

ANNEX IV: Project Administration and Operational Handbook

FAIR+ HANDBOOK

This **handbook** is for the partners participating in the **Forum for Anti-Doping in Recreational Sport+** project. It will help guide partners to the administrative bureaucracy of EU-Funded actions and suggest an effective dissemination strategy to enhance the impact and the visibility of the FAIR+ project.

The handbook also contains the **Quality Management Plan (QMP)** which establishes evaluation methods and criteria to guarantee a proper governance and project quality. The QMP includes an on-going risk assessment which highlights any foreseen contingencies and problems (e.g. due to language barriers; cultural, economic and social differences; under-performance partners) and provides averting and resolving methods. The handbook aims to make each partner fully informed of their rights/obligations and how to correctly record their activities, claim grant monies, and to address all aspects and issues for the proper management and delivery of the action.

We strongly **recommend** the partners to also look at the [Erasmus+ Programme Guide 2018](#) (p.226 – 234) and at the [Project Management handbook](#) published by the EACEA.

In case further information is needed, please do not hesitate to contact us at

francesco.capuani@europeactive.eu

+32 (0) 2649 9044

Sincerely,

EuropeActive EU Affairs Team

PART I – ADMINISTRATION

PROJECT OBJECTIVES

1. FAIR+ Research into doping practices in recreational sport

The urgency of this kind of research has already been expressed during the FAIR Annual Forums. The participants wished to have more evidence which could help give a reliable statistical overview regarding the prevalence of doping in recreational sport, taking into account also the societal and psychological reasons behind the use of doping at this level of sport. Over the years, the majority of research has concerned sport at the professional or elite level which has led to a gap in the knowledge and understanding of doping in the recreational sport sector. If we can have better understanding of the amount of doping that takes place, and why it takes place it will help our future strategies to be more targeted and effective.

Fitness stands out as the solo recreational individual sport which has been subject to meaningful research in the past. For instance, the [FAD Project](#) provided some significant statistical information on the prevalence of doping within health and fitness centres across Europe. It was also unusual in its approach of researching the users of fitness centres, the managers and owners and fitness professionals themselves. Assumptions can be made that other participation sports such as rugby, power-lifting, cycling, triathlons and marathons, for example, will also have a prevalence of doping that could be at least comparable to that found in fitness – but currently there are no studies to support this position. Taking into account the difficulties to run this kind of research (e.g. budget limits, staff shortage, reliable statistical relevance of the samples), the FAIR+ project will try to achieve some initial indications on the prevalence of doping in the European amateur sport sector. Some caution should be made that due to the complexity and diversity of sport played across Europe any research into doping practices can only be done through sampling so as to arrive something which is indicative and statistically significant, but will not be totally conclusive. The same is true for the proposed research into people's motivations for taking doping substances at a recreational level. In the time and resources available it is not for the FAIR+ project to make unsubstantiated conclusions, but to give some generalistic but good indications. The FAIR+ project team comprise some of the most highly-regarded and respected researchers in the area of anti-doping in sport in Europe.

The research will be split in five sections:

- **Context**
Review of the existing research on doping in recreational sport
- **Definitions**
Clarify the definitions of recreational sport and recreational athlete
- **Methodology**
Identification of case studies, type of survey and research questions
- **The Surveys**
After having agreed on definitions and methodology the Research team will:
 - ✓ *investigate the prevalence of doping in some recreational sport in different member states*
 - ✓ *study the motivations behind the use of doping by recreational athletes*
- **The Research**
Data Analysis and preparation of the Report

2. FAIR+ Educational Guidelines for Recreational Sport Coaches

Traditionally, anti-doping has often been concerned with its deterrence, the use of testing and then the application of sanctions or controls. However, in the broader fight against doping, the most powerful tool to prevent a pro-doping culture from further developing is undoubtedly through educational awareness with

regard to both professional and amateur athletes by enhancing knowledge of the ethical, legal, health and social consequences of the use of doping. Although long-term changes in behaviour requires years and a systematic and comprehensive process on many different arenas in the community, in the short term, education helps to establish shared and common principles, responsibilities and trust across recreational sport – and upholds the integrity and value of people enjoying and benefiting from their participation in recreational sport.

The educational programmes have so far mainly concerned professional sport and fitness sector but their spread has not been the same across the EU. Only in few EU countries, doping in recreational sport has been recognised as a threat (to public health) to face and therefore public funds have been allocated for setting up doping prevention interventions on a systematic scale. Countries such as Norway, Sweden and Holland continue to raise the awareness on doping in recreational sport through effective national educational programmes, while in some other countries doping is not seen as a policy priority yet (e.g. France, Greece, and Baltic States).

Some of the more recent EU funded projects (from the Erasmus+ programme) on doping have been devoted on the development of educational materials. However, the effectiveness of using these materials and campaigns is difficult ascertain due to the difficulties and time commitment that these kind of processes require. The FAIR+ guidelines, with the aim to overcome those boundaries, will offer recommendations on how set-up effective campaigns targeting recreational coaches and trainers but also indications on how to evaluate and measure the short and long terms effects of the educational campaigns.

The guidelines will be based on the outcomes of the research on motivations (objective 1) and on programmes which have already proven to be effective (e.g. the Swedish campaign called “STAD”, the Dutch one called “True Strength” or the recent interventions in Denmark by ADD and the Norwegian NADO initiative). An initial review of these existing materials, will be led by the three NADOs of the FAIR+ team. These connections will allow an effective dissemination toward the Council of Europe and thorough all of the European NADOs.

The decision to consider campaigns targeting coaches and trainers is due to the fact that they hold a unique position of being able to directly influence millions of clients and users across recreational sport. Indeed, this project strongly believes in the important role that all coaches, instructors and trainers have in society to promote clean sport behaviour and the importance of healthy lifestyles.

Role of sport coaches in society and their impact on individuals was chosen as a priority in the field of sports for the [Estonian Presidency](#). Valuing coaches as the ones who teach values and necessary life skills, who develop habits related to physical activity that raise quality of life, and who create cohesion in society are also very important topics for EuropeActive together with an education in line with today’s society’s needs, and what the EU Member States can do to help coaches fulfil their changing roles better.

A secondary but important objective of the FAIR+ educational materials will be to contribute to the implementation of the **WADA International Standard for Education and Information**. This Standard was elaborated in 2017 and accepted the possibility of exploring some harmonisation among educational anti-doping interventions. In December 2018, based on the 143 comments from the public consultation, the International Standard for Education has in general, been very positively received, with strong support for its implementation. This feedback was also reflected at the Global Education Conference in Beijing on 24-25 October.

3. FAIR+ Annual Forums

One of the principle recommendations of the Study on Doping Prevention to help combat doping is to establish networks and opportunities for sharing ideas and good practices between countries and organisations. This was recently enhanced in a call from some delegates to re-establish an Expert Group in this area at the Cluster Meeting on Sport Integrity in Brussels in December 2018. Despite the acknowledged need for dialogue and the awareness of doping as societal and public health concern, there remains a lack of co-operation at EU level in the doping policy. In this regard, the project objective no. 3 aims to firmly include

doping in an ongoing political debate, to keep it in the public spotlight and to help raise cooperation among stakeholders and policy makers. Therefore, and besides the classical dissemination tools (website, blog, newsletter, printed materials, etc...), FAIR+ will organise an annual FORUM for Anti-doping in Recreational Sport.

The FAIR+ FORUM will be an improved version of the one organised in the framework of FAIR Project (e.g. more speakers, more participants, two days appointment, open to other EU funded projects, etc.). The annual FAIR FORUM has already become one of the most relevant occasions for European doping experts, institutions and stakeholders to come together and there is a clear desire to see it continued.

In the long term, the FORUM aims to become a stable event in the EU doping framework, capable of increasingly affecting national and European policies. The FORUM contributed so far to raise the awareness of policy makers about doping as societal and public health concern, to solve the lack of co-operation at EU level in the doping policy, to establish a network for sharing idea and good practices among sport and doping stakeholders. In November 2019, for the last FAIR FORUM, EuropeActive in collaboration with a specially appointed PR Agency (engaged as subcontractor) will organise two days conference in Brussels. The first day will be used to present the Report containing the project outcomes in front of the classical audience composed by European sport/doping stakeholders while the 2nd day a high-level conference will be organised in the Parliament together with coordinators of other Erasmus+ projects on anti-doping. The conference is part of the FAIR mission to raise awareness on the doping issue in recreational sport among policy makers. The conference also represents a good timing as it will allow EuropeActive to address newly elected MEPs in this topic which was slightly underestimated as policy area in the previous Parliament.

THE PARTNERS

There are **8 partners** in this project who are the beneficiaries of the grant money which is to be distributed in accordance with the grant agreement and obligations between EuropeActive and the Education, Audiovisual and Culture Executive Agency on behalf of the Commission (specifically the Sport Unit).

EuropeActive has the legal responsibility for the project and more precisely for managing the partnership, ensuring results and outputs are achieved, keeping track of progress, monitoring financial expenditure and checking all expenditure is eligible, reporting to the European Commission and completing contractual documents and reports. Each partner is also bound to the agreement and has a responsibility for the delivery of the work plan and expected outcomes.

The contract has been awarded to

EuropeActive - House of Sport

Avenue des Arts/Kunstlaan 43 - 7^{ème} étage

1040 Brussels, Belgium

T +32 (0) 2649 9044 www.europeactive.eu

E: thesecretariat@europeactive.eu

The **partners and main contacts** for the project are:

- EuropeActive – *Cliff Collins & Francesco Capuani*
- Aarhus University – *Prof Ask Vest Christiansen*
- Anti Doping Norway – *Fredrik Lauritzen*
- Doping Authority Netherlands – *Erik Duiven*
- Cyprus Anti Doping Authority – *Dr Michael Petrou*
- Sapienza University of Rome – *Prof Fabio Lucidi*
- European Institute for Socioeconomics – *Prof Werner Pitsch*
- The Association For International Sport for All – *Gaetan Garcia*

External Experts:

- *Prof Susan Backhouse* – Leeds Beckett University
- *Prof Mike McNamee* – Swansea University

The maximum time for this **project to be completed is 36 months**, so it will require an understanding and application from each of us to achieve the goals. The success of the project relies upon our professionalism to deliver the tasks established in the different partner agreements and our ability to cooperate and within our networks of stakeholders and other experts. Each partner has a different emphasis within their roles and in their contribution to be made if we are to achieve the expected project outcomes, but each is equally important.

PARTNER AGREEMENTS

The responsibilities, activities and payment schedule for each partner are set out in what is known as the **Partner Contract/Agreement** and these is legally binding which sets out the EuropeActive-partner relationship.

The contract includes:

- Details of the project (name, number, duration, total budget);
- Details of the partner's budget (funding and their own funding);
- Responsibilities of EuropeActive and the partner;
- An agreement on Intellectual Property Rights for any products;
- Partner bank account details.

The Agreements include also a **partner obligations** part with a breakdown of the activities within each work package budget is also attached to the partner contract.

EuropeActive is responsible for preparing the contract, in duplicate, and sending both copies to partners for signature and agreement by the legal representative. Partners should return one signed copy and retain the other for their own records.

Contracts must be signed by both parties to be valid, and until contracts are signed partners will not be paid any funding.

Please note that partners should inform EuropeActive if:

- There is a change of contact within your organisation
- Your organisation's name or legal status changes
- Your address or contact details change
- Your bank account changes

The sub-contracting of any activity without the prior permission of EuropeActive is not allowed. Any material change in the delivery of the project will need prior clearance and permission from the Education, Audiovisual and Culture Executive Agency.

PROJECT DELIVERY & MONITORING PROGRESS

As a partner it is important that you can manage your own time so that you can deliver the project work commitments check that the resources are available within your own organisation.

As a partner you have already signed a mandate letter, but now you need to make everyone aware in your organisation that the project is happening and what resources and commitments that you will need to be made. This may mean, for example, that you need to publicise the project within your own organisation –and share/copy project document if this will help.

Experience shows that one of the most common problems in this type of project is the difficulties experienced by individuals working in isolation or the main contact point within the organisation being unable to work on the project. Unless there is someone else who understands the project and can co-ordinate alternative resources, substantial delays can be caused.

Circumstances may arise which could mean that your organisation is no longer able to fulfil its role within the project. At this point you would need to consider whether to try and change your role within the project or to withdraw entirely from the project.

EuropeActive is responsible for monitoring the project's progress and expenditure. However, partners are responsible for their own work and expenditure and must put in place robust monitoring systems that fit to an agreed methodology. The partner contract states that all monies paid to partners are regarded as an advance and only expenditure that meets the eligibility criteria will be paid by the European Commission. **If partners spend funding on something ineligible, they will have to bear the expense themselves.**

QUALITY MANAGEMENT PLAN (QPM)

This paragraph ensures proper governance, evaluation methods and quality management to the project. The QMP includes an on-going risk assessment which highlights any foreseen contingencies and problems and provides averting and resolving methods. The quality control methodology during the project implementation is based on a system that have been successfully used in other Erasmus+ projects under the supervision of EuropeActive and it has ensured the completion of the project on time and on budget and in meeting its objectives.

The **Project Quality Team (PQT) or Management Team (MT)** is comprised:

EuropeActive, an appointed external evaluator and Prof McNamee and Susan Backhouse.

EuropeActive and the external evaluator will look at the successful organisation of the Annual Forums, but also provides an important check of the overall quality and a control against programme and budget. Susan Backhouse and Michael McNamee will overview the delivery of objectives one and two.

The PQT will periodically check and monitor the quality level of Projects' activities and results (e.g. if they were achieved in the most economical way and on time), send out remarks, recalls and propose mitigation actions in case of conflicts. One member of the PQT will be appointed as data protection coordinator to ensure the GDPR compliance of the project actions. The PQT will work closely with the lead partners to ensure project quality.

The choice to have three external people in the PQT will guarantee an independent evaluation of project implementation while EuropeActive presence will be to defend the project team position and justifying the work done.

At least **two virtual meetings** are programmed among the PQT members to discuss the project progress and financial control. The first one will be in June 2020 and the second one in December 2022 during the preparation of the Final Report for the EACEA.

The quality of the project is also assured by other working factors:

- project meetings

Project Meetings provide opportunities for discussing and agreeing on the cooperative way forward.

They will be the occasion to review the progress and the obstacles and in case solve any disputes in the consortium or to updates the workplan and budget if necessary. PQT members and representatives of the European Commission and the EACEA will be invited to attend full partner meetings.

- partner assessment

After each meeting, partners will be able to express their anonymous assessments about the meeting itself, the project activities, the outcomes and the general partner commitments in the delivery of the allocated intellectual outputs. The results will be shared by EuropeActive and will be useful to improve the meeting

organisations and find-out countermeasures for a better delivery of the project objectives.

- FORUM questionnaire

EuropeActive, at the end of each Forum, will distribute to the participants a questionnaire to evaluate the event but also to gather an overall judgement on FAIR+. Critics and suggestions will be used to improve the FORUM future editions and by FAIR+ partners to align the project actions.

- shared folders

A Google Drive will be set-up by EuropeActive to share administration templates (travel and subsistence and timesheets), agendas, minutes, pictures, questionnaires, etc... and any documents useful to the project actions. The external evaluator, EACEA and Commission will have access to the drive for a transparent evaluation of the FAIR+.

- guidelines evaluation period

Once released during the 2nd FORUM, several doping stakeholders will be asked to provide a feedback. The feedbacks will be used to (in case) update the Guidelines and present the final version during the final FORUM in 2020 and include them in the Report. This would guarantee to provide a more supported and influential outcome.

- project partners

Partners have been selected on the basis of their influence and expert knowledge in the project themes and secondly because of the possibility for them to establish reliable connections with relevant doping stakeholders to help delivering the project actions. The responsibilities for leading on the work packages have been distributed according to the best skilled actors within the partnership for the specific tasks in the work plan. The choice to continue with the entire FAIR consortium (with the only addition of Prof Pitsch), is firstly due to its quality in delivering the agreed actions but also to the constructive cooperation that the partners managed to set-up in these three years.

- project webpage

The FAIR+ webpage will contain project findings and will be an open-access source that will be free to use. EuropeActive will manage and update the page and will be a test-tool for the quality of FAIR+. The page will be developed using EuropeActive' existing proven systems and software so there is no large development cost involved.

- external evaluator

At the early stage, the appointment of an external evaluator will be an added check on the quality management and on finances. Being part of the PQT, the evaluator will independently and constantly check the compliance of performances with the Grant Agreement terms and in case point out any slippages or problems in the delivery of the main outcomes – with sufficient time for rectification and/or alternative action.

- Prof Michael McNamee

Has been appointed to be part of the PQT in order to ensure the quality of the project from an ethical standpoint. Moreover, his personal knowledge of the project team will be helpful to solve any conflicts and overview the delivery of the objectives.

- Prof Susan Backhouse

Has been appointed to be part of the PQT in order to ensure the quality of the project from an academic standpoint. Moreover, her personal knowledge of the project team will be helpful to solve any conflicts and overview the delivery of the objectives.

* * *

The following table identifies the main risks related to the project implementation, the probability for the risk to happen and the risk mitigation actions. In case the risk mitigation actions will not be able to prevent the risks, the PQT, to still guarantee the project implementation, will propose ultimately actions which the consortium has to agree unanimously.

Level or risks:



LOW RISK



MEDIUM RISK



HIGH LEVEL RISK

| RISK | LEVEL OF RISK | RISK MITIGATION ACTIONS |
|---|---|--|
| <p>Conflicts between EuropeActive and the co-beneficiaries may arise with regard to EA overall management of the project</p> <p><i>The consortium is composed by partners that have already been working with EuropeActive without any issues.</i></p> |  | <p>EuropeActive to avoid those risks will propose a draft partner agreement to each partner in January. They will have a month to revise it and sign up the final version.</p> |
| <p>Conflict between partners may arise for different reasons:</p> <ul style="list-style-type: none"> • underperformances • budget overspendings • action disagreements • cultural and language barriers • etc. <p><i>The consortium is composed by partners that have already been working together in several studies and projects.</i></p> |  | <p>To guarantee high level of commitment from all partners, each of them will be asked to evaluate anonymously (after every partner meeting) the other partner works.</p> <p>The final payment will also be based on the partner performances against what agreed in the agreements</p> <p>The Project Quality Team will monitor the partner activities, send out remarks and recall in case of partner conflicts.</p> <p>Eventually, EuropeActive will promote communication among partners (also through informal ways like WhatsApp).</p> |
| <p>Conflicts between partners and subcontractors may arise for the same reasons abovementioned.</p> <p><i>The Subcontractors mentioned in the application has already working experiences with the consortium.</i></p> |  | <p>All partners agreed on the designation of Prof McNamee and Prof Backhouse as subcontractors. The rest of the subcontractors needed for the project actions will be decided by the consortium together.</p> <p>The Project Quality Team will monitor the subcontractor activities.</p> |
| <p>Partner not attending project meetings may happen for the high-numbers of meetings planned.</p> |  | <p>The final payment will be based on the number of meetings attended</p> |
| <p>Lack of project dissemination and promotion activities by partners</p> |  | <p>The Communication and Dissemination Plan will guide the partners in the delivery of this important tasks in any EU funded project.</p> <p>EuropeActive will share a calendar with all the events that would be good to attend to promote FAIR+. The</p> |

| | | |
|---|---|--|
| | | PQT will actively monitor and encourage the partners to disseminate. |
| Difficulties to achieve respondents for the two TEG1 surveys. This is due to the sensitiveness of the topics surveyed and the potential outcomes/messages which may result. |  | The researchers will be asked to consider alternative lines of access to the sport bodies/organisations that will be needed. This might include, for example, appointing other field researchers to attend sport events. |
| Low response to the Guidelines feedback period |  | The three NADOs of the consortium has good relations with the other European NADOs and doping stakeholders. This would guarantee a sufficient number of feedbacks to collect. |
| Low responses to survey is a common risk. |  | Active contribution by all partners in reaching the right contacts to survey. Set-up a light and easy questionnaire in different languages without too short deadlines. |
| Delays related to deliverables and planning can occur during the implementation of a project. Sometimes, to respect the deadlines, partners deliver low quality outcomes. <i>Partners have been selected by EuropeActive for their reliability and expertise in the field.</i> |  | Periodical monitoring of activities by the Project Quality Team. A deliverable workplan with a clear definition of roles and responsibilities |
| Low Participation to the Forums may occur for several reasons: - events overlapping - low level of attention from other doping stakeholders and policy makers <i>The Forum, organised in the framework of the FAIR Project, has already become one of the most relevant occasion for European doping experts, institutions and stakeholders to gather and there is a clear desire to see it continued.</i> |  | EuropeActive and TAFISA are responsible for the FORUM organisation, but all partners are called to promote the event all over the 36 months to gain as much attention as possible among doping stakeholders. |
| External events may arise that are outwith the control of EuropeActive or our partners. |  | A detailed QMP with the on-going risk assessment plan is the right instrument for the consortium to be ready in case of external events which may compromise the project implementation. |

In order to clarify evaluation methods and criteria (“**the performance indicators**”) which will be constantly monitored by the PQT we need to recap the project objectives and targets.

Objectives:

- Research doping practices in recreational sport

- Provide Educational Guidelines for recreational sport coaches
- Maintain the FORUM for anti-doping in recreational sport appointment

Targets:

- International Sport/Doping Associations
- European Institutions and Council of Europe
- National Institutions and NADOs
- Academic Institutions
- Recreational Sport Federations, Clubs and Associations
- Individual recreational sport coaches, instructors and trainers

Performance Indicators

- During the project lifetime, the **FAIR+ webpage** will be built up as a platform for gathering and sharing information on the project itself but also make on open access all materials developed. In addition to the data on the downloads, the number of users visiting the website, pages opened, videos watched and length of the stay will be used to evaluate the project outcome. The Webpage will help us to monitor the spread of the FAIR+ materials especially the Guidelines. Other indicator will be used to check the level of attention on the IO3.
- The **Annual Forums** will indicate the project state of health through several indicators:
 - high participation to the Forum, covering homogeneously the six FAIR+ target categories,
 - good feedbacks of the audience through questionnaires
 - high number of people signing the FAIR+ Pledge
 - number of requests to participate at the FORUM
- **Social media** coverage will also give indications about the state of the project. It will be very important for partners to use the official hashtags and share as much as possible any FAIR+ outcomes.
- FAIR+ team members **invited** to present FAIR+ at:
 - international academic conferences, seminars etc...
 - meetings with European and/or National policy makers
- Number of requests for **further collaborations** in projects and/or studies

Other indicators will help to monitor the long-term impacts of FAIR+.

- Increase the level of awareness of the European and National policy makers about doping in recreational sport and influence the policies.
- Increase the level of awareness of coaches and consequently of amateur athletes about the risk of doping.
- Maintenance of the FORUM as a stable event in the EU doping policy framework
- FAIR+ Guidelines used for developing future educational anti-doping campaigns. After the release of the Guidelines, doping stakeholders will be asked to provide a first feedback.
- Increase the collaboration and coordination among sport and doping stakeholders
- FAIR+ aims to contribute in the long term in reducing the doping abuse in recreational sport. It will provide few tools that will hopefully follow-up after the project lifetime

PROJECT EXPENDITURE – RULES & GUIDANCE

As a partner it is most important to be aware of what is eligible costs/expenditures for this project.

Costs and expenditure must:

- Be necessary for performance of the project;
- Relate to activities incurred in the Member States of the European Union and/or the European Economic Area and/or the associated countries participating officially in the programme;
- Be directly connected with execution of the project in accordance with the work plan;
- Be incurred by Partner organisations;
- Be actual costs, but kept within the maximum day rates contained in the Partner Obligations document;
- Be identifiable and verifiable.

As a partner you should aware of **typical costs which are considered ineligible**. For example:

- Expenditure which is not able to be evidenced through appropriate documentation;
- costs incurred in respect of travel to or from countries outside the European Union, the European Economic Area and the associated countries participating officially in the programme;
- Costs incurred outside of the eligibility period. The project duration of this project is from 1/01/2020 to 31/12/2022. Only costs incurred as part of the project and during this period will be regarded as eligible. Costs incurred before or after will not be eligible;
- Costs having no direct link to contractually agreed project activities;
- Costs already financed from another source, in particular by other Community funds.

The rules for the programme can sometimes seem quite complex or in need of clarification in specific situations. If you are unsure about whether something can be paid for out of this project grant do not hesitate to contact EuropeActive for clarification or have a look at Erasmus+ Programme Guide.

For any expenditure to be eligible it must be supported by appropriate evidence. This means that as a partner you must keep all **original documents** such as receipts, invoices, travel tickets, etc. These documents must be sent to EuropeActive for evidence and in support of a claim for expenses. Partners need to **keep copies for five years** after the end of the project. EuropeActive will not be able to accept expenditures if we do not receive the supporting documents, so it is vitally important that you send to EuropeActive of all evidences for everything you spend on the project.

In case you would need to keep original documents within your organisation for national tax regulations, you could send us the scanned copies. But please remember to keep the original documents for 5 years (31.12.2026).

Recording expenditure and staff costs for the whole project will be the responsibility of each partner.

We recommend that partners:

- Keep records of all expenditure connected with the project.
- File receipts by cost heading and in date order.
- Annotate receipts e.g. where it is not clear what the receipt is for.

You should always be careful to ensure that it is clear from the receipt what was paid for or include an explanatory note, especially if the document is not in English.

PROJECT MANAGEMENT AND IMPLEMENTATION

Each partner receives **250EUR** per month for **“Project management and Implementation”** for any general expenses related to the project (e.g. planning, finances, coordination and communication between partners, etc.); small scale learning/teaching/training materials, tools, approaches etc. Virtual cooperation and local project activities; information, promotion and dissemination (e.g. brochures, leaflets, web information, etc.).

Officially, the match funding will be covered through staff-working days. Each partner will give towards the staff costs of the project over and above those days funded by the grant. Each partner will have to provide some working days to cover the partner funding element of the project. To be eligible, staff time must be recorded on a timesheet and provided to EuropeActive on a quarterly basis.

INTELLECTUAL OUTPUTS (staff costs)

Each Partner will receive some of the grant money to help pay for staff time spent on the implementation of the project intellectual outputs. Each partner will be required to record their time spent on the project by using a **timesheet**. These are required on a quarterly basis – so there will be 12 in total. These will also be used to calculate the amount of grant money that will be reimbursed to your organisation. The Commission applies unit contributions for staff categories (manager/ researcher/ technician/ administrator) and groups of Member States, and there is considerable variation in the levels used. EuropeActive, as the grant holder, is unable to change the actual day rates payable. Supporting documents to prove staff salaries are no longer needed.

In the final report a final statement of costs must be presented. The maximum Community contribution towards Staff Costs will only be paid in full where the project achieves its contractually agreed aims.

An example of the quarterly timesheet to be returned to EuropeActive is shown in appendix.

Please keep an up-to-date record of staff time spent on the project – do not wait long periods before completing a timesheet – you will have forgotten how much time you will have spent on the project!

For your records you should keep:

- Copies of the quarterly timesheets submitted to EuropeActive.

Timesheet Form is available on FAIR+ Drive

https://drive.google.com/drive/u/1/folders/1_VrERiapPbUszhx007iaHTIDoOP5UY6z

Make sure you note any changes in personnel and when this occurs as rates of pay may also be affected. We gladly provide administrative support via telephone (+32 2649 9044) or email (francesco.capuani@europeactive.eu).

FINAL REPORT

EuropeActive will need to submit to the Commission a final report with recommendation for future action, copies of correspondence, evidence of activity, and financial accounting. Through regular reporting to the Commission and the overview of the external evaluators, the final report will be prepared at the end of the action ready for submission within the terms of the grant agreement which will follow the final reporting meeting, consultation and feedback.

The approval of the report will result in the final payment of the grant money so partners will need to send details of their activities and outcomes and how match funding has been achieved. If the project is managed correctly and the work plans followed there should not be a problem in this.

Hence, the **total payments** for partners in FAIR+ will be in three tranches (as set in the partner agreements).

The final report is submitted by EuropeActive, but it will include information from all partners. The partner contract has the times for when information needs to be sent to EuropeActive. Draft copies will be circulated to partners before final submission. The approval of the final report will trigger a payment of the grant funds from the European Commission, so it is in every partner's interest to submit accurate information to EuropeActive by the given deadline.

PAYMENTS

The total cost of the action is estimated at **402,180 EUR**, and the Commission shall contribute a maximum of **391,180 EUR**, based on unit contributions to Project Management & implementation, Transnational project meetings, Intellectual Outputs and to 80% of the estimated Exceptional costs as the grant payable.

Each partner has a total expenditure to be committed and a grant payable according to its partner agreement. A pre-financing payment representing 30% of the grant payable shall be made to the partner within 21 days of the latest of the date when the last of the two parties signs this Agreement.

A second pre-financing payment of 30% of the grant payable shall be made at month 18 depending on each Partner performance.

The balance payment of 40% of the grant payable is made after the end of the action on the basis of the costs actually incurred by the Partner in carrying out the action. Partners will be paid based on the eligible documentation provided (invoices, receipts, and timesheets) every 3 months during the duration of the project. It will be paid after the evaluation by the European Commission and/or any external experts and depends on the evaluation results and within 21 days of the Coordinator receiving the balance payment from the Commission.

AMENDMENTS

An amendment is an act modifying the grant conditions initially agreed or established in clauses of the grant agreement or grant decision. In the case of grant decision, the Agency will sign a modifying decision. Any amendment to the Grant agreement must be subject to a prior written supplementary agreement. An amendment request should not be made retroactively e.g. changes that have in reality already been carried out.

Four principles apply:

- An amendment cannot question the decision to award the grant;
- An amendment cannot result in unequal treatment of beneficiaries;
- An amendment can be made only in writing;
- The modification to a grant agreement/grant decision have to be authorised by the same parties who have signed the initial agreement/decision.

Therefore, any amendment must be explicitly authorised by the Agency following a request from EuropeActive on behalf of the Consortium.

PART II – DISSEMINATION

Dissemination is crucial part of the project, with the aim to actively provide relevant stakeholders, key actors and the greater public with information on the quality, relevance and effectiveness of the outcomes and deliverables of the project and the collaborative partnership. Dissemination is a key aspect on which the project is judged. It is therefore important the partner's ability to promote and communicate the activities of the project in order to maximise the exposure and interest of FAIR+. Dissemination takes place during all stages and is fully integrated within all activities, with a continuous and steady flow of information between all stakeholders involved. It is important that you record dissemination activities to publicise and mainstream the project outside the partnership.

The final aim of the dissemination is to guarantee a follow-up to the project. Indeed, it will be very important to disseminate the messages and products also outside the remit of the project.

An effective dissemination will be able to contribute in the long-term to turn the FORUM into a stable European event and/or to carry out further research in the area of doping in recreational sport and/or to monitor and assess the effectiveness of developments of new educational programmes for coaches. This sustainability of the project will be guaranteed by the availability of the project outcomes beyond the funding period.

This Dissemination Strategy aims to develop a strategic plan for the project, in view of its main objective that is to raise awareness among stakeholders as well as all Europeans. In this regard, this dissemination strategy will be constantly integrated by partners with suggestions and improvements. The first partner meeting will finalise and accept the dissemination strategy proposed by EA by confirming the communication and dissemination channels and the main messages to be delivered.

The dissemination targets will particularly be focussed on:

- International Sport/Doping Associations
- European Institutions and Council of Europe
- National Institutions and NADOs
- Academic Institutions
- Recreational Sport Federations, Clubs and Associations
- Individual recreational sport coaches, instructors and trainers

EuropeActive with TAFISA shall oversee the production of key messages and materials (flyers, posters, video, website, etc.) while all partners are called to carry out dissemination activities. They will be encouraged to:

- Identify more specific target groups and entities
- Disseminate information and actively exploit the outcomes of the project
- Regularly report their dissemination activities
- Engage themselves in dissemination activities.
- Avoid duplication of efforts and have a coordinated strategy.
- Report about all of their dissemination actions to EuropeActive however small they may seem, providing details and copies of the products, if applicable. This will allow EuropeActive to maintain an updated list of dissemination activities and outputs. Quantitative indicators will be used to measure the project's impact and assess the quality of its methodology and products, and the external consultant's feedback throughout the project will also allow EuropeActive to assess the effectiveness of the dissemination plan.

The suggested **dissemination activities** for partners include:

- Attending meetings, seminars and conferences at EU and National Levels;
- Distribution of FAIR+ promotional materials;

- Use of social media #ANTIDOPINGFORUM
- Enlarge the Forum networks;
- Investigate about potential collaboration with other E+ Projects and/or studies;
- Invitation to meetings
- Sending mails/documents to relevant organisations;
- Producing newsletters/articles/journals (hard copy or email);
- Put information on websites;
- Producing promotional materials such as leaflets; and
- Organising project seminars and conferences.
- Promotion of the positive affect of the outcomes.
- Engaging with cross-sectoral and key sporting organisations, educationalist and policy developers and of course the European Institutions.
- Publishing dissemination items, for instance newsletters, by reaching stakeholders and decision-makers at national and local level.

Experience shows that often project partners do either not realise that they are doing dissemination or do not keep the coordinator organisations properly informed of those activities. However, it is crucial to know that in this project valorisation activities will form a major part of the final report. It is very important to keep good record of your activities (formal and informal) regarding the project and also report them to EuropeActive.

This project will have a robust evaluation strategy in order to ensure that both the project processes and products meet the highest possible standards. Evaluation allows the project's activities to be assessed, and strengths and weaknesses to be identified and addressed where necessary. It is a commitment made to the Commission by EuropeActive and requires the cooperation of partners.

In EuropeActive's case, the evaluation will be subcontracted to an external, independent company.

DISSEMINATION MEANS

English will be the main language for dissemination and communication purpose (e.g. website, social media, publication, studies). However, according to the project budget some promotional materials/messages will be translated will be translated into the 3 EU working languages (EN, DE and FR). Moreover, the material published (e.g. research results, tools...) will be on free access and could be translated directly by any interested stakeholders, on their own charges.

It will be a critical and an early decision of the partners on the best ways forward for an effective project dissemination to invite a **PR Agency**. The Agency could support the right exploitation of the Annual Forum messages and findings as well as the involvement of key-stakeholders.

The following tools will be used

- Social Media through the hashtag #ANTIDOPINGFORUM
- FAIR+ will be an improved version of the first FAIR project
- The Annual Forums ... through the new format of two days event
- Attending other sport/doping events
- Press Releases, newsletter and scientific publications
- FAIR+ logo and project graphic identity for printed materials
- FORUM Video
- The Erasmus+ Project Platform
- The FAIR+ Report

The EU flag and the quote “With the support of the Erasmus+ Sport Programme of the European Union” next to it will be systematically place next to the project **logo**.



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

https://eacea.ec.europa.eu/about-eacea/visual-identity-and-logos-eacea/erasmus-visual-identity-and-logos_en

Eventually, for any publications, project partners are called to use the following **disclaimer**:
“The European Commission support for the production of this publications does not constitute and endorsement of the content. The content represents the views of the authors. The Commission cannot be held responsible for any use that may be made of the information contained within”.



EuropeActive

House of Sport

Avenue des Arts/ Kunstlaan 43 - 7ème étage 1040 Brussels Belgium

T +32 (0) 2649 9044 W: www.europeactive.eu