



EUROPEAN
WEEK of CLEAN
SPORT

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D5.1 Policy and Practice Recommendations



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EUROPEAN WEEK of CLEAN SPORT



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

| PARTNERS |

• CYPRUS ANTI-DOPING AUTHORITY (CYADA) - Cyprus • POLISH ANTI-DOPING AGENCY (POLADA) - Poland • ANTI-DOPING AUTHORITY OF PORTUGAL (ADoP) - Portugal • ANTIDOPING ORGANISATION OF BULGARIA (BuINADO) - Bulgaria • EUROPEACTIVE (EHFA) - Belgium



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CONTENTS

Introduction	4
1. EWCS Campaign Brief	5
2. Terms of Reference (ToR)	6
2.1. Identifying & Recruiting Target Groups	7
2.2. Engaging Local Stakeholders & Communities	7
2.3. Recruiting Campaign Volunteers	8
2.4. Selecting Campaign Activities	9
2.5. Monitoring & Evaluation of Campaign Activities	10
2.6. Campaign Communication & Dissemination	11
2.7. Feasibility Analysis	12
2.8. Inclusive & Pro-Environmental Campaign	13
3. Campaign Code of Conduct	14
4. Campaign Commitment Pledge	15
Appendix 1. Co-Creation Methodology Used in the 2024 Campaign	16
1. Practical Information	16
Who will conduct the interviews?	16
Who should be invited to participate in the interviews?	16
How many participants should be in the focus group?	16
How long will the interviews take?	16
How to ensure Equality, Diversity, and Inclusion in the interview process?	16
2. Methodology	17
Participant recruitment	17
Focus Group Interview Questions	17
Research Ethics	17
General Interview Tips	18
Interview Matrix – Logbook for Interviewers	20
Appendix 2. Data Collection Tools used in the 2024 Campaign Evaluation	22
Participant Evaluation Questionnaire	22
NADOs Evaluation Questionnaire	25
Campaign Supporters Evaluation Questionnaire	26
Appendix 3. SWOT Analysis Results	27

INTRODUCTION

The present report is developed based on the lived experiences of European Week of Clean Sport (EWCS) partners, as well as the empirical evidence collected during the implementation and evaluation of the EWCS Campaign, during work-packages (WPs) 3 and 4 of the Project.

The **purpose of the report** is twofold, to:

- a) Provide EWCS consortium partners with a commonly agreed approach and relevant Terms of Reference (ToR) about implementing and sustaining the legacy of the EWCS Campaign in 2025 and beyond.
- b) Inform and provide support and guidance to National Anti-Doping Organisations (NADOs) and other interested authorities and stakeholders in the field of sport and doping prevention, from countries external to the EWCS consortium, with regards to designing, implementing, and evaluating the EWCS Campaign in their countries, in 2025 and beyond.

Accordingly, the report is organised along the following sections.

1. **EWCS Campaign Brief** describing concisely and in plain language the purpose and key objectives of the Campaign, and showcasing the implementation of the Campaign in four European Countries.
2. **Terms of Reference** describing the role and function of an overseeing EWCS Campaign Coordination Committee, and the key principles in designing, implementing, and evaluating the EWCS Campaign, as per the Operational Framework of the Project.
3. **EWCS Campaign Code of Conduct** describing the minimum expectations for future Campaign Partners.

1. EWCS Campaign Brief

The EWCS Campaign is a public campaign aiming to raise awareness about the risks of using doping substances in sport, including both competitive, high-performing and elite sport, as well as grassroots, recreational sport, and exercise. As such, the goal of the Campaign is to ensure that evidence-based information and guidance is provided during Campaign activities to multiple target groups that are directly (e.g., athletes, exercisers, coaches, athletes support personnel, personal trainers) or indirectly (e.g., parents and/or caregivers of athletes or exercisers; organisations supporting healthy lifestyles) associated with sport.

It is also important that the Campaign is inclusive and accessible to different populations, so that clean sport values are more widely communicated across the society. Indicatively, this includes athletes with impairments, diverse age groups, as well as minority groups and other vulnerable social groups at-risk for socioeconomic and other forms of exclusion (e.g., refugees displaced by war and other migrant populations).

The Campaign has been supported with funding from the European Commission's Erasmus+ Sport Programme, between 2022-2024, and it has been implemented by the following organisations:

- Cyprus Anti-Doping Authority (Project Coordinator), Cyprus
- Bulgarian Anti-Doping Centre, Bulgaria
- Portuguese Anti-Doping Authority, Portugal
- Polish Anti-Doping Agency, Poland

The **main objectives** of the Campaign are to:

- Celebrate clean sport values and attitudes in local sport communities.
- Promote clean sport across levels and types of sport, and across age and ethnic groups.
- Enable synergies for clean sport promotion among sport stakeholders.
- Share best practices in clean sport education with local stakeholders and communities.

2. Terms of Reference (ToR)

The EWCS consortium is committed to sustaining the legacy and long-term continuation and impact of the EWCS Campaign. To this end, the consortium actively sought partnerships with NADOs from other countries to ensure that the Campaign is more widely disseminated and implemented in countries that are external to the consortium of the EWCS project. The ToR described here intends to support such partnerships, adhering to the principles and values of the EWCS Project.

In each country the competent authority to coordinate, implement, monitor and evaluate the Campaign is the NADO. The EWCS Campaign Coordination Committee will work with the interested NADOs to define the dates for the EWCS Campaign, and provide appropriate support for the monitoring and evaluation of the Campaign, and promotional and dissemination materials (e.g., logo, social media assets, etc.). Henceforth, the EWCS Campaign Coordination Committee will be referred to as Coordination Committee and new partners interested in implementing the Campaign will be referred to as Campaign Partners.

The Coordination Committee is formed by the four NADOs that participated in the EWCS Project: (Listed below). Other interested NADOs may also join the Coordination Committee.

- Cyprus Anti-Doping Authority (project coordinator), Cyprus
- Bulgarian Anti-Doping Centre, Bulgaria
- Portuguese Anti-Doping Authority, Portugal
- Polish Anti-Doping Agency, Poland

Consistently, with the Operational Framework of the EWCS Campaign the Coordination Committee recommends that Campaign Partners adhere to the following general guidelines about the design, implementation, and monitoring and evaluation of the Campaign.

2.1. Identifying & Recruiting Target Groups

In each country, EWCS partners may target groups that are:

- Accessible¹.
- Motivated to participate.
- Willing to be involved in the campaign in different roles (e.g., as participants and/or as volunteers actively supporting the implementation and communication of the campaign in referent social groups).

Although there is no exhaustive list of groups that may be targeted, the following groups were used in the 2024 Campaign:

- Athletes at different competitive levels, gender, ability², and age groups.
- Recreational and grassroots sport/exercisers.
- Student athletes (secondary & higher education).
- Coaches and athlete support personnel.

It is important that Campaign Partners ensure that they have the necessary resources to recruit target groups for participation in the Campaign. To this end, it is advisable that Campaign Partners utilise existing networks with relevant and local sport stakeholders and groups, including but not limited to: Ministries (e.g., responsible for sport, health, education) and related governmental authorities; primary, secondary, and tertiary/higher education institutions; sport federations and clubs; athlete groups and committees; the local sport and fitness industry; and other stakeholders with an interest and/or remit in preventing the use of drugs and promoting healthy lifestyles.

¹ Accessibility should not be equated with convenience, because this may limit the diversity of the target groups represented in the campaign.

² Indicatively, this may include athletes with impairments, in para-sports.

2.2. Engaging Local Stakeholders & Communities

The success of the Campaign is partly determined by the local partnerships developed between Campaign Partners (e.g., NADOs) and sport stakeholder and community groups that may actively support the design and implementation of the Campaign.

In the 2024 Campaign, all NADOs of the consortium formed strategic partnerships with local supporting organisation (henceforth referred to as Campaign Supporters) which facilitated the scoping and co-creation of the Campaign activities, as well as the implementation, and wider communication and dissemination of the Campaign.

It is advisable that Campaign Partners perform a scoping exercise to determine which strategic partners could be utilised locally (e.g., from existing networks) to facilitate the Campaign across its different stages.

2.3. Recruiting Campaign Volunteers

Based on the experiences of the EWCS consortium in designing and implementing the Campaign in 2024, and from lessons learned from other organisations implementing similar activities (e.g., Play True Day of the World Anti-Doping Agency; Clean Sport Week by UK Anti-Doping) it is important that Campaign Partners consider the recruitment of volunteers to facilitate and support the implementation of the Campaign. For this purpose, it is recommended that a nuanced approach is used, targeting and selecting volunteers based on feasibility, resources, and risk assessment (e.g., time, commitment, resources needed). It is also advisable to use Equality, Diversity, and Inclusion criteria, as much as possible and where feasible, in targeting and selecting volunteer groups.

In the 2024 Campaign, the following volunteer groups were approached:

- Secondary education students.
- University students.
- Educators.
- Coaches.
- Athletes from different gender and age groups, including master athletes and retired athletes.

For more effective recruitment of volunteers, it is suggested that partners utilise and involve existing resources and networks from relevant stakeholders (e.g., Ministries responsible for sport/health; national sport federations; National Olympic Committee, etc.); coaches' organisations and associations; schools (secondary and higher education) that may also serve as stakeholders/endorsers of the Campaign. Where appropriate and feasible, it is advisable to incentivise and/or recognise volunteer participation (e.g., certificate/award issued by NADO and/or collaborating authority).

2.4. Selecting Campaign Activities

Campaign Activities may vary in nature and scope, and it is important that they reflect the needs and interests of the groups that will be targeted by the Campaign. For this purpose, it is recommended that, where appropriate and feasible, Campaign activities are co-created with representatives from the identified target groups. **Appendix 1** presents the co-creation methodology that was used in the 2024 Campaign to identify volunteers, target groups and Campaign activities. Campaign Partners may adjust this methodology to accordingly fit their co-creation approach and needs.

It is also advisable that a hybrid model is used, involving both face-to-face and online activities through digital tools and platforms (e.g., social media).

Campaign activities should be **education-oriented, interactive, simple, and easily applied**. Furthermore, Campaign activities should be selected strategically, considering their **feasibility, financial viability**, and the **resource availability** of Campaign Partners.

As a minimum, it is expected that **at least 3 activities** are implemented during the Campaign.

In the 2024 Campaign, the activities focused on the following broad areas:

- Health risks of doping use.
- Risks of nutritional supplement use (e.g., contamination, inadvertent doping, etc).
- Clean sport values and sport ethics.
- Anti-Doping Rule Violations and consequences (relevant to targeting young athletes).

To maximise the effectiveness of Campaign activities, it is advisable to:

- Engage local stakeholders (e.g., sport schools, national sport federations) to increase the number of activities delivered.
- Where appropriate and feasible, involve the media to raise awareness about the Campaign and increase participation.
- Consider implementing and/or promoting Campaign activities in the context of other, ongoing, sport competitions, games, and events. For example, this may include installing on-site booths, roll-up, and banners during a local sport event.

2.5. Monitoring & Evaluation of Campaign Activities

There are two phases during the implementation of the Campaign:

- a) Monitoring phase assesses real-time engagement as indicated by the number of people who register for and attend the Campaign activities. The monitoring phase takes place before and during the Campaign implementation.
- b) Evaluation phase focuses on capturing feedback from Campaign target groups and volunteers. The evaluation phase takes place during and after the Campaign implementation.

For the monitoring phase, it is advisable that Campaign Partners use different methods depending on the nature of the activities. For example, **digitally delivered activities** (e.g., via Social Media platforms) can be monitored through digital traffic and analytics indicators, including the number of followers and relevant retweets/postings in social media. Accordingly, **face-to-face activities**, can be monitored using RSVP and/or attendance registries (online or printed).

For the evaluation phase, Campaign Partners may use different methods to capture feedback about Campaign activities, in different groups. Indicatively, and based on the EWCS consortium experiences of the 2024 Campaign, feedback was sought from NADOs that implemented the campaign, supporting organisations (e.g., sport federation who facilitated the implementation of Campaign activities), and the actual participants/target groups of the Campaign, as indicated below.

Interviews with NADOs implementing the Campaign focused on:

- Difficulties and risks encountered, and solutions implemented.
- Operational and organisational costs involved.
- Areas for future improvement.

Interviews supporting organisations focused on:

- Overall evaluation of the benefits and advantages of EWCS for the local communities
- Satisfaction with the Campaign activities.
- Areas of improvement and willingness to be involved in the Campaign again in the future.

Questionnaires with participants/target groups attending the Campaign focused on:

- Overall evaluation (e.g., perceived usefulness, relevance).
- Satisfaction with the Campaign activities.
- Willingness to support/be involved in the Campaign in the future.

The relevant data collection tools (interview questions and questionnaires) used during the evaluation phase of the 2024 Campaign, are presented in **Appendix 2**.

2.6. Campaign Communication & Dissemination

Communication and dissemination are important for the promotion and effective implementation of the Campaign. It is advisable to use positive communication messages, tailored to the needs and interests of local campaign supporters and target groups. It is also advisable to make informed selection of social media platforms, based on the needs/interests of local target groups and campaign supporters, and strategic use of existing communication and dissemination networks of Campaign Partners and other organisations supporting the Campaign. Where applicable, common messages (e.g., Be Cool, Play Clean) should be used across Campaign Partner countries to promote the common identity of the campaign.

Recommended methods and channels for communication and dissemination activities include:

- Social media-based communication and dissemination.
- Interviews or short clips with notable athletes and/or influencers.
- Quizzes, games, and related entertaining/edutainment activities.
- Promotional activities via local mass media and networks and channels of associated stakeholders (e.g., Ministries, sport organisations, NOC etc.).

Indicatively, dissemination and communication material may involve:

- Promotional videos of the project (e.g., <https://www.youtube.com/watch?v=0hRkSw1mjis>).
- Flyers, posters, and banners/roll-ups (using plain language and clear, key messages).
- Mass media engagement (e.g., press release, press conference; presentations in local TV, radio, and web-based news outlets).

2.7. Feasibility Analysis

After Campaign Partners have taken into account the above considerations for the preparation and implementation of the Campaign, it is advisable to perform a feasibility analysis that will allow them to identify potential barriers and enabling factors for the successful implementation of the Campaign.

In the 2024 Campaign, the consortium partners engaged in a strengths, weaknesses, opportunities, and threats (SWOT) analysis covering the following areas:

Strengths	What strengths do you have to support the effective implementation of the EWCS campaign? (e.g., access to a large network of athletes with impairments).
Weaknesses	What weaknesses in your organisation may serve as barriers to the effective implementation of the EWCS campaign? (e.g., lack of human resources).
Opportunities	What opportunities do you see (external to your organisation) to benefit the EWCS campaign? (e.g., using sponsors to support EWCS activities).
Threats	What external barriers do you see that may hamper the effective implementation of the EWCS campaign? (e.g., stakeholders not willing to support the EWCS campaign).

The results of the SWOT analysis for the 2024 Campaign are presented in **Appendix 3**.

2.8. Inclusive & Pro-Environmental Campaign

With regards to Equality, Diversity, and Inclusion, it is advisable that Campaign Partners use, to the best of their abilities, the following principles:

- Provide opportunities for participation (e.g., for volunteers, target groups, campaign supporters) in gender and disability-friendly manner.
- Use gender neutral and disability-friendly language, messages, and communication throughout the different phases of the campaign.

With regards to Environmental Sustainability, it is advisable that Campaign Partners consider, as a minimum expectation, the following measures:

- Signpost participants to waste management for on-site/face-to-face activities.
- Wherever possible, use of recyclable and environmental-friendly materials.
- Consider travel implications for onsite/face-to-face activities, making commuting choices with the least environmental impact as much as possible.
- Consider the environmental impact and carbon footprint of digital communications.

3. Campaign Code of Conduct

Campaign Partners must adhere to the following Code of Conduct, which was developed by the EWCS Campaign Coordination Committee and indicates the minimum expected requirements for implementing the Campaign.

1. EWCS Commitment Pledge: Campaign Partners agree on the expectation of minimum number of activities ($n = 3$) to be implemented. This includes anti-doping education, information, and awareness-raising activities, as well as promotional activities for the wider dissemination and communication of the Campaign (e.g., social media posts, announcements, promotion through own website/forum, posters, and leaflets).
2. Clean Sport Commitment: In forming partnerships for the implementation of the Campaign, Campaign Partners should ensure that volunteers and campaign support organisations be explicitly committed to promoting clean sport values and respect anti-doping rules and the World Anti-Doping Code and International Standards, and refrain from activities that promote or endorse doping and doping-related attitudes, undermine athletes' health and the efforts and credibility of NADOs.
3. Conflict of Interest: In forming partnerships for the implementation of the Campaign, Campaign Partners should ensure that any potential conflict of interest is duly acknowledged and explicitly addressed.
4. Sponsorship: It is advised that Campaign Partners do not receive sponsorship for the implementation of the Campaign from companies and organisations that pose a reputational risk to clean sport.
5. Equality, Diversity, & Inclusion: Campaign Partners should at all times promote equal opportunities and inclusion, and respect diversity, as per the ToR of the Campaign.
6. Pro-environmental Commitment: Campaign Partners should ensure that, where possible, Campaign activities are designed in way that does not negatively impact the natural environment, as per the ToR of the Campaign.

Campaign Partners who accept the Code of Conduct of the European Week of Clean Sport Campaign agree to sign the Commitment Pledge shown in Section 4.

4. EWCS Campaign Commitment Pledge

Campaign Partners who accept the Code of Conduct of the European Week of Clean Sport Campaign agree to sign the following Commitment Pledge, indicating their commitment to the values and principles of the Campaign in promoting the right for drug-free sport participation.

The [*name of Campaign Partner*] accepts the Code of Conduct of the European Week of Clean Sport Campaign and also accepts that the use of doping substances undermines the health of athletes and exercisers, as well as the public image and health-promoting nature of sport.

To this end, the [*name of Campaign Partner*] commits to support the European Week of Clean Sport Campaign in the following ways:

- The [*name of Campaign Partner*] supports the mission of the Campaign in promoting drug-free sport participation and the wider dissemination of Clean Sport values in the society.
- The [*name of Campaign Partner*] is committed to conducting anti-doping education and awareness-raising activities as indicated in the EWCS Campaign Code of Conduct, in an inclusive and environmentally-friendly manner.
- The [*name of Campaign Partner*] will make every effort to ensure that volunteers and campaign support organisations refrain from activities that promote or endorse doping and doping-related attitudes and undermine athletes' health or the efforts and credibility of NADOs.
- The [*name of Campaign Partner*] will make every effort to ensure that volunteers and campaign support organisations' employed and associated staff will not condone, assist or in any way support the use of prohibited substances and methods (unless permitted by a Therapeutic Use Exemption) in any aspects of their work.

Date and Place:

Signature, Campaign Partner

Signature on behalf of the EWCS Coordination Committee

Appendix 1. Co-Creation Methodology Used in the 2024 Campaign

1. Practical Information

Who will conduct the interviews?

The Needs Assessment Focus Group Interviews will be conducted by staff members of your organisation in each of the following countries:

- Cyprus
- Bulgaria
- Poland
- Portugal

Who should be invited to participate in the interviews?

Adults (aged 18+ years) who are residents in your country and represent one (or more) of the following groups:

- Local sport stakeholders (e.g., officials of sport clubs; representatives from the fitness industry).
- Athletes across different levels and types of sport, including recreational sport³.
- Coaches/trainers and other athlete support persons across the different levels and types of sport.

How many participants should be in the focus group?

Focus Groups are expected to have between 8 and 12 participants.

How long will the interviews take?

The focus interviews are designed to take between 40 and 50 minutes.

How to ensure Equality, Diversity, and Inclusion in the interview process?

Gender mainstreaming will be applied so that both male and female participants are recruited. It is also advisable to include, where possible, participants involved in para-sports (e.g., athletes with impairments, their coaches and other support personnel).

³ By recreational sport we mean any exercise and physical activity, which takes place in a low-level competitive or non-competitive environment, and engages participants/individuals in sport events, fitness centres, sport and leisure clubs, and outdoor-based activities.

2. Methodology

Participant recruitment

It is advisable to recruit participants strategically for the purposes of the focus group interviews. To this end, your participants should be relevant to the purposes and goals of the EWCS campaign. For example, if you choose to conduct the EWCS campaign in secondary schools in your country, then your participants should represent this context: e.g., educators, physical education teachers, students or student athletes, coaches or trainers of adolescent athletes. The key is to recruit participants that will be able to provide you with relevant and useful answers to the interview questions.

Focus Group Interview Questions

The interview questions should allow you to address the following issues:

EWCS Target groups

- Which groups will be targeted in each country?
- How will target group be approached and recruited for participation?

EWCS Activities

- Which activities are most suitable?
- Which settings/places are most suitable for delivering the EWCS campaign?

EWCS Communication & Dissemination

- How will the EWCS be widely communicated and disseminated?

EWCS Volunteers

- How to effectively recruit EWCS volunteers to support the implementation of the event.

Research Ethics

In line with the General Data Protection Regulation (GDPR) and the Research Ethics Guidelines for research involving data collection from human participants, the EWCS Needs Assessment Focus Group Interviews must conform to the following guidelines.

Informed Consent

Upon recruitment, all participants must be duly informed about the aims and purposes of the interview, as well as their participation rights. Only after participants understand their rights and the participation terms and conditions, they are eligible to provide their consent to participate in the study.

Note: Participants who do not provide their consent must not participate in the interviews.

Participation Rights

After being informed about the aims and purposes of the interviews, participants should be informed about their rights as follows:

1. Voluntary participation: It is participants' right to voluntarily participate in the interviews. Participants must not be coerced or pressured in any way to participate in the interviews.
2. Right to withdraw from the study: All participants reserve their right to withdraw from the interview without prior notice, and without being penalised in any way for doing so.
3. Right to anonymity and confidentiality: The data from all participants must remain strictly anonymous and confidential, and only be used for the purpose of fulfilling the project's tasks and activities as per the grant proposal. Please refrain from using participants' personal identifiers, such as their name/surname and date of birth, especially in any audio or video-recordings of the interviews. Do not share the participants' data with anyone outside the project's consortium.
4. Participant safety: Please take all the necessary actions and precautionary measures to ensure that participants in focus group interviews will not be exposed in any way to physical or psychological harm.
5. Participant debrief: At the end of the focus group interviews, please inform the participants about the purposes of the participation and explain to them how their anonymised input will be used in the project (i.e., to contribute to the development of the operational framework of the EWCS campaign).

General Interview Tips

The following tips pertain to most interview situations where a focus group is involved and aim to help you to smoothly operate the focus group discussion, with as less disruption as possible.

1. Introduce yourself and explain to the participants the aims and purposes of the focus group interview from early on.
2. Explain the rules of the group discussion (e.g., give relevant answers in response to the specific questions posed; don't criticise other people's responses; respect other people's views and time; abstain from answering questions you don't feel comfortable with; speak as openly and honestly as you feel comfortable; try to stay on topic).
3. Ask participants to introduce themselves. As an "ice-breaker" activity you may ask participants to indicate their professional or sport background and their interest to participate in the interview. For anonymity purposes, you may ask participants to refrain from mentioning their name – especially when interviews are recorded. If they want to, they can simply use their initials when introducing themselves (e.g., "Hello everybody, I'm CJ and I'm a track-and field coach over the last 2 years. I participate in this interview because I am very interested in anti-doping").
4. Ask one question at a time and use probes and hints as necessary. For example, if participants find it difficult to reflect on how volunteers can be used to support the EWCS campaign, or if they provide generic and vague answers (e.g., "yes, volunteers are important"), ask them to think how volunteers can support specific actions of the EWCS campaign.
5. Maintain control of the discussion and redirect it back on track if participants start talking about irrelevant things.
6. Make sure that every participant in the focus group gets the chance to talk.
7. Check with the participants that you understand what they are saying.
8. Don't take sides, favour certain participants, or express your own agreement/disagreement with the participants' views as this may pose a risk to the group discussion.
9. When ending the session, it is a good practice to summarise the main points discussed and check with the participants if they agree with your summary and conclusions.
10. Thank the participants for their time and ensure that you save the recording of the session in a safe place.

Interview Matrix – Logbook for Interviewers

Note to Interviewers: To ensure consistency in data collection and reporting, it is advisable to use the following logbook to record the answers provided by focus group participants.

Q1 (“ice-breaker question”). Please tell us a few things about your background. Why were you interested to participate in this interview?

Q2. Which groups should be targeted by the EWCS Campaign in your country? Why?

Q2a. How can we best recruit them to participate in the Campaign?

Reasons for identifying these groups:

Ways of recruitment:

Q3. Which topics do you think that the EWCS Campaign should promote more? Why?

Topics mentioned:

Reasons for identifying these topics:

Q4. What activities should the EWCS Campaign include? Why?

Activities mentioned:

Reasons mentioned:

Q5. In which places/settings/locations should the EWCS Campaign take place?

Places, settings, or locations mentioned:

Q6a. What barriers do you see in successfully implementing the EWCS Campaign in your country?

Q6b. How can we overcome these barriers?

Barriers mentioned:

Ways to overcome barriers:

Q7. How can we effectively promote and communicate the EWCS Campaign to maximise participation by local communities?

List of means to promote and communicate the EWCS:

Q8. Which groups could be suitable volunteers to support the EWCS Campaign? How should we approach them?

List of volunteer groups:

Ways to approach volunteers:

Appendix 2. Data Collection Tools used in the 2024 Campaign Evaluation

PARTICIPANT EVALUATION QUESTIONNAIRE

With this questionnaire we would like to learn about your experiences with the European Week of Clean Sport (EWCS) Campaign.

Q1. Age: _____ Years

Q2. Gender: ☐ Male ☐ Female ☐ I prefer not to say

Q3. Which of the following groups best describes you?

- ☐ I am an athlete, training for or participating in competitions locally, nationally, or internationally.
- ☐ I am not an athlete, but I participate regularly in physical activity and exercise for recreational purposes.
- ☐ I am a coach, trainer, or personal instructor in sport.
- ☐ I am an educator (e.g., secondary education; higher education).
- ☐ I am a parent or caregiver of children who participate in sport.
- ☐ Other (please describe):

Q4. Which EWCS activity did you participate in? Please describe.

.....

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.....

Q5. Overall, how relevant for you was the EWCS Campaign activity you participated in?

1	2	3	4	5	6	7
Not at all						Very much

Q6. Overall, how useful was the EWCS Campaign activity you participated in?

1	2	3	4	5	6	7
Not at all						Very much

Q7. Overall, how informative was EWCS Campaign about the dangers of doping?

1	2	3	4	5	6	7
Not at all						Very much

Q8. Overall, how satisfied are you with the EWCS Campaign activity you participated in?

1	2	3	4	5	6	7
Not at all						Very much

Q9. Based on your experience, would you recommend the EWCS Campaign to others?

1	2	3	4	5	6	7
Definitely not						Definitely yes

Q10. If you had the opportunity, would you participate in the EWCS Campaign again in the future

1	2	3	4	5	6	7
Not at all						Very much

Q11. Lastly, please tell us what you liked in the EWCS activity that you participated and what you would like to see improved.

Q11a. What did you like the most?

.....

.....

.....

Q11b. What would you like to see improved?

.....

.....

.....

NADOs EVALUATION QUESTIONNAIRE

Q1. Please indicate the most important difficulties and risks you faced during the implementation of the EWCS Campaign, as well as the respective solutions you implemented (if any).

Difficulties & Risks	Solutions

Q2. If relevant, please indicate the operational and organisational costs (approximate estimate) involved in the implementation of the EWCS Campaign in your country.

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Q3. Lastly, please indicate the areas that could be further improved if you were to implement the EWCS Campaign again in the future.

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CAMPAIGN SUPPORTERS EVALUATION QUESTIONNAIRE

Q1. Given your involvement in the implementation of the EWCS Campaign, what do you think are the benefits of the campaign for the local community (e.g., sport community, families, education)?

.....

.....

.....

Q2. If you had the opportunity, would you participate in the EWCS Campaign again in the future?

1	2	3	4	5	6	7
Definitely not						Definitely yes

Q4. Overall, how satisfied are you with the implementation of the EWCS Campaign?

1	2	3	4	5	6	7
Not at all						Very much

Q4. Lastly, please indicate the areas that could be further improved if you were to be involved in the implementation of the EWCS Campaign again in the future.

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Appendix 3. SWOT Analysis

A SWOT Analysis was used in EWCS to:

- a) Identify key enabling factors and barriers in effectively implementing the EWCS campaign in each country.
- b) Identify risk mitigation strategies and actions needed to turn threats into opportunities.

The SWOT Analysis covered the following areas:

Strengths	What strengths do you have to support the effective implementation of the EWCS campaign? (e.g., access to a large network of athletes with impairments).
Weaknesses	What weaknesses in your organisation may serve as barriers to the effective implementation of the EWCS campaign? (e.g., lack of human resources).
Opportunities	What opportunities do you see (external to your organisation) to benefit the EWCS campaign? (e.g., using sponsors to support EWCS activities).
Threats	What external barriers do you see that may hamper the effective implementation of the EWCS campaign? (e.g., stakeholders not willing to support the EWCS campaign).

The results for each of the SWOT Analysis areas are shown below.

Strengths

The NADO partners of project EWCS have:

- Ready access (legal framework, contacts) to all sport communities in involved countries.
- Contacts nationally and internationally with high-level sport stakeholders.
- Personal commitment to clean sport.
- Support of the European Commission, EACEA, and the Council of Europe's Monitoring Group for the Anti-Doping Convention (T-DO).
- Experience in organising campaigns and education initiatives.
- Complementary expertise of the consortium.
- High level of expertise in the area of anti-doping, clean sport promotion, communication, and education.
- Credibility and standing in the local sport communities.

Weaknesses

At the same time the NADO partners recognised the following weaknesses that may impede the successful implementation of the EWCS campaign.

- Lack of human resources.
- Bureaucracy.
- Limited financial resources.
- Reliance on third parties (e.g., athletes, sport stakeholders, sport community).
- Lack of control over volunteers/volunteer recruitment.
- Low uptake of social media communication and use.

Opportunities

The opportunities that may facilitate the implementation of the EWCS campaign, include:

- Support of WADA, CoE T-DO, UK Anti-Doping, and iNADO in the preparation and communication of the EWCS campaign.
- Strong ties with National Olympic and Paralympic Committees in each partner country, national federations, and other local sport stakeholders.

- Cooperation of ADoP with the Sport Foundation.
- Ministry of Sport and Sport School access in Bulgaria – with access to ambassadors and educators.
- Ongoing education activities with sport federations.
- Sponsorship from third parties (e.g., banks, national lottery).
- Active collaborations with relevant Ministries (e.g., Education, Health).
- Links to local school sport competitions (e.g., in Portugal).
- Links and synergies with local sport schools.
- Universities as partners and key sport stakeholders (e.g., to implement and/or promote the EWCS Campaign).
- Utilising consortia in other E+ Sport projects (e.g., Uni Trento, EPCS-TE consortium) to further promote the EWCS Campaign.

Threats

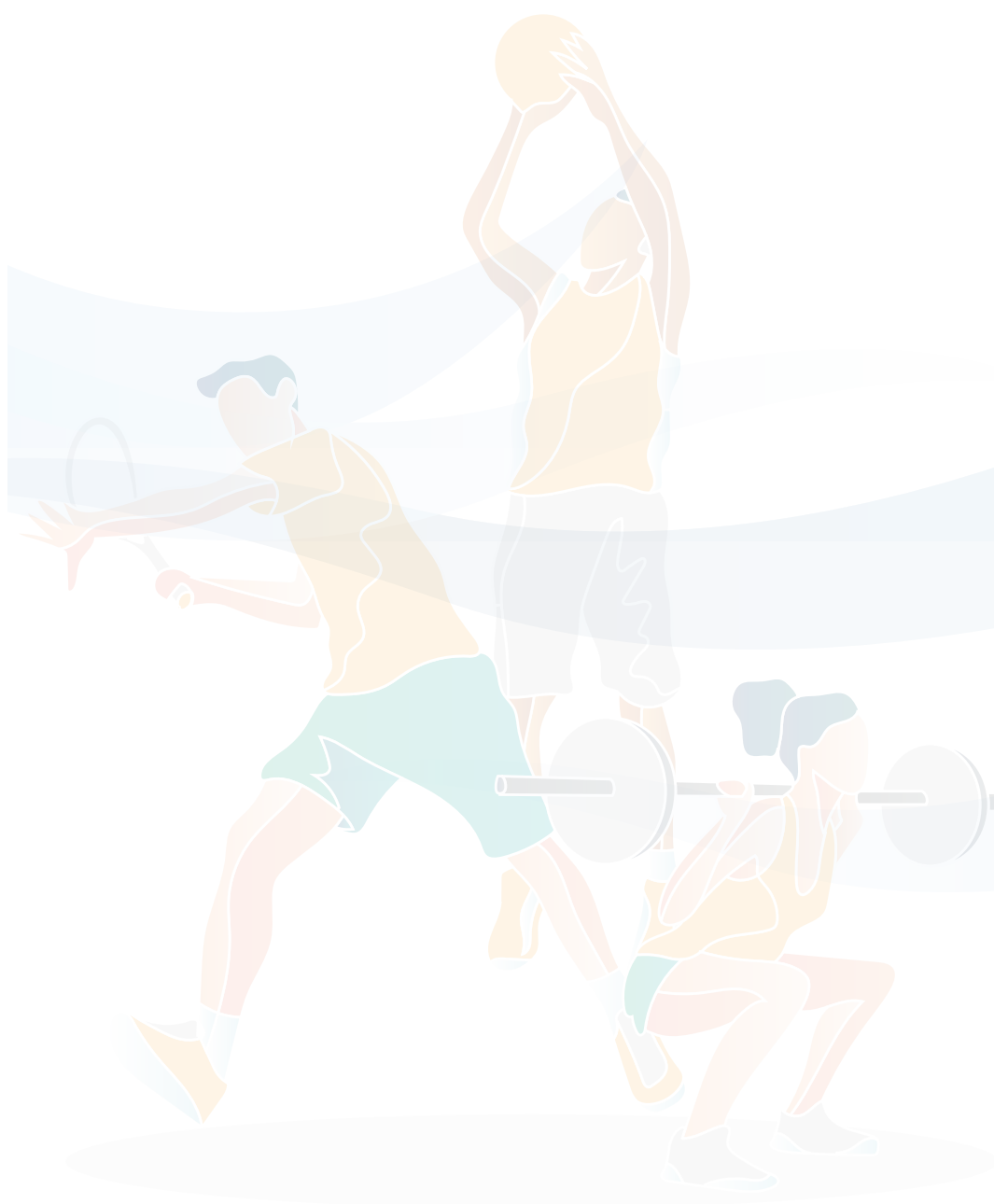
Lastly, the consortium recognised the following threats.

- Lack of support and involvement of local sport stakeholders.
- Lack of support from/limited recruitment of volunteers.
- Rival sport campaigns (e.g., sponsored by nutritional supplement companies).
- Lack of interest from sponsors.
- Political changes affecting NADO operation.
- National Associations and stakeholders may be engaged in competing activities (e.g., #BeActive Day).
- Force majeure.

Turning Threats into Opportunities

The following Table presents potential solutions to mitigate the identified threats and turn them into opportunities for the successful implementation of the EWCS Campaign.

Identified threats	Potential opportunities
Lack of support and involvement of local sport stakeholders.	Incentivise participation with giveaways and certificates/awards for participating organisations, groups, individuals; involve key people/persons in the campaign.
Lack of support from/limited recruitment of volunteers.	Incentivise participation with giveaways and certificates/awards for participating organisations, groups, individuals; involve key people/persons in the campaign.
Competing sport campaigns (e.g., sponsored by nutritional supplement companies)	
Lack of interest from sponsors.	Incentives for sponsors (e.g., visibility in dissemination and communication events; corporate social responsibility); involve key people/persons in the campaign.
Political changes affecting NADO operation.	Work out solution with new administration for the completion of the publicly-funded project.
National Associations and stakeholders may be engaged in competing activities (e.g., #BeActive Day).	Propose embedding EWCS within existing activities (e.g., EWCS booth in Cologne convention).
Force majeure (e.g., new pandemic).	Communicate with EACEA to identify commonly accepted solutions.



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