Application

Collaborative Partnerships:
Training Athletes for Sports Events Management (TASEM)

2015 Call for proposals

EAC/ A04/ 2014

PROJECT DESCRIPTION

(To be attached to the eForm)
D.1. Aims and activities of organisations

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project.

If you apply for collaborative partnership, please provide this information for all organisations participating in the project (coordinator and partners).

Coordinator:

**INEFC (National Institute of Physical Education of Catalonia)** is a Higher Education Centre set up by the Government of Catalonia, whose mission is to provide training, specialisation and perfecting for physical education and sports professionals, as well as to carry out scientific research and the publication of its projects and studies.

Originally founded in 1975, INEFC joined the Barcelona Olympics’ spirit and moved to its current headquarters in the Olympic ring area in 1992.

To carry out its mission, the INEFC has two academic centres, one in Barcelona and one in Lleida, academically ascribed to the Universities of Barcelona and Lleida respectively. Both academic centres have a staff of more than one hundred fulltime professors with proven experience in the field of education and professional practice of the different areas of Physical Education and Sport, being Management and High Performance the main areas of specialisation.

Both INEFC centres are located in an excellent setting that favours learning and provide over 100,000 m² of facilities and cutting-edge installations that make them unique in their category.

The INEFC has a wide range of diverse academic options, which in conjunction with more than thirty nine years of teaching and training experience, have made the INEFC an iconic institution in the area of Physical Activity and Sport Sciences.

As refers to university education, the INEFC has fully adapted to the European Higher Education Area (EHEA). Undergraduate degrees, master’s programs and doctorates are offered according to the ECTS credit system, facilitating and fostering academic mobility of students and faculty throughout Europe.

Currently, the INEFC has a total of 1,600 undergraduate and over 300 postgraduate students; moreover 500 people are taking part in the continuing education courses offered.

The Degree in Physical Activity and Sport Sciences, which combines knowledge of sports techniques with other subject matters, enables graduates to practice in the fields of Education, Sports Management, High Performance, and Physical Activity and Health, among others.

The INEFC is the centre of Higher Education that offers the greatest number of Master’s programs in Spain and also has the higher number of postgraduates in Spain.

The INEFC offers university master’s degrees for professionals and researchers in the area of Physical Activity and Sport Sciences. Thanks to the adscription to the universities of Barcelona and Lleida and the collaboration with other institutions, the specialisation opportunities offered cover the main fields of professional activity. Furthermore, the master’s degrees in the area of research provide access to doctoral studies in either of the two academic sites of the INEFC.

The INEFC offers, among others, the following Master’s Degree Programs, which are directly linked with the presented program:

- Master’s Degree Program in Sport Management [http://masters.inefc.es/gestioesportiva/castella/]
- Master’s Degree Program in Sport Performance: Technification and High Level [http://php.inefc.net/master_retan/?lang=es]
- Master’s Degree Program Sports Director [http://masters.inefc.es/directoresportiu/?lang=ca]
- Master’s Degree Program in Sport Law
Also the Erasmus program and other programs outside the EU can provide a valuable complement to studies at the INEFC, favouring mobility and cooperation in countries around the world.

INEFC is a leading contributor at the European level in research and innovation in the fields of physical education and sports. Research is undertaken by means of in-house projects through its 5 research groups sponsored by the Government of Catalonia:

- Physical Activity and Health Research Group (ID: 2014 SGR 1629)
- Complex systems and sport (ID: 2014 SGR 975)

In addition, INEFC sponsors its own research groups, such as this on Sports and Physical Activity - Sustainability and Well-being, which is of special relevance to the purpose of the project.

At the same time, joint projects with other institutions, such as the High Performance Sports Centre (CAR), the Catalan Sports Council (CSC), or fellow universities (University of Barcelona and University of Lleida) are developed.

INEFC offers annual grants valued at over 400.000 EUR to support PhD students to develop research joining some of the INEFC high-profile research teams. Both centres, Barcelona and Lleida, have highly specialised laboratories in Biomechanics; Physiology and functional assessment; Kinanthropometry; Technological Innovation; Social and Educational research; Psychology and motor learning; Motor behaviour; and Motor skills observation.

In addition, the **Catalan Sports Observatory**, developed by INEFC, gathers, processes and publishes information on the sport phenomenon in Catalonia to help policy makers and decision makers in the field of sports. It is remarkable the fact that FFCH project results will be of interest to the Observatory in terms of its contribution towards improving the adoption of healthy habits and physical activity in school policy-making and programmes at regional level.

Similarly, INEFC sponsors the scientific journal **Apunts. Educación Física y Deportes**, which has been the institute's best ambassador in all Spanish-speaking countries for over 25 years. This and other INEFC publications will be significant means contributing towards the visibility of the actions and the dissemination of project results.

Furthermore, INEFC has a great experience in European Union funded projects, as a participant and also as a project leader institution. This was the case of POCTEFA project, with a global estimated cost of 2,846,772€. The European Union funding amount was of 1,809,452€ managed by INEFC.

INEFC was the leader in European Project EFA 104/09 HFCF, UE- FEDER founds since 2009 until 2013.

**Partners**

**Project Partner 2: Municipality of Tarragona (Spain)**

Tarragona is a port city located in the north-east of Spain on the Mediterranean Sea. It is the capital of the Tarragona province, and part of the Tarragonés county and Catalonia region. Geographically, it is bordered on the north by the province of Barcelona and the province of Lleida. The city has a population of 132,199 (2014).

On 30th November 2000, the UNESCO committee decided to award the archaeological heritage of Tarraco with the status of World Heritage. This recognition represents an important achievement for Tarragona, as it guarantees the preservation of its monuments and enables them to be known about Internationally, as well as increasing the citizens’ own interest and pride in their heritage.

On 15 October 2011, in the **International Committee of the Mediterranean Games** chose Tarragona as the site of the games in the year 2017. The Mediterranean Games are a sports character contest that is organized within the framework of the Olympic movement, with the recognition of the International Olympic
Committee (IOC).

The participation is established through the Olympic committees of each of the Member countries, which make up the International Committee of the Mediterranean Games (IMGC), in the geographical area of the Mediterranean.

Will be held from 30 June to 9 July in its 16 municipalities of the territory and will include 36 disciplines.

The games in the 10 days of competition lead in Tarragona and region:

- 4,000 athletes from 24 different nationalities.
- 1,000 judges and representatives of the International Federations and the International Committee of the games.
- 1,000 journalists from around the world.
- 3,500 volunteers to meet the needs of the organization.
- More than 150,000 spectators.

The organizational structure will have an impact on the workplace premises:

- More than 3,000 jobs indirectly
- 70 – 80 professionals direct the organizational structure of the games

The celebration of the Games will allow Tarragona bring together around the sport all levels of the city. From the Council in all areas of management, the Diputació de Tarragona, Generalitat de Catalunya and in particular the city's sports entities will work together to facilitate the organisation of the games model for the whole State and the cities of the Mediterranean at the time of the celebration of the games.

The Mediterranean Games are a series of sports competitions between athletes belonging to the different National Olympic Committees of the nations bathed by the Mediterranean (Asia, Africa and Europe).

The Mediterranean Games take place every 4 years, the year following the Olympic Games.

The symbol of the Mediterranean Games is 3 rings representing Asia, Africa and Europe, the 3 continents implicated in this competition. The rings dissolve in a wave at their base, as if immersed in the Mediterranean Sea. This symbol can be seen on the Mediterranean flag.

**Project Partner 3: National Olympic Committee of Portugal (Portugal)**

The National Olympic Committee of Portugal is the maximum governing body of the Portuguese sport system. It is a non-profit and nongovernmental organization that, besides organizing and leading in exclusively the national delegation to the Olympic Games, has several other statutory powers in the context of disclosing, developing and advocacy of the Olympic Movement and sport in general, in accordance with the Olympic Charter, namely:

- Promote the observance of the ethics of sport in the framework of competitions and in the relations between sports agents and the community;
- To promote the dissemination of the cultural, educational and social values of Olympism;
- Encourage, enhance and support the training and education of sports agents and their leading role in the community.

**Project Partner 4: University of Poitiers (France)**

The Faculty of Sport Sciences – University of Poitiers University offers a comprehensive curriculum in the field of science and technology of physical activities and sport (STAPS). It has 70 teaching research and 30 administrative staff.

The initial training offer Bachelor, Master and Doctorate covers the fields of adapted physical activities, education and sports management. These degrees are supplemented by continuous training of professional license type or college graduation, that extend the areas listed above that of sports training.
Each such as preparing for careers in public service (professor of physical education, school teacher, sports teacher, territorial adviser, territorial educator, teacher - researcher at the University) at the trades merchants and voluntary sectors (coach, physical trainer, teaching adapted physical activities, setting in a sports federation, director of recreation center, an executive in the sector of distribution of sporting goods).

The Sport Management Department (SMD) has 10 full time staff and prepares students and professional to work in the diverse sport industry, related service organisations, and academic institutions. It offers a master's degree in Sport Management (M.S.), a Bachelor's degree in Sports and Leisure Management and a vocational degree in golf management focusing on the business side of golf course management.

At an international level the SMD is one of the Executive Masters in Sport Organisations Management (MEMOS) partners which include Université de Lausanne (Institut des Hautes Etudes en administration Publique - IDHEAP - et institut des Sciences du Sport - ISSUL), Lausanne, Switzerland, Institut Nacional d'Educació Fisica de Catalunya - Universitat de Lleida, Spain; Institut National du Sport, de l'Expertise et de la Performance, Paris, France; Loughborough University (Center for Olympic Studies & Research), United Kingdom; the University of Stirling, United Kingdom; Troy University (School of Hospitality, Sport, and Tourism Management), Troy, USA; Scuola dello Sport dello Comitato Olimpico Nazionale Italiano, Rome, Italy; Université Catholique de Louvain, Faculté des Sciences de la Motricité, Belgium; University of Technology Sydney, NSW, Australia; George Washington University, Washington D.C, USA.

MEMOS is supported by the International Olympic Committee and the Olympic Solidarity. Many participants are former athletes and Olympians. This programme provides them with competences that are decisive for an efficient management of the various Olympic organisations.

Prof. Alain Ferrand has a 20 years experience in MEMOS. He serves as director of the MEMOS conducted in French and as responsible person for the marketing management module in the MEMOS conducted in English. He tutored more than 60 projectsrelated to National Olympic Committee, International Federations, Local Organising Committee of the Olympic Games on the 5 continents.

**Project Partner 5: Spanish Badminton Federation (Spain)**

The Spanish Badminton Federation, hereinafter FESBA, was founded on December 29, 1983. It is a private collaborative company of public utility, and therefore, not-for-profit. It has its own legal status, and full capacity to exercise the purposes and powers within its competence, as governed by Law 19/1990 of October 15 for Sport, by Royal Decree 1835/1991 of December 20 regarding the Spanish Sport Federations, by the provisions in force of the Spanish sport legislation, by its Statutes, General Regulation and the remaining internal standards required in exercising its competencies.

In addition to its own competencies, FESBA exercises public administration under the supervision and guardianship of the National Sports Council. In addition, it is affiliated with the Badminton World Federation (BWF) and Badminton Europe (BE). It is integrated into the International Olympic Committee (IOC) and the Spanish Olympic Committee, and represents Spain in international badminton activities and competitions.

FESBA consists of 17 autonomous badminton federations, with which it coordinates the promotion of badminton nationally. 250 clubs are associated with FESBA (in the 2014-2015 season), in addition to 6,890 athletes with national licenses, 190 referees (of different levels) and 460 Level I, II, and III trainers.

FESBA, as established in its Statutes, does not accept any type of discrimination due to age, race, gender, opinion or any other personal or social conditions or circumstances.

FESBA employs 6 persons full-time and 3 part-time.

On March 21, 2015, the FESBA General Assembly approved the amendment to its Statutes to include para-badminton within the scope of its competencies, and after the 2015-2016 season, it will take over the organisation of the national and international competencies of para-badminton and will form part of the Spanish Paralympic Committee (SPC) and International Paralympic Committee (IPC).
Project Partner 6: Comitato Olimpico Nazionale Italiano - CONI (Italy)

The Italian National Olympic Committee (CONI) is a member of the International Olympic Committee and is the authority for all regulations and managing of the sportive activities within Italy. It's a public organization in charge of the organization and promotion of Italian sports and its latter communication. Following the recent regulatory amendments of Decree Law No. 15 of 8 January 2004, CONI forms the Confederation of Sports Federations and Associated Disciplines. Permanently established on 9 and 10 June 1914 in Rome, today CONI has a presence in 102 Provinces and 19 Regions, it endorses 45 National Sports Federations, 19 Associated Disciplines, 14 National Sports Promotional Bodies and 1 local, and 20 Meritorious Associations. These organisations represent around 95,000 sports clubs and a total of around 11 million members (Source: Istat and Censis). The School of Sport (Scuola dello Sport) of CONI, established by the Italian Olympic Committee in 1966, is the structure that works with the task of developing activities and expertise in the field of specialized training to be allocated to the various figures of operating executives in the sports world. To achieve its institutional goals, the School of Sport has been organising and coordinating, for over thirty years, initiatives in this direction, particularly with regard to training, updating and specialization, onsite or online in close collaboration with the national Sports Federations and other institutions and universities nationally and internationally, through various types of training activities. CONI is a member of European Athlete as Student (EAS) network and European Observatoire of Sport and Employment (EOSE). Scuola dello Sport is involving in the project “Gold in Education and Elite Sport” (GEES), funded by the European Union’s Erasmus + Sport Program (see [http://www.gees.eu/](http://www.gees.eu/)).

Project Partner 7 – Malta Triathlon Association (Malta)

The Malta Triathlon Association was founded in September 1986, mainly through the involvement of a handful of British Triathletes who residing in Malta at the time. The First President was Dr Peter Borg Costanzi who held the helm of the Association for the first period until giving the hand to Manuel Azzopardi who managed the Association for 13 years. During the presidency of the current President, Cyprian Dalli, the Association was changed to a Federation and a kids and youth academy - Malta Youth Triathlon Academy (MYTA) was founded. The Federation now has more than 150 members, takes regular partecipation in the European Triathlon Championships and occasional in the World Grand Final Championships.

Project Partner 8 – Cyprus Badminton Federation (Cyprus)

The mission of our federation is to control and regulate the game, to promote and popularize the sport in Cyprus, to manage, support and encourage the development of badminton and the activities of the sport in any aspect. We have one person who works as a Technical Advisor at CBF.

Project Partner 9 - Università degli Studi di Foggia (Italy)

The University of Foggia was founded by decree of the Ministry of University and Research on 5th August 1999. Since then, the University of Foggia has proved to be dynamic and innovative in terms of didactics and research. One of its top priorities is the internationalization of academic relationships and of research. The five main Departments (Agriculture, Economics, Law, Arts and Philosophy, Medicine and Surgery, Education) have contributed to make the University of Foggia a lively cultural centre which attracts foreign students every year. The scientific community of the University of Foggia is composed of about 173 researchers, 103 associate professors and 95 ordinary professors. The administrative personnel amounts to 376, while there are more than 11,000 students.

Since 2001 the Division for International Relations of the University of Foggia has been engaged in promoting and fostering its academic collaborations with Universities and enterprises at local, national and international level. Several agreements have been signed with European and Third-Country Universities and Organizations in order to provide the University of Foggia students and graduates with an opportunity to spend time periods abroad on study and/or training purpose. At the University of Foggia research plays a strategic role. The University of Foggia has tied close relationships with local and regional enterprises and there is a mutual cooperation in producing research projects. The University of Foggia policy in matter of sport activities is striving to conjugate the university career of a student with his/her sport career. The Faculty of Sport Science is one of the most relevant at the University of Foggia and a recent survey has highlighted that the number of the University of Foggia athlete-students representing Italy in one of the olympic sports is 25. The University of Foggia has been the first in Italy to become a member of the EAS (European Athlete...
For next academic year, the University of Foggia will officially offer its athlete-students scholarships, the opportunity to take exams in dates different from the official ones, and to get extra points upon discussion of their final thesis. Also, athlete-students will be followed by a tutor who will support them in having contacts with their local teachers, and in settling all concerns they may arise in combining their dual career. Such an educational course, which has been carefully tailor-made for athlete-students, results to be the first one in Italy.

Project Partner 10 – Spanish Triathlon Federation (Spain)

Spanish Triathlon Federation is a non-profit organization focused in the development of Triathlon. We have 26,000 licensed athletes and we organize a lot of events, elite, popular and Paratriathlon events.

We have organized a lot of stages with triathletes.

Project Partner 11 - University of Lleida (Spain)

The main aim of the University of Lleida is the education of its students. We provide high standards of teaching with quality services throughout the university community that reach society beyond the campus gates. Students make up most of the UdL community, and our objective is to ensure that they enjoy the teaching and learning processes involved. They will thus be able to develop both at a professional and personal level by following other educational, cultural or leisure activities, and by participating in the UdL to keep it a lively, ever-improving educational institution.

We offer a wide range of services in order to help students in their academic life and extra-curricula activities.

The UdL of the 21st Century is an entrepreneurial university that promotes a comprehensive educational model. It caters for the requirements of different educational contexts through its involvement in the development of initiatives to ensure all students have the basic skills, the ability to think for themselves and the tools needed to deal with life as citizens in an ever-changing social arena.

The University is working along these lines by using innovative methodologies and a course structure that is coherent with the parameters of the European Higher Education Area (EHEA).

Project Partner 12 - Hellenic Triathlon Federation (Greece)

The Hellenic Triathlon Federation (Greek: Ελληνική Ομοσπονδία Τριάθλου) also known as Hellenic Triathlon Federation, was founded in 1996 and is the official governing body for the multi-sport disciplines of triathlon, duathlon and aquathlon in Greece.

Project Partner 13 - Mediterranean Triathlon Federation (Greece)

The Mediterranean Triathlon Federation was founded in 2013 to promote the Olympic Sport of Triathlon in the countries and regions of the Mediterranean.

In 2014 was organized the European Triathlon Championships in Austria.

Project Partner 14: ICSS Europe (UK)

ICSS Europe is an independent organisation based in London, UK, that is affiliated to the ICSS, which is an international, independent and not for profit with an aim to improve security, safety and integrity throughout the world of sport. ICSS Europe works with European partners in the field of sport safety, security and integrity, including the European Professional Football Leagues (EPFL), Deutsche Fußball Liga (DFL), Liga Nacional de Fútbol Profesional (LFP), Lega Pro, European Lotteries and the Olympic Committee of Portugal. It works also with leagues, clubs, venue operators, major event organisers and other stakeholders to safeguard sport. For instance, ICSS Europe has developed a proactive stance in the fight against corruption and other detrimental practices in sport and addresses emerging trends which further threaten sport at global level, such as good governance in sport and protection of young athletes. The ICSS collaborates closely with UNESCO, UNODC, UNICEF, World Health Organisation, World Bank, European Union, OECD,
Council of Europe, Organization of American States, Commonwealth Sports Ministers, Community of Portuguese Language Countries, NGOs and governments to provide thought-leadership and influence policy and legislation.

Through the Save the Dream initiative ICSS and ICSS Europe promote and protect the core values of sport for young people. Save the Dream works to empower youth and inspire societies towards a sport free from corruption, violence, discrimination and any other misconduct. In pursuit of these aims, several projects have been undertaken including:

- Partnering with the International Association of Sport Journalists (AIPS) on a project that is educating young journalists about the values and integrity of sport and on a new digital video channel that will spread positive stories about the values of sport;
- Encouraging young sports fans in high schools across Italy through the programme Tifiamo Positivo/Let’s Cheer Positively;
- Partnering with UNICEF and child protection organisations in Brazil to protect children from violence and discrimination during major sporting events;

**Project Partner 15 - Badminton Association of Serbia (Serbia)**

The Serbia Badminton Federation, was founded in 1993 and is the official governing body for the badminton in Serbia.

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<th>D.2. Previous sport projects</th>
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<tr>
<td>If the applicant organisation has received financial support in the framework of sport preparatory actions (2009-2013) or Erasmus+ sport calls for proposals 2014, please provide references in the table below. Please add tables if necessary.</td>
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<tr>
<td>Reference number</td>
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<tr>
<td>Title of the project</td>
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<td>Project dates (from/ to)</td>
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<td>Role of organisation</td>
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<td>Website</td>
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<td>Please provide a short summary of the project outcomes and describe if and how the new proposal seeks to build on them.</td>
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<th>D.3. Other EU grants</th>
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<td>1. Please list the projects for which the applicant organisation has received financial support from the EU programme this financial year.</td>
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<tr>
<td>Reference number</td>
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<td>Title of the project</td>
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<td>Beneficiary organisation</td>
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| 2. Please list other grant applications submitted by applicant organisation this financial year. |
| Key action/ EU programme | N/A |
| Title of the project | N/A |
| Amount requested | N/A |
**PART E - Project characteristics and relevance**

### E.1. Objectives

Please tick one objective your project pursues:

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

Please explain:

- why and how the project addresses the objective above and the European policies in the field of sport,
- the genuine and adequate needs analyses,
- the extent to which the objectives address issues relevant to the participating organisations and target groups.

**Why and how the project addresses the objective above and the European policies in the field of sport**

The main objective of **TASEM (Training Athletes for Sports Events Management)** project is to **promote and support dual careers for athletes** by setting up a transnational network of stakeholders that will develop a **platform for the training of athletes in the management and organization of sport events**, hence contributing to their **employability**.

Through the collaboration of a transnational partnership comprised of **15 partners** covering **9 countries**, the project will conceive and develop a **Dual Career Training Programme In Sports Events Management (TPISEM)**, delivered by the academic organizations integrated in the consortium and targeting **30 athletes** and **15 coaches** affiliated to the Olympic Committees and National Federations involved. Thus, the partnership brings together a **range of key stakeholders** jointly working for the **strategic development of new educational and training opportunities for athletes in the field of sport management**, notably around **sports events**, which will also benefit from the programme and develop a greater **social legacy**.

The project will focus on the **euro-mediterranean region**, making the most of the **Mediterranean Games** to be held in the **city of Tarragona**¹ in **2017** (running from 30th June to 9th July 2017).

To ensure a real euro-mediterranean dimension, **TASEM** has agreed a **strategic partnership with academic institutions and National Olympic Committees of countries from the southern Mediterranean basin** (part of the EU neighbourhood area: Algeria, Egypt, Lebanon, Libya, Morocco, Syria and Tunisia) that will take part of the project’s activities with funds provided by third parties. **A letter of commitment ensuring the mobilisation of athletes from the southern Mediterranean basin is annexed in this proposal (Annex 1).**

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More specifically, TASEM project will pursue the following specific objectives:

1. To establish a sustainable transnational network of dual career expertise in Europe and in the larger Mediterranean region, aiming to exchange good practices and experiences;
2. To develop a model for the education and training of athletes in the organisation and management of sport events;
3. To become a reference model for the sustainable social legacy and good governance of sporting events by better exploiting their potential for the training of athletes;
4. To increase the capacity of sporting event organisers by better integrating the athlete perspective in their organisation;
5. To promote joint business initiatives between athletes from the both basins of the Mediterranean in order to foster their employability;

Dual Careers have been a priority for the EU in the field of sport since the 2007 White Paper on Sport\(^2\) where the European Commission emphasised the importance of taking into account the need to provide "dual career" training for sportsmen and sportswomen. This has been confirmed by subsequent EU policy documents adopted by the Commission and other EU institutions. For instance, EU Sport Ministers meeting in 2008 in Biarritz stated that a dual curriculum of education and sports is vital for the training of sport professionals and high-level athletes to enable them to prepare for a future life after their sports career has ended. Also the Council of the European Union, which in its 2008 Declaration on Sport\(^3\) covered the question of “combined sports training and education for young people”.

This policy concern became a priority when in the 2011 Communication Developing the European Dimension in Sport\(^4\) the Commission stating its approach for the implementation of the new Treaty competence in the field of sport emphasised the importance of ensuring that young high-level athletes are offered quality education in parallel to their sport training.

Under this policy background the project TASEM intends to gather relevant sport stakeholders from the world of sport and higher education with a primary objective: to test the development and implementation of innovative dual career pathways, including the content of the curriculum and the use of facilities and supporting services in line with Guideline 14 of the 2012 EU Guidelines on Dual Careers of Athletes\(^5\).

By identifying and exchanging the best practices in developing the curriculum of Sport management studies to better cover the needs of both the athlete/student and the sport event organiser, the project TASEM will also address one of the priority themes identified by the European Union Work Plan for Sport (2014-2017)\(^6\): the economic dimension of sport, in particular the legacy of major sport events, economic benefits of sport and innovation; and the employment in sport as well as education and training in sport. The focus of this approach is also to foster social, economic and environmental sustainability. As stated by the Council of Europe\(^7\), “sport has the potential to create jobs and support local economic development through the construction and maintenance of sporting facilities, the organisation of sporting events...”. Quoting the European Commission\(^8\), “sport is an important economic sector, with a share in the national economies which is comparable to agriculture, forestry and fisheries combined. Moreover, its share is expected to rise in the future. Overall the sports sector accounts for 2% of the EU global GDP, while the total employment generated by sports activities is 7.3 million-equivalent to 3.5% of the total EU employment. Every new job in the supply chain generates 0.65 new jobs in related industries outside the supply chain. Taking into account these figures, the focus of TASEM to foster athletes’ employability has been put in the sports events industry, which is a

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natural exit for our project target and can certainly foster this European sector by bringing the valuable perspective of sportmen and sportswomen in the management of events.

The special cross-sectoral structure and the geographic scope of the project are designed in such a way that it will contribute to other political concerns and priorities stated by the EU. The choice of the Mediterranean Games as a laboratory to test a collaborative approach around the larger Mediterranean region will contribute to foster cooperation with third countries in the field of sport in line with Art. 165.3 of the TFEU. It will also address, for instance, one concern expressed by the European Commission in the 2011 Communication Developing the European Dimension in Sport, where it emphasised that “Young athletes, in particular those coming from third countries to train and compete in Europe, face multiple risks linked to their vulnerability. The quality of sport training centres and their staff should be sufficiently high in order to safeguard the athletes’ moral and educational development and professional interests.”

Finally the project will also provide a testing platform for the use of learning mobility in the field of sport. 30 European athletes and 30 athletes from the Mediterranean neighbourhood area will jointly conduct their studies in several European countries, in a multicultural and multi-religious environment, in the field of sport events’ management. One of the outcomes of this initiative is the development and setting up of new business initiatives among these athletes, in the sports events management topic. Some of the training sessions will be aligned with major sport events, like the Mediterranean Games. The fact of conducting the studies in the framework of such a relevant and international event is a unique opportunity for these students athletes, because they will have the occasion of living the event from inside and provide the acquired expertise.

A similar approach is envisaged for 15 coaches from EU Member States and from the southern Mediterranean basin, which will take part on a joint programme to exchange experiences and training methods. Coaches are one of the key actors when defining the supporting structure of athletes. Research conducted in this field emphasize the importance of context in the dual education of athletes (Lavallee, D and P Wylleman 2000; Alfermann, D., N. Stambulova, and A. Zemaityte 2004; Alfermann & Stambulova 2007, Conzelmann, A. and S. Nagel 2003; Vilanova 2009). Multiple interactions succeed: face to face relationship with parents, with the coach, with the managers of federations, with the partner, with colleagues from sport and studies (if do), with teachers, etc. Their role is essential to engage -or not-in the path of the dual education. The family is the agent that exerts greater influence and, as the athlete becomes elder, other agents as the partner or other agents of the sport system, become important. To note, the little help of coaches for this purpose; according to the research of Vilanova (2009) only 18.8% of athletes interviewed felt supported by one of them. For this reason it is critical that coaches are involved directly in the process of dual education. They have much influence on the athletes and if they are not convinced of the need for this, they will oppose and favour exclusively the sporting career.

The entire program will be based on activities and competitions aimed mainly at grassroots sport (not intended to cover professional sport).

The project will contribute to the development of the European dimension in sport, creating and sharing a new model of transmitting and sharing the experiences of those responsible for training in sports management, sports technicians and those responsible for organizing events.

The project will undoubtedly contribute to:

- The generation of new training opportunities for athletes in the field of sport management;
- Promote and support new dual careers pathways;
- Increased awareness of the role of sport as the backbone for social inclusion and equal opportunities, but mostly as promoting peace and intercultural understanding;
- Strengthen cooperation between institutions and organizations active in the field of sport, and of these with institutions and organizations active in the field of youth and employment policies;
- Education and employability of athletes with special attention to women;
**Genuine and adequate needs analyses**

By identifying and exchanging the best practices in developing and adapting the curriculum of sport management studies to the needs of the athlete/student the project **TASEM** will address the following needs identified at EU level in the field of dual careers in sport:

- The need, as stated previously, to **develop and implement dual career pathways**, including the content of the curriculum;
- The significant **differences existing between EU Member States** in terms of how the **academic education** of athletes is conducted, especially in Southern and Eastern Europe, identified as a need by one of the findings of the **2008 EU-funded study on training of young sportsmen/women in Europe**\(^9\);

**TASEM** will also address the need identified by the feasibility **Study on Possible Future Mobility Measures for Sport in the EU**\(^10\) to maximise the benefits of **learning mobility for individuals**, for organisations and for the sport sector as a whole by exploring ways to use learning mobility in the field of sport. According to this study, learning mobility occurs when an individual “moves to a country other than their country of residence, in order to undertake study, training or other learning, including traineeships and non-formal learning, or teaching or participating in a transnational professional development activity. The objective of such experiences is to allow individuals to acquire new skills that will strengthen their future employability as well as their personal development.”

Furthermore, at a more general level and in a context of economic and financial crisis, **TASEM** will respond to the need to develop ways to **optimise sport events as a source to generate jobs, entrepreneurship** and a **lasting social and educational impact**, in a region with the highest unemployment rates.\(^11\)

Additionally the large Mediterranean region scope of the project **TASEM** will open ways of **intercultural dialogue amongst the countries of the Northern and Southern Mediterranean basin**, including the **promotion of dual careers amongst women** in a region where particular attention is needed to improve the gender balance in the field of sport.

**The extent to which the objectives address issues relevant to the participating organisations and target groups**

The project team has been designed to ensure the active participation of an appropriate mix of complementary organisations coming from different fields but sharing characteristics and common objectives. The strategic partnership includes **15 organisations from 9 countries** (Spain, Italy, Portugal, Greece, France, Cyprus, Malta, UK and Serbia): **5 academic partners**, **7 National or regional federations**, **2 National Olympic Committees**, and one **local authority** organising an international sports event.

Participating organisations can be classified as follows:

- **Academic partners**

They are represented by the Sports Sciences divisions of the universities and by specific institutes focused on sport and physical activity. Their main responsibility in the project will be i) to develop the academic curricula of the TPISEM, 400 hours of training modules that will be conducted in six different modules that will take place around different European locations; ii) provide the professors that will deliver these training sessions; iii) evaluate the overall training programme’s methodology.

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Sporting organisations

They are represented by several National Federations and Olympic Committees. Their main role will be to send the athletes and coaches fitting the target profile to conduct the TPISEM. There will first be an agreement on the profiles to be identified, and from there sporting organisations will identify and mobilise them. They will be in charge of the logistics regarding athletes’ and coaches’ mobilisation.

Local authority

The local authority, in this case the Municipality of Tarragona, is the public body in charge of organising the Mediterranean Olympic Games in 2017. It is a unique occasion to provide a “living platform” for athletes and coaches, and directly test some of the abilities acquired during the training programme. For the event organiser, getting involved in the project means counting with a skilled workforce of 60 athletes (30 EU + 30 Mediterranean) that will volunteer for the event’s success.

E.2. Innovative aspects

Please describe to which extent is the proposal innovative.

The proposal is totally innovative as for the first time there is a comprehensive training proposal for athletes in the field of sport management and the use of sporting events as a platform for experimentation and practice devoted at fostering their employability.

The focus on sport events is an important innovative concept that will bring benefits to the student athletes (which will have the unique opportunity of testing the acquired knowledge in a major international sport event), but also to the event organiser as it will be supported by athletes who know their needs better than anyone else. Hence, the project embeds the athletes’ perspective within the event management, leading to a win-win effect for both sides. As stated by the Council of the European Union12, “Participation in organising national and international sporting events and involvement in sporting infrastructure development and maintenance – either local or national – can be one of the key factors for creating new jobs, especially for the young people”. It also stresses the importance of promoting “policy actions which are aiming to develop skills for jobs through sport. In this regard, support voluntary organizations and/ or sport clubs, as well as sporting activities and/or events – at grassroots and/ or professional level”.

Besides the main project target, comprised by European athletes, actions also focus on coaches, as a key actor to support dual careers. They should be competent and qualified to work with talented and elite athletes. To this end, the project foresees specific activities oriented to the exchange of practices among coaches from the euro-mediterranean region, aiming at enhancing their skills in the field of managing a group of people, deal with cultural diversity, learn from other’s training methods, etc. Duly trained coaches will certainly exert a positive impact in athletes, and because of this the project has developed a comprehensive set of actions including both athletes and one of the main supporting structures, this is coaches.

Another innovative aspect to be taken into account is the partnership composition. A transnational network gathering different profiles and joining forces for a common objective. The partnership is defined by:

- Being a public-private alliance, including a local authority in charge of organising one big international sport event;
- Combining a balanced academic perspective (universities) with the sporting one (Olympic committees), and including local authorities which bring a platform (Mediterranean Olympic Games) to test the training programme;
- Representing the larger Mediterranean region by mirroring the project in a group of countries.


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outside the Erasmus+ participating countries and hence contributing to the EU neighbourhood policy, while fostering mutual understanding and building bridges between different cultures and realities;

Finally, the project is proposes an innovative learning mobility scheme providing valuable experiences abroad and for individuals to acquire new skills and competences (e.g. language, social and civic skills, intercultural understanding) relevant to the labour market but also for social inclusion and active citizenship. In total, the 30 athletes and 15 coaches that will participate in the TPISEM and related activities will have the occasion of conducting learning activities in different European countries with different nationalities from the euro-mediterranean region.

As already mentioned, the willingness of the partnership is to replicate this comprehensive training programme to other interested organisations, in the framework of other relevant sport events and involving different geographical areas. All the project material will be conceived to facilitate this transfer of practices.

E.3. EU added value

Please describe the project’s added value at EU level through results that would not be attained by activities carried out solely at national level.

Athletes represent one of the most internationally mobile parts of the European population, frequently travelling abroad for sports training and stages, competitions (including long tournaments), and/or studies. Athletes generally consider this mobility as temporary, having the intention to come back to their countries of origin. As a result, many aspects of dual careers have an EU dimension (2012 EU Guidelines on Dual Careers). As stated in these guidelines, “lack of cooperation between sport federations and educational institutes at European level often makes the combination of education or vocational training with sports training or participation in sports competitions very challenging”. To this end, TASEM is a specific response to this challenge identified at EU level: the whole training programme and the rest of complementary activities have been conceived from a EU perspective. It is a close cooperation programme between academic and sporting organisations aiming at enhancing and facilitating the mobility of talented and elite athletes, so as they can fulfil their dual careers in specific European dual career locations. In this sense, it is clear that a training programme with an individual local approach could not satisfy athletes’ needs.

Another important aspect of the project’s added value at EU level is the contribution to a common curriculum. The EU Guidelines on Dual Careers also identifies the implementation of EU bachelor's and master's degrees in the field of sport, with different academic institutions and high-performance training centres, as an optimal way to achieve a common curriculum. This project is therefore a platform to test a cooperation scheme between academic and sport organisations at EU level (and with an euro-mediterranean look) that overcomes the shortsighted view of developing local programmes just aiming at benefiting some group of athletes by giving them some competitive advantage.

Thirdly, a key aspect than even overcomes the EU dimension, is related to young talented athletes coming from third countries. Some of these athletes do not have access to education and supporting services and may get into precarious situations, especially if they fail to successfully pursue their sporting careers. A most likely option for these athletes is to end up without resources and with no way to go back to their countries of origin. In this sense, this project also addresses this challenge with third country athletes (in our case, from the southern Mediterranean basin) by engaging them in the TPISEM and by fostering the development of joint business initiatives with their EU homologues. A clear exit strategy to face a very specific problem.
PART F - Quality of the project design and implementation

F.1. Project design

Please describe a clear and complete work programme, including appropriate phases for preparation, implementation, monitoring, evaluation and dissemination. Describe the proposal (on the basis of the main activities planned) and where and how it will be implemented.

The project is based on a series of activities linked by a key and essential element: the setup of a sustainable transnational network to generate and promote good practices on untapping the potential of major sporting events to train athletes.

A set of activities have been proposed to achieve the general and specific objectives of this project. In the following lines we describe them in detail, and we link it to the related deliverables.

Activity 1. Management and Coordination

This cross-cutting activity will be led by the Project Coordinator (INEFC). It comprises the following tasks:

- Provide financial and administrative management to the project, in compliance with the provision of the Grant Agreement;
- Ensure efficient and smooth co-ordination as well as quality control of all project activities (organisation of the project coordination meetings, every six months);
- Secure the realisation of project objectives on time and within the foreseen budget;
- Stimulate and support communication among the project partners and between the different activities;
- Communicate with and reporting to the European Commission / EACEA;

Deliverables:

- Minutes of the 4 Project coordination meetings
- One final technical report
- One final financial report

Activity 2: Identification, selection and mobilization of target athletes and coaches

This activity will be led by CONI. It will count with a deep involvement of all Olympic Committees and National Federations that are part of this partnership.

- Definition of the profiles of athletes and coaches that will take part of TPSEM;
- Identification of the most suitable athletes and coaches from each Olympic Committee and National Federation;
- Final selection of athletes (30) and coaches (15);
- Preparation of all the logistics (travels and accommodation) for athletes and coaches;

Activity 3: Content development of the TPSEM

This activity will be led by the University of Poitiers. It comprises the following tasks:

- Agreement with all PPs about the academic content of the TPSEM for athletes;
- Adaptation, by the academic partners, of the material of the TPSEM (400 hours: 240h Academic lectures
+ 160h of voluntary activities in sport events);
• Edition of the material in an electronic and user-friendly form, ready for dissemination to other interested European organizations;

**Deliverable:** TPISEM training material drafted and edited (corresponding to 400 hours of training)

**Activity 4. Implementation of the TPISEM for athletes**

This activity will be led by the **University Foggi**. It comprises the following tasks:

• Conduction of the modules of the TPISEM (400 hours) in different EU locations, following a rotation of the academic partners’ premises;
• Monitoring and evaluation of the implementation of TPISEM, conducted by TASEM Academic Board (comprised by all academic partners);

**Deliverable:** Evaluation report about the implementation of TPISEM

**Activity 5. Exchange of experiences and knowledge between coaches**;

This activity will be led by the **National Olympic Committee of Portugal**. It comprises the following tasks:

• Organisation of workshops for 15 European coaches and 15 Mediterranean coaches (southern basin) devoted to the exchange of information and experiences about sport organization and management of intercultural human resources;
• Exchange of coaching methodologies by conducting joint preparatory sessions;

**Deliverable:** Report of conclusions about the exchange of experiences between coaches

**Activity 6. Traineeship during the Mediterranean Games in Tarragona (2017)**

This activity will be led by the **Municipality of Tarragona**. It comprises the following tasks:

• Traineeship program on the management and organization of an international sports event, during the celebration of the Olympic Games in Tarragona;

The goal of this traineeship is to put in practice the knowledge acquired during the training and to exercise small responsibilities during the Games as a starting professional experience in the management of sport events.

**Activity 7. Survey on acceptance of cultural and religious diversity among athletes and the barriers or difficulties in a professional environment**;

This activity will be led by the **Project Coordinator (INEFC)**. It will take place during the organisation of the Mediterranean Games in Tarragona. The project will conduct a research survey to:

• Find out the degree of knowledge by the European athletes of the southern Mediterranean culture, major religions, traditions, model of society, etc. and vice versa, this is identify the knowledge and perceptions of the southern Mediterranean athletes about the EU reality;
• Find out the degree of acceptance of athletes from both sides of the basin;
• Find out which are the main sociological and psychological barriers and obstacles between athletes from both basins that could limit or impede the development of joint projects (i.e. business
To conduct this survey, two working methods are foreseen:

- Survey to a significative number of athletes competing in the Mediterranean Olympic Games;
- In-depth interviews with athletes from each of the delegations from both Mediterranean basin competing in the games;

The main goal of this activity is to gather solid information and conclusions to assess the potential of joint initiatives (notably joint sport events’ management projects) between athletes from both Mediterranean basins.

**Deliverable:** Survey on acceptance of cultural and religious diversity among athletes and the barriers or difficulties in a professional environment

**Activity 8. Development of joint business initiatives by athletes from both sides of the Mediterranean basin;**

This activity will be led by University of Lleida, through its Entrepreneurship Chair.

Once the target group of athletes have completed the TPISEM and shared life and experiences during this training period, the project will foster the development of joint business initiatives among these athletes. The goal is to coach and guide them in developing their own and inter-cultural business projects related to sport events management, thus leading to the creation of new companies and contributing to job creation and employability among athletes’ community.

Athletes, in groups of 3, they will formulate their own business plans, which will be assessed by PPs experts that will validate them or contribute to a reformulation until final validation

**Deliverable:** 20 validated joint business plans related to sports events’ management

**Activity 9. Communication and dissemination**

This activity will be led by Project Coordinator (INEFC).

The project will develop a number of dissemination and communication tools such as:

- Project website;
- Dissemination through a social networks’ strategy;
- Dissemination through all PPs networks;

Furthermore, this activity foresees the organization of two major events key for project communication:

1. Kick-off meeting of the project (presentation of PPs, distribution of responsibilities, presentation of the work plan, setting up the Management Board and definition of the communication strategy);
2. International Congress to present the main results and conclusions of the project; 350 stakeholders will attend this Congress in Tarragona.

Finally, through this activity PPs will identify at least 15 new European members that will enlarge the network of stakeholders devoted to promote dual careers through the methodology proposed under this project;
Deliverables:
- one communication and dissemination plan
- one project website
- report of conclusions and recommendations

F.2. Methodology

Please describe:
- the quality and feasibility of the methodology proposed,
- the consistency between project objectives, methodology, activities and budget proposed,
- the existence and quality of management arrangements (well defined and realistic timelines, organisation, tasks and responsibilities),
- and justify subcontracting (if you intend to subcontract).

The project proposes a very clear methodology to achieve the expected results. The following figure illustrates the relation between project activities:

A first group of activities (2 and 3) correspond to the Planning Phase of the project. During this phase, the Academic Board (comprised by the academic institutions of the partnership) will agree and develop the academic content of the TPISEM, that on a later stage will be delivered by the professors appointed by these academic organizations. In parallel, sporting bodies (namely the Federations and the Olympic Committees) will identify and select those athletes that will take part in the training, following the profile and requirements agreed by all PPs in advance.

Although content of TPISEM will be discussed and agreed during this planning phase, a first proposal of content is shown in the following table, for information purposes:
### MANAGEMENT TRAINING IN MULTICULTURAL SPORTING EVENTS
WITHIN AN INTERNATIONAL CONTEXT (240 hours) +
VOLUNTEERING WORK EXPERIENCE (160 hours)

<table>
<thead>
<tr>
<th>HUMANITIES and SOCIETY</th>
<th>ORGANIZATION of EVENTS</th>
<th>ENTREPRENEURIALISM and SETTING UP BUSINESS</th>
<th>LANGUAGES (Basic Concepts in Sport and Sporting Events) Termination</th>
</tr>
</thead>
<tbody>
<tr>
<td>History of the population in the Mediterranean area (10 hours)</td>
<td>Organizational Models of Sporting Events (10 hours)</td>
<td>Business Models (10 hours)</td>
<td>English (10 hours)</td>
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<tr>
<td>Cultural and Social Models in the Mediterranean (10 hours)</td>
<td>Logistics at sporting events (10 hours)</td>
<td>Organization of a Company (10 hours)</td>
<td>French/Spanish/Italian (30 hours)</td>
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<tr>
<td>Introduction to the Essentials of Religions in the Mediterranean Area (10 hours)</td>
<td>Public Relations at Events (10 hours)</td>
<td>Definition of Product / Service and Sales Strategy / Distribution (10 hours)</td>
<td>Arabic (20 hours)</td>
</tr>
<tr>
<td>Sports Culture (10 hours)</td>
<td>Protocol for Sporting Events (10 hours)</td>
<td>Business Financing Models (10 hours)</td>
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<tr>
<td>Sport Structures in the Mediterranean Countries (10 hours)</td>
<td>Volunteer Management (10 hours)</td>
<td>Sales Strategy (10 hours)</td>
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<tr>
<td>Intercultural and Interreligious Integration Policies. Cases of Study and Results (10 hours)</td>
<td>Legal Aspects of Sporting Events (10 hours)</td>
<td>Human Resources Management (10 hours)</td>
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</tbody>
</table>

**Activities from 4 to 8,** correspond to the **implementation phase,** including the **evaluation** of the TPISEM which is integrated under activity 4. It is the nuclear phase of the project, in which athletes and coaches will attend the six training sessions around European academic locations and also take part of the traineeship within the Mediterranean Games. During this phase, PPI will be in charge of conducting the research survey about cultural and religious acceptance between athletes from the north and south of the Mediterranean, to gather evidences and draw conclusions oriented at improving and strengthening the possibilities of success of the joint business initiatives between the group of 60 athletes that will be conducted through activity 8.

Similar to the content proposal of TPISEM, in the next table we include a first proposal of timeline for its implementation, although **final calendar will be agreed during the planning phase:**
Finally, activity 9 relates to the communication of the project (which will be active during all project lifetime and the dissemination of results, which will mainly starte once the implementation phase is over and will be done through the communication tools set up and the Final Congress). Activity 1, which relates to project administration, is also a cross-cutting action active during the 24 months of project duration.

On the other side, we illustrate in the following figure how each one of the activities proposed contributes to the achievement of the specific objectives of the project:

<table>
<thead>
<tr>
<th>Activities / Objectives</th>
<th>OBJ 1</th>
<th>OBJ 2</th>
<th>OBJ 3</th>
<th>OBJ 4</th>
<th>OBJ 5</th>
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<tbody>
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<td>A9</td>
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</tbody>
</table>

CROSS-LANGUAGE PLATFORM or VIRTUAL CAMPUS

Finally, activity 9 relates to the communication of the project (which will be active during all project lifetime and the dissemination of results, which will mainly starte once the implementation phase is over and will be done through the communication tools set up and the Final Congress). Activity 1, which relates to project administration, is also a cross-cutting action active during the 24 months of project duration.

On the other side, we illustrate in the following figure how each one of the activities proposed contributes to the achievement of the specific objectives of the project:
Subcontracting

The project foresees the subcontracting of external expertise to provide the following services:

**Travels and costs of subsistence for athletes and coaches taking part in TPISEM (Activities 4-5-6)**

PPs involved in the mobilization of the 30 athletes and 15 coaches (corresponding to Olympic Committees profile) will arrange the logistics (travel) and subsistence costs to ensure the participation of the target group in the TPISEM.

**Project Website (Activity 9)**

Design and development of the project website will be subcontracted through a process open to service providers from any partnering region, on the basis of the best value-for-money proposal.

F.3. Quality control during project implementation

Please describe:

- the existence and relevance of quality control measures to ensure that the project implementation is of high quality, completed in time and on budget,
- how the results will be achieved in the most economical way and on time,
- the coherence between the project activities and the use of budget,
- any potential risks involved in the implementation, how they might affect the objectives and results of activities and how they could be mitigated.

**Quality control measures**

As already described, **TASEM** proposes a clear management structure with a clear distribution of tasks and roles, as the most efficient way to achieve project’s objectives and results within the calendar set and the budget agreed.

The **Steering Committee (SC)** is the solely governing body, chaired by PP1 as project coordinator and with one representative of each PP. The project coordinator will appoint a **Project Coordinator and support office**, complemented by project coordination teams appointed by the rest of PPs.

The project comprises a total of 9 specific activities, and each of them will have a clear responsible for its proper implementation, which will be overseen by the SC.

**SC will be called every 6 months**, and will be **organised in different partner’s locations on a rotatory basis**, thus ensuring the commitment of all PPs in the project administration. Furthermore, all partners will be asked to attend project technical meetings that will happen bi-monthly via telephone-
The project will use internal progress reports and SC minutes will be drafted after every meeting. This reporting will feed the interim and final reports to be submitted to EACEA.

**Achievement of results in most economical way and on time**

The Project Coordinator will be in charge of managing the grant awarded by the Erasmus + Programme and will distribute it to the rest of PPs following the budget agreed and the approval of deliverables by EACEA. In this sense, only clear eligible and justified costs will be reimbursed, for those activities in which PPs have a specific role defined. Funds will be distributed following real spending by PPs, up to the maximum agreed in the budget. If any transfer of resources shall be done among PPs or among budget sections, it will be specifically requested to EACEA in order to give the green light to the partnership.

Payments are an exclusive task of e Project Coordinator, notifying the amount and date to the bank account of the concerned partner. Financial management of the project will be fully in line with the provisions of the Grant Agreement.

**Coherence between the project activities and the use of budget**

This coherence will be ensured by linking the funding distributed to PPs with the project working plan. To this end, and as already mentioned, it is deemed crucial to delimitate partner’s responsibilities in the implementation of activities, because they will funded in accordance to what has been agreed by the partnership.

Partners shall be funded only for tasks carried out in accordance with the Consortium Plan. Staff costs are based on actual salary costs of the participants involved in the project. Travel and subsistence costs are also based on actual costs and are in line with partners’ internal policies, rules and regulations (i.e. economic class for plane travels, subsistence cost based on the regular practices foreseen by the European Commission\(^\text{13}\) in other programmes).

Physical travels will be limited to those strictly necessary to conduct project activities, and virtual communication tools will be used to establish contact between partners and reduce the face-to-face meetings. SC will be aligned with other project activities to follow this project policy and keep costs down.

**Risk management**

Any collaborative project may face some external or internal risks that could endanger its implementation. PPs have identified the following potential risks and have proposed a set of actions to mitigate them:

- **Athletes and coaches do not engage in the project actions**

Participation of athletes and coaches in the project activities, notably in the TPISEM, traineeship and in developing joint business plans is the cornerstone of the project. Without their participation, the whole project would lack sense. To this end, the partnership integrates several number of sporting organisations, notably National Federations and Olympic Committees, which will be in charge of identifying, selecting and mobilising the target group among their members. This close link between sporting organisations and the target group is one of the project strengths ensuring that their participation will be a reality. Furthermore, the whole project is devoted to enhance athletes’ and coaches’ skills, in a very appealing academic programme, complemented with practical sessions in key international sport events, and aims at promoting athlete’s employability. Athletes’ and coaches’ interest are a central element of the project. Combination of these factors makes this risk as highly unlikely to threat the project implementation.

Athletes and coaches from the southern Mediterranean basin do not participate in the project.

One of the project innovations is its geographic scope and the promotion of links between the sports community from both sides of the Mediterranean basin. To this end, it is of utmost importance to guarantee the presence of athletes and coaches coming from the southern basin, and secure the funding to their mobilisation and accommodation. The allocations of funds to mobilise the athletes from the Southern basin is ensured by PP15 (ICSS), which will cover their travel and accommodation expenses.
### F.4. Overview of all activities

Please make sure that the same numbers of activities are stated in the detailed budget table (excel) by each budget line. Please add lines if necessary.

<table>
<thead>
<tr>
<th>No.</th>
<th>Activity and venue</th>
<th>Start date</th>
<th>End date</th>
<th>Target group(s)</th>
<th>Description of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project management <strong>Barcelona</strong></td>
<td>M1</td>
<td>M24</td>
<td>All partners</td>
<td>Cross-cutting activity to provide financial and administrative management to the project, in compliance with the provision of the Grant Agreement, ensure efficient and smooth co-ordination and quality control of all project activities. Stimulate and support communication among PPs and between different activities and Communicate with and reporting to the European Commission / EACEA;</td>
</tr>
<tr>
<td>2</td>
<td>Identification, selection and mobilization of target athletes and coaches <strong>All locations of the sporting bodies</strong></td>
<td>M1</td>
<td>M6</td>
<td>Athletes and coaches belonging to the Olympic Committees and National Federations</td>
<td>Define the profiles of the athletes and coaches that will conduct the training programme, identify and select those who meet the requirement and prepare all the logistics for their mobilization.</td>
</tr>
<tr>
<td>3</td>
<td>Content development of the TPISEM <strong>All locations of the academic organizations</strong></td>
<td>M1</td>
<td>M6</td>
<td>Academic partners</td>
<td>Definition and development of the content of the training programme, as well as edition of the material corresponding to 400 hours of training.</td>
</tr>
<tr>
<td>4</td>
<td>Implementation of the TPISEM for athletes <strong>All locations of the academic organizations</strong></td>
<td>M6</td>
<td>M18</td>
<td>30 Athletes selected belonging to the Olympic Committees and National Federations</td>
<td>Implementation of the training programme in different locations of the EU, following a rotation of the academic partners’ premises; monitoring and evaluation of the implementation.</td>
</tr>
<tr>
<td>5</td>
<td>Exchange of experiences and knowledge between coaches <strong>All locations of the academic organizations</strong></td>
<td>M6</td>
<td>M18</td>
<td>15 coaches belonging to the Olympic Committees and National Federations</td>
<td>Organisation of workshops for 15 European coaches and 15 Mediterranean coaches (southern basin) devoted to the exchange of information and experiences about sport organization and management of intercultural human resources and exchange of coaching methodologies by conducting joint preparatory sessions;</td>
</tr>
<tr>
<td>6</td>
<td>Traineeship during the Mediterranean Olympic Games (2017) <strong>Tarragona</strong></td>
<td>M19</td>
<td>M19</td>
<td>30 athletes and 15 coaches belonging to the Olympic Committees and National</td>
<td>Traineeship program on the management and organization of an international sports event, during the celebration of the Olympic Games in Tarragona.</td>
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<td>Federations</td>
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<tr>
<td>7</td>
<td>Survey on acceptance of cultural and religious diversity among athletes and the barriers or difficulties in a professional environment; <em>Tarragona</em></td>
<td>M19 M22 Athletes participating in the Mediterranean Games</td>
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<td>Conduction of a survey to find out the degree of knowledge by the European athletes of the southern mediterranean culture, major religions, traditions, model of society, etc. and vicerversa, this is identify the knowledge and perceptions of the southern mediterreanean athletes about the EU reality; find out the degree of acceptance of athletes from both sides of the basin; find out which are the main sociological and psychological barriers and obstacles between athletes from both basins that could limit or impede the development of joint projects (i.e. business projects).</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>8</td>
<td>Development of joint business initiatives by athletes from both sides of the Mediterranean basin; <em>Tarragona</em></td>
<td>M18 M24 30 Athletes selected belonging to the Olympic Committees and National Federations</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Foster the development of joint business initiatives among athletes from both sides of the Mediterranean. The goal is to coach and guide them in developing their own and inter-cultural business projects related to sport events management, thus leading to the creation of new companies and contributing to job creation and employability among athletes’ community.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Communication and dissemination <em>Barcelona</em></td>
<td>M1 M24 All partners</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Develop a number of dissemination and communication tools such as: i) Project website; ii) Dissemination through social networks and iii) International Congress to present the main results and conclusions. Futhermore PPs will identify at least 15 new European members that will enlarge the network of stakeholders devoted to promote dual careers through the methodology proposed under this project.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART G - Quality of the project team and cooperation arrangements

G.1. Project team

Please describe:

- the participation of people with expertise in appropriate fields such as sport policy and/or practice (training, competitions, coaching, etc.), with academic expertise as well as their ability to reach out wider audiences,
- the division of their responsibilities and tasks.

INEFC - Andreu Camps

Andreu is the project director and will be in charge of coordinating the whole project on behalf of the Project Coordinator (INEFC). Besides the general administration of the project, he will be particularly involved in activities 1, 3, 4, 7 and 9.

INEFC - Núria Puig

Núria will act as the Dual Careers Academic Program Director and she will specifically be devoted to the conception of the training programme (TPISEM), through activity 3.

INEFC - Susanna Soler

As a Research coordinator, her role will focus on the coordination of the Survey about cultural and religious acceptance between athletes from the north and south of the Mediterranean (Activity 7).

INEFC - Vicente Javaloyes

Vicente will apply his expertise on entrepreneurship in coaching and validating the business plans of athletes, through implementation of Activity 8.

INEFC - Ricard Fabrega

Ricard will be in charge of the financial administration of the project, duty of the Project Coordinator. He will be active in Activity 1.

INEFC - Agustí Boixeda

Agustí, as the General Director of INEFC, will play an institutional role in the main events of the project, notably the kick off and Final Congress.

INEFC - Anna Vilanova

Along with Núria Puig, she will contribute to the design and development of TPISEM content.

Municipality of Tarragona - Ramon Cuadrat

Ramon will be specially involved in coordinating TASEM activities that will take place in Tarragona during the Mediterranean Games and the Final Congress. He will also be teacher of the TPISEM.
Municipality of Tarragona - Ramon Pallejà

Ramon will be specially involved in coordinating TASEM activities that will take place in Tarragona during the Mediterranean Games and the Final Congress. He will also be teacher of the TPISEM.

National Olympic Committee of Portugal - José Serrador

José’s role will be to identify, select and mobilise Portuguese athlete’s and coaches that will take part in the TPISEM, as well as conducting the follow-up of their sportsmen and sportswomen.

University of Poitiers - Alain Ferrand

Alain will be one of the professors who will develop the content of TPISEM and deliver the training modules in France.

FESBA - David Cabello

David’s role will be to identify, select and mobilise Spanish athlete’s and coaches that will take part in the TPISEM, as well as conducting the follow-up of their sportsmen and sportswomen. Due to his experience as professor at the University of Granada, he will also be part of the team of professors.

CONI - Marco Arpino

Marco’s role will be to identify, select and mobilise Italian athlete’s and coaches that will take part in the TPISEM, as well as conducting the follow-up of their sportsmen and sportswomen.

Malta Triathlon Federation - Cyprian Dalli

Cyprian’s role will be to identify, select and mobilise Maltese athlete’s and coaches from his federation that will take part in the TPISEM, as well as conducting the follow-up of their sportsmen and sportswomen.

Cyprus Badminton Federation - Diana Knekna

Diana’s role will be to identify, select and mobilise Cypriot athlete’s and coaches from her federation that will take part in the TPISEM, as well as conducting the follow-up of their sportsmen and sportswomen.

University of Foggia - Donatella Curtotti

Donatella will be one of the professors who will develop the content of TPISEM and deliver the training modules in Italy.

Spanish Triathlon Federation - Iñaki Arenal

Iñaki’s role will be to identify, select and mobilise Spanish athlete’s and coaches from his federation that will take part in the TPISEM, as well as conducting the follow-up of their sportsmen and sportswomen.

University of Lleida - Ramon Saladrigues

Ramon will be one of the professors who will develop the content of TPISEM and deliver the training modules in Spain, focusing on the entrepreneurship module, and will assist the participants in the development of business initiatives (Activity 8).

University of Lleida - José Alonso Martinez

José will be one of the professors who will develop the content of TPISEM and deliver the training modules in Spain, focusing on the entrepreneurship module, and will assist the participants in the development of business initiatives (Activity 8).
Hellenic Triathlon Federation - George Yerolimpos

George’s role will be to identify, select and mobilise Greek athlete’s and coaches from his federation that will take part in the TPISEM, as well as conducting the follow-up of their sportsmen and sportswomen.

Mediterranean Triathlon Federation - Chris Vaxevanis

Chris’s role will be to identify, select and mobilise Spanish athlete’s and coaches from his federation that will take part in the TPISEM, as well as conducting the follow-up of their sportsmen and sportswomen.

Badminton Association of Serbia - Radomir Jovovic

Radomir’s role will be to identify, select and mobilise Serbian athlete’s and coaches from his federation that will take part in the TPISEM, as well as conducting the follow-up of their sportsmen and sportswomen.

ICSS - Léa Cléret

Léa will be one of the persons that will contribute in developing the content of TPISEM and will make the link with athletes and coaches from the southern Mediterranean basin, ensuring their mobilization and attendance to the project activities.

G.2. CVs of project team

<table>
<thead>
<tr>
<th>Position in project</th>
<th>Coordinator of the Project (INEFC - PP1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surname, First name</td>
<td>Camps, Andreu</td>
</tr>
<tr>
<td>Organisation</td>
<td>INEFC</td>
</tr>
<tr>
<td>Position/ Category</td>
<td>Professor</td>
</tr>
<tr>
<td>Telephone</td>
<td>+ 34 973 27 20 22</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:acamps@inefc.es">acamps@inefc.es</a></td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.inefc.cat">www.inefc.cat</a></td>
</tr>
</tbody>
</table>

WORK EXPERIENCE

*Academic Activity*

Professor in Sports Management INEFC- Lleida University 2001 – present;
Senior Lecturer in Sports Management INEFC- Lleida University 1985-2000;
Lecturer in Doctoral and Masters Degree Programmes in the Universities of Barcelona, Complutense of Madrid, Open of Cataluña, Basque Country, Las Palmas de Gran Canaria, Valladolid, Autónoma de Barcelona, Málaga, Alicante, Almería in Spain; Técnica de Lisboa and Figueira da Foz in Portugal, Federal de Santa Maria and Pontificia Católica do Rio Grande do Sul in Brazil, National de Tucuman in Argentina, National Sports Academy of Sofia in Bulgaria, Limoges in French.


- Director of the Sport Law Masters degree, INEFC, University of Lleida, 1995- present;  
  [http://masters.inefc.es/dretesport/cas/](http://masters.inefc.es/dretesport/cas/)

- Director of the MEMOS – Executive Master in Sports Organisation Management- Masters degree (Spanish version) Olympic Solidarity- Université Catholique de Lovain, etc.  

- Member of Academic and Scientific Board of the MESGO -Executive Master in European Sport Governance- Master degree (Science Po Paris, Birbeck University, Mainz University, Limoges University, INEFC and UEFA)
Founder of the International Sports Law Masters Degree. Developed with the Edge Hill University, Limoges University; Milano University, Kufatin State Law University in Moscow.

http://www.internationalsportslaw.degree

Research Activity
Member of the GISEA-FE Research Group (National agreement 2009 SGR 1548); Member of the Scientific commission of “VOCASPORT” Study funded by EU, Contract (2003- 4463/001 SPO SPOBAM; Member of the Scientific commission of “Internal market barriers on sport funding” Study funded by EU, Contract ARES (2009- 370309);
Director/Tutor of 12 finished PhD Theses; Director/Tutor of 25 finished Master’s Project in International Programmes and 47 in National Master Degree Programmes; Director/Tutor of 18 competitive research projects.
Research Director of 42 competitive research grants since 1989 until 2014.
Madariga Senior Grant 2013, Ministry of Universities in Spain.

Professional/Academic responsibilities
Leadership and Responsibility in European Project EFA 104/09 HFCF, UE-FEDER Founds 1.801.452€, since 2009 until 2012; General Director/CEO at the INEFC 2004-2012; Academic Director INEFC- Lleida; Lleida University 1992-1996; Head of the Department Social Sciences at the INEFC 1991-1992. Member of Scientific Committee Doctoral School in University of Lleida 2000 to present;

Publications
Published more than 40 books and book chapters in United Kingdom (Routledge, Human Kinetics); France (L’Harmattan, INSEP); Italy (CONI Servizi); Brasil (Quartier Latin do Brasil); Bulgaria (NSA), Portugal (CPD); México (Porrua); Spain (Aranzadi/Thomson, Civitas, Paidotribo, Dykinson, etc.) and 30 papers in indexed Reviews or International Scientific Journals.
85 conferences or speaker in national and international congress (Spain, Portugal, Bulgaria, Italy, Brazil, Argentina, México, France)
Scientific/Editorial Committee Member of 12 Scientific Reviews or Journals.

Other Activities
Member-Mediator of the TAS- CAS in Lausanne since 2000; Deputy-President of Supreme Sport Tribunal in Spain; Arbitrator of the Spanish Olympic Court of Arbitration since 1998, Arbitrator of the Badminton International Federation since 2012.

EDUCATIONAL BACKGROUND

Academic Degrees
PhD in Sport Law, University of Barcelona, Spain, 1992;
Executive Masters in Sport Organisations Management / Master Executive en Management des Organisations Sportives (MEMOS), Université Claude Bernard Lyon I, France, 1998;
Master / DESS “Formation juridique et économique des professions du sport” University of Limoges, France, 1990;
Bachelor in Physical Education and Sport, University of Barcelona, Spain, 1985;
Bachelor in Law, University of Barcelona, Spain, 1984.

### Position in project
**Dual Careers Academic Program Director (INEFC - PP1)**

<table>
<thead>
<tr>
<th>Surname, First name</th>
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<td><a href="mailto:npuig@gencat.cat">npuig@gencat.cat</a></td>
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</table>

WORK EXPERIENCE

Núria Puig Is Full Professor of Sociology of Sport of the Institut Nacional d’Educació Física de Catalunya (INEFC) which belongs to the University of Barcelona.


- Co-director of the Catalan Sports Observatory (2006 -...) ([http://www.observatoridelesport.cat](http://www.observatoridelesport.cat))

Her areas of academic specialization and research are socialization, organizations, methodology, sports facilities, and emotions, all related to sports.

Main publications:
Garcia, Mila; Puig, Núria, 1986: *L’esport en edat escolar a la ciutat de Barcelona* (Sport at School age in Barcelona city), Barcelona, Ajuntament de Barcelona.


Vilanova, Anna; Puig, Núria; Gomes, Rui, ed. 2010. *Sport, between Local and Global*, Special Issue of *European Journal for Sport and society*, vol 7. (3/4)

Vilanova, Anna; Puig, Núria; Vilanova, Anna. 2010: Interview to Pere Miró, Director of Olympic Solidarity and Director of the Relations between the International Olympic Committee and the National Olympic Committees In Special Issue *European Journal for Sport and Society*” “Sport, between Local and Global”, vol 7. (3/4) pp.127-132.


**EDUCATIONAL BACKGROUND**

PhD. in Sociology of Knowledge, Université de Paris VII, 1980.

<table>
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<tr>
<td>Surname, First name</td>
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</tr>
<tr>
<td>Website</td>
<td><a href="http://www.inefc.cat">www.inefc.cat</a></td>
</tr>
</tbody>
</table>

**WORK EXPERIENCE**

Lecturer in INEFC from 2003 (as Senior Lecturer from 2009)
Young coordinator of the Research Group on Social and Educational Research on Physical Activity and Sport, from 2009 to 2013

Coordinator of the Research Group on Social and Educational Research on Physical Activity and Sport, from 2014

“Head of studies” in INEFC Barcelona from 2011 to 2014

Research on gender, multiculturality and values in sport, physical activity and physical education

Principal Researcher in a Spanish National Project (I+D Program – 2012), with European partners - Actually Susanna Soler has more than 10 years of experience teaching about multiculturalism and gender in INEFC. She has also lead several PhD on cultural diversity, sport and PE. She has experience in:

- to develop sport programs for immigrant woman, to promote critical thinking in youngers, and to promote fair play in Physical Education and school sport.
- to teach multiculturalism in sport, critical pedagogy, gender and physical education, to promote ethics and values in sport, in PA and Sport Degree and masters.
- to assess to the Spanish Government (Plan Integral de la Actividad Física y el Deporte), as well the Catalan government to promote social inclusion, gender equity, and values in sport.
- research on gender, multiculturalism, and values in sport, leading several projects, guiding PhD students. She has several books, articles and online tools about gender, multiculturalism, and values in sport.

Projects

• 2010-2012: Investigadora principal del projecte “L’activitat física com a eina d’inclusió de dones immigrants” (07 INEFCP 2009), a la convocatòria de Beques i ajuts per a la formació i contractació de personal investigador novell, dins l’àmbit de l’educació física i l’esport, destinats a l’INEFC, al Centre d’Alt Rendiment (CAR) i al Consell Català de l’Esport (CCE). [Physical activity as inclusion tool for immigrant woman in Catalonia]


• 2009: Responsable del desenvolupament del “Plan Integral de de la Actividad Física y el Deporte – Área: Igualdad efectiva entre mujeres y hombres”, del Consejo Superior de Deportes. [National Plan for Physical Activity and Sport: Equality between men and women]

iD supervisor:

Nasri, Kheira (2014). Actitudes y hábitos deportivos de las mujeres magrebi mercana en Cataluña: un estudio de casos. U. de Barcelona - INEFC. [Sport habits and attitudes from Muslim women from Maghreb in Catalonia: a case study]


Books and chapters:


Articles:


Soler, Susanna & Gaztelu, Míriam (2010). One physical activity program for social inclusion of immigrant women in L'Hospitalet de Llobregat. Revista portuguesa de ciências do desporto, 10(1 Supl), 50.

Pedagogic resources:

EDUCATIONAL BACKGROUND
- Physical Education Degree (1999), by INEFC (U. of Barcelona)
- History Degree (2003), by de U. of Barcelona
- PhD by the U. of Barcelona (Extraordinary PhD award)

Position in project
Entrepreneur Activity Coordinator (INEFC - PP1)
Surname, First name
Javaloyes, Vicente
Organisation
INEFC
Position/ Category
Professor
Telephone
+34 973 27 20 22
Email
vjavaloyes@inefc.es
Website
www.inefc.cat

WORK EXPERIENCE
- Senior Lecturer at the Catalanion Physical Education National Institute of Lerida (INEFC), Spain, lecturing, among others, in: organisation of sport vents, sport marketing, management of venues and sport law.
- Sole administrator of “Sport and Leisure, Investment and Assessment, Ltd.”
- Vice-President of the Catalan Association of Professional Sport Managers (AhCGEP).
- Director of the Sport Business Symposium (http://www.sportsymposium.es/)
- Partner in the Total Fit Wellness Centre (Manacor, Menorca Island, Spain).
- Member of the Spanish Association for Social Research applied to Sport (AEISAD)

I have carried out the following tasks:
- February 2005 – April 2013: Manager of the Sport Centre Complexe Baldiri Aleu (in Sant Boi de Llobregat, Barcelona, Spain).

Author of various articles on sport organisation and management, such as:

**EDUCATIONAL BACKGROUND**

<table>
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<th>Position in project</th>
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<tr>
<td>Surname, First name</td>
<td>Fabrega, Ricard</td>
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<tr>
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</tr>
</tbody>
</table>

**WORK EXPERIENCE**

Head of the administrative and financial Services. INEFC (1/12/2008 to present).
Head of the Economic Section. INEFC (1/04/2001).
Superior technical administration. Commissioner for Universities and Research / Department of Universities and Research (06/04/1994).

**EDUCATIONAL BACKGROUND**

Postgraduate course in management of regional and local finances. Faculty of Economics, University of Barcelona.
Degree in Psychology, specialization in Psychology of work and organizations. Faculty of Psychology. University of Barcelona

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<td><a href="http://www.inefc.cat">www.inefc.cat</a></td>
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</tbody>
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**WORK EXPERIENCE**

GENERAL DIRECTOR of INEFC (2012 - actually).
ACADEMIC DIRECTOR of INEFC-BARCELONA (1996-2000)
PROFESSOR AT INEFC-BARCELONA (1988-2012)

**EDUCATIONAL BACKGROUND**

UNIVERSITY DEGREE IN PHYSICAL EDUCATION (Universitat de Barcelona, 1981)
DOCTORAL STUDIES (THESIS IN DEVELOPMENT)

<table>
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<td>34 93 425 54 45</td>
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<td>Email</td>
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Training Athletes for Sports Events Management - TASEM
Page 33 of 54
WORK EXPERIENCE

Associate Professor at the National Institute of Physical Education in Catalonia at the University of Barcelona. She's teaching includes areas of sport sociology, sport management and social research methods.

Coordinator and co-director of the Catalan Sports Observatory and also in the Gender Cabinet of the Secretaria General de l’Esport.

Member of the Social and Educative Research Group on Physical Activity and Sport (GISEAFE).

Her main areas of research are transitions in sport careers, labour market and sport, the sociology of emotions in sport and sport and territory.

Main publications:


Puig, N., & Vilanova, A. (2009). Interview to Pere Miró, Director of Olympic Solidarity and Director of the Relations Between the International Olympic Committees. European Journal for Sport and Society, 7, 297-302. ISSN 1613-8171


EDUCATIONAL BACKGROUND

PhD. In Physical Education and Sports Sciences Barcelona University
Master’s degree in Sociology of Sport from the University of Leicester (UK)
Degree in Physical Activity and Sport from INEFC-Barcelona.

<table>
<thead>
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<th>Position in project</th>
<th>Academic Board - Professor (Municipality of Tarragona - PP2)</th>
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<tbody>
<tr>
<td>Surname, First name</td>
<td>Cuadrat, Ramon</td>
</tr>
<tr>
<td>Organisation</td>
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<tr>
<td>Position/Category</td>
<td>General Director of the Organizing Committee of Tarragona 2017</td>
</tr>
<tr>
<td>Telephone</td>
<td>++ / 34 / 977 29 61 55</td>
</tr>
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<td><a href="mailto:rcuadrat@tarragona.cat">rcuadrat@tarragona.cat</a></td>
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</tbody>
</table>

WORK EXPERIENCE

PROFESSIONAL ACTIVITY
From 2011 to the present, General Director of the Organizing Committee of Tarragona 2017.
From 2008 to the present, Manager of Tarragona Sports Board, Tarragona City Council.
From 1999 to 2008, Manager of Sports Board of Vendrell, Vendrell City Council.

**EDUCATIONAL ACTIVITY**

- Professor at School of Health and Sport. Sports legislation and management systems and sports organizations.
- Speaker at congresses and professor in various Masters and postgraduates.

**EDUCATIONAL BACKGROUND**

- Master in Sport Administration and Direction from the Complutense University of Madrid. 2010-2012.
- Graduate in Science in Physical Education. National Institute of Physical Education of Catalonia, Lleida.

**Position in project** | Academic programme Supervisor - Professor (Municipality of Tarragona - PP2)
--- | ---
Surname, First name | Pallejà, Ramon
Organisation | Municipality of Tarragona - Mediterranean Games Tarragona 2017
Position/ Category | Director of Operations and Sports Tarragona Mediterranean Games
Telephone | ++ 34 / 977 29 61 55
Email | operacions2017@tarragona.cat

**WORK EXPERIENCE**

**JOB HISTORY**

From 2012 up to the present: director of Operations and Sports of the Tarragona 2017 Mediterranean Games.

From 1999: Director of postgraduate studies in direction and management of sports facilities, pools and water areas, run by the School of Doctorate and Continuous Training and the Physical Activities Services of the Autonomous University of Barcelona (UAB).

From 2005 to April 2012: Projects director for Sport Assistance.

From July 1991 to December 2004: director of the management unit made up by the Olympic facilities of the Bernat Picornell Swimming pool and the Montjuic Municipal Swimming pools.

In July 2003: member of the organization team of the X FINA World Swimming Championship, Barcelona.

In 2001: President and director of the “7th Congress of water activities and sports management”, INEF, Fira de Barcelona and SEAE.

In 1999: President and director of the “6th Congress of water activities”, INEFC, Fira de Barcelona and SEAE.

In 1992: member of the Barcelona 92 Olympic Games organization team. During the competition: director of the Bernat Picornell Swimming pool facilities.

In 1992: member of the Barcelona 92 Paralympic Games organization team. During the competition: director of the Bernat Picornell Swimming pool facilities.

From 1985 to 1991: activities coordinator of the Montjuic Swimming Club and head of the Technical Management Area in SEAE.

In 1981: swimming teacher at the Sant Andreu Swimming Club.

In 1975: swimming teacher for the summer season at the Reus Ploms Swimming Club.

PROFESSIONAL COLLABORATIONS

Publications


From 1983 to 1988: Articles on water activities for children from 0 to 6 in the journals “Perspectiva escolar”, ICE and “Infància”.

Author of: “L’adaptació al medi aquàtic entre els 3 i 6 anys” (Adaptation to the water environment for children aged 3 to 6), published in APUNTS magazine of physical education, no. 2, 1985.

Report “Medio agua: descubrir sensaciones nuevas” (Water medium: discovering new sensations), written in collaboration with the ICE of the UAB, 1982.

Papers and Communications 1982 to 2011


Communications “Water as a game”, presented to the Pedagogic Sessions in Cornellà de Llobregat, Barcelona, 1982.

EDUCATIONAL BACKGROUND

Mechanical of Industrial Engineering

<table>
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<td>Telephone</td>
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<td>Email</td>
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WORK EXPERIENCE

### WORK EXPERIENCE

Alain Ferrand PhD. is Professor of management at the University of Poitiers, France, and Director of the Executive Master in Sport Organisations Management conducted in French (MEMOS) supported by the International Olympic Committee and Olympic Solidarity and the European. He is a visiting professor at the Catholic University of Louvain-la-Neuve, INEFC Catalunya, and “Scuola Dello Sport” in Rome (Italian Olympic Committee – CONI Servizi). He is regularly involved in event marketing seminars organized under the aegis of the International Committee of Mediterranean Games. His areas of expertise are strategic management, marketing and sport event management.

*He is an expert for the UEFA and a specialist adviser to the National Center for Sports Development (French Ministry of Sports) with regard to major sporting events management and marketing. Alain Ferrand has undertaken consultancy projects for international sport organisations, and local authorities. He has authored twelve books and over thirty journal articles. His most recent book is Olympic marketing (with Jean-Loup Chappelet and Benoît Séguin) Routledge 2012. It has been translated in Korean, French, Japanese and Russian.*

He has been the coordinator of the French partners for the Interreg III B Alpine Space SENTEDALPS (Sports Event Network for Tourism and Economic Development of the Alpine Space) 2000-2006. Objective: creation of a network of local authorities, organisers and managers of sport events in the Alpine area (Austria, France, Italy, Slovenia and Switzerland) aiming at exchanging information concerning the organisation of sport events in the Alpine area, paying particular attention to promotion of economy and tourism in the frame of sustainable development (Budget € 1 million).

He held the following positions:
- Director of Centre for Research in Social Science and Society– CNRS/University of Poitiers
- Director of Centre for Research in Business (University of Poitiers and La Rochelle)
- Director of the Sport Management Department (University Lyon 1)
- Director of the “Institut Universitaire Professionnalisé” in Sport Business (Université Lyon 1)

### EDUCATIONAL BACKGROUND

- PhD in Sport Management University of Lyon (France), 1995
- MA in History - University of Franche Comté (France), 1981
- MA in Psychology - University of Franche Comté (France), 1980
- M.Sc. in Sport Management - University of Lyon (France), 1976

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### Position in Project

<table>
<thead>
<tr>
<th>Surname, First name</th>
<th>Professor in the academic program (FESBA - PP5)</th>
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<tbody>
<tr>
<td>Cabello, David</td>
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**Training Athletes for Sports Events Management - TASEM**

*Page 37 of 54*
FESBA (Spanish Badminton Federation)

**Position/ Category:** President

**Telephone:** ++ / 34 91 535 23 43

**Email:** presidente@badminton.es

**Website:** www.badminton.es

**WORK EXPERIENCE**

- Professor at the Granada University
- President of the FESBA
- President of the Ibero-american Badminton Federation
- Spanish Olympic Committee Executive Committee member
- International Federation of University Sports (FISU) Executive Committee member
- Badminton World Federation Executive Committee member
- BWF Development Committee chair
- Olympic Foundation of Andalusia trustee

**EDUCATIONAL BACKGROUND**

- Graduate in Physical Education (2005) and Doctor in Physical Education and Sport Sciences (2000) – University of Granada
- Master in High Level Sport 1997 – Spanish Olympic Committee and Madrid Complutense University
- Master in Sport Management and Administration 2001 – Spanish Olympic Committee and Madrid Complutense University
- Expert in Protocol, Ceremonies and Sport Events 2013 - ISPE, Camilo José Cela University, Spain

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<td><strong>Position/ Category</strong></td>
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<tr>
<td><strong>Telephone</strong></td>
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<tr>
<td><strong>Email</strong></td>
<td><a href="mailto:marco.arpino@coni.it">marco.arpino@coni.it</a></td>
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**WORK EXPERIENCE**

Director of Special Projects Department
Director of Scuola dello Sport CONI

**EDUCATIONAL BACKGROUND**

PHD in physical education; Degree in law

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<td><strong>Telephone</strong></td>
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</tr>
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<td><strong>Email</strong></td>
<td><a href="mailto:president@triathlonmalta.org">president@triathlonmalta.org</a></td>
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**WORK EXPERIENCE**

President of the Malta Troathlon Federation since December 2011
Executive Secretary at the Municipality of Mgarr (Malta), since August 2010
Senior Principal in the office of the Prime Minister (Malta) March 2003 -July 2010
Income Tourism Executive at the National Student Travel Services Nov 1998 to Dec 2002

**EDUCATIONAL BACKGROUND**

TERTIARY EDUCATION - BACHELOR OF ARTS DEGREE WITH HONOURS IN HISTORY OF ART AND ARCHITECTURE FROM THE UNIVERSITY OF MALTA - NOVEMBER 1998

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**Training Athletes for Sports Events Management - TASEM**
Surname, First name: Curtotti, Donatella
Organization: University of Foggia
Position/Category: Associate Professor and Rector's Delegate for Sport Activities
Telephone: 0039 3207981440
Email: donatella.curtotti@unifg.it
Website: www.unifg.it

**WORK EXPERIENCE**

Since 2013 she has been Rector’s Delegate for Sport Activities;
She was an athlete as she fenced for many years;
Actually she is an Associate Professor in Criminal Procedure at the Department of Law of the University of Foggia;
She has been a member of the “G.D. Pisapia” Association (associate members are criminal trial investigators);
She has been publishing many works;
She has been a member of the Publications Committee of three scientific magazines as:
La Corte d'Assise,
Archivio Penale,
Processo Penale e Giustizia;
She has been speaker at various meetings and conferences;
She has received national funds for the realization of research projects;
She was scientific coordinator of three Erasmus Intensive Programmes on ‘EU Environmental Policies: the environmental crimes’ (academic years 2009-2010, 2010-2011, 2011-2012);
She was a teacher under the International Joint Master Course on ‘Women, Civilizations and Law Systems’ funded under the Tempus-Meda Programme in the years 2003-2006.

**EDUCATIONAL BACKGROUND**

Associate Professor in Criminal Procedure at the Department of Law of the University of Foggia.
She has a good knowledge of both English and French
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**WORK EXPERIENCE**

- Triathlon coach (1990-2015)
- Technical Director in Madrid regional federation (2005-2013)

**EDUCATIONAL BACKGROUND**

- Primary and secondary teacher
- Triathlon coach level III

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<table>
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<th>Position in project</th>
<th>Entrepreneurship coordinator (University of Lleida - PP11)</th>
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<td>Telephone</td>
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<td>Email</td>
<td><a href="mailto:catempren@udl.cat">catempren@udl.cat</a></td>
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<tr>
<td>Website</td>
<td><a href="http://www.catedraemprenedoria.udl.cat">www.catedraemprenedoria.udl.cat</a></td>
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**WORK EXPERIENCE**

- Organization: Universitat de Lleida (UdL)
- Faculty, School or Institute: FACULTY OF LAW AND ECONOMICS
- Dept./Sect./Str. Unit: DEPT. BUSINESS ADMINISTRATION AND ECONOMIC MANAGEMENT OF NATURAL RESOURCES
- Professional category and starting date: Titular de Universidad - 22/01/2000
- Responsible for the SOCRATES / ERASMUS European international exchange program of the Faculty of Law and UdL des economy of 2001-2004.
  - Professor-tutor in the ERASMUS intensive course with the theme: 'Integrated Rural Development: Agriculture, Industry, Tourism and Servicer to Improve a Territory ', from 10 to 14 March 1997 (Universita Pisa).
  - Deputy Dean of the Faculty of Law and Economics at the University of Lleida des June 1998 until February 2004.
  - Coordinator degree of Business Administration at the Faculty of Law and Economics of the University of Lleida, des June to October 2007.
- Deputy to Rector’s economy. • University of Lleida, des October 2007 to March 2009.
- Coordinator of • Rector of economy and UNEIX data. University of Lleida des March 2009 until November 2009.
  - Deputy President Udl Strategic des November 2009 until May Quality and Planning 2011.
  - Coordinator of • Rectory. University of Lleida des June 2011 to the present.
  - Director of Santander Chair for University Entrepreneurship at the University of Lleida from 2012 to the present.

**EDUCATIONAL BACKGROUND**

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<tr>
<th>Degree/Engineering</th>
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<td>Licenciatura en Ciencias Económicas y Empresariales</td>
<td>Universitat de Barcelona</td>
<td>30/09/1991</td>
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</tbody>
</table>
Position in project: Entrepreneurship coordinator (University of Lleida - PP11)

Surname, First name: José Alonso Martínez
Organisation: Universitat de Lleida
Position/Category: Vice director
Telephone: 00 34 973 70 32 23
Email: catempren@udl.cat
Website: www.catedraemprenedoria.udl.cat

WORK EXPERIENCE
Organization: Universitat de Lleida (UdL)
Faculty, School or Institute: FACULTY OF LAW AND ECONOMICS
Dept./Sect./Str. Unit: DEPT. BUSINESS ADMINISTRATION AND ECONOMIC MANAGEMENT OF NATURAL RESOURCES
Professional category and starting date: Professor - 1998

• Full-time professor at the University of Lleida since 1998 in the area of Management. Subjects responsible for Entrepreneurship and Entrepreneurship, and Management and logistics operations. He has received the Mention of excellence teaching quality (AQU-UDL) in 2012.
• Deputy Director of the Centre for Continuing Education at the University of Lleida. (2011- present)
• Coordinator of the diploma and degree in Business Administration and Management between 2007 and 2011.
• Area consultant Professor of Economics and Business at the UOC since 2008.
• Professor of Entrepreneurship and Management of operations and logistics since 1995 in various Masters and Masters at the University of Lleida, Universitat Rovira i Virgili, Autonomous University of Barcelona, University of Barcelona, University of Andorra, Icil Foundation, Next Business School, Iede Business School.
• Tutor in the Final Work of Degree of Business Administration and Master related to entrepreneurship.
• Coordinator, professor and advisor of entrepreneurs in over 100 courses, workshops and seminars on Entrepreneurship made to the Lleida since 1996.
• Evaluation of business plans and jury member in more than 25 awards related to entrepreneurship organized by different institutions of Lleida.
• Participation in different European projects related to entrepreneurship: COST A11 (Newcastle, England), NOW-ROW (Lleida, Spain), B2T (Vaasa, Finland), ERASMUS (Nice, Paris, Le Havre, Caen in France) TEMPUS (Sarajevo and Banja Luka in Bosnia).
Collaboration as an "expert" in developing the Project GEM (Global Entrepreneurship Monitor) in Catalonia and in the realization of the "Green Paper on Entrepreneurship in Catalonia", in charge of the General Office of Self-employment programs.
• Member of the University Entrepreneurship Network (XEU) as principal investigator at the University of Lleida since 2010
• Coordinator of the Santander Chair for University Entrepreneurship at the University of Lleida since 2012.

EDUCATIONAL BACKGROUND
Degree/Engineering: Master en Administración y Dirección de Empresas (MBA). ESADE
Center: Universitat de Barcelona
Date: 30/06/1997

Ingeniero Agrónomo: Universitat Politècnica de Catalunya, 1991

Diplomado en Ciencias Empresariales. Universitat de Lleida, 1995
### WORK EXPERIENCE

- Owner of the consulting company “Yerolimpos Consulting Services”
- Executive Director of the SportAccord Multi Sports Games Unit from 2013
- Principal shareholder, President and Managing Director of the company “YERO SA.” From 1986-2008
- Financial Director in the company “SAGERM SA” for 4 years
- Executive Director of the International Committee of the Mediterranean Games until 2008
- Member of the Organizing Committee and the EB of the World Athletic Championships “Athens 1997”
- Advisor of the Organizing Committee of the Olympic Games “Athens2004” from 1/1/1999 until February 2004
- Member of the Board of Directors in the Hellenic Olympic Committee (HOC) from 1996 until today
- Vice Chairman of the Martial Arts Games Beijing 2010
- Member of the management of International Olympic Academy (IOA) (1996-2000)
- Secretary General of World Karate Federation (W.K.F) from 1997 until 2013
- Secretary General of European Karate Federation (E.K.F) from 1997 until 2013
- President of the Balkan Karate Federation (F.B.K.) until 2013

### EDUCATIONAL BACKGROUND

- PhD. In Economics Dublin Metropolitan University
- Graduated as an Economist from the Athenas University of Economics

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<tr>
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<tr>
<td>Surname, First name</td>
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<td>Telephone</td>
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</tbody>
</table>
WORK EXPERIENCE
Sport Director

EDUCATIONAL BACKGROUND
Physical education trainer

Position in project | Researcher (ICSS - PP14)
--- | ---
Surname, First name | Cléret, Léa
Organisation | ICSS (International Centre for Sport Security)
Position/ Category | Researcher
Telephone | 
Email | leacleret@gmail.com
Website | www.theicss.org

WORK EXPERIENCE

Head of Research, Policy and Education (ICSS), from Feb 2015

- Creation of an evidence base for the development of Sport Integrity Policy, Education programs and tools, and Youth Programs.
- Continuing to strategically shape the academic research program(s) aligned to SID (Sport Integrity Directorate) and ICSS priorities.
- Build upon Sorbonne / Harvard (and other Institutions’) research that will shape Sport Integrity, Anti-Corruption and Transparency Initiatives and Policy with key institutions.
- Translate research findings into policy material and use them for the development of education/training tools and programs and their implementation strategies for all identified target groups, in particular Youth, in cooperation with Save the Dream Foundation.

Manager Education Dpt (WADA - World Anti-Doping Agency (Canada), 2007-2015

Social Science Research
- Elaboration of overall research strategy
- Preparation and communication related to calls for bids, management of the evaluation process, budget management, formulation of research contracts, preparation of documents for the selection committee and for Executive Committee, follow-up of research projects, update of researcher database, development of on-line application platform and research project database, updating of Web pages, communication of research findings to general public.
- Research: management of targeted research programmes, prospection and selection of projects, writing summaries of publications and social science findings in sport, management of research teams.
- Coordination of expert groups: meeting organization, distribution of tasks, conflict management.
- Management of different phases of research projects and data collection: logistics and management of teams.
- Conferences: organization of conferences at global level.
- Publication of scientific articles.

- Policy
  - Based on findings of the research programme, development of up-to-date evidence based policy documents (WADA Education Guidelines, specific policy documents).
  - Internal and external consultancy for development and implementation of education strategies and programmes.
  - Development of operational tools to help stakeholders in developing education programmes.

- Education
  - Development of educational materials: translation of World Anti-Doping Code and of International Standards and research findings into education trainings, activities and tools.
  - Development of e-Learning tools (CoachTrue, ALPHA, Sport Physicians’ Tool Kit): management and coordination of development and content teams, structuring of working
methods.

- Outreach at major events (Olympic Games, World Championships, Youth Olympic Games, Youth continental events): preparation, logistics and management of teams at the event.
- Based on research findings, policy and organisational needs, development of tailored education programmes with and for stakeholders.
- In charge of relations with international organisations, international federations, universities and high performance centres.
- Organization of trainings and related events.

- Youth Programs
  - Development of education materials and programs specifically tailored to youth populations
  - Development of values-based material for integration into school curricula in partnership with UNESCO, IOC, IPC, ICSSPE, WADA (same values, different causes)
  - Development of innovative Youth programs and Culture and Education programs with IOC for major events

(Ph.D. grant programme)

- Organisational Compliance to Anti-Doping Rules
  - Development of anti-doping policy and implementation of internal processes.
  - Development of stakeholder buy-in (specificities of doping in sport for all, notably the sensitiveness of the subject and divergence of opinions concerned).
- In charge of the Health column in the official journal « Sport et Plein Air » (monthly).
  - Objective of the column: impact health behaviour change.
  - Choice of subject and illustration, writing articles and/or invitation to specialists for co-writing.
  - Assistant for logistics: printing and distribution management, database management.
- Attaché: Communications and Knowledge Management
  - External communications: creation of tools such as information pamphlets, posters for events, press releases.
  - Internal Communications: enabling for research by study groups to be used by members, coaches and leaders, harmonizing bulletins of the various sports sections.

Golf Club, Communications Manager and Events Organizer August 2002 - June 2003

- Organization and management of golf competitions
  - Organization of competitions (welcome and enrolment of players, starter, scorecards, rankings...)
  - Creation and management of events around competitions, gala evenings.
  - Management of advertising on the course, request for and negotiations with sponsors and partners.
- Seminars and receptions
  - Creation and supervision of events and communications.

EDUCATIONAL BACKGROUND

Valeurs du Sport (Values of Sport)
Ph.D.2003 / 2010, Université Paris-Est

Protection du sportif contre les conduites dopantes (Protecting the athlete from doping behaviours)
University diploma, 2004 / 2005, Faculté de Médecine, Kremlin Bicêtre

Concept of Limit and Sport
Post-graduate programme 2002 / 2003, Université Marne la Vallée

Ethics and Sport
G.3. Cooperation arrangements

*(to be filled in only if you apply for the collaborative partnership)*

Please describe:

- the involvement of an appropriate mix of complementary participating organisations with the necessary profile, experience and expertise to successfully deliver all aspects of the project,
- why the selected partners are best suited to participate in this European project,
- the distribution of responsibilities and tasks demonstrating the commitment and active contribution of all participating organisations.

The partnership, comprising 15 members, has been built selecting those partners that better can serve the project objectives. In general terms, we can classify them in the following categories:

- **Academic organizations**

  They are in charge of conceiving, developing and delivering the TPISEM to the group of 60 athletes involved (30 European + 30 Mediterranean). Each academic partner will appoint a professor and support staff to conduct the training sessions, which will be hosted in the universities premises. They will integrate the Academic Board of the project, which is the advisory board dealing with the academic part of the project.

  TASEM academic partners are:

  a) INEFC (Spain)  
  b) University of Poitiers (France)  
  c) Università degli Studi di Foggia (Italy)  
  d) University of Lleida (Spain)  
  e) ICSS (UK)

- **Olympic Committees and National Federations**

  These partners are the link with the project’s target group, and will be in charge of promoting the TPISEM among its athletes and coaches in order to select those persons that better fit the training programme.
Along with the rest of partners, they will agree the profile requested and from there they will identify and select them. They will also be fully in charge of mobilising the target groups to the different locations where TPISEM will take place, as well as to Tarragona for the traineeship during the Mediterranean Games.

TASEM Olympic Committees and National Federations are:

1. National Olympic Committee of Portugal
2. Spanish Badminton Federation
3. CONI
4. Malta Triathlon Association
5. Cyprus Badminton Association
6. Spanish Triathlon Association
7. Hellenic Triathlon Association
8. Mediterranean Triathlon Associations
9. Badminton Association of Serbia

- Local authority

The Municipality of Tarragona has been invited to this partnership because the Mediterranean Olympic Games that will take place in July 2017 are a unique occasion for athletes and coaches to put in practice all knowledge acquired and live in situ an international sports event. Hence, it will take the responsibility of hosting the group of athletes and coaches during the Games, assigning roles to each person so as they can contribute to the smooth implementation of the event.

The following table illustrates the participation and contributions from partners into the project activities.

<table>
<thead>
<tr>
<th>Activities / Objectives</th>
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<th>PP3</th>
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If applicable, describe the extent to which the involvement of participating organisation from a Partner Country\(^{14}\) brings an essential added value to the project (if this condition is not fulfilled, the project will not be considered for selection).

TASEM partnership includes the participation of the **Badminton Association of Serbia**, representing a Partner Country. This partner has been included in order to have representation from a country outside the EU but participating in the **Mediterranean Games\(^{15}\)**. The goal is to have the widest possible representation of Mediterranean countries, and in line with the strategic alliance with the EU Mediterranean neighbouring area, build links as well with EU candidate countries.

This partner will mobilise 3 athletes and 1 coach from Serbia to take part in TASEM activities.

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## H.1. Quality control of final outcomes

Describe the measures planned for evaluating the project outcomes and ensuring the quality of project.

The main governing body of the project is the SC. It has overall responsibility for project conformance to the Grant Agreement. It deals with contractual issues escalated to it, or issues requiring SC confirmation and/or voting according to the consortium agreement. In addition, the **Quality Manager** will report to and be directly accountable to the SC.

The SC ensures that the partners give continued support and adequate resources to the project, acts to promote the results of the project and represents the final level of escalation for any conflict arising during the project.

The SC will be responsible in particular for:

- Any major changes to the consortium, workplan or budgetary allocations, in particular those which are subject to approval of the EACEA/European Commission;
- Review, quality check and approval of project deliverables and of all public output issued by the project, in doing so guiding work by the Quality Manager;
- Guaranteeing confidentiality of internal project results and project output designated as restricted to the consortium;
- Establishing a controlling and reporting system for resource consumption and progress against schedule.

The **Quality Manager** is responsible for the implementation of the quality assurance procedures, as described under management procedures. Responsibilities include monitoring of procedure implementation for the full project duration, ensuring review of project deliverables and informing the SC on quality issues and standards achieved.

The project output, whose quality in line with project objectives is to be assured, is structured around a set of deliverables. Project deliverables are consequently a central focus of quality assurance and control within the project. The Quality Manager, accountable directly to the SC and working closely with the Project Coordinator, has primary responsibility for ensuring adequacy of project QA procedures and that the procedures are adhered to.

Deliverable production to specification and schedule is the responsibility of the Activity Leader concerned. Key deliverables as defined in the project workplan are subject to review and acceptance by the consortium in the SC. At project level, key deliverables are subject to peer review within an overall deliverable approval process, as follows:

- Two peer-reviewers are appointed by the Quality Manager to review key deliverables. All partners provide experts to support the peer review process;
- On receipt of the deliverable the peer-reviewers will review and check the document, following an agreed checklist. This specifies review for overall quality of contents, presentation, comprehensibility etc. and particularly also adherence to the requirements stipulated in the Description of Work for the respective work task. A reviewer compares achievements documented in the deliverable with the deliverable specification, the context of the deliverable in the WP concerned, and with the purpose.
of the key deliverable in terms of the impact on project work dependent on the delivered result. The peer reviewers prepare a report transmitted to all participants. In case no significant issues need to be addressed, the report can be informal, e.g. in the form of a short email message;

✓ The Activity Leader responsible for the deliverable responds to the reports, usually through modification and resubmission.

✓ In case of fundamental disagreement between the reviewer(s) and the partner(s) responsible for the deliverable, the Quality Manager will inform the Project Coordinator and attempt to mediate. If regarded as prudent, he/she may ask for a further opinion from another expert.

**H.2. Expected impact of the project**

Please describe the potential impact of project:

- on participants and participating organisations
  - during the project lifetime,
  - after the project lifetime,
- outside the organisations and individuals directly participating in the project, at local, regional, national and/or European level.

The impact during the project on participant and participating organisations is expected as follows:

1. **Establishment of one Platform of Euro-Mediterranean organisations on dual careers**

As a direct result of the project, PPs will constitute a platform for information sharing, experiences exchanges and for development of new projects and ideas devoted to support athletes’ dual careers through the management of sport events, thus contributing directly to its training and employability. This platform will be open to the integration of new organisations from the EU and the southern basin aiming to contribute to its purposes.

On the other side, **at least 15 EU new organisations** will be identified and invited to join the platform through the current project, requesting Letters of Intent as a commitment proof.

2. **30 European athletes trained on sports events management**

30 European athletes successfully complete the program on dual careers (training - management of sporting events in the intercultural context) along with 30 athletes from the southern mediterranean basin (funded with their own funds).

3. **15 coaches exchange experiences on training methods and athletes’ management**

Exchange of practices and methods related to sports training but also from human resources management and cultural diversity perspective, to better coach athletes in their dual career pathways.

4. **TPISEM academic material**

Training modules and training material on sports events’ management and organisation has been developed and is ready to be transferred and disseminated to other European stakeholders interested in adopting a similar approach (for instance to those interested in joining the Platform on dual careers).

This material will be available through the project website.
5. **Research study**

This research study will allow PPs to draw solid conclusions about the main existing barriers and limits that could appear in the development of joint business actions between athletes from both sides of the Mediterranean sea. Hence, conclusions extracted from this survey will facilitate the coaching of athletes in their process of building joint business plans related to the industry of sport events management.

6. **20 euro-mediterranean business plans validated and ready to be implemented**

Once the project is over, joint-ventures between European and Mediterranean athletes to formulate business plans in the management of sport events industry will be ready to be implemented. These business plans will be validated by the experts provided by the partnership, and its execution will start after project completion, having a clear impact in terms of potential employability among athletes in the mid and long-term.

7. **350 stakeholders attend the Final Congress, in which main results and findings of TASEM will be to presented;**

This Congress will close the project and will present the main finding and conclusions of TASEM project, with the presence of the 15 project partners and European stakeholders dealing with the topic of dual careers. This Congress will take place in Tarragona.

**The impact after the project on participant and participating organisations is expected as follows:**

- **a) 30 athletes employed in their own companies**

Duly trained athletes, after TASEM completion, and with business plans developed with their Mediterranean counterparts, will set up start-ups in the field of sports event management that will employ at least 30 people within a period of 2 years from the completion of the project.

- **b) New investments coming from the private sector**

Business angels investing at least €350,000 into the entrepreneurial initiatives developed by targeted athletes. Identification of these “angels” will be done through the network of PPs. The University of Lleida, through its Entrepreneurship Chair, will actively contribute to the identification and mobilization of these private funds.

- **c) Enlarged Platform of Euro-Mediterranean organisations on dual careers**

After project completion, the before mentioned platform will be strengthened with the inclusion of new euro-mediterranean members sharing the network vision and interested in developing it in the long term. Initially, 15 new members will be identified during project duration, but this number it is expected to grow in the future.

**The impact of the project outside the organisations and individuals directly participating in the project, at local, regional, national and/ or European level;**

As already said, this project intends to identify new organisations outside those representing the partnership in order to expand the network working on the training system proposed. At least 15 of these organisation will commit during project lifetime, but the main goal is to leave the door open for any European organization or network of organisations willing to join.

Another target outside project participants are the athletes’ community that will participate in the Mediterranean Games and that will be part of the survey conducted by PP1. They will directly contribute with their feedback to define the most suitable way to approach the development of joint business initiatives between athletes’ from both Mediterranean basins.
H.3. Dissemination

Please describe:

- the dissemination plan and measures aimed at sharing the outcomes of project within and outside the participating organisations,
- the quality of measures to ensure visibility and media coverage of the event and of the EU support (to be answered by applicant in the not-for-profit European sport event only) and, if relevant, the extent to which materials, documents and media produced will be made freely available and promoted through open licences (to be answered by applicant in the collaborative partnership only),
- the plans for ensuring the sustainability of project showing its capacity to continue having an impact and producing results after the EU grant has been used up (to be answered by applicant in the collaborative partnership only).

As part of the Activity 9, a communication and dissemination plan will be agreed by the partnership. The main aim in terms of dissemination is to: i) inform about the project, its objectives, activities and results; ii) facilitate collaboration and information exchange between relevant stakeholders; iii) create two-way communication channels with stakeholders, academic communities, practice and policy for disseminating the project deliverables and conclusions; iv) ensure the sustainability of the project once the funding period has ended.

The program will be disseminated on a dedicated website in the EU partner’s languages and in Arabic (funded by resources different from those of the EU) and also through specific dissemination sessions within the frame of the Mediterranean Games of Tarragona and during the Final Congress of the project.

Target groups in terms of dissemination are:

✔ Project partners and its network;
✔ All EU athletes and coaches interested in dual careers topic (this audience will be reached through the network of International Federations and Olympic Committees);
✔ Athletes and coaches taking part in the Mediterranean Games;
✔ Academic Dual Careers Networks such as EAS, which has expressed its support to the dissemination of the activities of the project (Letter of Support has been annexed)
✔ Business community (private sector) from the sport events industry;

In terms of deliverables and content, it is expected to disseminate the following items:

✔ TPISEM training material (400 hours);
✔ Report of conclusions about the exchange of experiences between coaches;
✔ Survey on acceptance of cultural and religious diversity among athletes and the barriers or difficulties in a professional environment;
The project allows open access to products and materials. If any IPR issue would arise, it will be discussed and agreed upon between the partners and IPR will be added to the consortium agreement.

**Sustainability**

In terms of long-term sustainability of the project once the EU grant has been used up, the whole project conception has been prepared with a long-term perspective. As mentioned in the project's objectives, the aim is to foster European athletes' dual careers by enhancing their skills and capacities and preparing them for developing new business initiatives in the field of sport events management. In this sense, impact goes beyond the EU-funded project and foresees the implementation of at least 20 business plans that will contribute to the employment of the 30 athletes targeted.

On the other side, the idea of this pilot test is to replicate it throughout Europe, for those interested academic and sporting organizations, using the methodology proposed under this project. To this end, a first step of identifying 15 new members to join the Platform of Euro-Mediterranean organisations on dual careers is envisaged during project lifetime, to strengthen the network and ensure its long-term continuity. However, it is worthy to stress that the geographic scope could be modified and embrace other regions or areas of interest for the European sport community.
Annex 1: Letter of Commitment ICSS

Mr. Andreu Camps  
Professor, Institut Nacional d’Educació Física de Catalunya  
Av. de l’Estadi 12-22  
08038 Barcelona

Doha, 12 May 2015

Dear Mr. Camps,

Through the Save the Dream initiative, ICSS promotes and protects the core values of sport for young people. Save the Dream works to empower youth and inspire societies towards a sport free from corruption, violence, discrimination and any other misconduct. Relevant ICSS’ activities in Europe are implemented or facilitated through ICSS Europe, headquartered and registered in London.

In this framework, I confirm the availability of the ICSS to contribute to the INEFC project as a partner as described in the grant application. This partnership will help achieve the objectives of the Save the Dream initiative and the ICSS at large.

Moreover ICSS is in a position to contribute to the success of this project by providing travel and accommodation for at least three students, from either of the following countries: Algeria, Egypt, Lebanon, Libya, Morocco, Syria or Tunisia to take part in the activities of the project.

Best regards,

Massimiliano Montanari  
Chief of Cabinet, President Office / Executive Director, Save the Dream
Annex 2: Letter of Support EAS (Dual Careers Network)

Dr. Andreu Camps  
Coordinator of the INEFC project

Rome, May 8, 2015

Ref: Support for the “Sport event management- Sport Dual careers in Mediterranean area” project

Dear Dr. Andreu Camps

The European Athlete as Student (EAS) network aims to unite European partners involved in high performance sport and education, exchange best practice between countries and institutions, improve conditions for high performance sport and education, be the link between educational institutions and sports organisations, and actively develop research projects in sport and education.

In considering the relevance of the study you coordinate, EAS would like to contribute in the development of Dual Career experiences, academic support and supervision, and control of academic and sporting results of the program.

In particular, we could contribute to the organization of networking events, the dissemination of the project outcomes and the transfer of the project results to sectorial Institutions and Organizations member of the EAS network.

Your sincerely,

Laura Capranica  
President

Training Athletes for Sports Events Management - TASEM  
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