



WALL-E MANUAL

Sport Management Manual
for Youth Organization



Co-funded by the
Erasmus+ Programme
of the European Union

Project number: 612969-EPP-1-2019-1-EL-SPO-SSCP

The Sports Management Manual for Youth Organizations

2020 / 2021

ERASMUS+ Project Number 612969-EPP-1-2019-1-EL-SPO-SSCP

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Graphics and Design

Olga Katsilidou
Yannis Tsotsos

EDITORIAL TEAM - CONTRIBUTORS

United Societies of Balkans:

Yannis Tsilsou - Project Manager
Luiza Tsikala - Project Manager
Vasillis Tsalos - Assistant Project Manager
Daniela Faccioli - Assistant Project Manager
Maelle Julou - Project Officer

AICS:

Cosimo Renzi - AiCS International Office
Valeria Gherardini - Head of the AiCS International Office
Patrizia Cupo - AiCS Press Office

Social Policy and Action Organization:

Ifigenia Katchie - Director and President of the Board

Champions Factory

Ms. Shirin Amin
Mr. Ivan Ivanov
Ms. Aleksandra Goteva
Mr. Alaz Canbolat
Ms. Seda Yuksek
Mr. Didar Amin

CSJC:

Mathilda Olive

TABLE OF CONTENTS

TABLE OF CONTENTS	5
CHAPTER I: About the project	6
CHAPTER II: Introduction with numbers about Sports, physical activities in countries	8
Introduction.....	8
Numbers about Sports and physical activities in Bulgaria	9
Numbers about Sports and physical activities in Cyprus	10
Numbers about Sports and physical activities in France	12
Numbers about Sports and physical activities in Italy.....	16
Numbers about Sports and physical activities in the European Union.....	18
CHAPTER III: Definitions of terms.....	21
Physical activity	21
Sports	21
Sports Management	22
Sport Industry	22
Sport Psychology.....	22
Inclusion	22
CHAPTER IV: Why is important for youth people to be engaged in sports activities;	23
CHAPTER V: Funding opportunities (local and European)	25
Funding opportunities for sports organisations in Bulgaria	26
Funding Opportunities for Sports Organizations in Cyprus.....	27
Funding opportunities for sports organizations in France	27
Funding opportunities for sports organizations in Greece	28
Funding opportunities for sports organizations in Italy	28
CHAPTER VI: Tips to attract young people	29
CHAPTER VII: Methodology tips on how to organise a sport activity/event/etc	31
CHAPTER VIII: Good practice examples of inclusive sport projects	34

CHAPTER I: About the project

The project "Break the Wall: Bringing non formal sports to the Youth Organizations" proposed to overcome the gap between sports activities and youth work by producing a set of guidelines to facilitate youth workers and organizations to integrate sports activities and organize sports event to promote inclusion, participation and healthy lifestyle among young people.

Aims of the project were to:

- 1) Raise awareness of the importance of health-enhancing physical activities in the everyday life, through the inclusion of non-formal activities in the everyday work of Youth Organizations
- 2) Upscaling and upgrading youth work in general, through the use of new tools - simplified, illustrative and accessible to all - which will also enable more youth organizations to open up to sports regardless of their size and previous experience
- 3) Promotion of social inclusion and equal access to sport for all, especially for youngsters with fewer opportunities (social and economic obstacles, educational difficulties, etc.) through the creation of a Toolkit and the local implementation of sports activities based on non-formal education for community/group building.

The target groups of the project are:

- Primary: Youth organizations, Youth Clubs, youth workers, educators, coordinators of volunteers, mentors.
- Secondary: Young people (18-30), young people with fewer opportunities, volunteers in youth organizations, youth initiatives.

This manual is useful for them as it provides them helpful information about different situations, opportunities and good practices from many countries that they may use as a tool to improve their work with youth for the primary target groups and to broaden their horizons and choices for the secondary target groups.

The project has two tangible outputs:

- 1) "Sports Management Manual for Youth Organizations" - This Manual is an introduction to youth workers, staff members of youth organizations, and community leaders and other organizations about the management of sports event and activities at a grassroots level for implementing youth activities. The Manual is around 40 pages, friendly, using a simple approach and easily adaptable in different environments and target groups.
- 2) "Toolkit" - The Toolkit is both complementary to the Manual, as well as an autonomous tool for youth workers at its own. The Toolkit contains 20 sports activities based on non-formal education, aiming for group building of members of organizations, communities, volunteers and other groups of young people.

The project will provide three international meetings, the organization of flash mobs at the local level during the European Week of Sports, and two Local Dissemination Events.

Participated Organizations

- [United Societies of Balkans \(U.S.B.\)](https://www.usbngo.gr/en) is a Greek non-profit, non-governmental organisation working in the field of youth, human rights and intercultural dialogue. It was founded in 2008 by the inception of a group of active young people who wanted to address the social issues which affect the youngsters in the Balkans and Eastern Europe. The vision and aim of the organisation is the promotion of youth empowerment, participation in the economic and political life, youth mobility, voluntarism and human rights.
<https://www.usbngo.gr/en>
- [Champions Factory](http://championsfactory.bg/) is an international non-governmental organisation bringing social change through innovations in education, training, youth and sport. Through innovative educational methodologies and life-changing experiences, Champions Factory Team empowers young adults to reach their full potential. Champions Factory Sport experts work with individuals and organizations on diverse national and transnational sport innovation projects in order to bring positive social impact.
<http://championsfactory.bg/>
- [Centru di u Sport è di a GhjuventùCorsa](https://www.csjc.corsica/co/), has an educational ambition for Corsican youth, adapted to the challenges of the territory and open to the world. It is an exemplary tool designed to meet the needs of young people, vulnerable groups and all actors in the fields of sport and popular education. It supports the Corsican local authority in the implementation of its policy of sport, youth and popular education for these groups.
<https://www.csjc.corsica/co/>
- The [AICS](https://www.aics.it/) Italian Association of Culture and Sport is a non-profit association, which was born in 1962 in Rome as a national sports promotion body. Over the years it has gradually extended its range of action to solidarity, culture, social policies, the Third Sector, social tourism, the environment, and training. AICS counts 1 million of individual members and 10.000 affiliated associations. AICS moves from a Humanism Perspective and means sport, culture and tourism as social tools to develop active citizenship and to promote social cohesion into communities.
<https://www.aics.it/>
- The [Social Policy and Action Organization](https://www.socialpolicyaction.org/about-us), a non-governmental, not-for-profit organization was established in Cyprus in August 2014. The primary cause of the Organization is to work towards the enhancement of quality of life of citizens and human welfare, primarily those with fewer opportunities, covering all social policy related areas in Cyprus. The Organization through its work actively supports and promotes the most important principles of quality of life, for all people, thus being, among others, Human Well Being, Health, Financial Independence, Family Status, Socialization and Social Protection.
<https://www.socialpolicyaction.org/about-us>

CHAPTER II: Introduction with numbers about Sports, physical activities in countries

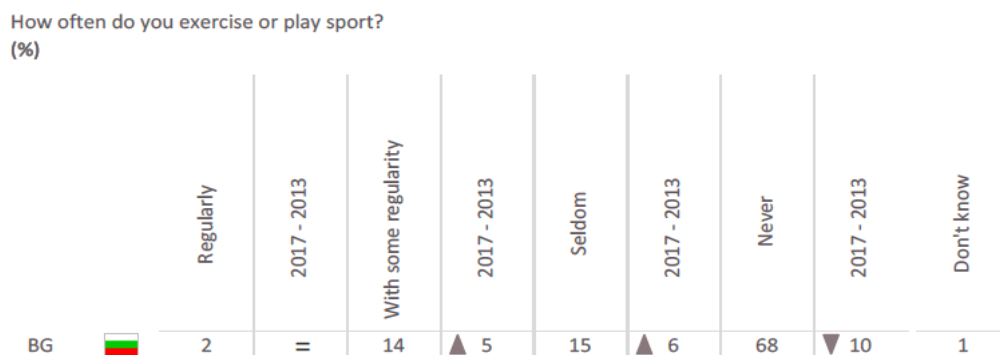
Introduction

The “Sport with the youth work. The Manual will contain outdoor activities and grassroots sports to use forThe Sports Management Manual for Youth Organizations” aims at the integration of sports activities and sport management promoting inclusion and a healthy lifestyle and is addressed to youth workers who want to organise sport activities for young people. For a successful and qualitative implementation of this phase, it could be very useful to search and collect information regarding the use of sports and physical activity at a local and European level, as well as numbers and statistics about the connection of sports with young people and youth work. Through participation in sport and physical education, young people learn about the importance of key values such as honesty, teamwork, fair play, respect for themselves and others and adherence to rules.

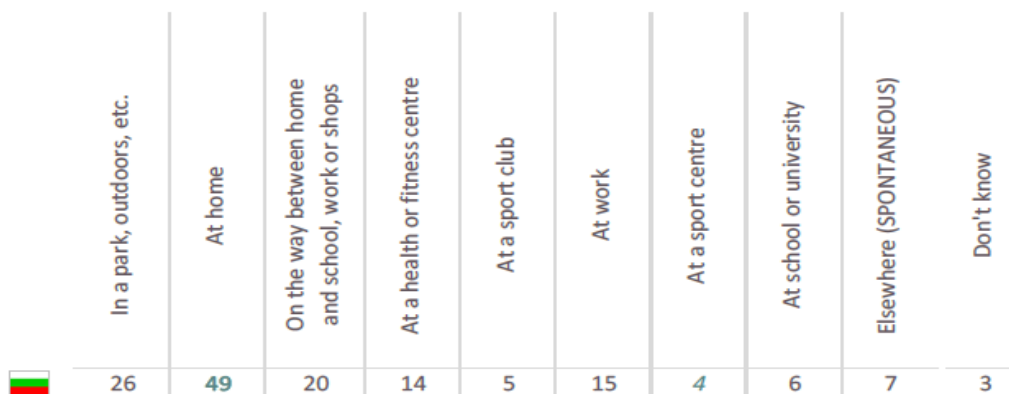
During the past few decades sport participation has been rapidly growing regardless of the way sport is organized and where it can be practiced (e.g. school/university, public clubs, organisations or fitness/health clubs) in Europe. The growth in sport participation is mainly due to the changing interest in sport by the people and the governments. Sport is nowadays mostly used as a tool to achieve goals, for instance, reducing obesity and improving social cohesion. Secondly, there is more demand for new kinds of sport with a lower intensity and more lifestyle aspects (e.g. surfing, skating and snowboarding). In the third place, participating in sports became more of a normative behavior. Since the beginning of the 20th century, people started acknowledging sport as healthy and character and personality building. Sport was offered at most public schools and foundations financed the private schools who could not afford it. Thanks to the changed view on sport, clubs and federations arose everywhere and together with sport at school sport became a part of daily life (Tiesen-Raaphorst, 2010: 3 as cited in Rapportage Sport, 2010). Nevertheless, there are several life courses stages in which sport participation decreases. In the first place, sport participation is decreasing as soon as there are young people present in the family. Remarkable is the increase of sport participation when children become older. In the second place, sport participation is decreasing when the labor market position of people changes from being employed to retired, however they have more free time the sport participation frequency goes down. According to De Haan (2010) there is less available leisure time to spent on sports when having children and a job (De Haan, 2010: 2 as cited in Rapportage Sport, 2010). The decrease in sport participation when being retired might be caused by the effect of age.

Numbers about Sports and physical activities in Bulgaria

According to the results of the Special Eurobarometer public opinion survey on sport and physical activity of 2017, 79% of men and 86% of women never exercise and play sports. This percentage is higher than the average of EU, 56% and 64% respectively. Percentages are lower among young people aged 15-24, 34% of men and 59% of women. We can see a connection between the age of the participants and their sport activity (at ages 55+ 95% of men and 97% of women are totally inactive). Only 16% of the population exercises regularly or with some regularity, 5% more comparing the results with the 2013 survey.



Almost half of the responders from Bulgaria tend to prefer exercising at home and ¼ of them prefer outdoor activities at their neighbourhood park or in the nature. Organized activities at sports clubs and sports centres are not famous at all among Bulgarians.



Are you a member of any of the following clubs where you participate in sport or recreational physical activity? (MULTIPLE ANSWERS POSSIBLE)
(%)





Data from national research (carried out in 2011, as yet unpublished) regarding the nutritional intake and eating habits of pupils in Bulgaria shows that 19.5% of Bulgarian children (aged 7–9 years) were reaching the recommended levels of physical activity for health. Boys were found to be much more physically active (22.3%) than girls (16.5%). Among adolescents (aged 10–18 years), physical activity levels tend to drop with age, with the proportions of youth meeting the recommended physical activity levels for health being 25.7% for adolescents aged 10–13 years and 19.0% for those aged 14–18 years. Across all age groups, boys are much more active than girls, but among the older adolescents, the gap between genders is twice as large. The WHO GHO 2010 estimates for Bulgarian adolescents (defined as aged 11–17 years in relation to WHO data) show that 25.9% are reaching the WHO recommended physical activity levels for health. Boys engage in more physical activity than girls, with a higher proportion of them meeting the recommended physical activity levels (31.7% boys versus 20.1% girls).

Numbers about Sports and physical activities in Cyprus

According to a Eurobarometer study from 2014, 14% of adults reported engaging in vigorous-intensity physical activity at least 4 days out of the past 7, with 84% of them doing more than 30 minutes each time. Moreover, 12% of adults reported that they carried out moderate-intensity physical activity on at least 4 of the past 7 days, with 63% doing so for longer than 30 minutes on each occasion. Cyprus does not currently have a health monitoring and surveillance system that includes population-based measures of physical activity. Neither does the country have recommendations on physical activity. Data from the WHO Global Health Observatory (GHO) from 2010 for the Cypriot adult population (aged 18+ years) (3) show that 64.7% meet WHO's Global Recommendations on Physical Activity for Health (2010) (4), with males being significantly more active (70.7%) than females (58.5%).

How often do you exercise or play sport?
(%)

	Regularly	2017 - 2013	With some regularity	2017 - 2013	Seldom	2017 - 2013	Never	2017 - 2013	Don't know
CY 	11	11	28	▲ 3	15	▲ 5	46	▼ 8	0

	In a park, outdoors, etc.	At home	On the way between home and school, work or shops	At a health or fitness centre	At a sport club	At work	At a sport centre	At school or university	Elsewhere (SPONTANEOUS)	Don't know
	25	32	22	21	5	11	8	5	5	0

Are you a member of any of the following clubs where you participate in sport or recreational physical activity? (MULTIPLE ANSWERS POSSIBLE)
(%)

	Sport club	Health or fitness centre	Socio-cultural club that includes sport in its activities (e.g. employees' club, youth club, school- and university-related club)	Other (SPONTANEOUS)	No, not a member of any club (SPONTANEOUS)	Don't know	Total 'Yes'
CY 	4	13	2	6	75	0	25

No data are available on physical activity levels among Cypriot children and adolescents. Neither the Health Behaviour in School-aged Children (HBSC) study nor the WHO GHO 2010 data contained information for these population groups in Cyprus.

HEALTH	SPORTS	EDUCATION	TRANSPORT	MONITORING	GUIDELINES
Counselling on physical activity as part of primary health care services	Existence of a national Sports for All policy(ies)	Mandatory physical activity in primary and secondary schools	National or subnational schemes promoting active travel to school and/or workplace	Physical activity included in the national health monitoring system or separate routine survey	Existence of national recommendation on physical activity
NO	YES	YES	NO	NO*	YES*

* Envisaged to be implemented in the near future.

At the moment there are 300 Sports Centres operating in the Cyprus Republic, with more than 10.000 members of all ages involved in different sport activities.

Numbers about Sports and physical activities in France

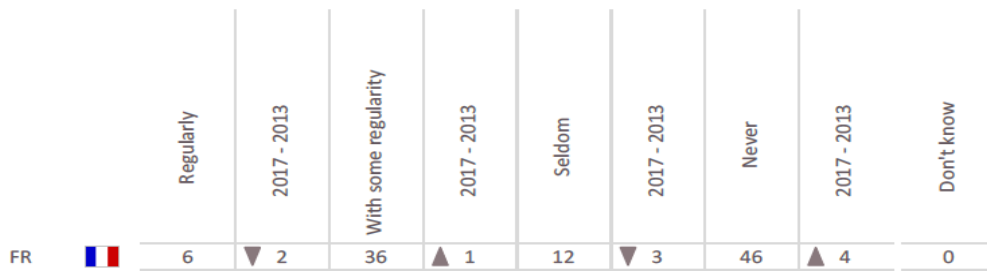
In France, in a typical week, French people aged 15 to 75 years report that they spend a quarter of their total time in physical activity during leisure time (25.3%), the rest is spread between work (46.6%) and mobility (28,1%). According to a questionnaire survey, approximately 48% of men and 41% of women report physical activity that meets the National recommendations, which corresponds to 45% of the overall French population. Physical inactivity, concerns more than 70% of the population who spend more than eight hours sitting each day. In France, the total of sport licences given is 15 031 561 in 2017 (37,8% for women), which represents 22,3% of total national population.

About physical activity of young people in France, the last report of the OECD is worried about the lack of physical activity of young french people. Adolescents become sedentary and their weight increases, with serious consequences for their health,87% don't have a daily physical activity.

However, there are not only bad news about young people in France. The UCPA, associated this year with UNEF and FAGE, has been supporting the observatory of sports practices for 16-25 year-olds for two years, and delivered its OpinionWay survey on "young people and sports leisure" (2016). These results are encouraging and show that even if young people don't meet the daily recommendations, 70% of 16-25 year olds play sport at least once a week. The survey also allows us to identify the source of this energy deployed by young people in sport : it is the search for a collective sporting experience, with friends and relatives that motivates this sporting commitment, the search for as many people as possible to practice sport for interactions and exchange with others. Indeed, 60% of the ones practicing sport are doing it collectively, and 45% are doing it with friends. These results prove once again that sport is a great way to foster social inclusion.

Data from Eurobarometre research about sport and physical activity 2017

How often do you exercise or play sport?
(%)




Are you a member of any of the following clubs where you participate in sport or recreational physical activity? (MULTIPLE ANSWERS POSSIBLE)
(%)




Numbers about Sports and physical activities in Greece

According to the results of the Special Eurobarometer public opinion survey on sport and physical activity of 2017, 73% of men and 81% of women never exercise and play sports. This percentage is higher than the average of EU, 56% and 64% respectively. Percentages are lower among young people aged 15-24, 36% of men and 59% of women. We can see a connection between the age of the participants and their sport activity (at ages 55+ 94% of men and 96% of women are totally inactive). Only 23% of the population exercises regularly or with some regularity, 8% less comparing the results with the 2013 survey.

How often do you exercise or play sport?
(%)

	Regularly	2017 - 2013	With some regularity	2017 - 2013	Seldom	2017 - 2013	Never	2017 - 2013	Don't know
EL 	2	▼ 5	21	▼ 3	9	▼ 1	68	▲ 9	0

Respondents in Greece (42%) are the most likely to engage in sport or physical activity on the way between home and school, work or shops. Health or fitness centres are kind of infamous and not used that often (5%).

	In a park, outdoors, etc.	At home	On the way between home and school, work or shops	At a health or fitness centre	At a sport club	At work	At a sport centre	At school or university	Elsewhere (SPONTANEOUS)	Don't know
	32	37	42	22	5	13	5	5	2	0

Are you a member of any of the following clubs where you participate in sport or recreational physical activity? (MULTIPLE ANSWERS POSSIBLE)
(%)

	Sport club	Health or fitness centre	Socio-cultural club that includes sport in its activities (e.g. employees' club, youth club, school- and university-related club)	Other (SPONTANEOUS)	No, not a member of any club (SPONTANEOUS)	Don't know	Total 'Yes'
EL 	5	11	2	3	81	0	19

Data from the WHO Global Health Observatory (GHO) from 2010 for the Greek adult population (aged 18+ years) show that 84.6% meet the recommended physical activity levels for health set out by WHO in the Global Recommendations on Physical Activity for Health (2010), with males being more likely (87.6%) to meet the physical activity recommendations than females (81.8%). Greece does not have an established national health monitoring and surveillance system that includes population based measures of physical activity, nor does it have national recommendations on physical activity and health.

Physical activity levels in Greek adolescents have been assessed through the Health Behaviour in School-aged Children (HBSC) study. According to the HBSC data from 2009/2010, boys are significantly more active than girls, across all age groups. In particular, girls are less likely to engage in physical activity as they grow older, with activity levels dropping by more than 30% across the age groups. For both boys (21%) and girls (12%), the highest levels of physical activity are seen among 11-year-olds.

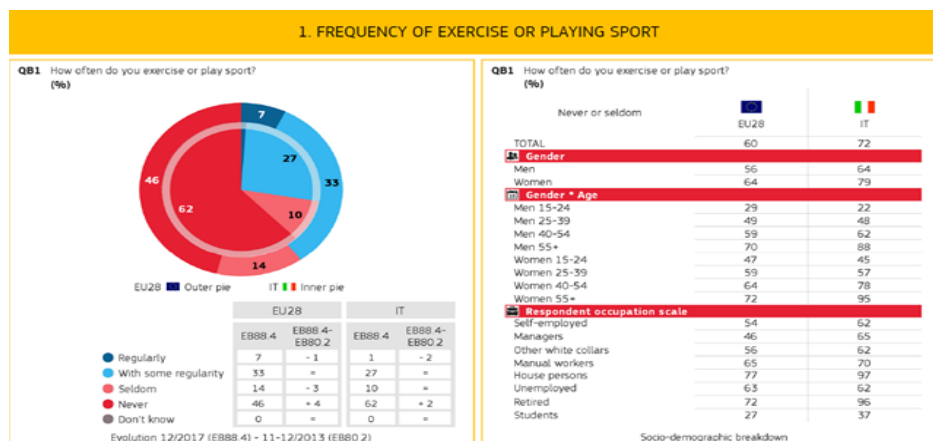
Prevalence (%) of adolescents reaching the recommended physical activity levels, 2009/2010

%	ADOLESCENTS		
	11 YEARS	13 YEARS	15 YEARS
MALES	21	21	18
FEMALES	12	8	5

WHO GHO 2010 estimates for Greek adolescents (defined as aged 11—17 years in relation to WHO data) show that 14.1% meet the WHO recommended physical activity levels for health. Boys are significantly more active than girls, with the proportions meeting the recommended levels being 18.1% and 10.3%, respectively. Physical education is mandatory in primary and secondary schools across Greece.

Numbers about Sports and physical activities in Italy

According to Special Eurobarometer 472 on Physical activity and Sport (2017), 62% of respondents never exercise or play sport, in particular 64% of men and 79% of women. This percentage is higher than the average of EU, 56% and 64% respectively. Percentages are lower among young people aged 15-24, 25% of men and 45% of women.



According to national data for the years 2010—2013 from the survey by the Italian Ministry of Health's Behavioural Risk Factor Surveillance System (ProgressidelleAziendeSanitarie per la Salute in Italia (PASSI)) — conducted by the National Centre for Epidemiology, Surveillance, and Health Promotion (3) — 36% of Italian adults (aged 30—60 years) and 24% of older adults (aged 60+ years) meet the recommended physical activity levels.

%	ADULTS (30–60 YEARS)	OLDER ADULTS (60+ YEARS)
MALES	63	41
FEMALES	37	59
BOTH SEXES	36	24

The intercountry comparable physical activity estimates for 2010 for Italy from the WHO Global Health Observatory (GHO) show that 64.1% of adults (aged 18+ years) meet the WHO recommended physical activity levels, with males (70.0%) being more active than females (58.7%).

Italy uses the international cut-off point for children and adolescents reaching the recommended physical activity levels, as endorsed in WHO's Global recommendations on physical activity for health (2010). The national data from 2010—2013, collating together the data for children and adolescents, show that 43% of children and adolescents (6—17 years)

meet the WHO recommended physical activity levels,, with more boys (46%) being physically active than girls (44%).

%	CHILDREN AND ADOLESCENTS (6-17 YEARS)
MALES	46
FEMALES	44
BOTH SEXES	43

The WHO GHO 2010 estimates for Italian adolescents (defined as aged 11—17 years in relation to WHO data) differ widely from the national reported results, with only 8.2% meeting the WHO recommended physical activity levels.

However, the general trend of more boys being physically active than girls (9.0% and 7.4%, respectively) remains the same across the two sets of data.

The CONI School of Sport has adopted the policy “Exercise is Medicine” which addresses preventive measures for health and wellness among the general public. In addition, the Ministry of Education, Universities and Research and the CONI have adopted a joint policy to promote sports at school.

HEALTH	SPORTS	EDUCATION	TRANSPORT	MONITORING	GUIDELINES
Counselling on physical activity as part of primary health care services	Existence of a national Sports for All policy(ies)	Mandatory physical activity in primary and secondary schools	National or subnational schemes promoting active travel to school and/or workplace	Physical activity included in the national health monitoring system or separate routine survey	Existence of national recommendation on physical activity
NO	YES	YES	YES	NO	YES

Numbers about Sports and physical activities in the European Union

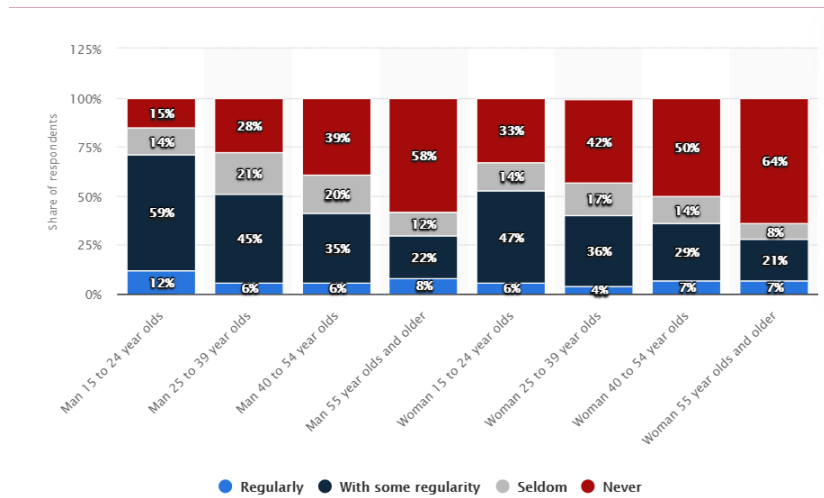
Despite the growing importance attached to the promotion of physical activity in EU Member States, an earlier Eurobarometer survey in 2009 identified “alarmingly high” rates of physical inactivity in the EU. Since then, the proportion of Europeans that never exercise or play sport has increased even further, from 39% in 2009 to 42% in 2013 and 46% in 2017. Declining levels of participation are also evident in both vigorous and moderate physical activities, while respondents also typically spend longer sitting than in 2013. Such findings might indicate that the message about the importance of sport and physical activity for an individual's health and wellbeing has still not got through to significant segments of the EU population. In the study, gender balance was also observed.

For example, women (especially younger age groups) are much less active than their male counterparts, while participation is generally much slower in older age groups. It is also notable that participation levels are much lower among those who have lower levels of education, and among those in more difficult financial situations. A recent OECD report⁵ found close links between low income and poor health, and these findings suggest that lower levels of engagement in sport and physical activity are part of this pattern. As in previous surveys, the results show large disparities among EU Member States on many questions.

The more physically active countries tend to be clustered in the Northern part of the EU (particularly the Nordic countries), while the lowest proportions of active Europeans can be found in the Southern EU Member States. These variations are likely to reflect the facilities and infrastructure available, as the same country patterns apply when respondents were asked about opportunities for physical activity. This new edition of the survey also confirms that most sport or physical activity takes place in informal settings – in parks and outdoors, at home, or on the journey between home and school, work or shops, as well as at work or at school or university.

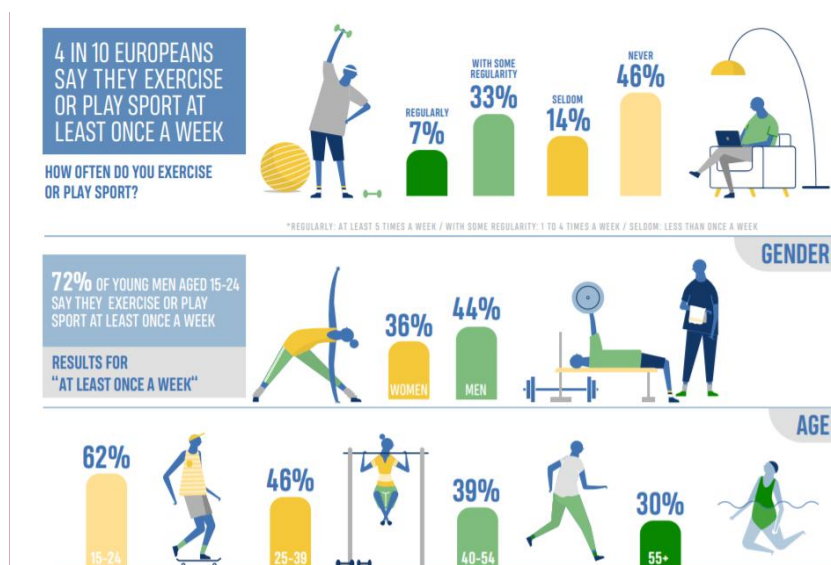
This suggests that such opportunities to engage in physical activity should be promoted alongside the practice of sport and physical activity in organised settings – particularly given the lower participation rates among those with financial difficulties, who may struggle to afford membership of formal sport facilities. Finally, the proportion of EU citizens who engage in voluntary work that supports sporting activities remains quite low (6% in 2017, compared to 7% in 2013), despite the many different types of work volunteers engage in. Strategies to increase volunteering in sport could therefore insist on the fact that there are numerous ways in which different people can get involved.

Distribution of frequency of how often people exercise or play sport in the European Union (EU) in 2017, by age group and gender



This statistic displays the results of a survey on the distribution of frequencies of how often people exercise or play sport in the European Union (EU) in 2017, characterised by both age group and gender. The frequency of exercise or sport participation tends to decrease with age. A majority of 15-24-year-olds exercise or play sport regularly or with some regularity. This falls to 46% in the 25-39-years old, 39% for 40-54 years-old and 30% for those aged 55 or over. In addition, the proportion that never exercises or plays sport also increases with age, from 24% among 15-24 years old, to 61% of those aged 55 or over

Infographics according to the Eurobarometer on sports and physical activity (2018)





Half of Europeans exercise or play sport, but many never do according to the latest Commission's Eurobarometer survey on sport and physical activity. According to the Eurobarometer report, unveiled by Commissioner Navracsics in Sofia during the annual EU Sport Forum, shows that levels of participation have not changed substantially since the previous Eurobarometer survey in 2014. In fact, the proportion of those who say they never exercise or play sport has slightly increased from 42% to 46% Europe-wide, and this is a continuation of a gradual trend since 2009.

Measures taken to increase physical activity, since the last Eurobarometer in 2014, are likely to take a few years to produce tangible effects and change people's behavior, especially since a lot of the effort is focused on young people. The Eurobarometer also shows that most physical activity takes place in informal settings, such as parks and outdoors (40%) or at home (32%) or during the journey between home and work, school, or shops. Still, 15% of Europeans do not walk for 10 minutes at a time at all in a weekly period, and 12% sit for more than 8.5 hours per day. These figures emphasize the crucial role that other actors can play: employers, for example, can help addressing sedentary behaviors at the workplace, and cities and local authorities can also play a part in helping citizens be more physically active in their daily lives. The main motivations for participation in sport or physical activity are improved health (54%) and fitness (47%). Lack of time (40%) is the principal barrier.

CHAPTER III: Definitions of terms

Physical activity

WHO defines physical activity as any bodily movement produced by skeletal muscles that requires energy expenditure – including activities undertaken while working, playing, carrying out household chores, travelling, and engaging in recreational pursuits. Physical inactivity (lack of physical activity) has been identified as the fourth leading risk factor for global mortality (6% of global deaths). In addition, physical inactivity is estimated to be the main cause of approximately 21-25% of breast and colon cancers, 27% of diabetes, and about 30% of ischemic heart disease burden. Regular and adequate levels of physical activity in adults: reducing the risk of hypertension, coronary heart disease, stroke, diabetes, breast and colon cancer, depression and falls; improving bone and functional health; and It is a key determinant of energy expenditure and is therefore essential for energy balance and weight control.

The term "physical activity" should not be confused with "exercise". Exercise is a planned, structured, repetitive and purposeful sub-category of physical activity that is meant to be the goal of developing or maintaining one or more components of physical fitness. Physical activity includes exercise as well as other activities that involve bodily movement and that take place as part of games, work, active transport, housework and recreational activities. Increasing physical activity is not just an individual problem but a social one. Therefore, it requires a population-based, multi-sectoral, multi-disciplinary and culturally relevant approach.

Sports

Sport (or sports) is all forms of usually competitive physical activity which, through casual or organised participation, aim to use, maintain or improve physical ability and skills while providing entertainment to participants, and in some cases, spectators. Hundreds of sports exist, from those requiring only two participants, through to those with hundreds of simultaneous participants, either in teams or competing as individuals. Sport is generally recognised as activities which are based in physical athleticism or physical dexterity, with the largest major competitions such as the Olympic Games admitting only sports meeting this definition, and other organisations such as the Council of Europe using definitions precluding activities without a physical element from classification as sports. However, a number of competitive, but non-physical, activities claim recognition as mind sports. The International Olympic Committee (through ARISF) recognises both chess and bridge as bona fide sports, and SportAccord, the international sports federation association, recognises five non-physical sports, although limits the amount of mind games which can be admitted as sports. Sports are usually governed by a set of rules or customs, which serve to ensure fair competition, and allow consistent adjudication of the winner.

Sports Management

Sports management study programs are designed to teach students to comprehend the business dynamics and applications which make up and are the driving force of the sports industry. Sport managers can be found running operations which comprise the business end of the industry and as such work with colleges, clubs, universities, recreational departments and sports marketing firms for retailing, branding, merchandising, financing, marketing, and operational aspects of the industry. They can be sports administrators, event managers, facility managers, sports economists or information experts. The subject matter in a sports management degree program is designed to prepare students for careers with amateur, college-level, state level, national-level, and professional sports organizations.

Sport Industry

Sport industry is a market in which people, activities, business, and organizations are involved in producing, facilitating, promoting, or organizing any activity, experience, or business enterprise focused on sports.

Sport Psychology

American Psychology Association defines Sport psychology as a proficiency that uses psychological knowledge and skills to address optimal performance and well-being of athletes, developmental and social aspects of sports participation, and systemic issues associated with sports settings and organizations. Sport Psychology interventions are designed to assist athletes and other sports participants (e.g., coaches, administrators, parents) from a wide array of settings, levels of competition and ages, ranging from recreational youth participants to professional and Olympic athletes to master's level performers.

Inclusion

Inclusion is seen as a universal human right. The aim of inclusion is to embrace all people irrespective of race, gender, disability, medical or other need. It is about giving equal access and opportunities and getting rid of discrimination and intolerance (removal of barriers). It affects all aspects of public life.

CHAPTER IV: Why is important for youth people to be engaged in sports activities;

7 reasons why it is important for youngsters and everybody to be engaged in sports activities

As written before, physical activity is NOT the same as sport. We don't talk about suffering to succeed at competition. We are talking about moving their body on a regular basis. The following chapter provides some useful tips that the youth organisations can use for involving more young people in sports. Here are some reasons why youngsters should practice activity (even) more often:



1. *They'll have a good heart.* Of course, we're going to start from the beginning! Their heart will beat stronger and harder if they practice regularly, and when they'll be an old human, it will thank them for the time they've invested in making it bigger, allowing them to be stay autonomous for your everyday needs. Regular physical and sport activities, even of moderate intensity, reduces mortality and prevents the main chronic pathologies (cancer, cardiovascular diseases, diabetes...) !

2. *They'll look sexy (and they'll love themselves):* There is no judgement on the size of their pants: they can choose the sport that will help them control their body weight depending of their wish (gain muscle or lose weight if that's what they want, or simply stay the way they are). By promoting endurance, muscle volume and bone density, physical activity also postpones the onset of many signs of aging, while helping to reduce bone injuries, back and knee pain, joint pain, and other chronic diseases, thereby improving longevity. It is estimated that 2 to 3 hours of sport per week, for the oldest people, prolongs life expectancy by 5 years.

3. *They'll feel good:* But reaaaaal' good, like deep down serenity. We're sure that everyone already experienced at the end of a hard sport session the feeling of being completely empty and tired, but also mixed with the oddly satisfying feeling of peace and relaxation (maybe

pride?). That's because our body (who loves us) creates endorphin hormone which is the hormone on pleasure provided especially after an intense activity. Be youngsters should always be careful, practicing sport on a regular basis may become an addiction!

4. *Bye-bye stress, anxiety and depression:* By making a cut in the everyday routine (and sometimes problems), sport helps to take a step back on negative experiences and to approach them with a new healthy angle. 20 minute per day of physical activity is associated with the improvement of mental health and increases quality of life!

5. *They'll be a smarty pants:* Physical activity stimulates also their brain activity and therefore develops strategic, communication, technical skills while improving their memory and thinking. As we have seen, the practice of a sport, and in particular an endurance sport, contributes to the improvement of blood circulation in the body; consequently, carbon dioxide is also transported more quickly, leading to better oxygenation of the brain.

6. *They'll meet new persons IRL:* Practice sport or exercise is a lonely activity only if you choose it. The more they practice, the more they get to know people who are passionate and the more they'll share with them the positive energy for motivation. Sport could really help in developing relationships – and with it self-confidence, self-esteem and maybe find the love of their life. Who knows?

7. *They'll learn about themselves:* We know that starting something new is quite uncomfortable and ask for a lot of personal courage. We call it get out of our comfort zone, to explore the unknown, get new skills and experience yourself in new situations to wider the initial comfort zone. These skills can be transferred in every part of your life afterwards, and that's great news because it means that practicing sport is actually investing in your potential. The best advice we can give them is to find a healthy environment that's supporting them, encourages kindly and helps developing themselves in their practice.

Of course, sport activity presents risks that can be minimized by observing elementary precautions. Adapted medical and competent supervision can be a good initiative in the sportive path they've chosen.

Sources (in french)

- Inserm- Expertise collective « Activité physique » (2008)
- Anses – Avis et rapport relatifs à l' « Actualisation des repères du PNNS : Révisions des repères relatifs à l'activité physique et à la sédentarité », (2016))
- Ministère des Solidarités et de la Santé : Activité physique et santé
- Natura Force : Bienfaits du sport sur la santé

CHAPTER V: Funding opportunities (local and European)

Securing funding for sports youth organizations is an important chapter in management and requires a lot of effort and perseverance to achieve positive results.

In general, the sports industry receives funding from various sources, depending on the level of professionalism and capacity of a sports club. All over the world the most commonly sources of funding or income of sport clubs include the following: Membership Fees represent the most common income for most sport clubs, and are decided based on the Membership Policy adopted. The cost of membership fees varies, based on different aspects including services provided to members and the club's capacity and level of professionalism. Organizing different Sports Games generate significant income from selling tickets.

Local or national social events, organized by sports club supplement their income. These social events include dinners, raffles, themed nights and others. Earned income from bar and catering facilities, operated within the venues of sports clubs, especially the larger clubs. National and European Grants, represent a significant part of income for sports clubs. Usually, local authorities provide grants to cover operational costs and national Sports Committees or Councils provide yearly grants to cover capacity costs, including repairs or extension of facilities. On a national level, each country adopts and applies a unique grant policy. On a European level, the Commission offers good opportunities to sports clubs for funding, including collaborative projects and Erasmus+.

Sponsorships from private companies or other stakeholders could also generate income, or at least, secure payment of costs for a specific period of time. These stakeholders gain in return advertisement and publicity of their support. The more successful the sport organization, the easier it is to secure sponsorship. More professional sports organizations can also secure income from spectators, media interest and sometimes prize funding

It is advisable for youth organizations to develop and apply a yearly funding strategic plan, used as a guide to securing financing of their sport activities. During the development stage of a funding strategy, sport youth organizations need to consider the following questions:

1. What does the organization plan to do? Clear description of aims and objectives, and what to be achieved.
2. What is the need of the specific plan? Who will actually benefit from the specific sport activities? Division of tasks and nomination of specific roles are essential.
4. Where will the activities be organized? Location of the activities and how this will affect potential sources of funding
5. How will the activities be organized? Methods and resources required to fundraise effectively and cover costs.
6. When will the activities be organized? It is important to have an agreed timescale to maintain current funding or secure more funding in the future.

A Funding Strategy Work plan is usually composed by the following stages:

- Introduction - of the youth organization, including a mission statement
- Aims of the Strategy - Overall aims of the organisation.
- Objectives of the strategy - How does the youth organization plan to achieve these aims and the practical methods undertaken to make them happen.
- Needs and targets - Development of a budget or list of costs of what the organization needs funds for and how much.
- Resources - List with resources required for the organization to carry out the strategy, like human resources, equipment and others.
- Sources of income - Description of specific activities generating income.
- Timetable and milestones set to achieve goals

Funding opportunities for sports organisations in Bulgaria

There are 2 types of sources for financing in sports:

1. Budgetary resources: State budget and Municipal budget
2. Extra-budgetary funds: From European funds, from sponsorship and advertising, from ticket sales, sales and broadcasting rights, sweepstakes, lottery and sports betting.

Programs to the Ministry of Youth and Sport:

- Program "Sports for children at risk" for 2020
- "Learn to swim" program for 2020
- Program "Children and Sports Club" for 2020
- "Program for development of sports for high achievements for 2020."
- Program "Development of students' sports" for 2020
- "Sports Development Program for People with Disabilities" for 2020
- National Youth Program (2016-2020) for 2020 with application deadline 26.02.2020.
- National program for implementation of youth activities under art. 10a of the Gambling Act for 2020 with an application deadline of March 16, 2020.
- Program "Support to the educational and training activity and the activity of the centers for preparation of a reserve for sports for high achievements by outstanding students in the state sports schools 2020"
- "Program for development of sports clubs" for 2020.
- "Olympic Training Program" for 2020.
- 2020 Sports Development Program for All
- "Sports for children in their free time" for 2020

Program for financing NGO:

- AHU announces a competition for financing projects on the topic: "Building an accessible architectural environment of cultural, historical, sports sites for people with disabilities."

Funding Opportunities for Sports Organizations in Cyprus

In Cyprus there are specific national programmes which offer opportunities to sports organizations to organize desired activities. These opportunities are the following:

- National Programme of Support of Development Sports. This Programme provides funding for specific, large-scaled sports activities.
- Programme "Sports for All (AGO). This programme aims at the healthy sports practicing by young people and not only. It is divided into a Programme of General Sports, Specialized Programmes, child and summing and sports events.

Funding opportunities for sports organizations in France

Public Funding opportunities for sports associations

- Grants from the ANS (Agence Nationale du Sport) Sports associations can, on condition of being approved by the ministry, obtain a subsidy from the National Sports Agency (ANS), which succeeded the CNDS in April 2019. The ANS aims to finance and organize sport in France (development of sport for all).
 - a. Territorial Solidarity Fund (Fond Territorial de Solidarité)
This temporary fund, created by the National Sports Agency, aims to support the sports associations most affected by the health crisis linked to Covid-19, both in terms of the development of practices and in the High performance and High level component, for a total amount of 15M€.

Other funding possibilities for sports associations

- Crowdfunding for smaller projects, it is widely used in France and quite popular. Today, there are several platforms grouping together the projects in need of funding, including Ulule and KissKissBankBank.

Funding opportunities for sports organizations in Greece

In Greece the main source of funding for sports is the General Secretariat of Sports (GGA) that is under the umbrella of Ministry of Sports. The main groups that are funded from GGA are sports federations, sports corporations, stadiums and also the programme Sports for All (AGO).

The "Sports for All" programs, starting in 1983 under the name "Mass Sports", invite all citizens, regardless of gender, age and ability, to participate freely in any sports activity or even to discover new ones, thus enjoying the joy of sport and creation. Mass Sports means movement, play, exercise and can take place in the countryside, in parks, on beaches, in squares, on streets, in cities and in villages. It contributes to the improvement of the health of the citizens, to the better quality of life and to the socialization of the individuals.

- OPAP, the leading gambling company in Greece which supports more than 210 sports academies and 18000 athletes with the project Sports Academies OPAP. In 2019 11.5 million EUR were donated to sports and athletes' support.
- Stavros Niarchos Foundation also supports sports through organizing many sports activities and events for citizens but also by donating money to the sports field. In 2017, 18,027 children and 22,500 adults participated in sports and wellness programs organized at the SNFCC (Stavros Niarchos Foundation Culture Centre), taking full advantage of the outdoor exercise equipment, the running track and bike lane, the Canal and Stavros Niarchos Park. Since 1996, 946,023,280\$ had been given from SNF to Health and Sports.

Funding opportunities for sports organizations in Italy

In Italy the main Public Institution that oversees the management of the sport system is the Italian National Olympic Committee (CONI). CONI manages on behalf of the Italian government all the direct funding for sport at all level: professional or grassroots sport. Dealing with grassroots sport, there are 15 Sport Promotion Entities that are recognized by CONI. Over the last 2 years, the CONI system is changing and everyday more organisations and clubs are adapting their fundraising strategies. Other source of funding for the grassroots sport organisations are the calls for proposals that are launched and managed by different kinds of institutions, that can be private or public, at local, regional, national or international level. These calls for proposal can be divided into 4 main categories:

- Public calls managed by Ministries (Sport, Health, Education, Internal Affairs) and Agencies
- Public calls managed at regional or local level (Regional Department, Municipalities)
- Private calls managed by Foundations, Entities, Associations etc.
- European calls managed by the main European Agencies

CHAPTER VI: Tips to attract young people

Thanks to its extraordinary capacity to be adaptable to all situation and contents, sport is a fundamental element for educating young people and promoting healthy-lifestyle, solidarity, teamwork and social inclusion.

However, when planning educational sports activities with youngsters, it is relevant for everyone to apply some good practices to make them attractive and engaging for the target group, to achieve the best result as possible from the activities.

Surely, while organizing and implementing sports activities, youth workers must keep in mind to engage youngsters in the whole process of planning and facilitating the activities.

The activities are made for young people, so young people will feel more engage and attracted if they can be involved in the execution of the games to empower them and also transmit organizational and management skills.

Besides, the role of the youth workers is not limited in coordinating the activities, but they support the educational process of youngsters through sport. Therefore, before the starting of the activities, youth workers must remind participants of the educational purpose of the activities, while creating a safe, friendly and engaging space where everybody is included. The scope of the sports activities is not to set a competition but to transmit young people competencies and values through team-games and physical activities which engage both the body and the mind. Youth workers have to encourage self-expression, team dynamics and mutual-understanding.

Thus, more young people will feel comfortable to participate in sports activities since they will feel accepted even if they are not practical with sports. They will be attracted by the opportunity to find friends, freely express themselves, work as a team with peers, learning by doing and pursue a healthy lifestyle.

Communicating to young people

However, planning engaging activities is not enough for attracting young people, indeed the activities have to be visible to reach as many young people as possible, especially those with fewer opportunities or belonging to vulnerable groups.

Therefore, sports activities needs a good, powerful tool which can bring together young people with different backgrounds and cultures due to its universal language, easily understood by people from all over the world. It is inclusive for all the ages, gender, culture and people facing physical or mental disabilities. A strategy of promotion, both using online and offline channels can encourage youngsters to participate and be involved. Communication can be easily built with internal resources.

Online Channels

Of course, the main online channels to promote sports activities are social media, especially those popular among youngsters such as Facebook, Instagram and Twitter. These media are

particularly useful for the promotion and advertising of events, and the way of communication is easy and fast, moreover to create the post is simple, for free and immediate. Social media are a successful tool for communication, through the publication of posts and event for informing young people when sports activities are taking place. Secondly, for promotion through the publication of photos and videos of the sports activities by reporting the experience of participants involved in the activities. Besides, social media can be used to promote the benefit of sports for education and the health of young people; informing the youngsters of the relevance to have a healthy and active lifestyle as well as the skills and competencies gained by practising physical activities with peers. Therefore, by using social media, the activities will gain better visibility, and there will be more change to stimulate the interests of youngsters in participating.

However, communication and promotion need good strategy and coordination. To achieve better results, youth workers and organizations should involve and engage volunteers, members and participants in the dissemination of the sports activities and events to reach different networks and group of young people. By showing the activism of young people in the promotion of sports activities, other youngsters will be curious to gain the opportunity and be engaged in future sports activities.

Finally, also standard ways of online communication can be used for dissemination. Indeed, youth workers and organizations can use email-lists and newsletters to inform their partners about the activities and invite them to involve young people in their network in participating in sports and physical activities.

Offline Channels

Offline channels are powerful tools as well for promotion and communication, and youth organizations and youth workers can use their internal resources to attract young people to participate in sports activities. Promotion and dissemination can take place during other activities with young people, especially if implemented in spaces where vulnerable target groups gather such as youth centres, shelters with refugees and migrants, Roma community or isolated neighbourhood. In this way, youth organizations and youth workers can promote their activities in difficult areas to reach and invite vulnerable youngsters or minorities to take part in sport and physical activities with peers.

Besides, other way is to use the local networks of the organizations, especially if they are active in a different field, target groups and contexts, and collaborate with them to promote the activity and to find participants. By attracting youngsters from different backgrounds the sports activities will gain added value and reach their learning purpose more efficiently. Also, collaboration with informal groups or sports associations can benefit youth organizations and youth workers in promoting their activities and finding participants and involve more and more young people. Besides, local partners can also accept to host in their office and space flyers and posters to promote sports activities and give them more visibility.

Finally, another efficient way is the usual word of mouth. Youth workers should encourage young members, volunteer and participants to invite their friend and family members and spread the activities among their networks.

CHAPTER VII: Methodology tips on how to organise a sport activity/event/etc

When someone decides to organise a sport event, there are several things to be aware of. They may depend on how big the event will be, how many sports or activities they want to stage, which kind of people they want to address – kids, young people, seniors, professionals, disabled, disadvantaged etc. -, where they want to stage the event – outdoor, indoor, public spaces, private facilities - . The list could be longer according to all kinds of aspects that an organisation, expert or not, must handle.

In this manual, we would like to share some useful tips in order to plan a sport event that could be managed and implemented by all kind of organisations in the field of youth workers. Our aim is to give a methodological framework in order to consider sport as a tool to promote social inclusion and intercultural dialogue between young people. According to this aim, they will find here the main steps to co-manage all the actors from the early stages of the process. These strategies will allow them, not only to build a solid network on their local communities, but also to engage young people in the organisation process, switching them from simple direct users to active leaders.

0 – Preparatory activities

Before starting to meet people, they should take contacts, involve actors, should not forget to study the main laws and regulations they should consider for the kind of event they want to organise according to the capabilities and expertise you have. This preliminary phase will help them when you will start to set-up the network of actors they would like to involve in order to organise the event.

For example, if they are not a grassroots sport organisation, it's important to start a cooperation in order to ask all the main aspect to consider in order to see if they need a concrete help in the organisation of their event.

1st step - Set-up a network at local level

There aren't organisations able to take all the organisational steps alone. When we are designing a sport event, especially if we want to have a deeper impact on the community, we should consider that we will affect the community where we live and that the community where we live it's composed of different kinds of public and private institutions, organisations and people who we should consider to involve. So, it's always a good idea to meet the main actors in the field where we want to organise our events. For sport, it's the same. We should meet the offices of municipalities in charge of social, youth and sport policies, grassroots sport organisations, youth associations in order to understand the real needs of the community and according to which we will be able to organise the event. The kinds of needs that will be useful to collect are: the place where we want to organise the event, the period of the year, the target to whom address the activities, which kinds of stakeholders we should consider.

This step will enable our event to achieve the objective to promote social cohesion and intercultural dialogue in our communities, starting from the needs of the communities we live in.

2nd step – Engage your leaders

Once they have chosen the location for their action, they should reach out to the local community by launching their information and communication tools (leaflets, website, etc) and by developing different engagement activities to reach different groups and individuals. In order to be inclusive, they should use different channels for different types of participants:

- Community leaders, active citizens, local groups and organizations, local innovators respond well to the launch of a public call for active participants, in which participants are directly invited to take part in the process. Young people usually communicate through social media using very smart and attractive messages.
- Organizing a community event in a local public space can help you interest those that live in the area and allow them to find out about the initiative. Outreach activities in the places where young people gather most (schools, playgrounds, sport fields, public spaces) can be an effective way to take time to explain the project and involve participants.

3rd step – Stage participatory meetings

This is the phase in which the facilitator, work with the groups they have engaged to host conversations that matter to them, share their needs, reinforce collaboration and help them generate ideas responding to needs. It's always useful for them to have at the meeting some representatives of each organisations or informal groups that they have involved.

In order to not waste time and energy, it's recommendable to involve the participants in the implementation of something that is already concrete and to discuss about it. So it's important to have a clear idea of what we want to organise, to give them a framework in which the young leaders and the other organisations can bring their ideas and contents.

They are the ones who knows what limits and rules the event must consider, but a lot of different ideas can come out from the dialogue. Then, not all the participants have the same skills, interests and knowledge, for this reason it's important to share different roles according to the main organisational aspects: registration, award, delivery of the equipment, public communication, food and beverage, music etc.

Help the discussion using tools and equipment such as maps, boards, pictures of the facilities and of the public spaces.

After some meetings where they facilitate the discussion about the event, organise a meeting on the field in order to share a common understand of what, where and how the event will be implemented.

4th step – Disseminate

Public communication is one of the most important aspect when they stage a sport event, especially when it's addressed to young people. Young people are expert of new social media and tools and it's a strength that they may consider. Involve them in the design of smart and fresh hashtags and key words. Do a plan of the main dissemination activities before, during and after the event. Ask to the young participants to record short video and spread it through the social media pages. Remember to use high quality pictures and set a layout or a logo of the event using online tool as CANVA.

A useful operative tool:

Doesn't matter how big and complex their event will be, this a useful chart that may help them to plan the main steps to organise their sport event considering, activities, tasks, resources and TIME!

SPORT EVENT MANAGEMENT PLAN				
NEEDS	DEVELOPMENT OF ACTIONS	DETAILS AND TASKS OF THE ACTIONS	PERSONNEL IN CHARGE	DEADLINES
setting up of banners, stripes and posters (according to SPONSORS agreements)				
setting up for each discipline and sport's venue: equipments, audio, video equipment, microphones, electronic boards				
setting up of sports competitions secretariat/ officials venues with stix, printers, pc, wall sockets etc...				
setting up the group of volunteers involved in each sport venue/ discipline				
health assistance for each sport venue: doctors and ambulances				
awards per each competition				
buying or donation/sponsorship of sports materials/tools/equipments such as balls				
security assistance per each sport venue				
setting up the programme				
setting up of leaflets/informative materials				
water providers				

CHAPTER VIII: Good practice examples of inclusive sport projects

Country	Bulgaria
Title of Best Practise	“School of Tolerance”
Organization name	“Partners for Lyaskovets” Association
Author	Champions Factory
Main Methodologies	Sports activities
Give a brief summary/description of the best practise. (maximum 100 words)	“School of Tolerance” project started in 2015 and will last for 5 years. Involving more than 100+ Roma in school and using the football activity to develop soft skills and social integration of Roma, while educating them about radicalization in Sport and how to avoid it.
Aim/s of the best practise	The aims of the projects are to raise awareness about social integration of Roma and developing soft skills in them, while educating them what is radicalization, how to prevent and stay away from it. Educating them about all the aspects of the sport and how the right way to practice it is.
Impact on refugees and against radicalization	The biggest impact on them is education. Education for sport and through sport, while preventing radicalization. Keeping them busy with sport is good for them, their friends and families. The external impact we measure is by looking at their way of life and how they develop, in which direction they take and in what way.
Methods	The most used methods are from football
Further reading/Direct Links to Best Practise. (website, books, journals, articles)	http://www.lyaskovets.bg
How can this example be used in prevention of the radicalization?	Using a tool, in our case is “Football” we are able to develop certain qualities in the individuals. They could be sports topic, gentlemanliness, radicalization and how to prevent it, while making their sessions interesting for them and by showing them good examples of athletes and the way they react to it.



Country	France / Corsica
TitleofBestPractise	Voile en tête (Sailing in Mind) 21st edition 2012
Organizationname	Sport en tête, partnership with Centre du Sport et de la Jeunesse Corse
Author	MathildaOlive
MainMethodologies	Outdoor sport activity for inclusion
Give a brief summary/description of the best practice. (maximum 100 words)	<p>"Voile en tête" is a nautical event of European dimension, organised under the aegis of "Sport en tête", European Union of Physical and Sports Activities in Mental Health and sponsored by the double world champion Star, Xavier Rohart.</p> <p>"Voile en tête" aims to bring together between twenty and twenty-five sailboats, each representing a psychiatric hospital or medico-social institution. The crews, made up of patients, caretakers and educators, are brought together to exchange ideas and meet on the water during a week-long cruise punctuated by competitive events.</p> <p>If the sporting vocation of "Voile en tête" is the most visible, the regatta is only a pretext for a human adventure open to the marine environment, a new space likely to be of therapeutic interest.</p>

<p>Aim/s of the best practise</p>	<p>To improve physical and mental state of health</p> <p>Living a sporting and human adventure</p> <p>Destigmatizing psychiatry and sports</p> <p>Promote sports activities as a vehicle for integration</p> <p>Meet and exchange</p> <p>Appropriate the technical aspect and the marine language</p>
<p>Impact on inclusion</p>	<p>Communication and individual and collective meetings, promoting relationships, exchange and openness toward others.</p> <p>Although not always essential to the practice of a sport, competition often has a significant motivating function. It implies the recognition of difference, contributes to the control of aggressive impulses, encourages the surpassing of oneself while sometimes reinforcing self-esteem. But the competitive situation is not always compatible from the outset with certain mental pathologies...</p> <p>For some patients, who have been hospitalized or desocialized for a long time, sport is an opportunity to socialise and open up to the social field, which may be a sign that the status of the mentally ill has been surpassed.</p>
<p>Methods</p>	<p>Sailing</p>
<p>Further reading/Direct Links to Best Practise.</p> <p><i>(website, books, journals, articles)</i></p>	<p>www.csjc.corsica</p> <p>https://www.vallendrea.com/2012/05/30/voile-en-t%C3%A0te-escale-conviviale-%C3%A0-bonifacio/</p> <p>http://www.sportez-vous-bien.org/#presentation</p>
<p>How can this example be used in prevention of radicalization?</p>	<p>The practice of sports initiates group life and develops community spirit. Therefore, being in contact with person with differences in an activity involving a lot on self commitment can develop a sense of responsibility regarding our own acts, in the regatta or in life in general.</p>



Country	Greece
TitleofBestPractise	FootballforAll
Organizationname	Refugee Trauma Initiative (+ Terre des Hommes and Balkan Hotspot)
Author	UnitedSocietiesofBalkans
MainMethodologies	Monthly organised inclusive football games
Give a brief summary/description of the best practise. (maximum 100 words)	Football for All is a community event that was created in November 2017 in Thessaloniki, Greece. A monthly event that aims to promote football as a means for social inclusion and psychosocial support.


<p>Aim/s of the best practice</p> <p>Impact on refugees and against to radicalization</p> <p>Methods</p>	<p>The goal is to bring people together through Football in order to build bridges and facilitate interaction between the different cultures present in the city.</p> <p>Football for All is for everyone: it welcomes everyone regardless of their gender, nationality, religion and footballing experience, and a lot of refugees enjoy participating in this event. This project creates bridges between the diverse cultures present in Greece, promote social inclusion and interaction.</p> <p>Young people are playing or watching football for a day every month.</p> <p>Several organisations are working together to organise the event.</p>
<p>Further reading/Direct Links to Best Practise.</p> <p>(website, books, journals, articles)</p>	<p>https://www.facebook.com/Thessaloniki.Football.For.All/</p>
<p>How can this example be used in prevention of the radicalization?</p>	<p>This example can be used in prevention of radicalization because it enables people from different cultures to interact and have fun with each other, and promote respect and understanding of the others.</p>
	

Country	Cyprus
TitleofBestPractise	Programmes for children with special needs
Organizationname	CyprusSportsOrganisation
Author	CyprusSportsOrganisation
MainMethodologies	Interactivesportsactivities
Give a brief summary/description of the best practise. (maximum 100 words)	The Cyprus Sports Organisation ensures the implementation of special programmes for people from the Cyprus School for the Blind and students of the Nicosia, Larnaca and Famagusta special schools, putting into practice its Sports for All policy and philosophy with a view to offering equal sporting opportunities to all individuals, irrespective of their gender, age, social position or any form of disability
Aim/s of the best practise	To promote physical activities as part of healthy lifestyles for children.
Further reading/Direct Links to Best Practise. (website, books, journals, articles)	http://cyprussports.org/en/index.php/ template/lorem-ipsum-ii/national-programs/sports-forall , accessed 13 July 2015

Country	Italy, Spain, Greece, Croatia and Austria
TitleofBestPractise	BRIDGES – Building Relationships and Integration by Developing local Groups and Enhancing Solidarity
Organizationname	

Author	<p>AICS/Italy (Applicant)</p> <p>COSPE/Italy, UCEC/Spain, Municipality of Tortosa/Spain, Antigone/Greece, USB/ Greece, CPS/Croatia, CSIT/Austria, Sociolab/Italy</p>
Main Methodologies	<ul style="list-style-type: none"> • To foster partnerships and cooperation among all the actors involved in promoting integration at community level through a common methodology • To Support community building activities aiming at the integration of third country nationals at local level in 3 fields: <ol style="list-style-type: none"> 1. sport practices, training and championships 2. cultural and educational events 3. voluntary activities for the implementation of community services. • To raise awareness about the importance of promoting integration, fostering intercultural dialogue and mutual understanding
Give a brief summary/description of the best practise. (maximum 100 words)	<p>The project has the aim to experiment collaborative cohesion practices at local level, encouraging dialogue and mutual enrichment between third-country and host-country nationals through sports practices, cultural activities and community services, co-designed and implemented by all community members in a participatory and inclusive process.</p>
Aim/s of the best practise	<p>AICS as Applicant with a partnership of 9 organizations from 5 different countries.</p> <p>The project BRIDGES, with a partnership of 9 organizations from 5 Countries (Italy, Spain, Austria, Croatia and Greece), aims at experimenting collaborative integration practices at local level, so to strengthen the community as a whole, through the encouragement of dialogue and mutual enrichment between third-country and host-country nationals. Through sports practices, cultural activities and community services, co-designed and implemented by all community members in a participatory and inclusive process, the project allows to promote the European Union values of inclusion of migrants and solidarity among citizens, providing innovative solutions to address common needs. Integration initiatives will be co-designed and developed at local level so to create 8 cohesive “local networking communities”. A preliminary needs assessment will be carried out to identify existing experiences</p>

<p>Impact on refugees and against to radicalization</p>	<p>and organizations at local level. Using a specific methodology on participatory processes, transnational Guidelines on how to read the local context and its needs and how to build a inclusive community will be drafted. Beneficiaries: 400 people involved in local networks and participatory meetings; 8 people trained on methodology.</p> <p>At least 48 integration initiatives will be based on voluntary work and addressed to both third-country and host-country nationals as mixed target groups to promote interactions under 3 fields: sports, cultural and educational events, voluntary activities for community services. Beneficiaries: 960 people involved in integration activities.</p> <p>The dissemination strategy at national and European level is based on 8 local meetings and 1 final conference, spreading of brochures, European Handbook and 5 videos, online communication tools and the creation of an active network of organizations including migrants organizations. Beneficiaries: 7000 people reached by printed and electronic materials, 500 people reached by the public events, 130.000 reached by videos and online campaign.</p> <p>The long-term impact of this project is creation of active and inclusive local communities, the promotion of mutual enrichment between migrants/refugees and natives, the promotion of European Union values among all citizens through community actions. Citizens will be mobilised and motivated to interact with each other and to make their skills and voluntary work available to the community In order to achieve these objectives, the project aims at giving central stage to shared interests and complementary skills of all residents, in order to generate social innovation and strengthen community ties. The active engagement of natives and migrants/refugees will foster a more positive perception of migration and promote the construction of a counter narrative against the “invasion” rhetoric that dominates public debate on migration and asylum in Europe.</p>
<p>Methods</p>	<p>The project applies participatory and co-design methodologies to the facilitation of dialogue and collective action. The methodologies will allow the development of a fruitful community dialogue, conducted by skilled facilitators and will result in the co-creation and implementation of integration initiatives.</p>

<p>Further reading/Direct Links to Best Practise.</p> <p><i>(website, books, journals, articles)</i></p>	<p>www.bridges-project.eu</p>
<p>How can this example be used in prevention of the radicalization?</p>	<p>The active participation of the local community (institutions, social associations, churches and citizens, sports organisations, theatres and businesses) in order to provide newcomers with the opportunity to receive community reception tools (e.g. Italian language, administrative procedures for interaction with local institutions, job search) as well as to participate in community-based activities (e.g. voluntary activities, sports practices and cultural initiatives).</p> <p>Instead of focusing only on migrants to provide these services, the pilot project focused on the commitment of the local community to involve newcomers and involve them as citizens, even if they were not or are not legal citizens.</p>
	 <p>The logo for the BRIDGES project features a stylized rainbow composed of seven overlapping arches in red, orange, yellow, green, blue, purple, and red. Below the rainbow, the word "BRIDGES" is written in a bold, red, sans-serif font.</p>

WALL-E



ERASMUS+ Project Number 612969-EPP-1-2019-1-EL-SPO-SSCP

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Co-funded by the
Erasmus+ Programme
of the European Union