

The House of European Sport

Tweets of the month



EOC EU Office

@EOCEUOffice

Jan 31

Happy to see that sport is fully contributing to the success of the @EUErasmusPlus Programme. A lot of expectations for the Sport Chapter after 2020 with hopefully even more #Grassroots sport organisations and countries involved. @EuSport

EOC EU Office

@EOCEUOffice

Jan 30

Opening of the #SportInfoDay in Brussels by Commissioner @TNavracsicsEU.

EuSport

@EuSport

Jan 13

Did you know that #sport accounts for roughly 3% of GDP & 3.5% employment in the #EU? More info @<https://ec.europa.eu/epale/en/blog/9-research-findings-show-why-education-needs-sport> ...

EOC EU Office

@EOCEUOffice

Jan 10

Happy to host the kick-off meeting of the @POINTS_EU Project. Good discussions on #integrity and #GoodGovernance in perspective.

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EDITORIAL

Dear readers,

While the Olympic Movement is looking forward to the opening of the Winter Olympic Games in PyeongChang, the Bulgarian Presidency has started an ambitious programme in challenging times for the European Union.

It will be interesting to see how the Bulgarian Presidency intends to moderate the paramount discussions on the new Multiannual Financial Framework. Even without Brexit negotiations, this topic has always been the most complicated dossier for a Presidency. Brexit means in concrete terms that up to 13 Billion Euros p.a. will be missing in the future EU budget. Compensating this gap would either require higher contributions by the remaining 27 Member States or cuts in political sensitive areas such as Cohesion or Agricultural Policy. Both options are far from being easy to achieve. In any case there are not a lot of experts that would put bets on the initial roadmap. Finalising the negotiations still in 2019 would be a major surprise.

All existing EU programmes will be assessed and it's not given that all will survive. The Erasmus+ programme is one of the few programmes that enjoy a high reputation among all European Institutions. Erasmus+ is a European success story and will continue, there is no doubt about it. Question marks are mainly on the overall budget and the division between the different chapters of the programme. The Sport chapter has developed in a good way. The requests by sport federations, universities or NGOs is growing and the administrative burden for applicants has been reduced year by year. The priority for the future should be even more to facilitate the participation of grass roots sports actors. The introduction of small scale projects has been already an important step in this direction. The next two years should be used intensively to discuss the content of the future sport chapter, also to which extent the programme will contribute to solve existing problems in grass roots and high elite sports. The mid-term evaluation of the Erasmus+ programme will be published in due time. It should be used as a basis for further reflections on the future design of the programme.

Under the Bulgarian Presidency the first meetings of the two remaining Expert Groups on "Integrity" and "Skills and human resources development in sport" are already scheduled. The EOC EU Office is looking forward to actively contribute to these groups. The dates of the EU Sport Forum in Sofia have been slightly changed to 22/23 March.

At the end of the editorial I am happy to announce that Patricia Windget has joined the EOC EU Office in January as new office manager. We are happy that Patricia is now part of our team and we wish her an excellent start in the world of sport!

Enjoy your read,



Folker Hellmund

Director EOC EU Office

EUROPEAN UNION AND SPORT

Parliament and Council start trilogue on Copyright , COM continues work on illegal online content

After both the European Parliament (EP) and the Council decided on their negotiating positions regarding the regulation on *“Copyright and related rights applicable to certain online transmissions of broadcasting organisations and retransmissions of television and radio programmes”* in December of last year, trilogue negotiations started at the beginning of 2018. The Commission proposal included risks for sport broadcasts, especially regarding the principles of “country of origin” (CoO) and retransmission, that potentially allow online broadcasts to other countries than the contracted area, undermining the territorial licensing of sport content.

The EP's Legal Affairs Committee adopted its position on 21 November 2017, which was confirmed by a vote in the plenary session of 12 December 2017. The EP position significantly amends the European Commission's original draft proposal on several points:

- The EP rejected a general extension of the country of origin principle to all type of content ancillary to broadcast as proposed by the Commission. The EP proposed instead to narrow the scope of the regulation that would extend the ‘country of origin’ principle to cover only online services ancillary to broadcast of “news and current affairs content”.
- Nonetheless, it will be possible for broadcasters to geo-block their online content if the right-holder and broadcaster so agree in their contracts.

Furthermore, the EP text specifies that transmission of broadcasting programmes

by way of ‘direct injection’ requires the authorisation from the right holders.

The Council also agreed on a common position on 15 December 2017, which also significantly reduces the scope of application of the ‘country of origin’ principle compared to the initial Commission's proposal:

- The application of the country of origin principle for TV programmes is limited to works that are financed and controlled by the broadcasting organisation (i.e. works co-produced by the broadcasting organisation and content licensed to broadcasting organisations by third parties).
- All sports events (both for radio and TV programmes) are excluded from the scope of the regulation.

Interinstitutional negotiations to reach an agreement on a final text will start in early 2018.

The European Commission furthermore continued their work with platforms to progress on tackling the spread of illegal content online. It had published a Communication on the topic September 2017 demanding stronger efforts from online platforms to delete illegal content including breaches of intellectual property rights. Ahead of a meeting with representatives of the platform, the EU Commissioners Andrus Ansip, Dimitris Avramopoulos, Elżbieta Bieńkowska, Věra Jourová, Julian King and Mariya Gabriel said that the Commission *“will continue to promote cooperation with social media companies to detect and remove terrorist and other illegal content*

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online, and if necessary, propose legislation to complement the existing regulatory framework”.

FURTHER INFORMATION

[European Parliament – Press release \(12/12/2017\). “EP ready to start talks with EU governments on new rules for online TV and radio”](#)

[Council of the European Union – Press release \(15/12/2017\): “Online cross-border TV and radio broadcasts: Council agrees negotiating stance”](#)

[European Commission – Press release \(08/01/2018\): “Removing illegal content online: Commission calls for more efforts and faster progress from all sides”](#)

The European Commission publishes consultations on future funding programmes

The European Commission has published several consultations regarding the future of EU funding programmes under the upcoming Multi-Annual Financial Framework (MFF) from 2021. The Commission is expected to publish its proposal for the future MFF at the end of May 2018, with proposals for the different funding programmes expected in the weeks after that.

The now published five consultations cover all European funding programmes ordered by different topic areas:

- [EU funds in the area of values and mobility](#)
- [EU funds in the area of security](#)
- [EU funds in the area of investment, research & innovation, SMEs and single market](#)
- [EU funds in the area of migration](#)
- [EU funds in the area of strategic infrastructure](#)

For sport organisations, the questionnaires on migration (covering the Asylum, Migration and Integration Fund (AMIF) and the European Structural and Investment Funds (ESIF)), on investment, research & innovation, SMEs and single market (i.a. Horizon 2020, ESIF, EU Health Programme) and especially the one on values and mobility, which covers Erasmus+ including the sport chapter, are particularly important. **The three consultations are open for contributions until 8 March 2018.**

Sport organisations should therefore take part in the mentioned consultations and present their views and needs for future EU funding programmes. The EOC EU Office will analyse the questionnaires of the different consultations and present its contributions as well as report on important aspects and development

The European Commission releases its proposal for VAT reform

As announced on its 2016 VAT action Plan, the European Commission published a proposal to review the Value Added Tax (VAT) Directive.

The objectives of this proposal are both to offer more flexibility to Member States as well as to

establish a uniform structure in which Members States can set their own VAT rates.

The Commission's proposal could have a strong impact on the VAT rates system as the rules will evolve from a pre-defined list of goods and services, for which reduced rates or VAT exemptions were allowed (current system), to a new list of products, in which the standard rate of minimum 15% must always be applied. In addition, the European Commission announced that the proposed definitive regime will be based on taxation taking into account the countries of destination instead of the country of origin as initially envisaged.

This proposal might also have consequences for sport activities. Indeed, within the current system, the following activities are covered by the list of potential exemptions or reduced rate:

- Exemptions regarding "services closely linked to sport or physical education provided by non-profit-making organisations".
- Reduced rates: "Admission to sporting events" and the "use of sporting facilities".

Despite the statement of the Commission that "*all goods currently enjoying rates different from the standard rate can continue to do so*", the decision of maintaining these exemptions will belong to Member States, at the national level.

- In that perspective, the challenge for national sport organisations will be to convince their government regarding the necessity to keep supporting their actions via taxations reductions or exemptions.

On the other side, these new rules could also represent a real opportunity to increase the support given to sport activities, by diversifying the areas covered by reduced VAT rates. Furthermore, another aspect that could have an impact on sport is the inclusion, in the new proposed list of "Supply of gambling and betting services".

This legislative proposal will now be submitted to the European Parliament and to the Council for adoption. The EOC EU Office will closely follow the process and share the Sport movement's position with all relevant EU officials.

FURTHER INFORMATION

[Press release](#)

[European Commission proposal](#)

[FAQ](#)

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European Court of Human Rights dismisses the claim asserting that anti-doping whereabouts violates the athletes' fundamental rights

On 18 of January, the European Court of Human Rights (ECHR) issued an important decision regarding the future of the fight against doping in sport by indicating that the whereabouts system does not infringe on the freedoms of athletes.

This decision follows a lawsuit filed by four-time Olympic cycling medalist Jeannie Longo and a group of French national sport unions, alleging that the whereabouts mechanism violates Article 8 of the European Convention of Human Rights concerning "respect for private and family life". In their perspective, this system creates *"unjustified interference with their right to respect for their private and family life and their home"*.

Under the whereabouts system, athletes must provide information about their location so that testers could reach them in order to conduct unannounced testing.

In its statement, the European Court of Human Rights ruled that this the restrictions created by the whereabouts system on the privacy rights are justified by the general public interest of pursuing anti-doping tests.

Indeed the court acknowledged that whereabouts requirement interfered with the applicants' privacy but also recognised that whereabouts mechanism had the merit of *"establishing a legal framework for*

anti-doping which was not to be underestimated from the perspective of guaranteeing the rights of the sports professionals concerned".

The court also added that *"the reduction or removal of the relevant obligations would lead to an increase in the dangers of doping for the health of sports professionals and of all those who practise sports"*.

Having all these elements in mind, the court finally held that the whereabouts system had struck a fair balance between the various interests at stake.

This decision has been positively welcomed the decision, with Olivier Niggli, Director General, stating that: *"Today is a good one for doping-free sport. Because out-of-competition doping controls can be conducted without notice to athletes, they are one of the most powerful means of deterrence and detection of doping and are an important step in strengthening athlete and public confidence in doping-free sport."*

The decision could still be appealed to the Grand Chamber of the ECHR.

FURTHER INFORMATION

[Decision of the ECHR](#)
[WADA's statement](#)

FUNDING PROGRAMMES AND STUDIES

Successful Kick-off Meeting for the POINTS project in Brussels

On 10 and 11 January 2018, the project 'Single Points of Contact for Sports Integrity' (POINTS) organised its kick-off meeting, at the EOC EU Office premises.

These two days officially launched the project that will run for a total of three years. Various activities, will take place in the different countries of the consortium. The key objective of the "POINTS" project is to help National Olympic Committees (NOCs) and European and national sport federations in Europe to safeguard the integrity of their respective sport(s) and to strengthen their governance.

Managed by the EOC EU Office and supported by the European Commission through the Erasmus+ Sports Programme, the "POINTS" project will gather an impressive consortium of 18 organisations including 11 NOCs (Belgium, Denmark, Norway, Netherlands, France, Czech Republic, Slovenia, Italy, Portugal, Germany and Croatia), 3 European federations (European Athletics, European Volleyball Confederation and FIBA Europe) and 3 specialised organisations (INTERPOL, Sport & Recreation Alliance UK and EOSE). The IOC, through its Ethics and Compliance Office, is an associated partner of the project.

Following the opening speech from Folker Hellmund on the importance, for sport organisations, of being pro-active in the field of integrity and governance, Friedrich Martens, Head of Olympic Movement Unit on the Prevention of the Manipulation of Competition (OM Unit) from IOC Ethics & Compliance Office, presented the ongoing activities of the IOC regarding the fight against



Manipulation of Sports Competition. He notably focused on the activities of "Single Points of Contact" (SPOC) in the context of the OM Unit and the IBIS system.

Building on this presentation and on the experience of the consortium, the partners used the second day of the meeting to reflect upon the way to further develop the concept of 'Single Points of Contact for Integrity' for NOCs and European federations.

For the next steps of the project, the consortium will continue to work on the concept of "Single Points of Contact for Integrity", with the aim to develop "Guidelines" to support the setting-up of such a SPOC within the partner organisations.

In addition, in the second part of the year 2018 we will see the development of an educational programme to provide training and support for "Single Points of Contact", prior to a practical implementation in 2019. The next meeting will take place in Lausanne, in April 2018.

FURTHER INFORMATION

[Twitter account of the POINTS Project](#)

Erasmus+: Sport Info Day 2018

On 30 January 2018 over 500 representatives of sport federations, clubs, NGOs, universities and other sport-related organisations gathered in Brussels to attend an event which has over the past years become an awaited annual gathering – the Erasmus + Sport Info Day.

The 5th edition of the information and networking Day was organised by the European Commission (Directorate General for Education, Culture, Youth and Sport) together with its Executive Agency (EACEA). The programme featured traditional elements such as (1) high-level interventions by the European Commissioner for Sport, Tibor Navracsics, and Bogdan Wenta, MEP and Vice-President of the Sport Intergroup, (2) a political discussion about the implementation of EU priorities in the field of sport with representatives of National Erasmus + Agencies (Poland), Bulgarian EU Presidency, Sport Unit of the European Commission, and projects funded by the Erasmus + Sport Programme ([ASPIRE](#), ENGSO), or (3) information sessions about the upcoming Erasmus + Sport call for proposals in the form of a general presentation and 3 specific workshops.

Several important elements deserve to be highlighted:

- The total budget of the sport chapter of the Erasmus + programme for the period 2014-2020 is 265m EUR, but only 124,5m EUR have been allocated to projects and other initiatives so far (2014-2017). It means that still more than half is to be awarded in the next three years, which in turn means that the success rate of project applications is still going to grow. In 2018, 37,4m EUR will be dedicated to successful applications of the calls.
- A recent [corrigendum](#) to the Erasmus + Programme Guide has introduced a new category of non-for-profit sport events to the sport chapter. The so-called “Large-scale”

events will be eligible to receive a grant of 1 to 2 m EUR and will be able to start (their preparation) on 15 June 2018.

- When considering the 4 sets of priorities of the Erasmus + Sport Collaborative Partnerships, the least project applications have been submitted for the one related to integrity (good governance, and fight against doping and match-fixing). Sport organisations are therefore encouraged to focus their projects also on these areas as chances to succeed in the selection process are relatively high.
- Even though the implementation of the Erasmus + Programme has just entered its second half, the discussions and negotiations about the new generation of the Programme (part of the Multiannual Financial Framework post-2020) have already started. All stakeholders were strongly encouraged to take part in [the public consultation](#) in the area of values and mobility, and to generally contribute to the discussion.

The last session of the info day presented a novelty on the programme – the presentation of **other EU funding opportunities for sport**. A researcher from KEA consultancy provided a brief overview of sport-related projects co-financed by the so-called **Structural funds**, highlighting, as typical feature, cross-sector partnerships. The authors of the recently published EU study “[Sport Diplomacy – Identifying good practices](#)” presented, based on a number of concrete examples, the various, though often “well-hidden”, funding opportunities for sport in **EU external relations programmes**. A specific opportunity in the field of **child protection** - *Promoting the embedding of child safeguarding policies across different settings and sectors, such as sports clubs and organisations (...)* – was introduced by a representative of European Commission’s DG Justice. The [related call for proposal](#) for national and translational projects will be launched on 8 March 2018. Finally, a policy

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officer from the Youth Unit, DG Education and Culture, shared with participants an update on the creation of the [European Solidarity Corps](#), which is to replace, and at the same time widen (volunteering, traineeships and jobs, solidarity projects) and upscale (financially), the European Voluntary Service. The roll-out of the new initiative depends on the outcomes of the legislative process which is to be finalised, according to the provisional planning, at the beginning of October 2018.

On the following day, the Education, Audiovisual and Culture Executive Agency (EACEA), responsible for the management of the Sport chapter of the Erasmus+ Programme, organised a meeting for the coordinators of sport projects which started on 1 January 2018. Coordinators had the opportunity to discuss, in particular, how the new simplified financial rules, applicable to sport projects for the very first time, are to be correctly implemented.

In addition, the EACEA announced the creation of an online **Erasmus+ Sport project community** which shall allow coordinators to present their projects concepts as well as to inform other organisations and the Agency regarding various project activities.

The current call for proposals of the Erasmus+ Sport programme is open until **5 April 2018** and can be found [here](#).

Information about all projects co-funded by the Erasmus + Sport Programme in 2017 can be consulted in the recently published [Compendium](#).

FURTHER INFORMATION

[More information and details, including videos from all the sessions are available here \(Sport Info Day\) and here \(Project Coordinators meeting\).](#)

Erasmus+ mid-term evaluation published

On 31 January 2018, Commission published the mid-term evaluation of the Erasmus+ programme, which gives as an overall very positive view on the EU's flagship programme for education, training, youth and sport for 2014-2020. The programme has been highly beneficial to its participants, not only as facilitating their employment, but also as promoting the feeling of being an EU citizen. Furthermore, Erasmus+ is more coherent, relevant and partly more efficient and simpler than its predecessors. According to the evaluation, Erasmus+ has achieved or exceeded most of the indicators, which were set in the legal basis. It also mentions that demand for funding exceeds the current budget and that the evaluation confirms that the programme has "capacity to absorb an overall budget increase in the next Multiannual Financial Framework".

However, the evaluation also found some room for improvement, one being the need to do more to reach out to the more vulnerable in society and to

facilitate the participation of smaller organisations. It also points out the need to reduce the recommended priorities and better focus on certain areas, as well as highlighting that the future programme should continue to implement the EU's political priorities while keeping certain flexibility. It is also mentioned that the future programme should reduce administrative burden by simplifying application and reporting procedures, thus improving the efficiency of the new programme.

Sport as first time part of the current programme.

The evaluation highlights that sport is a recent programme and for instance, systemic impact of sport actions cannot be evaluated yet. The evaluation states that coherence can be improved in relation to sport and that the Commission will increase the focus especially on social inclusion in sport, and reduce overlap with youth activities. It is also mentioned in the evaluation that the "sport

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organisations take part in other sectors of the programme even more than in their own strand of Erasmus+”. EOC EU Office finds this statement surprising and wonders if the evaluation has defined as sport organisations also organisations outside of organised sport.

The evaluation also mentions that the Erasmus+ sport programme has an internationalisation effect especially concerning grassroots sport, where sport organisations have less international opportunities compared to elite and competitive sport, which are by nature international. According to the evaluation, the programme has not yet reached its potential in the internationalisation of grassroots sport and some alignment of sport actions with EU policies is needed in future. Some respondents at national level felt that it is sometimes difficult to fit the objectives of the programme, which are in line with the EU policies, to the local perspectives.

Regarding the beneficiaries of the sport part, the evaluation mentions that education institutions are successfully applying sport projects with education and youth links. Consequently, this reduces the participation of pure sport organisations in the sport activities.

Overall, the evaluation gives some good recommendations regarding the future funding programme. However, it is also important that some of the aspects that the evaluation proposes are clarified. EOC EU Office will have post-2020 programmes, and especially the future sport programme, as a priority area for its work in 2018, and it will closely follow and influence the processes.

FURTHER INFORMATION

[Mid-term evaluation](#)

Commission publishes toolkit on integration of migrants and EU resources

On 24 January 2018, the European Commission published a toolkit “to help national and regional authorities design strategies and projects to integrate migrants and identify available EU resources”. It aims both to set up local integration strategies and to give an overview of how national and regional actors can use European funds to support the necessary measures.

The toolkit identifies five priorities for holistic and efficient long-term integration strategies:

- reception;
- education;
- employment;
- housing;
- and access to public services

The document refers to a wide range of EU funding instruments that can support different types of

projects in the field of integration – from providing language classes and healthcare upon arrival to helping migrants find a job, a home to live in and a place in society. This includes funding under the European Structural and Investment Funds ([ESI Funds](#)), the Asylum, Migration and Integration Fund ([AMIF](#)) or the Fund for European Aid to the Most Deprived ([FEAD](#)).

Even though integration measures through sport are not explicitly mentioned in the guide, the toolkit does give a good overview of funding measures applicable regionally that could also be useful for sport organisations.

FURTHER INFORMATION

[European Commission – Press release \(24/01/2018\): “Integration of migrants: Commission presents toolkit to help Member States make the best use of EU funds”](#)

INTERNALS AND VISITS

New Office Manager at the EU Brussels office

Patricia Windget is replacing Fruzsina Csepi who has left the EOC. The EOC's team thanks Fruzsina for her work, especially for her significant contribution to the move of the office to its new premises.

Patricia is originally from Chile and lived in the United Kingdom from a very young age. She has dual nationality Chilean/ British and is a graduate from the University of Portsmouth in the south of

the UK and also studied at the University of Toulouse II - Le Mirail, in France.

She has worked for several international organisations including lobbying associations and the European institutions and other governmental organisations. Furthermore she's fluent in English, Spanish and French. She's not a professional athlete, however practices sport on a regular basis.

New Application deadlines for Traineeships

The EOC EU Office offers internships of 3 to 6 months in two periods: **September to January**, and **February to July**. Interested students and recent graduates are requested to select one of the two periods and to apply before the applicable deadline. As a general rule, the EOC EU Office does not accept internships for the month of August.

Period	Application deadline
Period 1: September – January	30 April
Period 2: February – July	15 October

The next deadline is **30 April 2018** for the period **September - January 2019**.

Applicants are asked to send a **recent CV** and a **motivation letter** to our office manager Patricia Windget (windget@euoffice.eurolympic.org), and to indicate the preferred length of their internship (3-6 months) and availability during the chosen period.

All applicants will be notified of the receipt of their application. Results of the selection procedure will be announced shortly after the respective application deadline.

PARTNERS' CORNER

FIBA Europe: TIME-OUT, the Erasmus+ project helping basketball players on the labour market



TIME-OUT is a project in the field of dual careers that focuses on the integration of basketball players into the labour market, showing the importance of thinking in advance about the life that follows after sport.

FIBA Europe, together with its academic partners, is creating an innovative programme designed specifically for basketball players. The innovative part that this project brings to the participants is the combination of 3 different degrees:

- “Leadership and management” certificate/diploma/master (depending on their entry level): delivered by Northumbria University (UK)
- “FIBA Basketball Management” qualification: delivered by FIBA Europe and FIBA
- “Talented Athlete Lifestyle Support (TALS*)” certificate: delivered by TASS (UK)

TIME-OUT is the first project of its kind that is designed exclusively for elite European basketball players (a total of 80 players, 40 men and 40 women), and has secured considerable funding from the European Union Erasmus+ Programme.

Academic Qualifications

1. Leadership & Management:

The academic programme will be delivered by the Corporate and Executive Development (CED) Department in Newcastle Business School (NBS) at Northumbria University (NU). The players-students will be enrolled to study in the Bachelor (Hons) Leadership and Management programme as part of the TIME-OUT Project delivered in partnership with FIBA and NU. They are one of the leading providers of executive education in the UK and were Business School of the Year in 2015.

The Leadership and Management programme will be tailored to each student's needs and it will be a stepping-stone to an exciting business and

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management career. We truly believe that this blended-learning course, implementing a work-related approach, will make the learning personally, academically and professionally rewarding.

The players-students have been assessed via individual interviews and will receive credits for previous academic qualifications. Based on this assessment they will be placed in focus groups and will be able to receive the following qualifications upon graduation:

- Certificate or a Diploma in Leadership & Management (basic entry level)
- Bachelor (Hons) Leadership and Management (entry based on previous degree)
- Master Leadership and Management (entry based on high previous degree)

Based on the preliminary assessment, around 30 of the 80 players-students are eligible to study for the highest Master degree. The induction week organized in July 2017 has provided additional opportunity to amend the focus group placement. There are also possibilities for some students to receive academic scholarships from NU and continue their education post TIME-OUT.

Practically, this programme provides the players-students with a full scholarship to achieve a highest-level business education from an elite university.

2. FIBA Basketball Management

The FIBA Manager qualification is also specially designed and will include the newest topics such as the new FIBA competition system (Technical Delegate education); FIBA operations (MAP); marketing and media; basketball development in Europe and worldwide.

Research

A key part of the project will be the research that will be undertaken by the students under the guidance of the academic partners and FIBA. The data from the research will be summarised in a special *Guide for employability of basketball players in Europe* that would be offered to all national federations to use. This guide would be one of the many tools that will be provided in the near future to support the players in their personal development.

TALS - Talented Athlete Lifestyle Support

A group of 30 selected student-players will receive the extra qualification as Player Development Manager through an additional course delivered by TASS and FIBA. They will become the extended arm of FIBA in building the player support network across Europe and reaching out to thousands of players. Simultaneously with the TIME-OUT project, FIBA will develop a special programme for players aimed at providing valuable recourses with important information, contacts and mentoring services.

National Federation's Development

It is envisaged that by educating the selected group of elite players with a carefully designed academic programme of business and FIBA Manager Qualifications, the national federations will receive highly competent, motivated and supportive workforce that would assist them in their development. By supporting the players in their personal careers it is expected that they will also be a positive tool in each national federation's growth.

Elisabeth Cebrian, elisabeth.cebrian@fiba.com

FURTHER INFORMATION

[FIBA Players' hub](#)

[FIBA programmes](#)

[Final list of participants](#)

[TIME-OUT Brochure](#)

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NEXT MONTH

5 -7 February 2018

Plenary session: Geo-blocking and other forms of discrimination based on customers' nationality, place of residence or place of establishment (debate + vote). European Parliament, Brussels

09 to 25 February

Winter Olympic games, Pyeongchang (South Korea)

21 to 22 February

Expert group meeting on "Skills & Human Resources Development in Sport", Bath (United Kingdom)