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EDITORIAL

Dear readers.

With the summer season behind us, it is clear that busy months are ahead of us in the fall period. But first of all, I am delighted to announce that the EOC EU Office has moved to its new premises at the end of September. From 1 October onwards, we are located on the 8th floor of Avenue de Cortenbergh 71 in Brussels. The new office is just two hundred meters away from our previous one and provides better conditions for meetings and small conferences. Telephone numbers and email addresses remain the same.

Being an official partner of the European Week of Sport (EWoS) since the beginning in 2015, the EOC congratulates the European Commission for the success of the 2017 edition. A number of National Olympic Committees have been actively involved either in the implementation of concrete projects or in the overall organisation of the national events. In this regard, these NOCs have demonstrated their credo of being the umbrella for both grassroots and elite sports in their respective countries. It is encouraging to see that EWoS has gained support by a great number of national and local actors rapidly.

The implementation of the new Work Plan of the European Sport Ministers 2017-2020 has already started. Not all questions regarding the future structured dialogue have been answered yet and the composition of the two new Commission Expert Groups on "Integrity" and "Human Resources Management in Sport" are still vague. Nevertheless, the expectations of the Olympic Movement are high. The upcoming activities should be more targeted; the added value of the European Sport Policy should be more visible and should explicitly reach the organised sport on regional and even local level. The development of EWoS and the introduction of small projects within the Erasmus+ Sport Programme are good examples in this regard. However, other challenging policy fields such as the specificity of sport or the future of major sport events have already been discussed for a while. Progress can only be achieved if all parties involved, namely Member States and the Olympic Sport Movement, are commonly working on better conditions for sport in Europe.

I do not want to miss the opportunity to congratulate our office partner CNOSF for their successful application for the Olympic and Paralympic Summer Games in 2024. Paris 2024 will bring the Olympic Games back to Europe and I am convinced that the French hosts will take the chance to organise sustainable Olympic Games that are supported by the strong majority of the French population.

I just want to conclude this editorial with an open invitation to visit the EOC EU Office in our new premises!

Enjoy your read,

Folker Hellmund

Director EOC EU Office

jolo Celelel



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EUROPEAN UNION AND SPORT

EP Sport Intergroup: Meetings on eSport and Sport, Health and Nutrition

September has been a very active month for the sport intergroup of the European Parliament (EP) with the organisation of two meetings, respectively dedicated to eSport and Sport, Health and Nutrition.

On 6 September 2017, the sport intergroup held a meeting to discuss the topic of "eSports in Europe: What policy response?" at the European Parliament. Two panels were organised with the objective to provide a wide overview about the different aspects of eSport.

The first panel was held under the title: "Setting the scene around eSports in Europe" and discussed if and how eSport should be framed and regulated at the European level. Panelists Jan Pommer, Team and Federations Relations Director at ESL, Jurre Pannekeet, Head of eSports department at Newzoo, Joaquín Muñoz, Head of IT & IP Law at Ontier, and Simone Trimarchi, former player, discussed the current structure of eSport. While mentioning some structural and legal specificities in comparison to traditional sport, including the fact that the property-rights of the games commercial providers, they expressed their doubts regarding potential regulations at the European level.

During the second panel, dedicated to "policy challenges and responses around eSports", Ian Smith, Integrity Commissioner at eSports Integrity Coalition, Alexander Mueller, CEO at SK Gaming, Matthew Barr, Lecturer at Glasgow University in the Humanities Advanced Technology & Information Institute as well as Javier Dorado, Director of INJUVE (National Institute for Youth), participated in the discussion.

The different panellists stressed potential threats for eSport such as cheating and match-fixing. In addition, emphasis has been put on the mental and physical burden of players, but also on potential positive effect for social inclusion or skills development.

Marc Tarabella co-Chair of the Sports intergroup closed the two panels by stating that the EU could work on the topic by facilitating dialogue between the different actors before considering further activities on the topic.

The second meeting was held on Tuesday, 26 September 2017, with a focus on the benefits and risks of Sport, Health and Nutrition.

The first panel was a discussion chaired by Marisa Fernandez Esteban, Deputy Head of the Sport Unit of the European Commission and involving Dan Burrows, Senior Director at EMEA/Nike, Maxime Leblanc, Head of European Affairs at Sports and Citizenship, and Graham Watson, President of EuropeActive. The aim was to exchange on the topic of "promoting an active life from a European perspective". While raising concerns about the low level of physical activity and consequently the negative impacts on the health and life-expectancy of European citizens, the panellists praised the efforts of the Erasmus+ programme, the European Week of Sport (EWoS) and called for more specific actions and crosssectoral cooperation to promote active lifestyles especially in urban areas of Europe.

The second panel "Nutrition, Hydration and Sports: Preventing risks and European challenges" gathered Bernard Mesuré, Chairman of the European Institute of Health, Randy Rzewnicki Health Policy Officer at European Cyclists' Federation, Marcela González-Gross,



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Universidad Politécnica de Madrid, and Richard Bailey, Manager Sport and Health at International Council of Sport Science and Physical Education.

Besides the promotion of lifelong active lifestyles, the panellists advocated for a twofold approach of healthy nutrition as well as more attention to nutritional habits in and out of school and sports. Further, they endorsed investments in urban infrastructure to support active habits as cycling and a focus on structural changes in schools to tackle the problems of obesity and inactive lifestyles from the cradle.

European Week of Sport: Launch and Call for Healthy Lifestyle

From 23 to 30 September 2017, the European Commission organised the third edition of the European Week of Sport, which is the Commission's initiative to get people active in



Europe.

Where the focus in the 2015 and 2016 was more on Brussels, one can now see a clear shift towards activities being organised at national and local level in the various Member States. One example is that contrary to previous editions, no Flagship Event was organised in Brussels. The ability of the Week to reach out to national, regional and local partners has been one of the key success factors of the development of the Week in this relatively short period of three years.

The EOC has been an official partner of the European Week of Sport since its beginning in 2015. Many National Olympic Committees (NOCs) are directly or indirectly involved in the delivery of the European Week of Sport at national level, either as National Coordinators

(e.g. the Netherlands, France (CNOSF), Slovenia and the Czech Republic) or by organising various activities, for instance in the framework of the Olympic Day or by implementing EU Projects such as the "Sport for Everyone" Project by the CNOSF. To reach out to the Olympic Day, the communication campaign of the European Week was officially launched (for the first time) on 23 June.

Official Opening of the Week in Tartu

To officially open the European Week of Sport, the Estonian Presidency of the EU organised an



Opening Ceremony in the Estonian city of Tartu.

During the Ceremony, various high-level speakers were invited to share a statement. Urmas Klaas, Mayor of Tartu, Tibor Navracsics, European Commissioner for Education, Culture, Youth and Sport, and Indrek Saar, Minister of Culture of Estonia, were among the speakers. In addition, Niels Nygaard, President of the Danish Olympic



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Committee and Member of the EOC Executive Committee, represented the EOC during the Ceremony. He congratulated the Commission on the development of the European Week since 2015. He also stressed the vital role that sport clubs play in getting people active. In addition, he referred to the various activities by NOCs, for instance in the framework of the Olympic Day.

Following the speeches, various sporting activities were organised by the Estonian Presidency including a cycling festival for children.

Tartu Call for Healthy Lifestyle

The day before the official Opening Ceremony, the Commission organised a Seminar on "Healthy Lifestyle". Following this Seminar, Commissioner Navracsics issued and signed the "Tartu call for healthy lifestyle". The call was co-signed bv two other European Commissioners: **Vytenis** Andriukaitis, Commissioner for Health & Food Safety, and Phil Hogan, Commissioner for Agriculture & Rural Development. The call sets out joint actions to promote healthy lifestyles. In this call, the three Commissions listed 15 actions to be taken in

the next two years, including: "Increasing funding for projects promoting physical activity under the Sport chapter of the Erasmus+ programme, with a possible focus on specific settings such as schools" (point 1) and "Promoting healthy lifestyles among children and young people, notably by supporting schools and sport clubs in creating and developing partnerships" (point 4). The full text of the call can be found below.

Especially the fact that the call was signed by two other Commissioners with responsibilities related to that area is a positive example of how cross-sectoral cooperation could be beneficial for tackling a common challenge.

Furthermore, the results of the recently conducted Eurobarometer research on physical activity will be published in the near future. Hopefully initiatives such as the European Week and the call for healthy lifestyle bring a valuable contribution to getting people active.

FURTHER INFORMATION

Website European Week of Sport

Tartu Call for a Healthy Lifestyle

Study: Gender equality in coaching – role of education programmes

In July 2017, the European Commission published a study on "Mapping and analysis of education schemes for coaches from a gender perspective". Coaching can be identified as one of the areas in sport, which is particularly marked by gender inequality.

Even though it is a rather recent topic of interest for the EU institutions, the past years have given rise to a number of initiatives and activities. The Ad-Hoc Working Group on Gender Equality in Sport, established by the European Commission, dedicated a chapter on coaching in its Proposal for Strategic Action 2014-2020; the Erasmus+Programme has financially supported projects aiming to improve the gender imbalance in

coaching (e.g. ENGSO's <u>SCORE project</u>), Council Expert Group on Good Governance paid due attention to the topic in its general Recommendations on Gender Equality in Sport, and, most recently, the Estonian Presidency of the Council has approached the issue as part of the general focus on coaching.

In support of these activities, the European Commission decided to commission <u>a short study</u> with the aim to "evaluate existing (formal and non-formal) training and education schemes for coaches in view of their gender equality elements, to evaluate their modules on gender equality and to identify good practices with regards to accessibility for women."



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This study has focused on the role of coaching education programmes in helping to address gender issues in coaching. The researchers have identified and analysed 36 coaching education programmes with a gender dimension across 13 countries. By focusing mainly at the accessibility of these programmes for women, specific modules on gender equality, progression towards high performance coaching, role models or marketing, they have identified several common features:

- Women-only programmes are the most common approach;
- There are limited examples of accessible education activities for women;
- There are only limited examples of programmes with modules on gender equality.

The case studies suggest that women-only courses have worked well where the numbers of women coaches are starting from a low base, and where the confidence of women to take up coaching has been influenced by the perception that coaching is a male-dominated profession. However some federations prefer a quota-based approach, whereby women take part in mixed programmes.

By going more in depth, the researchers have highlighted a number of common lessons in the implementation of coaching education programmes for women:

 The benefits of having strong involvement and commitment of high profile coaches (men and women);

- The benefits of linking coaching education actions and related empowerment and mentoring activities;
- The importance of neutral sport coaching bodies having a lead role in engaging a wide range of sport federations in innovative and gender-related coaching education programmes;
- The possibilities for European federations to work in partnership with national federations to develop coaching education opportunities for women (for example through funding provision but also by ensuring the commitment of national federations to support women with coaching opportunities post-training);
- The role of national sport agencies in the development and tracking of gender education modules which are relevant to education and training in all sports.

The European Commission has the discretion and means to commission short expert studies and mapping of current situation to support the evidence-based policy making. Other such example is the <u>Mapping of professional qualifications and relevant training for the profession of ski instructor.</u>

FURTHER INFORMATION

Commission Study: "Mapping and analysis of education schemes for coaches from a gender perspective"



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FUNDING PROJECTS, STUDIES AND PROGRAMMES

Commission publishes Erasmus+ Work Programme for 2018

On 24 August 2017, the European Commission adopted its annual work programme for the implementation of Erasmus+. The document provides detailed information on the objectives, eligibility and award criteria of the different kinds of projects that can be financed under Erasmus+. The annual work programme for Erasmus+ is covering all actions, including the sport chapter. Regarding the actions related to sport; the Commission dedicates 46.5 Mio. € for the different activities in this chapter.

Regarding the three types of projects funded under the annual call (to be published in October 2017) 37.4 Mio. € are foreseen:

- The small collaborative partnerships (bringing together minimum three organisations for a maximum fund of 60,000 €) will be funded with 6.5 Mio. €, with the Commission aiming to fund 110 different projects. The funded aim remain unchanged from the previous years (social inclusion and equal opportunities; European traditional sports and games; mobility of volunteers, coaches, referees, managers and Protect athletes from health and safety improving hazards by training and competition conditions).
- The bigger collaborative partnerships (minimum five partners with maximum funds of 400.000 €) receive a budget of 26.4 Mio € to support 93 projects. The same priorities as 2017were kept, but the budget for projects aiming at combating violence, racism, discrimination and intolerance in sport, projects aiming at encouraging social inclusion and equal opportunities in sport will now make up 30 %, with the part for integrity of sport such as antidoping, fight against

- match-fixing and good governance in sport reduced to 20 %.
- Finally, the Commission plans to fund fourteen Not-for-profit Sport Events for an overall budget of 4.5 Mio. €. Four of these events are planned to be in relation to the European Week of Sport (EWoS), while at least one each should focus on the external dimension of sport/sport diplomacy and on the role of grassroots sport respectively.

Regarding the European Week of Sport, the programme foresees a slightly increased grant for National Coordinating Bodies (NCBs) to around 136.000 € per country.

Following from the adoption of the Council Work Plan for Sport 2017-2020 in May, the budget furthermore includes a funding line for cooperation between Member States, which will support the newly introduced "Groups of Interested Member States" (minimum seven MSs) with overall 100.000 €.

Similar to previous years, the programme also foresees specific **cooperation agreements with international organisations** "with highly recognised expertise that will strengthen the impact of sport initiatives at European level":

- Next year, the Commission will again support initiatives of the <u>Council of Europe</u> in the field of Gender equality as well as the fight against violence in sport with 400.000 €;
- The EU will also work together with <u>United Nations Office on Drugs and Crime</u>
 (UNODC) to "strengthen the integrity in sport in the EU by enhancing abilities of relevant criminal justice agencies and stakeholders to investigate match-fixing and develop



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strategies to prevent corruption in major sporting events." (100.000 €);

 Another new partnership is the Cooperation with the <u>national football information</u> <u>points (NFIP network)</u>, with the project aiming to "contribute to efforts to minimise safety and security risks in connection with the UEFA 2020 European Football Championships.

After its first edition in 2017, the Commission will also continue the **European Award for social inclusion in sport**. The 2017 award, which

awards 10.000 € to three organisations, will take place on 22 November 2017 in Brussels. Selection for the award is done in two stages: a pre-selection of maximum 30 best applications, and then a final selection of the three best projects by a jury composed of expert members.

FURTHER INFORMATION

2018 annual work programme for the implementation of 'Erasmus+': the Union Programme for Education, Training, Youth and Sport

EOC EU Office presents SIGGS Project and discusses Good Governance at the CEV General Assembly

On 1 September 2017, the European Volleyball Confederation (CEV) held its 2017 General Assembly, gathering representatives from its 56 National Federations throughout Europe. With the support of the Polish Volleyball Federation, the CEV organised the meeting in Krakow, to allow participants to enjoy the last games of the 2017 Men's European Volleyball Championship.

In this occasion, the EOC EU Office was invited to present the outcomes of the EU-funded Project 'Support the Implementation of Good Governance in Sport' (SIGGS). This Project was implemented by the EOC EU Office together with 11 other partner organisations in the period 2015-2016.

Following a morning plenary session, in which CEV adopted a revised version of its statutes and regulations, representatives of national federations were divided in different workshops, including the one on good governance and EU projects conducting by Folker Hellmund, Director of the EOC EU Office, and Valentin Capelli, Policy Officer.

With more than 35 participants from around 25 different national volleyball federations attending the two sessions on good governance, the presentation was an excellent opportunity to

discuss the importance of governance issues and the different perceptions around Europe. The other objective was to address representatives of national federations directly to explain the main features of the SIGGS self-evaluation tool on good governance for national sport federations as well as to show advantages of the use of the tool.

For both sessions, Folker Hellmund, made an introduction on the work of the EOC EU Office as well as the elements covered by the notion of good governance and the activities at the European and international level. Then, Valentin Capelli provided participants with more information on the SIGGS tool, insisting on the added value from investing in the topic of good governance and inviting all federations to freely use the tool to evaluate the governance of their own organisation.

These general presentations were followed by fruitful exchanges with the delegates. Several issues were discussed including the link between governance and financing by public authorities, the obstacles facing by national federations when dealing with these issues (e.g. lack of staff, lack of resources, different political priorities) as well as the advantages and opportunities of working on governance for a sport organisations as it should



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not be seen as creating a list of additional tasks, but rather as a continuous process impacting the culture of the organisation.

Another discussed element was the support provided by sport umbrella organisations or public authorities to national federations on this topic. In that perspective, the five national federations, which had already filled the SIGGS self-evaluation prior to the meeting, shared their experience and the benefits of being supported by such a tool.

Finally, delegates were interested to hear that CEV will take part in POINTS, the new EU project conducted by the EOC EU Office, which will start in January 2018 and will focus on integrity (match fixing and anti-corruption) issues as well as good

governance. One of the objectives of the project is to further develop the SIGGS self-evaluation tool.

The SIGGS self-evaluation tool has been opened to all NOCs and national sport federations from all 50 countries of the EOC since its launch at the end of November 2016 at the SIGGS Final Conference. Following this CEV General Assembly, the SIGGS Project team hopes that even more federations will find the way to the SIGGS self-evaluation tool, available online via: siggs.novagov.com.

FURTHER INFORMATION
Website SIGGS Project



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INTERNALS AND VISITS

EOC EU Office: Move to new premises



In the last week
September
2017, the
EOC EU Office
moved to new
office premises.
The new
building,
situated on 71
Avenue de
Cortenbergh, is
not far from the

old address.

With the new space possessing a great panorama of the city of Brussels, the spacious offices and

meeting rooms profit from natural light.

With the new meeting room being equipped with high-tech appliances for meetings and conferences, the EOC EU Office looks forward to welcoming its partners for regular



meetings and organising further events to represent the Olympic sport movement in



Brussels.

The EOC EU Office has put a great accent on the design to have an office that envisages our mission and values and also promotes the attractiveness of the sport movement in a visual way.

We are looking forward to welcome you in our new office!







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EOC EU Office: Internship – Application deadline 15 October 2017

The EOC EU Office provides university students and recent graduates with the opportunity to complete an internship for a period of 3 to 6 months. Interns will get an in-depth insight into EU sport policy, will contribute to daily and long-term tasks of the Office, and will thus contribute to promoting the interests of the organised sport movement in the EU. The EOC EU Office accepts applications from both students of master programmes and recent graduates.

Interns of the EOC EU Office can expect to attend sport-related events, conferences and meetings organised by the EU institutions and other stakeholders in Brussels. In addition, they will assist the EOC EU Office with the organisation of its own events and meetings.

The next application deadline is 15 October 2017 for the period February - July 2018. Potential applicants should send their CV and motivation letter to our Office Manager, Fruzsina Csepi (csepi@euoffice.eurolympic.org).

For more information about the requirements and the detailed description of the traineeship please visit our website below.

FURTHER INFORMATION
Internships at the EOC EU Office

PARTNERS' CORNER

ENGSO: Grassroots Sport as a Tool for Social Change Conference as part of the European Week of Sport

Together with the European Lotteries, ENGSO organised a Conference on "Grassroots Sport as a Tool for Social Change" in Brussels on 27 September. The event took place during the European Week of Sport, initiative of the European Commission to get Europeans to #BeActive.

The conference looked into grassroots sport and its power as a tool for social inclusion and change. The first panel was dedicated to practical examples and included for instance Anna Strugovshchikova from German Olympic Sports Confederation, who explained what they are doing in the field of inclusion. Second panel focused on the policy discussion, where Deputy Director-

General of DG Education and Culture of the European Commission, Jens Nymand-Christensen, reminded that grassroots sport is a top priority for Commissioner Tibor Navracsics. He also highlighted the role of coaches for social inclusion.

Role of coaches was also the topic of last speaker, Kairis Ulp, Chair of Council Working Party during the Estonian Presidency. She gave an overview on the Estonian Presidency, especially focusing on the upcoming Council Conclusion on the role of coaches.

FURTHER INFORMATION



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Grassroots Sport as a Tool for Social Change

Erasmus+: Final conference to conclude the SUCCESS project

The SUCCESS project was officially and successfully concluded on 13 September 2017 in Bratislava at a conference entitled "Sport Governance and Women in Leadership." Coordinated by the Croatian NOC and cofinanced by the European Union, the project has brought together 6 NOCs (Croatia, Czech Republic, France, Italy, and Lithuania) with the aim to contribute to the European overall aim of achieving a full gender balance in the representation in decision-making positions in sport governing bodies through a hands-on management and leadership programme for women – 8 per country – active in leadership roles in sport organisation.

The SUCCESS project and its results confirmed the importance of education, management training and, especially, of building learning communities for improving diversity in decision-making bodies of sport organisations, and consequently, for enhancing the governance of these organisations. Building on the experience and data gathered thanks to the project, the main purpose of the conference was to present the project's results and influence decision-makers in Europe by providing them with concrete recommendations.

Attended by representatives of NOCs and NFs from 13 EU Member States, the conference was kicked-off by Mr. **Anton Siekel**, President of the Slovak Olympic Committee, who stressed at the beginning of his welcome speech that "coming from the business environment, it was a big surprise for me that gender imbalance in leadership positions in sport organisations is even more substantial than in the corporate world. Therefore, I was glad that our NOC was able to be a part of an educational programme that helped women in sport organisations to acquire necessary leadership skills to ensure higher



numbers of women in leadership positions. I learned from the feedback from the Slovak participants of the programme that the value of the programme was not only in the acquired knowledge but mainly in the community that this programme has created."

Project manager, Alma Papić, presented the project's objectives, activities and results, as well as the guidelines for organisers of training programmes for female leaders in sport organisations. The purpose of these guidelines is to assist leaders to develop, implement and maintain a system of governance that supports gender balance in management and leadership roles, to encourage them to actively work to attract an appropriate gender balance in management and leadership roles, to assist them to develop and implement strategic actions, e.g. educational programmes for women, and to provide practical guidance for organisers.

The keynote speaker Morana Paliković Gruden, member of the EOC Gender Equality in Sport Commission and the vice-president of the NOC of Croatia, emphasised that sport organisations must continue their work on good governance and gender equality. "Among the most important requirement for a board to be effective is that the



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board promotes equality and diversity", added Ms Paliković Gruden and stressed that while the board members must have the necessary attributes, skills and competence required to carry out their role effectively, "the overall aim of strategic actions should be to achieve a full gender balance in the representation in decision-making positions in sport governing bodies".

Member of the IOC Olympic Education Commission, **Thierry Zintz**, explained how good governance – including diversity in management and leadership positions in sport organisations – can be improved with and through education, and why it is important to use education as a tool for the improvement of governance. Ms **Donna de Haan**, researcher at the Amsterdam University of

Applied Sciences, elaborated, in her presentation, on the role of men in achieving gender equity in sport leadership. The recommendations and results of a study commissioned by the IOC, which tries to redefine and provide paths for the understanding of this role, and which is led by Ms Haan, should be available later this year. Finally, a national perspective and a strategic approach to improving gender equality were outlined by Ms **L'ubica Rozborová**, representative of the Ministry of Labour, Social Affairs and Family of the Slovak Republic.

FURTHER INFORMATION

Website Success Project

CNOSF: Paris 2024 – made for sharing with the whole Europe!

Words from Jean Michel Brun, Secretary General of the French Olympic Committee (CNOSF)

Following years of preparation and commitment from the French Olympic Movement, and after a century without organising summer games, the city of Paris as well as the entire country will be delighted to welcome athletes from all around the world for the summer Olympic Games and, for the first time, the Paralympic Games.

Indeed, on 13 September 2017, in Lima, the 131st session of the International Olympic Committee simultaneous awarded Olympic and Paralympic Games to Paris 2024 and Los Angeles 2028.

The French Olympic Committee would like to warmly thank the whole European sport family for its impressive support. I can assure you that, in the upcoming months and years, we will work with all European actors, from the sport world as well as institutional and economical partners to fully tap the societal potential of having such a major event in our continent.

The Paris 2024 Games will build on the dynamic created by the team during the bidding process to develop a social and environmental approach, aligning its activities with citizens' interests and preoccupations and valorising sport activities. Together we will live a universal celebration facilitating the development of sport and its accessibility for all. Paris 2024 will embody the values of the European Union and its priorities while also giving a major importance to the IOC Olympic Agenda 2020.

In seven years, France will enthusiastically welcome the world and Paris, city of lights, will be yours. We will share with all of you, my dear European friends, our passion for Olympism and our love for the Games without forgetting our well known French way of life!



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NEXT MONTH

Dates in October 2017

9-11 October 2017	IOC Advancing Women's in Leadership Roles Forum in Europe, Vilnius, Lithuania
11-12 October 2017	#BeActive Awards Ceremony, Marseille, France
12-14 October 2017	European Athletics Convention, Vilnius, Lithuania
15 October 2017	Deadline for internship applications at the EOC EU Office for the period February –July 2018, Brussels
17 October 2017	EP Rugby Intergroup, Brussels
18-20 October 2017	European Athletes´ Forum, Monte Carlo, Monaco
19-20 October 2017	Meeting EOC Antidoping and Medical Commission, Vienna, Austria
31 October- 3 November 2017	ANOC General Assembly, Prague, Czech Republic