



*EUROPEAN  
WEEK of CLEAN  
SPORT*

# **EUROPEAN WEEK OF CLEAN SPORT**

## **D3.4 Operational Framework of the European Week of Clean Sport Campaign**

(Task 3.6 Co-creation of the Operational Framework of the EWCS)



**Co-funded by  
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# EUROPEAN WEEK of CLEAN SPORT



<b>Project name:</b>	Developing and Implementing an Anti-Doping Communication & Social Marketing Campaign: The European Week of Clean Sport
<b>Project acronym:</b>	EWCS
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## | 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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# 1. INTRODUCTION

This task involved the development of the Operational Framework of the European Week of Clean Sport (EWCS) Campaign using the results of the preceding tasks<sup>1</sup> (T3.1 – T3.4) and deliverables<sup>2</sup> (D3.1 – D3.2), as described in the grant proposal and the project management plan respectively. The purpose of the Operational Framework is to provide guidance about designing, implementing, and evaluating the EWCS campaign to the project partners that will implement the EWCS Campaign in their countries: CyADA, POLADA, ADoP, and BADC. The Operational Framework addresses the following areas and specific questions:

## ***EWCS Target groups***

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

## ***EWCS Volunteers***

- How will EWCS volunteers be recruited and trained to support the implementation of the event, with an emphasis on recruiting individuals at-risk for exclusion because of socio-economic difficulties?

## ***EWCS Activities***

- Which settings/places are most suitable for delivering the EWCS in order to reach target groups and make an impact?
- Which theoretical frameworks (e.g., Theory of Change, Theoretical Domains Framework, Behaviour Change Wheel) are mostly relevant to the implementation and evaluation of the effectiveness and impact of the EWCS?
- Which activities are mostly suitable to target the needs of target groups in the most cost-effective and economical way (e.g., integration of online resources)?

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<sup>1</sup>T3.1 (Needs assessment focus group interviews), T3.2 (Learning, Teaching and Training event), T3.3 (Desk research), T3.4 (SWOT Analysis).

<sup>2</sup>D3.1 (Learning, Teaching and Training Event – Interviews with External Organisations), D3.2 (Training Needs Assessment Report).

### ***EWCS Diversity, Inclusivity and Environmental Sustainability***

- How can EWCS activities be more inclusive in line with the framework's diversity and inclusion agenda?
- How can EWCS activities be more eco-friendly and minimise environmental pollution risk?

### ***EWCS Communication, Dissemination and Evaluation***

- How will the EWCS be widely communicated and disseminated before and during its implementation?
- Which KPIs, impact indicators, measurement methods and metrics should be used for evaluating the impact of the EWCS in each country?

## 2. METHODOLOGY

The EWCS Campaign Operational Framework was developed following triangulation of results of four independent, but related, WP3 activities:

- a) Interviews with an international group of anti-doping practitioners (UK Anti-Doping, World Anti-Doping Agency, UEFA, Council of Europe T-DO Expert on Gender Equality) and members of the project's consortium (i.e., EuropeActive and POLADA) during the project's Learning, Teaching, & Training Event (LTTE) during the second transnational project meeting in Poland in May 2023.
- b) Needs assessment using focus group interviews with local sport stakeholders and target groups in Cyprus, Bulgaria, Portugal, and Poland between October and December 2023.
- c) Desk research on best practices and guiding frameworks in health communication and social marketing campaigns designed to promote health and prevent substance misuse in the population.
- d) A SWOT<sup>3</sup> (Strengths, Weaknesses, Opportunities, and Threats) analysis completed by the EWCS consortium partners during the third transnational project meeting in Portugal in December 2023.

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<sup>3</sup> The results of the SWOT analysis are presented in the Annex of this document.

## 3. EWCS CAMPAIGN OPERATIONAL FRAMEWORK

The key features of the EWCS Campaign Operational Framework are presented as follows, and reflect the findings generated through the activities mentioned in the previous section.

### 3.1. EWCS Target groups

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

- Accessible<sup>4</sup>.
- Motivated to participate.
- Willing to be involved in the campaign in different roles (e.g., learning about anti-doping or the health risks of doping by volunteering to support a relevant presentation in a school; generating and sharing social media content: *why is clean sport important for you?*).

The most commonly identified target groups for the EWCS Campaign include:

- Athletes at different competitive levels, gender, ability<sup>5</sup>, and age groups.
- Young/youth athletes should be particularly emphasised.
- Recreational sport/exercisers.
- Student athletes (secondary & higher education).
- Coaches and athlete support personnel.

These target groups will be approached and recruited via each partners' existing network with local sport stakeholders and groups, including but not limited to, Ministries (e.g., Health, Education), secondary education schools, Universities, sport federations,

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<sup>4</sup> Accessibility should not be equated with convenience, because this may limit the diversity of the target groups represented in the campaign.

<sup>5</sup> Indicatively, this may include athletes with impairments, in para-sports.

### **3.2. EWCS Volunteers**

A nuanced approach is suggested for the recruitment of volunteers, targeting and selecting them 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. The most commonly identified volunteer groups include:

- Secondary education students, with an emphasis on those in sport schools.
- University students, with an emphasis on those studying for a Sport Science or related discipline qualification.
- Teachers from secondary and higher education.
- Coaches.
- Athletes of both genders and from different age groups, including master 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 of Sport/Health; national sport federations; National Olympic Committee); coaches' organisations and associations; schools (secondary and higher education) that may serve as stakeholders/endorsers of the campaign. Where appropriate and feasible, it is advisable to incentivise and recognise volunteer participation (e.g., certificate/award issued by NADO and/or collaborating authority).

### **3.3. EWCS Activities**

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

EWCS campaign activities should focus on **awareness-raising** and be **interactive, simple, and easily applied**. Practical examples include poster competition for clean sport (e.g., among university students), a drawing competition about clean sport values and fair play (e.g., among secondary school students), short social media clips (e.g., for TikTok) with participants explaining in a single sentence why is clean sport important to them. Commonly identified topics to be targeted by the EWCS Campaign activities include:



- Clean sport values and sport ethics.
- Health risks of doping use.
- Risks of nutritional supplement use (e.g., contamination, inadvertent doping, etc).
- Code ADRVs and sanctions (relevant to targeting young athletes).

Campaign activities should be selected strategically, considering their **feasibility**, **financial viability**, and the **resource availability** of each NADO involved in the implementation and evaluation of the EWCS campaign. Where appropriate and feasible, it is also suggested that EWCS campaign activities are co-created with key stakeholders and target groups that will be involved in the campaign as supporters, volunteers, and/or recipients.

It is advisable to have a **minimum of 5 campaign activities per country**.

### **3.3.1. Measures to Maximise Activity Effectiveness**

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

- Engage the local stakeholders (e.g., sport schools, national sport federations) to increase the number of activities delivered in each country.
- Where appropriate and feasible, involve the media to raise awareness about the campaign and increase participation.
- Where appropriate and feasible, consider implementing additional activities outside the consortium using existing networks and partners (e.g., University of Lincoln, UK; University of Trento, Italy; University of Lisbon, Portugal).
- Consider implementing and/or promoting EWCS Campaign activities (e.g., booth on-site to the EWCS Campaign; EWCS-themed flyers, roll-up, and banners) in the context of sport competitions and games (e.g., during weekends).
- Raise awareness about clean sport education by using participant NADOS' educational resources.

### **3.3.2 Monitoring & Evaluation of EWCS Activities**

The monitoring phase will assess real-time engagement as indicated by the number of people who attend the EWCS events in each country.

The evaluation of the EWCS Campaign activities should involve a hybrid approach to

reflect indicators for both digital and face-to-face activities.

For **digitally delivered activities** (e.g., via Social Media platforms), digital traffic and analytics indicators are recommended, including the number of followers and relevant retweets/postings in social media. For **face-to-face activities**, a mixed methods approach, capturing both qualitative and quantitative data, as per the original grant proposal.

**Qualitative data** will be generated following post-campaign interviews with the members of the NADO teams (2 members per NADO) that implemented the EWCS in each country, and those interviews will identify:

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

Interviews will be also conducted with policy-makers and sport stakeholders (minimum **5 per country** of EWCS implementation, minimum **20 in total**) to capture their overall evaluation of the benefits and advantages of EWCS for the local communities, their satisfaction with the EWCS. This assessment will also identify areas of improvement as well as the short-term impact of the EWCS at a policy level, and their willingness to implement the EWCS again in the future.

**Quantitative data** will involve the administration of surveys (**50 per country** of EWCS implementation, **200 in total**) to on-site to participants/target groups of the EWCS (e.g., athletes, coaches, students, EWCS volunteers) assessing:

- Overall evaluation (e.g., perceived benefits and advantages of the EWCS for them personally, and to their community).
- Satisfaction with the EWCS Campaign activities attended.
- Willingness to support/be involved in the EWCS Campaign in the future.

### ***3.4. EWCS Diversity, Inclusivity and Environmental Sustainability***

With regards to Equality, Diversity, and Inclusion, it is advisable that partner NADOs who will implement the EWCS Campaign use the following principles:

- Provide opportunities for participation (volunteers, target groups, stakeholders) 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 partner NADOs who will implement the EWCS Campaign consider 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.

### **3.5. EWCS Communication and Dissemination**

Communication and dissemination is an important aspect for the promotion of the EWCS Campaign. The use of positive and tailored communication messages is pivotal, reflecting the needs and interests of local sport stakeholder 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 stakeholders, and strategic use of existing communication and dissemination networks of partner NADOs and involved local stakeholders. Where applicable, common messages (e.g., Be Cool, Play Clean) should be used across partner countries to promote the 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.).

**NOTE:** The above-mentioned methods can be used both as a campaign activity and as a communication and dissemination method.

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).

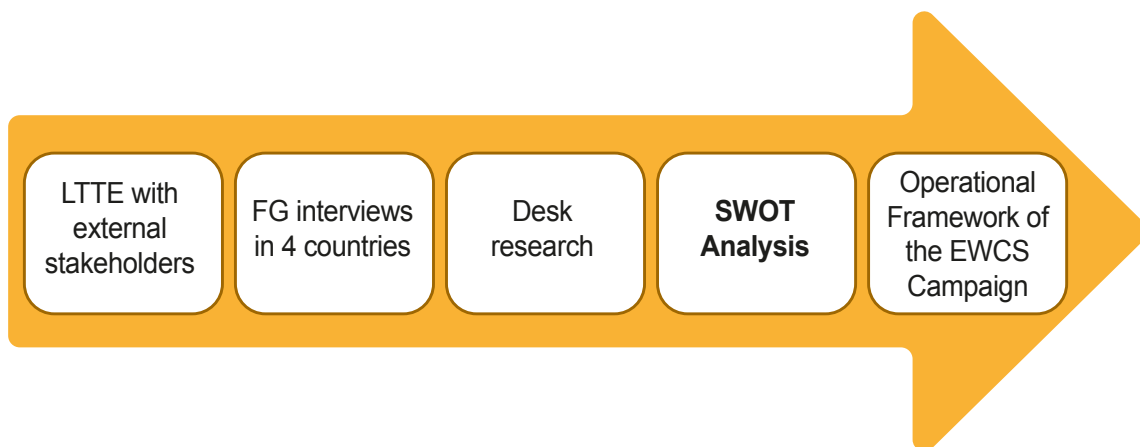
## ANNEX 1. SWOT ANALYSIS RESULTS

A SWOT Analysis was used in EWCS to us 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.

As shown in Figure 1 below, the SWOT Analysis was part of the methodology to inform the Operational Framework of the EWCS Campaign.

**Figure 1.** Methods Used to Inform the Operational Framework of the EWCS Campaign.



The SWOT Analysis covered the following areas:

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

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, are suggested to be:

- 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.
- 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), and lack of interest from sponsors.
- Political changes affecting NADO operation.
- National Associations 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
<p>Lack of support and involvement of local sport stakeholders.</p>	<p>Incentivise participation with giveaways and certificates/awards for participating organisations, groups, individuals; involve key people/persons in the campaign.</p>
<p>Lack of support from/limited recruitment of volunteers.</p>	<p>Incentivise participation with giveaways and certificates/awards for participating organisations, groups, individuals; involve key people/persons in the campaign.</p>

Identified threats	Potential opportunities
<p>Competing sport campaigns (e.g., sponsored by nutritional supplement companies)</p>	
<p>Lack of interest from sponsors.</p>	<p>Incentives for sponsors (e.g., visibility in dissemination and communication events; corporate social responsibility); involve key people/persons in the campaign.</p>
<p>Political change affecting NADO operation.</p>	<p>Work out solution with new administration for the completion of the publicly-funded project.</p>

Identified threats	Potential opportunities
<p>Local stakeholders may be engaged in competing activities (e.g., #BeActive Day).</p>	<p>Use the opportunity to promote EWCS within existing activities (e.g., EWCS booth in Cologne convention).</p>
<p>Force majeure (e.g., new pandemic).</p>	<p>Communicate with EACEA to identify commonly accepted solutions.</p>



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