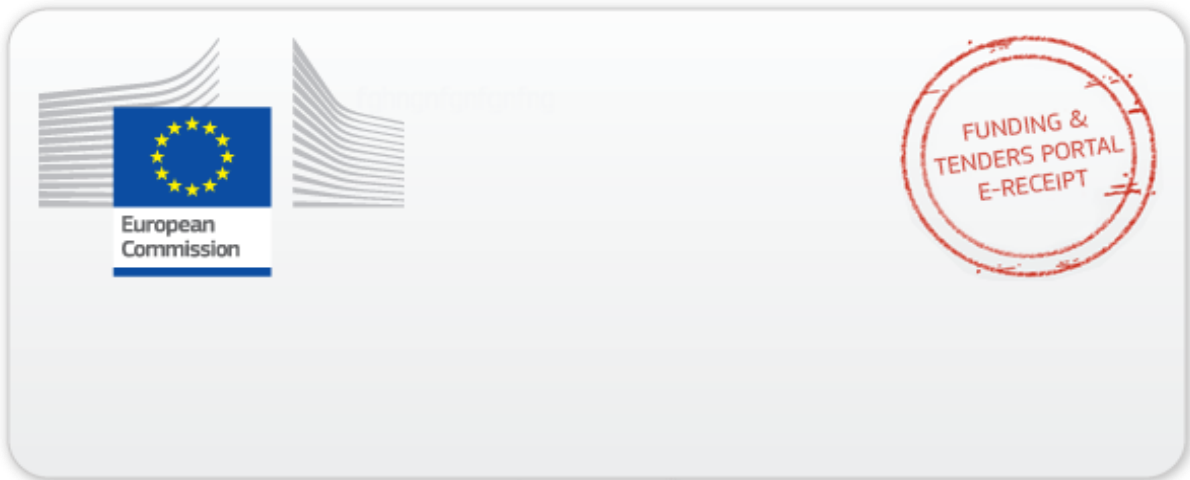
- **present the project** (including project summary, coordinator contact details, list of participants, European flag and funding statement and project results) on the beneficiaries' **websites** or **social media accounts**
- for actions involving public **events**, display signs and posters mentioning the action and the European flag and funding statement
- upload the public **project results** to the Erasmus+ Project Results platform, available through the Funding & Tenders Portal.

SPECIFIC RULES FOR CARRYING OUT THE ACTION (— ARTICLE 18)

EU restrictive measures

The beneficiaries must ensure that the EU grant does not benefit any affiliated entities, associated partners, subcontractors or recipients of financial support to third parties that are

subject to restrictive measures adopted under Article 29 of the Treaty on the European Union or Article 215 of the Treaty on the Functioning of the EU (TFEU).



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