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Summary Report



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KMOP – Greece

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CESIE – Italy



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Abstract

The present report documents the summary results of the desk and field researches conducted in the following countries - Bulgaria, Croatia, Cyprus, Greece and Italy for the Erasmus+ project *GoSport – Promoting good governance in sport through social responsibility*. The fundamental aims of this report are i) to demonstrate how different types of sports organisations interpret, manage and prioritise social responsibility (SR) issues within their organisations, especially in terms of combatting violence and tackling racism, discrimination and intolerance, and promoting human rights, social inclusion and equal opportunities, ii) how organisational governance influences SR and vice versa and iii) how SR is communicated within sports organisations.

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A total of 101 representatives of different for-profit and non-profit sports organisations, and relevant stakeholders in the field of sports, participated in the study. The need for supportive legislature framework; increased funding; and increase in human resources, by enhancing particularly, the participation of women in the sports organisations, were highlighted as the most common issues in the five countries. Moreover, the lack of adequate knowledge on the field of Corporate Social Responsibility and insufficient guidance by the state on how to implement social initiatives was raised by the participants. These key issues will better facilitate the organisations, to implement good governance policies and undertake long-term social responsibility initiatives with positive impact.

The representatives recognise the influential capacity of their sports organisations in society, as an integral part of their communities, as well as, their social responsibility to offer a fertile ground for social initiatives targeting the issues of racism, violence, discrimination, inequalities and promotion of social inclusion and human rights. This summary report points out concrete aspects for the upcoming stages of the GoSport project, such as fully encouraging sports organisations to have an active engagement in their local communities and supporting them through education and training on how to plan and implement (C)SR initiatives with practical guidance.

1. Introduction

Good governance and social responsibility in sport have gained increasing interest over the last years. Good governance is “*the process whereby public institutions conduct public affairs, manage public resources and guarantee the realization of human rights, in a manner essentially free of abuse and corruption, and with due regard for the rule of law*”¹. The most important features of good governance are transparency, responsibility, accountability, participation and responsiveness to the needs of the people.

GoSport is a transnational project coordinated by KMOP (Greece) with the involvement of BSDA (Bulgaria), IDOP (Croatia), CARDET (Cyprus) and CESIE (Italy). The project’s overall aim is to encourage social inclusion and equal opportunities in sports by improving good governance within sports organisations through social responsibility (SR). It targets for-profit and non-profit sports organisations, national sports federations and sports leagues, public bodies in charge of sports at local, regional and national level and organisations/unions active in the fields of sports, human rights and social inclusion. The summary report presented in this document is based on the national reports produced by the project partners in the five countries under study: Bulgaria, Croatia, Cyprus, Greece and Italy. The national reports can be consulted for more details on each particular country. The collection of data took place between March and October 2020. The purpose of the summary report is to provide a comparative analysis identifying common issues and differences in the partner countries, in order to build knowledge and understanding of sports organisations and relevant stakeholders on three major issues:

- How the different types of sports organisations interpret, manage and prioritise SR issues within their organisations - in terms of combatting violence and tackling racism, discrimination and intolerance, and promoting human rights, social inclusion and equal opportunities;
- How organisational governance influences SR and vice versa;
- How SR is communicated within sports organisations.

This summary report will provide the basis for the upcoming deliverables of the project, which include a Guide for sports organisations (for-profit and non-profit) on social responsibility with recommendations on recognizing SR, on identifying the core subjects and issues of SR, and on

¹ <https://www.ohchr.org/EN/Issues/Development/GoodGovernance/Pages/GoodGovernanceIndex.aspx>

effectively integrating and communicating social responsibility; the development and pilot implementation of an awareness raising & training toolkit for the leadership and staff of non-profit/community (multi)sports clubs and sports academies, in order to build their skills on implementing good governance principles through social responsibility; and the online toolkits, meaning the digital format of the awareness raising & training toolkit.

The structure of the present document includes a description of the national frameworks concerning good governance and social responsibility in sports; the research methodology and the profile of the participants in our study; and the main results drawing on the perspectives of representatives of professional and semi-professional/amateur sports clubs, key stakeholders etc. about (C)SR initiatives. The correspondences and differences between the five countries are highlighted, as well as, the barriers and the suggestions by the participants on how to support and facilitate sports organisations to implement (C)SR actions. A summary of our findings and recommendations for the upcoming stages of the GoSport project can be found in the conclusion.

2. Desk research

2.1. National Legal Frameworks

For the purposes of our desk research, the partners from the five countries identified the relevant national legal frameworks regarding good governance, discrimination/violence and human rights protection in sports. Overall, in the five countries, there are legislative frameworks that focus mainly on the prevention of violence in sporting events; the protection against discriminations; the equal participation in sports for all; and the safeguarding of human rights. Therefore, we will present the laws and their similarities/differences by each country.

Bulgaria:

- Law for protection of discrimination² that was adopted in 2003 and regulates protection against all forms of discrimination and helps to prevent it.
- National Strategy to promote equality of women and men 2016-2020³ which includes the implementation of the Gender Equality Act (GEA) of Bulgaria that provides a step forward towards achieving equality of women and men.

² <https://www.lex.bg/laws/ldoc/2135472223>

³ <http://www.strategy.bg/FileHandler.ashx?fileId=9257>

- Member State in the European Convention on Violence and Bad Behaviour at Sports events and in participation on football meetings, that aims to achieve greater unity between its members, concerned about acts of violence and bad behaviour among spectators of sports events and especially at football matches and their consequences.

Croatia:

- According to the UN Sustainable Development Report for 2019⁴, the country ranks relatively high in 22nd position. Indicatively, Italy comes in at 30th, Bulgaria 36th, Greece 50th and Cyprus in 61st position.
- Amendments to the Law of Sport⁵ came into force on 01/01/2020 and as it highlights in Article 1 "*sport must be equally accessible to all regardless of age, race, gender, sexual orientation, religion, nationality, social status, political or other belief*".
- Croatian legislation also encourages the work of the Paralympic Federation and the Association of the Deaf. Pursuant to the law referred to in Article 53, which regulates the work of sports associations of persons with disabilities, persons with disabilities are allowed, for the sake of sports competitions and for sports and recreational purposes, to establish sports associations.
- Law on the Prevention of Clutter in Sports Competitions (2012)⁶, which sets penalties if any of the following provisions is violated - the introduction of banners, flags, symbols and the like inciting hatred or violence on the basis of racial, national, religious or regional affiliation.
- In 2019, the National Sports Program⁷ was also established by the Central State Office for Sport, where all sports federations participate in it and its major goals among others, are the improvement of cooperation of all stakeholders relevant to sports field and the development of a joint Action Plan for the implementation of programs with measures for the prevention of violence in sport.

Cyprus:

- In 2008, the Republic introduced the Law on the "Prevention and Fight against violence in sports venues"⁸. Said legislation sets specific parameters that sports venues and authorities should abide to ensure the safety of the spectators. It also lays out a series of violence

⁴ <https://sdsna.github.io/2019GlobalIndex/2019GlobalIndexRankings.pdf>

⁵ <https://www.zakon.hr/z/300/Zakon-o-sportu>

⁶ <https://www.zakon.hr/z/445/Zakon-o-sprje%C4%8Davanju-nereda-na-%C5%A1portskim-natjecanjima>

⁷ <https://sdus.gov.hr/UserDocImages/dokumenti/NATIONAL%20SPORTS%20PROGRAM.pdf>

⁸ http://www.cylaw.org/nomoi/enop/non-ind/2008_1_48/full.html

retention measures and puts forward a list of punishable actions and decrees, as an offence punishable with fine and imprisonment the unlawful statements that encourage the use of violence or incite prejudice and racism. Moreover, it prohibits the use of racist or abusive slogans, symbols and gestures in sports grounds.

- The Law to Combat Racial and other forms of discrimination (2004)⁹ prohibits any discriminatory action or behaviour exhibited in the form of injustices or prejudice towards an individual on the basis of its race, community, language, colour, religion, political and other views or nationality.
- Moreover, with a law voted in 2011, Cyprus ratified Convention on the Rights of Persons with Disabilities¹⁰ and among others, it recognized the right of individuals with disabilities to participate in cultural life, recreation, leisure and sport on an equal basis and it also, pledged to take all appropriate measures to ensure that people with disabilities participate on an equal basis with others in sporting activities.
- Issues of gender are overseen by the Commissioner for Gender Equality¹¹ who undertakes initiatives, actions and campaigns to promote equal opportunities between men and women and to safeguard Women's Rights.
- The Cyprus Sports Organisation, a public body responsible to promote and regulate sport in the island, following the Brighton Declaration on Women and Sport has introduced a Committee on 'Sport and Women'¹² to promote the action to make sport and physical activity fully inclusive of women and girls.

Greece:

- According to the Law 4326/2015 - Emergency measures to combat violence in sport and other provisions¹³, *"every natural or legal person related to sport, as well as any sports body, shall take all possible measures to prevent violence in the sport, inside or outside the sports grounds."* In serious incidents of racist behaviors and sports-related violence, inside or outside the playing grounds, the Ministry of Sports is responsible for the punishment of the sports clubs with fines ranging from ten thousand (10,000) to one million (1,000,000) euros.

⁹ http://www.cylaw.org/nomoi/arith/2004_1_042.pdf

¹⁰ http://www.cylaw.org/nomoi/arith/2011_3_008.pdf

¹¹ http://www.institutionforgenderequality.gov.cy/equality/equality.nsf/page03_gr/page03_gr?OpenDocument

¹² <https://cyprussports.org/gr/activities/committees/sport-and-women.html>

¹³ <https://www.e-nomothesia.gr/kat-athlitisimos/n-4326-2015.html>

- Moreover, the state recently approved the organisational framework of programs and sport events under the title “Sports for All”¹⁴. The philosophy behind the program is to provide equal opportunities to all people regardless of age, gender, religion, socio-economic status, people with disabilities, etc. to participate in sports activities, promoting the broad benefits of physical activity and improving the quality of life of individuals from different social groups, especially the most vulnerable.
- In 2017, a draft national strategy for corporate social responsibility and responsible entrepreneurship¹⁵ was under public consultation from the Ministry of Development and Investment, although until now no official legal plan operates.
- The most recent effort in policy level, to change the operations of professional and non-professional sports clubs is the ‘new sports law’ or Law 4726/2020 - Professional Sports Committee and other provisions¹⁶ provided by the Ministry of Culture and Sports. This law comes as an effort to cope with the problems of corruption and mismanagement in both the professional and amateur sports clubs. The core issues of the new law are accountability, transparency, good governance, the safeguarding of minority rights, and gender equality. Age limits are introduced in the tenures of the managers and gender quota for the reinforcement of participation of women in the sports boards. Also, social inclusion of migrants and asylum seekers is supported more, since they have the right to participate in sports tournaments and leagues¹⁷. This new endeavor is very positive and important step towards reinforcing good governance and transparency, but there is no support scheme for social responsibility in the sports bodies.

Italy:

- Regarding the legal aspects of sport provision, there are very few regulatory interventions concerning exclusively sports activities. The Italian Constitution, before the 2001 reform, did not even contain an explicit reference to sport. After this reform, it has been established that as regards to the organisation of sporting events, the organisation of competitive sporting activities is the responsibility of the Italian National Olympic Committee (CONI) while the organisation of non-competitive sports activities is the responsibility of the Italian regions.

¹⁴

http://gga.gov.gr/images/athlitismos/athlisi%20gia%20olous/egkrisi_organotikou%20plaiou_fek_1774_B_17062016.pdf

¹⁵ <http://www.opengov.gr/ypoian/?p=8206>

¹⁶ <https://www.e-nomothesia.gr/kat-athlitismos/nomos-4726-2020-phek-181a-18-9-2020.html>

¹⁷ <https://government.gov.gr/neos-athlitikos-nomos/>

- Focusing more specifically to discrimination, violence and human rights protection in the field of sports, the Italian regulatory production does not pay particular attention to these values, with the exception of the legislative decree n. 242 of 23rd July 1999, with which CONI was reorganised and stated that "*it takes and promotes appropriate initiatives against all forms of discrimination and violence in sport*". The CONI can therefore, be defined as a public body responsible for organising and strengthening national sport, promoting the maximum diffusion of sports practice with consequent consideration and the enhancement of these values.
- These observations are also reflected in the statutes of many national sports federations, associated sports disciplines, sports promotion bodies and meritorious associations, although with partial diversifications.
- Since 2014, CONI has undertaken a path aimed at reporting its sustainability performance, through the annual publication of its CSR "Sustainability Report", in order to communicate transparently and share its work with the stakeholders.
- Ultimately, the approach in sports justice, in Italian sports law, makes use of the statutes and requirements from both publicist (such as those from CONI) and private institutions (i.e. individual federations or national associations).
- The achievements of these results are mainly linked to some initiatives, such as the Rivista di Diritto Sportivo (Sports Law Magazine) and the Scuola Centrale dello Sport (Central Sport School) that aim to contribute in the critical updating of sports laws and to invest in a technical and managerial qualification in the field of sports law, respectively.

2.2. Projects and policies on social responsibility issues

Fifty (50) policies, regulations and initiatives on social responsibility issues organised by sports organisations and relevant stakeholders have been identified by the researchers, in the five partners' countries. The policies and actions focus on different topics including the prevention and combating of violence, racism, discrimination, promotion and safeguarding of gender equality, social inclusion and human rights, aiming at supporting the marginalized communities and raising awareness of the public on multiple social challenges. In the following table, twenty-five (25) of the identified policies and actions are presented by country (See the national reports for the total initiatives):

Country	Policies and actions
Bulgaria	<ol style="list-style-type: none"> <li data-bbox="432 495 1310 840">1. Cross-border cooperation for the development of social sports infrastructure in the municipalities of Pravets and Pirov: The two municipalities highly prioritize their responsibility for conducting sporting activities in the cross-border region and central role has been given to sports organisations and clubs located on their territory. Creating conditions for exercise and sport for the population is an integral part of the social policy of the two municipalities for their constituent settlements¹⁸. <li data-bbox="432 891 1310 1332">2. Bulgarian Football Union –The Scarf of Respect: The presentation of the scarf coincides with the match with Paraguay on 13.11.2019, which is also the first match for the national team since the racist scandals surrounding the duel with England in October. "<i>The creation of this charity product is part of a series of steps that the BFU will take in response to what happened during the European Qualification between Bulgaria and England on 14.10.2019</i>", BFS added. The scarf was provided to all fans of the national team and the proceeds were donated to an organisation that fights discrimination in football. <li data-bbox="432 1384 1310 1729">3. Bulgarian Football Union against match-fixing: The Bulgarian Football Union has taken action on counteracting match fixing through the establishment of an Integrity Expert and a special e-mail address to receive alerts for fixed football matches. After analysis, the data may be transmitted to any of the BFU and/or Ministry of Interior. On its web site you can find excerpts from regulatory documents of Bulgaria, FIFA, UEFA and BFU, as well as news and video related to the topic.

¹⁸ <https://pravets.bg/data/pages/files/1426005476.pdf?%D0%B0=46>

	<ol style="list-style-type: none"> 4. International Boxing Association (AIBA) Gender Equality Forum: It was the first event organised by the association for the equal rights in boxing, and it was hosted in Sofia with 40 women participants from 30 countries. The event was opened by the Bulgarian Minister of Youth and Sport Krassen Kralev, who mentioned that the Bulgarian Boxing Federation can be an example, showing great sport results both in men and women categories and he was convinced that gender equality is the direction all sport clubs in the world should be heading to. 5. Ambassadors' League - diplomats play football in support of human rights: A charity football tournament with the participation of employees of the diplomatic missions in Sofia, institutions and non-governmental organisations was held on May 11, 2019 on the fields of the National Football Base "Boyana". The tournament was organised by the United Nations Association in Bulgaria, in partnership with the Bulgarian Football Union and under the patronage of the Minister of Foreign Affairs of the Republic of Bulgaria. The funds raised are used to conduct human rights training for children and youth in the country.
Croatia	<ol style="list-style-type: none"> 1. Statute of the Croatian Football Federation - Article 14 (2019): The federation is neutral in matters of politics and religion, discrimination of any kind against States is prohibited, persons or gender groups based on their race, nationality, religion, gender, language, political affiliation or anything else, and the offender of such provisions may be liable by exclusion from the Alliance. 2. "Fair play in the stands" by GNK Dinamo Zagreb and the Croatian Red Cross: For every match in which Dinamo will not be penalized by the supervisory bodies and due to the outburst of fans, Dinamo will set aside a certain amount for the needs of children, young people and socially disadvantaged people. One

of the general goals is the fight against racism, discrimination and hate speech.

3. [“Be a friend of children”](#) by the Croatian Football Club Hajduk, Water polo Club Jug, Volleyball Club Kastela, Basketball Club Split, Basketball Club Zadar, Futsal Club Split Tommy: This humanitarian action lasted 56 days and aimed at raising funds for the Clinic for Pediatric Diseases of Clinical Center Split.
4. [Natator Swimming Club](#): Active promotion of swimming for all persons since 2003. The club is made up of disabled people with many Paralympic athletes, winners of numerous medals. The Club makes a positive contribution to the local community by actively encouraging people to practice swimming and promoting the bio-psycho-social effects of swimming.
5. [National Minority Campaign](#): Organised since several years by the World Roma Organisation and the Croatian Football Federation, aiming at combating racism, discrimination and hate speech.

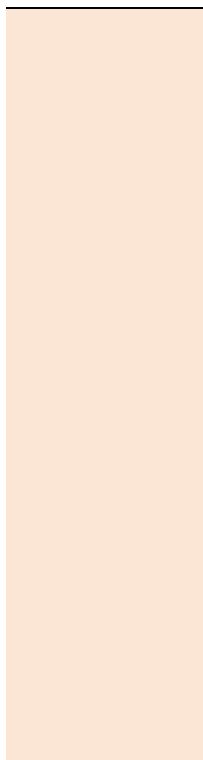
Cyprus

3. [Strategy Plan of Cyprus Olympic Committee \(NOC\) 2019-2021](#): The Committee intends to promote the Olympic Ideals and values through the development and dissemination of Educational Material on the Olympic ideals to stakeholders; will organise relevant workshops and conferences; and will develop a Sport library. Also, will take action to help tackle social inequalities by designing and implementing actions to address social inequalities, discrimination and violence; it has increased the number of women in its Executive Board, Working Groups etc.; and it is also, involved in a process of exchanging and transferring of good practices with the Cyprus Sport Organisation, the Ministry of Education and Sport Associations.

4. [Strategy Plan of National Football Association of Cyprus \(CFA\) 2019-2024](#): Increase of women and girls' participation in football is key objective and CFA carries out actions in schools to train girls; organises school football championships; offers trainings to school teachers; provides incentives to clubs to create girls' teams and participate in the national women championship and also, to hire female coaches. It is also, designing and running promotional campaigns on gender inclusion; it is offering live coverage of women's football matches; and coaching courses to women for free. Second key objective is the promotion of social inclusion and integration. CFA plans to organise a football championship for prisoners; and it also, runs a project entitled "All Different, All the Same" that seeks to support through sports vulnerable children and youth, as well as tackle prejudice and discrimination.

5. [Goal in Life \(Γκολ στη Ζωή\)](#): Charity organisation founded by current and ex-Footballers that wishes to utilize footballers' capacity to have a positive influence in the society, empower people in need and send positive messages to all directions. It has organised multiple awareness activities against discrimination, racism and bullying; actions to promote volunteerism; campaigns for cancer awareness; recycling; charity actions, events, tournaments to support individuals and non-profit organisations; and visits to the children hospital to give gifts to children patients.

6. [APOEL FC](#): The Club in its website, wishes to support and promote social causes. To achieve that it has supported ActionAid Hellas' mission to build a school in Mozambique by sending signed footballs for the children; it has participated in Fare Network's 'Football People' campaign against discrimination and racism; it has run health awareness campaigns about cancer etc.; supports actions and campaigns by the Hope for Children, a non-profit organisation for the



promotion and safeguarding of children’s rights; and in 2016, instead of having a main sponsor in its jersey, APOEL had a partnership with the ‘Baby Miracles’ organisation to contribute to its work in supporting babies born prematurely and help raise money to buy equipment, maintain facilities and create a new department for treating premature new-borns.

7. [Apollon Limassol FC](#): The club takes actions against racism, violence and drug use; organises visits at schools for the support of people with disabilities; and their project “Together we can Achieve More” which includes actions to raise awareness and educate school children on the issues of racism, bullying and the promotion of equal rights for people with disabilities, was shortlisted by the European Clubs Association for the ‘Best Community & Social Responsibility Programme (CSR) Award 2018’¹⁹.

Greece

1. [Panathinaikos FC](#): The club views an historical responsibility to be active in supporting vulnerable citizens and enhancing social balance. The company is involved in international social responsibility networks such as FARE, the European Football for Development Network and the ECA and its actions apply on organising events against racism and discriminations, supporting humanitarian organisations through philanthropic games and the reception of vulnerable social groups at the PAE Sports Centre.
2. [PAOK FC](#): The responsible department for CSR programs “PAOK Action” undertakes significant initiatives in the city of Thessaloniki. Its activities cover a wide range of social issues such as education, promotion of inclusion and human rights etc. by targeting vulnerable social groups and collaborating with

¹⁹ <https://www.ecaeurope.com/news/eight-clubs-shortlisted-for-the-eca-csr-award-2018/>

several organisations for achieving high social impact to the populations and the community.

3. [AEK FC](#): As a historic team with origins from Minor Asia, the Club carries out multifaceted CSR actions targeting at making a substantial contribution to the protection of the environment, education, culture and society as a whole. Indicatively, the team collaborates with ‘Solidarity Now’, a Greek NGO active on refugee issues in a programme on social inclusion of refugee children in athletic activities²⁰.
 4. [Hellenic Federation of Football \(EPO\)](#): The Federation’s new strategic plan is called “Football Around” and targets all populations in order to spread the values of football. The plan has as key objective the promotion, support and development of women’s football and it also includes a “Grassroots” program aiming at the promotion of equal opportunities for all through the participation of children, schools, amateurs, girls, people with disabilities and seniors.
 5. [Antetokounbros Academy](#): As a private initiative Giannis Antetokounbo, the famous Greek basketball player and his brothers established “Antetokounbros Academy” in collaboration with private companies. The program offers basketball training to girls and boys, 12-16 years old and positions for junior coaches, 18-25 years old. Its primary goal is to provide opportunities to children of underserved communities by formatting an all-inclusive environment, promoting girl empowerment and creating educational experiences through the sport of basketball.
-
1. [Collaboration between ItaliaCamp and AS ROMA](#): With the active support of students from LUISS Guido Carli University, an

²⁰ <https://www.solidaritynow.org/aek/>

Italy

innovative CSR format has been created as a “*new product compared to the traditional Social Report*”, called “*The Impact Report*”. The report was aimed for an economic and quantitative evaluation of results and changes generated in the concerned market, a model that wants to encourage companies about the dissemination of good practices of transparency and sustainability. Furthermore, by moving the analysis from the outputs to the outcomes of the implemented actions, it represents a new monitoring tool with a strategic value, which can be replicated for other organisations that intend to adopt it. The data analysis focused on four areas: educational and training activities for young people, club history and brand identity, relationship with fans and the role of the AS ROMA sports club as city ambassador.

2. [Italian Juventus soccer club](#): The project “Play with Me”, launched by Juventus in 2012, is an educational and recreational initiative that aims to facilitate access to football to those who are denied the possibility due to social and economic barriers. This project is committed to promote, among the children involved, a healthy and active lifestyle by doing regular physical activity. Juventus in its last CSR report 2018/2019 recognizes football as one of the sports industry’s most important resource with great social impact, as indicated in the 2030 Agenda for Sustainable Development by the United Nations and expresses its will to play an important role by redefining its own rules according to this new method.
3. [“Vincere da grandi” \(Win as adults\)](#): A sports, educational and social project, that started in 2015 from CONI and Lottomatica (the Italian lottery and betting company) with the aim to spread the culture of legality in areas of hardship and high-risk crime and social exclusion, using sport as a tool for social cohesion and development. The initiative provides a 360° sportive, educational and emotional experience for children between 5-

14 years old belonging to disadvantaged families, offering a real service to the community with multi-sport courses for children, supplying of sportswear kits, training paths to support talent and redevelopment of sports facilities. The implementation of the project at national level was held in many problematic neighborhoods around the country such as the local district San Filippo Neri (ex Zen) in Palermo, Italy. Through the local support of the amateur sports association “Atletica Berradi 091”, more than one hundred children took part, twice a week for six months, in courses of athletics, badminton, sailing, volleyball, basketball, soccer and karate.

4. [Mondiali Antirazzisti](#) (Antiracist Champions League) by Italian Union of Sports for all (UISP): UISP is an association for sports and social promotion that aims to extend the right to sport for all citizens. On the basis of the values of "politics of life", participation, solidarity against all forms of discrimination, prejudice and racism, in 1997 the project Mondiali Antirazzisti (Antiracist Champions League) was realised. The success of this event is determined by the fact that all the people who came to the event have decided to return the year after, bringing with them other friends intrigued by the stories told by the participants. During the last years, Mondiali has become a real multicultural festival and a concrete initiative of struggling against each form of discrimination.
5. [Out-Sport](#): Regarding the inclusion of LGBTQI+ community in the sports field, the national report (2019) of this EU project with the Italian partner Italian Culture Sport Agency (AICS), offered recommendations that included a list of specific goals such as the *“Introduction of clear disciplinary rules to contrast homophobia and transphobia in sport and in supporters at federation and CONI levels, asking to include in the Statutes of all federations and sports promotion bodies a reference to sexual orientation and gender identity as a case of*

discrimination, already present in the Statute of CONI from 2015 only for sexual orientation”.

2.3. CSR policies’ evaluation and results

As it was demonstrated, several CSR policies and initiatives are implemented in the partner countries. However, an important feature of CSR is the evaluation of the outcomes of the implemented initiatives. The research that was conducted by the researchers on this issue shows the following features:

- Multifaceted initiatives and policies are implemented by sports organisations and relevant stakeholders in the five countries, in collaboration with local or international organisations. Thus, encouraging efforts have been identified since there is a willingness to have a positive impact in their communities.
- Scarce or no efforts for evaluation of the impact and the outcomes of their implemented actions are taking place in Bulgaria, Croatia, Cyprus and Greece. In Italy only, the research identified professional clubs and federations that publish annual sustainability reports and assess the impact of their activities.
- Further research on the topic is needed as well as, a concrete methodological framework for the effective assessment and analysis of the actual impact of the implemented CSR policies and initiatives.

Specifically, in **Bulgaria** the implementation of CSR policies invokes quite interesting and challenging issues for future discussions as the topic is not widely explored and there is great floor for further development. Sport is a perfect example of a bottom-up kind of pressure on the national legal systems and there is need of compliance between the global, EU and national regulations. In **Croatia**, the National Sports Program, a project that commenced in 2019 and will run till 2026 contributes greatly to the fight for social responsibility. However, a comprehensive SWOT analysis (Central State Office for Sport, 2019) has identified some internal shortcomings: insufficient involvement of women at all levels, maladaptation of facilities to persons with disabilities, insufficient awareness of the problem of violence in sports, etc. External negative factors would be poor economic situation, unregulated legislation and negative demographic trends (Central State Office for Sport, 2019). Nonetheless, positive items are the supreme sports tradition in the Republic of Croatia and the top sports and coaching staff (Central State Office for Sport, 2019).

In the **Greek** context, according to Douvis et al. (2015), in the absence of a clear methodology and common framework, a lack of evaluations and measures of the effectiveness of CSR initiatives is observed. Researchers have acknowledged the need to develop specific criteria and indicators to measure the contribution and the outcomes of CSR activities (Babiak & Wolfe, 2006). Usually, the effectiveness of the practices underlies subjective assessments of positive effect observations, with the organisations using the positive comments and public opinion provided on the internet and the received “thank you” letters to assess the impact (Douvis et al., 2015). The situation in **Cyprus** is very similar to Greece at that point. The research team has not identified any effort on the evaluation of the actions. In **Italy**, the evaluation of the CSR initiatives is more present. The Italian Volleyball Federation, in its CSR report of 2018²¹ collected information through a survey on the activities carried out by the regional affiliated companies in their local area. The questions, all closed-ended, investigated the activities carried out along many aspects like sports and civic education, health protection, social inclusion and integration, equal opportunities, etc. The results showed that the activities most carried out by associated clubs were those relating to the protection of health; the management of relationships with the parents of the athletes and the spread of civic education through sport (>50%); activities regarding social inclusion; healthy nutrition and the fight against obesity and bullying (30-50%). On the same wavelength, the Italian Soccer Federation in its last CSR report showed an increase of +35% membership born abroad by continent in the period between 2007-2018; in this way Italian soccer system represents “an important tool of social integration”.

2.4. Objectives, plans and future policies at national level

Regarding the future policies and plans in the partners’ countries, our research had the following outcomes:

- Legislative efforts are occurring at the national level to rationalise the sports ecosystem/governance of sports organisations. Despite these efforts though, no future policies or laws have been identified concerning good governance or social responsibility in sports organisations, except Greece and Bulgaria.
- The implemented actions tend to be fragmentary, short-term and to some extent, without following a long-term strategy with clearly laid out objectives that would safeguard a longstanding multiplying effect, particularly, in Greece and Cyprus.

²¹ <https://www.federvolley.it/bilancio-sociale>

- There is a need of encouragement, support and education by the state to the sports organisations on how to implement social responsibility actions.

For instance, in **Bulgaria**, the renewed sports policy of the Republic of Bulgaria includes the following main priorities and highlights the General Principles of the Physical Education and Sports System. In article 3 of the “Physical Education and Sports Act” lays down the general principles of the system of physical education and sport that are determined as a) Interaction and coordination of the efforts of the State and public institutions for establishing efficient functioning of the system of physical education and sport; b) Overall binding of physical education and sport to health care, holiday activities, education and culture, so that a united functional system is established for the purpose of increasing its balanced impact with respect to all strata of the population; c) Providing democracy and self-governance to the associations of citizens and providing choice of means and methods for practicing physical exercises, sport and tourism; d) Applying regularity, a scientific and differentiated approach with respect to practicing physical exercises and sport during the entire human life cycle; e) Complying with the generally recognized worldwide principles of the physical education and sport and the international sport cooperation²². In **Croatia**, sports organisations must have the support of the legislature and the authorities to succeed in promoting social responsibility policies.

In **Cyprus**, the desk research has not identified any comprehensive and longstanding CSR programmes. Nor have the sport organisations created separate departments or foundations for such action, as other clubs in other countries. Consequently, though they organise and undertake a wide array of initiatives and actions, they appear to be short-term and to some extent. They do not appear to follow a long-term strategy with clearly laid out objectives that would safeguard a longstanding multiplying effect. The fragmentation in the initiatives was a very relevant observation in **Greece**, as well. In Greece the new sports law that was voted this year (2020) is a very promising effort for the support of good governance in the sports bodies. However, we have not seen yet its outcomes in practice. In **Italy** research showed that there is an effort to measure the impact for the future activities. “The Impact Report” of AS Roma soccer team, that was mentioned will continue to develop the measurement methodology mapping of impact of future activities, with the aim of drawing up an Impact Integrated Report capable of return a complete view of all the activities carried out. At national level, CONI’s path towards sustainability is also supported by the

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<https://books.google.bg/books?id=0o2WDwAAQBAJ&pg=PT14&lpg=PT14&dq=1.+National+legal+framework+in+regards+to+discrimination/+violence+and+human+rights+protection+in+sports+in+Bulgaria&source=bl&ots=E-BuVwxFqe&sig=ACfU3U1->

commitment to achieve the Sustainable Development Goals (SDGs). CONI, through individual projects and activities, undertakes to implement actions in its program plan and to integrate these objectives into its own strategy and sustainability reporting processes. These future objectives are divided into three macro areas and listed in the 2018 report²³: a) Sport and social development, b) Sport, youth and school and c) Sport, health and community.

3. Field research

3.1. Methodology

For this summary report, apart from the desk research, the five partners conducted also, field research at the national level. Each partner had to conduct 20 interviews with representatives of sports organisations and relevant stakeholders. Finally, **101 participants** provided us with their input, through 82 conducted interviews and 18 completed online questionnaires, because of problems in reaching out to participants due to the Covid-19 restrictions. Our target groups were representatives of:

- For-profit and non-profit sports organisations, including professional and amateur sports clubs, multisport clubs, sports academies etc.;
- Relevant stakeholders such as NGOs, etc.;
- Research institutes;
- Academia;
- Policymakers.

Participants recruitment took place by contacting them through emails and calls, informing them about the GoSport project and the purposes of our research. Relevant consent forms that ensured anonymity and confidentiality were sent and signed by all the participants, before the interviews. The interviews were audio-recorded for the further analysis of the data. The interview period lasted from May until October 2020. Due to the lockdown and the restriction measures, in response to the Covid-19 pandemic, most interviews were conducted by online means (Skype, Zoom, Viber) or by telephone, and few were face-to-face. In Italy, 2 interviews took place and 18 online questionnaires were completed by sports professionals and stakeholders, which was offered as a second option to the researchers, in case of not managing to reach participants. In the following table, the demographic characteristics of the participants are presented:

²³ https://www.coni.it/images/BilancioSostenibilita2018/BdS_CONI_2018.pdf

	Countries					
	Bulgaria	Croatia	Cyprus	Greece	Italy	Total
Interviews	21	20	20	20	2	101
Questionnaires	-	-	-	-	18	
Gender	15	14	18	17	9	73 men
	6	6	2	3	11	28 women
Average age	37.6	35.3	-	45	-	39.3 years
Average years of experience	7.9	8.3	-	5.2	6.5	6.9 years

Table 1: Participants' characteristics

The vast majority of the participants were men. Their age in average was 39 years old and the average years of experience were 7 years. The interviewees were covering a wide range of the sports field including the sports of football, basketball, basketball with wheelchair, running, handball, pentathlon, sailing, cricket, kickboxing, gymnastics, dance, pilates, yoga and Taekwondo.

3.2. Knowledge, views and attitudes towards (C)SR

In that section, we explored their knowledge – what they know about (C)SR and their views/attitudes towards it, including the benefits that arise for the sports organisations and society by the implementation of (C)SR policies. Key findings of the interviews with sports experts are the following:

- The representatives of for-profit organisations had better knowledge on the issue of CSR, than the representatives of non-profit organisations. The latter mostly had shallow and limited knowledge, or no knowledge of what CSR is.
- CSR is viewed as an important pillar of the sports organisations and the social contribution is directly linked to the mission and values of the sports organisations.

- The majority of the participants declared that they would be willing to implement CSR programmes or to improve their practices, if they had better knowledge and support for such activities.

The representatives mentioned the **benefits** by their engagement with (C)SR actions. The benefits apply both to the sports organisations, as well as to their communities and society. The interviewees recognised several assets, covering a broad spectrum of aspects. The following are the most commonly mentioned:

- The capacity of sports organisations to have a positive impact is fully recognised by the participants. Sports form a very fertile ground to effectively influence children, youth and society, as a whole.
- Improvement of image and strengthening of brand 's name for the sports organisation.
- Promotion of the sport through the wider exposure to the general public, especially for less-known sports.
- Economic benefits and tax reduce, particularly for the for-profit organisations.

3.3. Actions, initiatives and policies on (C)SR

Accordingly, we identified the (C)SR actions, initiatives and policies they plan and implement; their target-groups; objectives; problems/difficulties; and involvement of the state and the EU. Some important features that were identified through the interviews follow:

- The majority of the participants had examples of (C)SR actions to present. In Bulgaria, however, most of the analysed structures (66.67%) are not implementing (C)SR activities themselves, as they lack either knowledge or support to create and put on practice such activities.

- Sports organisations collaborate with local and national organisations e.g. NGOs, charitable foundations, schools etc. for the implementation of CSR initiatives.
- The for-profit sports organisations participate in CSR programs organised by the European sports bodies they are members of, e.g. European Club Association, EuroLeague, EFDN etc.
- Some of them (for-profit and non-profit) make use of E.U. funding and have participated also, as partners in Erasmus+ projects. However, they lack in sufficient knowledge on the funding opportunities by EU.
- The non-profit sports clubs implement social activities in their local communities, but do not name and communicate them as CSR, due to the lack of adequate knowledge on (C)SR.

The **(C)SR actions** that the for-profit and non-profit sports organisations implement or participate include a wide range of notions and initiatives. They focus on several target-groups and have multiple goals, but the most common are the following:

- Product donations, visits and collaborations with charitable foundations, NGOs, associations for children etc. for the support of social inclusion of people from vulnerable social groups, such as refugees, unaccompanied minors and other.
- Organisation of friendly games to fundraise for the support of special causes, e.g. for children and adults with severe health issues.
- Health and physical activity promotion through raising awareness initiative such as organising blood donations, road safety awareness campaigns, awareness raising actions for health issues.
- Events for the broader recognition and familiarity with the particular sport through visits and talks at schools by the athletes to the children.
- Support of young athletes with scholarships or other facilitation to entry the universities.

- Hosting underprivileged children or members of minorities groups, e.g. asylum seekers and refugees, as guests to their games.
- Environmental awareness campaigns e.g. tree planting events.

Another significant aspect for our interviews was the acknowledgement of the **problems and the difficulties** the sports organisations face. Special focus was given to the challenges that impede them from having a regular social action in their communities. The most frequently identified problems by the participants are the following:

- Lack of economic resources, material base and sports facilities, regarding especially the non-profit sports organisations.
- Limited support from the state through funding particularly, provision of sufficient legal framework and support in capacity building.
- Insufficient leadership in the managerial positions and lack of willingness, motivation to implement (C)SR activities. Also, insufficient qualification of coaches and sport staff.
- Lack of staff and time to organise (C)SR actions, since the non-profit sports organisations are run by volunteers; insufficient qualification of coaches and sport staff.
- Social taboos and prejudices that can affect the focus and target of the (C)SR actions, particularly for issues that can raise controversial reactions from the fans e.g. actions against homophobia.
- Lack of women's participation in the management positions of sports organisations' boards.
- Lack of continuity and fragmentation in the implementation of activities.
- Excessive pressure from parents towards trainers or other club staff members, especially for the non-profit sports clubs.

3.4. Experiences/incidents on violence, racism, discrimination, social inclusion & human rights

Regarding their experiences on incidents of violence; racism; discrimination; support of social inclusion and safeguarding of the human rights, the following observations were made from the statements of the interviewees:

- The most common phenomenon of violence is fan violence. Particularly within the sport of football it is a more relevant issue and there is a difference compared to other sports.
- Racist incidents against players of teams were mentioned from spectators, especially towards black players. In the referred cases, the team has been punished and has condemned these actions.
- Racism/discrimination was not a relevant issue for the sports clubs, since very few incidents had occurred internally. The unifying nature of sports was highlighted as well, since the sports culture includes everyone.
- Lack of need to be implemented antidiscrimination policies was stated by many interviewees.
- The other representatives of sport entities has observed single or repetitive cases of racism and/or discrimination, mainly towards different ethnic groups or minorities, different skin colour, both at all levels or focused on players, none of them in their own structures.
- Education was considered the most essential investment to eliminate discriminating behaviors. There is a great need for awareness raising campaigns and actions by schools, communities and the state to educate young children about diversity and equality. Athletes and teams can be involved to educate the fans.

3.5. Future plans

The representatives of sports organisations were asked about the existence of any future plans regarding (C)SR actions and initiatives. Additionally, they were asked if they knew about any relevant future policies by the state. The following remarks were made by the participants:

- The pandemic of Covid-19 had a serious impact on the activities of the sports organisations. They had to modify all their actions, including their (C)SR initiatives.
- Some non-profit organisations had no particular future plans, because of the lack of a structured CSR plan.
- No future policies by the states have been recognised by the participants.

3.6. Preferred format of the learning material and questionnaires

In the last section of our research, the interviewees were asked to provide their feedback and suggestions for the future development of learning material and resources by the GoSport partnership. These are their suggestions:

- Short and concise learning material, including theory and practical implications.
- Combination of online courses and face-to-face learning events, as an opportunity of interacting and networking with other professionals.
- Clear distinction between the professional and non-professional sport organisations, since their differences and needs are several.
- Guidelines on how to design a CSR plan, in the way the organisations create a business plan.
- Knowledge of funding opportunities; Inclusion of best practices; Networking between the sports organisations and other organisations e.g. NGOs, foundations etc.

Last but not least, the participants were also asked to fill a questionnaire about topics that they prioritize as more important and topics that they would be interested to learn more about. In the

following tables, you can see the topics that shared their preference and viewed as more important and interesting topics to focus further. The topics that were analysing as more important and interesting to learn more about by the participants were “Discrimination and Racism”, “Social inclusion of marginalized communities”, “Health and physical activity”, “Youth education/engagement” and “Violence”.

Importance of CSR activities

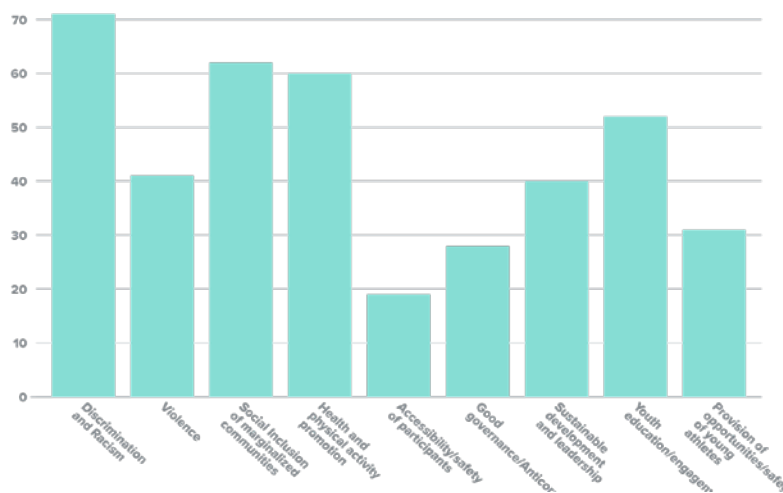


Table 2. Important topics

Topics of interest

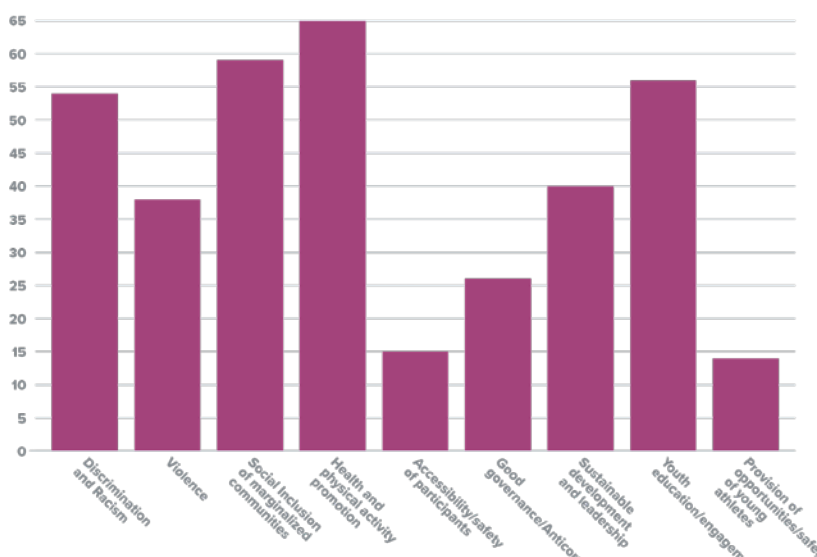


Table 3. Topics of interest to learn more

4. Conclusions and recommendations

Therefore, this summary report constitutes an important tool for the recognition of the situation of the sports organisations in Europe and particularly, in the countries of Bulgaria, Croatia, Cyprus, Greece and Italy. The conducted desk research allowed us to clarify the existing legal frameworks, policies, state involvement and finally, the CSR initiatives that the sports organisations implement and share in their websites and social media. The field research, on the other hand, facilitated us to have a clearer picture on the qualitative features of the difficulties the sports organisations face, of the extent to which the managers are aware of CSR and their responsibility towards society and of course, the differences between the for-profit and the non-profit organisations. Therefore, both desk and field researches enabled us to further develop learning material that could have a profoundly positive impact on the capacity of sports organisations and hopefully, on the broader sports context of our countries.

Through the research conducted by all partners, it became apparent that there are **significant disparities between professional and amateur sports organisations** as to their conception, economic and human resources, capacity and work in the field of CSR. Concerning the knowledge of the interviewees on CSR, we could rather conclude that the majority of them had a **limited knowledge on the definition of CSR**, with the most evident gap in the awareness particularly found from the amateur sports clubs' representatives. **Limited economic and human resources; and inadequate support by the state through funding, legal framework and capacity building assistance**, were identified as the most important barriers for the sports organisations in the five countries. The **limited knowledge of funding opportunities by the E.U.** was also, pointed out.

The majority of participants recognised that **the sports organisations are an integral part of the society and their communities** and thus, are responsible for undertaking initiatives with positive social impact against racism and discriminations and for the promotion of social inclusion and human rights. The (C)SR initiatives that they implement or participate in, **cover a broad spectrum of target groups and goals**, with the most common being the promotion of social inclusion of marginalized social groups, fundraising campaigns for special causes, events against racism and discriminations and others. Another significant point that was stressed was the **lack of adequate knowledge on how to implement social actions**, as well as **the lack of support and encouragement by the state** to be more socially active. These two factors resulted in the **deficiency of a structured**

(C)SR plan in the majority of the sports organisations. One encouraging remark was that most of them **did not consider racism and discrimination as problems for their sports clubs**, since such incidents do not occur, at least internally. Participants mostly, identified incidents of violence and racism that had occurred by external individuals, especially by a portion of fans. Football was noted by the interviewees, as the sport that such events are more frequent. Moreover, **the Covid-19 pandemic has issued a severe impact on the sports clubs** at multiple levels and represents a real risk for their future sustainability. Finally, they shared their **true interest in further educating themselves** on the issue of good governance through CSR by participating in the project's deliverables. Most preferred methods were a **combination of online and face-to-face lessons** that would give them the opportunities for exchanging experiences and networking with stakeholders and other professionals.

The conducted researches by the GoSport partnership with the thorough input of the participants, have facilitated us to put forward the following **recommendations** which apply in national and European level:

- **Legislature** - Need of specific legislative and regulative framework that encourages and facilitates good governance and transparency in sports organisations through (C)SR initiatives, as an addition to the existing national sports legislations.
- **Funding** - Encouragement of the governments to invest more on the budgets predicted for sports and support the socially responsible work of sports organisations. Ensuring also, quality state/municipality support for developing the full potential of sport and physical activity, as facilitators for education and inclusion.
- **Social impact of sports** – Utilisation of sport as a universal tool for social change. It is of utmost importance for sports organisations to realise their social impact, as well as their social responsibility towards their people and their communities. Social inclusion of marginalized communities and can be successfully achieved through sports.
- **Women's participation** - Reinforcement of the representation of women in the management boards of sports clubs. The relevant bodies and institutions to establish strategic mechanisms to increase the pipeline of female candidates for sport governance roles and therefore, help empower women within sport and achieve gender equality in the long run.
- **Communication** - Enhancement of their communication strategies that can raise the awareness and the overall visibility of sports organisations' CSR social impact.

- **Cooperation** - Need to enhance cooperation among the state institutions and the sport organisations. Support in networking with other sports organisations and NGOs, foundations etc. to plan and implement broad social actions.
- **Education and training** – Support of the managers of sports organisations to be trained on the application of good governance and transparency policies to follow a socially responsible course.

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