



EFDN

**10th EFDN Conference Report
CSR in European Football
Hosted by Paris-Saint-Germain, Paris France
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Paris Saint-Germain Foundation

Christine Le Gal- PSG Foundation Director, PSG Foundation

The 10th EFDN Conference has been open by the kind greeting words pronounced by Christine Le Gal, Director of the PSG Foundation. As the Host of the Conference she welcomed cordially everybody at the Parc des Princes and expressed the honor Paris-Saint-Germain had to receive such amazing CSR-experts from all over the European Football.

Paris Saint-Germain Foundation was created in 2000, it was the first foundation of a French sports Club. Until now, 200,000 children have participated in its programs. The Foundation has three priorities: their first mission is to integrate young people socially and professionally; secondly, they have a commitment to help children in underprivileged areas and thirdly, they aim to bring comfort to sick children through hospital visits. PSG Foundation commitment is to use sport as a key element for children's development by helping them gain self-confidence, encouraging them to acquire soft skills and boost their desire to learn and practice reading, writing and counting.

Christine Le Gal continued her discourse by exposing the Foundation's of the major accomplishments. To begin, through their social and professional inclusion programmes, which support young adults aged from 18 to 25, to train them in order to help them find a job. Then, the Foundation also assist children living in underprivileged areas of Paris. In total in 2016-17, more than 26,000 children took part at their activities. Another key event are the PSG Holidays when the Foundation organise vacations for kids who would not be able to leave for economic reasons. Last summer, 3500 kids, boys and girls, had the opportunity to participate. Furthermore, with their Go Girls! the PSG Foundation wants to encourage girls to practice more actively in sports. Therefore, every year 20 girls aged between 8 and 12 years old are recruited to whom they offer the possibility to discover 10 different sports during the year as well as participate in multiple cultural visits around the city. In addition, to accomplish their third mission, the Foundation and the PSG players are visit sick children in hospitals.

In 2016, the Foundation took an important step. With the help of the City of Paris, we opened our first RED & BLUE School. Christine Le Gal mentioned that they wanted to use this link in a meaningful way and most importantly for their educational success. Therefore, the Foundation created an after-school programme which combines sports and education. To be able to run this programme an activity room on strategical sports site in a popular district of Paris was opened.





Football for Decent Jobs for Youth- ILO

Juan Felipe Hunt Ortiz- Officer in charge of the ILO Department of Partnerships and Development Cooperation, ILO

Juan Felipe Hunt Ortiz gave a very interesting presentation about youth employability. The ILO was founded in 1919 and is one of the oldest UN agency. The organisation aim is to record and fight against unemployability and reinforce social protection as well as social dialogue. To counter these worldwide social issues, the ILO try to help young people by supply them with skills and job programmes around the globe. In fact, the ILO organises over 180 conferences per year, with 600 ongoing projects.

At the moment, 66.6 million young people are unemployed. With this in mind, M. Ortiz point out that in addition 145 million are working-poor's, which are people who live in poverty despite of working. To reduce this number, the ILO wants to scale up actions and have more impact related to youth employment through various methods, such as effective coordination, sharing knowledge, as well as new sport partnerships. In response to the Agenda 2030 and the SDGs, a world alliance for decent jobs for youth has been created. Considering this, the ILO invites sport organisations to start collaborations.

The actual challenges of the ILO are to investigate youth governance as well as the policies related to it in order to transform them into skills development. Therefore, the organisation wishes to collect/ count more initiatives, measure their impact and set up concrete actions on the field through innovative, effective and evidence-based interventions. At this point, sport organisations can help the ILO to jointly fulfil its objective.

The ILO focuses on 8 proprieties:

- Digital skills for youth
- Quality apprenticeships
- Youth in rural economies
- Green jobs for youth
- Youth entrepreneurship and self-employment
- Youth transitioning to the formal economy
- Youth in fragile situations
- Young workers in hazardous occupations

Stakeholders mentioned by M. Ortiz with which sport organisations could work with are for example the public sector, the academia (results/ impact measurement), governments and/ or parliamentarians, social partners, medias, UN system, foundations, regional/ national institutions, youth and society identities. In addition, the ILO follows 15 key principles which define their strategic elements circle by creating an alliance, setting up action which have impact outcomes, applying and sharing knowledge with all stakeholders involved in the process and finally mobilising resources.

M. Ortiz made the audience aware of possible partnerships opportunities with sport organisation. For instance, one on the advantage of the collaboration could be funding for clubs, but a partnership with the ILO will not end there. The cooperation also has different advantages such as for example having



influence on change or adapting local frameworks and legislations. In fact, a cooperation with the ILO can be seen as an exchange of measurement tools, experience and knowledge in writing documents which attest the impact of the delivered skills (policy writing, for example) and provides also an international network. Besides that, sport organisations can offer the ILO, best practices examples and concrete actions on the field that could be replied in other countries. To conclude, the ILO is searching for well-designed projects that have an impact on youth, unemployability and social protection.

For more information: <https://www.decentjobsforyouth.org/>.

On the 2nd and 3rd of May 2018, the ILO organises the 'Innovations for Decent Jobs For Youth' event in Geneva. EFDN will be present at this conference and you can contact EFDN in case you are interested to receive more information.



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Creating Social Change Through Kicking & Coding- SAP SE

Gabrielle Hartmann- Head of Corporate Social Responsibility Middle and Eastern Europe, SAP SE

Gabrielle Hartmann introduced us to the world of CSR-focussed programming. SAP is the world's largest and most successful provider of business software and works together with the German national team and various German clubs such as Bayern Munich. Active in all Europe, the SAP team is proud to count her staff members from various origins: some are board members, other are world champions, developer or association employees. This melting pot of people working together contribute to the gathering et interaction of people that would have "normally" never met because of their professional function and pathways.

The SAP CSR strategy finds their inspiration in the well-known Nelson Mandela speech: "Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair. It is more powerful than government in breaking down racial barriers."

The software company mission is to improve people's life and make the world better. By being founded on a football pitch and counting passionate sport people in their lines, SAP wants to expend and share its expertise in the world. What is more, is that SAP has based their CSR engagement on the SDGs, in response of the trouble times our society is going through, SAP wishes to prepare youth and equip the future generations with IT skills (coding and programming), develop entrepreneurship and attract youth for science. The target is to educate people living in and out the city to technology and to extend and transmit knowledge to all the country.

SAP is convinced that football can lead to social change. Several tools to accompany communities through digital transformation, STEM system to integrate and attract math in the classrooms are used for example to support the ongoing projects. The company report that 65% of the children entering primary school will end up working in a job that does not exist yet. Because of that, SAP tries to get children into the world of coding. The aim: combining football and coding into one, by turning ideas into apps. The KickAPP Cup, iStage 3, European STEM league event, Boots & Beats are all projects created by SAP to link football and technology together. Additionally, in an activity called 'APPS TOSS', 30 young players and 20 programmers worked together on a 48 hours lasting coding marathon. The players shared their ideas and the programmers tried to make the ideas a reality. The organisation honours also amateur football clubs in their use of digital technology, with rewards as big as 10000€ being given. The world of sports is still hesitant to embrace technology, especially on an amateur level. It is however important and useful to make use of the advancements we have made. Through those example, Mrs. Hartman aware the audience that: "We have to break down barriers as Mandela said and to achieve this, it is only possible by collaborating together." She concludes by inviting the clubs to pick up their phones and start partnerships because as she said, "if it fails, it fails but we at least try it!"

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Breakout sessions #1:

Women empowerment through Sport- Mifalot

Lior Davidi - International Development Manager, Mifalot Education and Society Enterprises

Mifalot was founded in 1997 by then the owner of F.C. Hapoel Tel Aviv. In Israel, Mifalot reaches out to over 30.000 beneficiaries annually in over 400 programmes from varying demographic backgrounds, with the focus on underserved peripheral communities. Their sport project is the largest and most diverse organisation in the Middle East that uses sport as a platform for social change.

Mifalot educational sport programmes are designed to be life-changing for all stratum of the society by taking part at the projects children, adolescents and adults develop essential social skills and behavioural norms. The organisation adapts each programme to the specific needs of the local community and beneficiaries. Therefore, some programmes focus on stimulating self-efficacy, others on employability or what is more on tolerance and coexistence, to give a few examples. For more information you can watch the following video: https://www.youtube.com/watch?v=GUjjQ_Hf3r4.

Women Empowerment through Sport is a methodology that Mifalot delivers in Israel and abroad. The focus tackles the place of women in sports and the lack of women representation in particular. Due to the unstable social context in Israel, the sport field has not been investigating a lot. The negative images transmitted to the external due to war and conflicts between populations have been dominant the last years. Therefore, Mifalot uses sport for social change on several levels. The Israeli population is a mix of different cultures, one of the major issues is the lack of women representation in sports, the lack of opportunities to practice sport as a woman and finally the negative social stigma about women participation in sport. Through their work, Mifalot impose social change by promoting gender and cultural equality, integrating values and skills for diversity acceptance in their training sessions, give women the opportunity to take part in sports, acquiring knowledge (tools for employability and life skills such as finance, economy, family or education) and to distance from social representation still actual in most of Israel's heads. A multitude of projects are run all over the year by the organisation, you can find "Know your neighbour", "Catch the ball", "Beyond the net", "The game of life", "Bedouin community in the Negev" to name only some of them. The target of their actions is to promote women rights and leadership in the territory in order to engage knowledge transmission and activation; start discussion about body image, nutrition or hygiene; to empower people with disabilities and special needs. The message Mifalot and Lior Davidi want to spread through their activities: women acquire skills through sport participation, become leaders in society by getting involved and having impact through a meaningful social engagement in your community and stay open minded to accept differences and overcome the stigma still present in the Israeli society.

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Shared values: The Value of partnerships- Saints Foundation

Sam Fulling -Foundation manager, Saints Foundation

James Chillery- Strategic manager, Saints Foundation

Saints Foundation believe in development partnerships with like-minded organisations which innovate to address local social issues. The creation of the Saints Community Champions programme and Saints Foundation's collaboration with the Big Issues are demonstrated of this approach to tackle the most vulnerable in society and raise awareness of this project driven work. Their presentation focused on the establishment of partnerships, the learnings established and the outcomes (expected and unexpected) which have been driven through the programme.

At the moment, over 1/4th of the children living in Southampton are living in poverty. This results in high absence rates and lower than average scores at school. This resulted into the Saints Foundation starting the 'Saints Community Champions' project. This project launched in 2015 and wants to help children in Southampton fulfil their potential. In short, the club has a partnership with six local schools and provides them with a programme organised by the club. Each school has a full-time staff member working for the project. The project uses the brand of Southampton FC to hook young people into the programme. The impact of the project is quite big, with very positive results:

- 2889 young people were involved since 2015
- 4430 mentoring hours
- 16% increase of happiness
- 14% increase of satisfaction at school
- 7% increase of satisfaction of family relationships

A second partnership has been developed with The Big Issue. Together they made a special edition of the usual match day magazine, which was given out on the match day between Swansea and Southampton. The 'Big Issue Special Edition' was very successful and had a very big reach. There was an increase of 2242% in sales, with actions such as players of the club selling the magazine on the streets. The public response was very positive, with 200 online articles written about the magazine and a positive article in the Daily Mail.

Finally, Sam Fulling and James Chillery provided us with four key learnings and difficulties they encounter:

- Create a shared issue and values for the participants
- Deliver ongoing support throughout the programmes
- M&E framework is important, but hard to create
- Provide the public and participants with a clear message in a way that everyone understands it



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4 Employment- Making it work- Everton in the Community

Philip Duffy – Executive Director, Everton in the Community

Everton in the Community and Everton Football Club are both committed to education and preparing youth and older participants for the market place. Philip Duffy started with a video demonstrating the positive feedbacks Everton in the Community participants allocated to their programme participation. In fact, Everton in the Community has helped them improve their lives in many ways by developing their life skills; improving their self-confidence; emphasise their involvement in physical activity; inspiring them a brighter future and finally the most important, saving their lives.

Everton in the Community reached already notable results: 104 awards won in charity work. There are currently 40 social programmes run by 116 full-time employees, 40 casual employees and more than 200 volunteers. Each season, the average number of participant hours is 120,933. Also, Everton in the Community has 230 partners and a sum of £6.2 million in community assets, which includes Everton Free School, The People's Hub, The Blue Base and other housing projects. Lastly, there are 167 sites across the Merseyside area belonging to Everton in the Community.

The *Everton 4 Employment* initiative included several programmes:

- *Employ New Tactics*, the pre-employability programme supports adults suffering from mental health conditions. The course runs for 2 days per week over a 12-week period. This programme aims to help them improve their confidence, self-esteem and motivation, as well as developing important skills and get advice on searching and applying for a job. Everton in the Community has gotten positive results, with 97% of participants reported that they felt better after the course, and 30% of them had found a job.
- *Enterprise Core Programme* is a programme that aims to increase the aspirations and skills of 11-18-year olds in full-time education, who are marginalised and/or at risk of not achieving their full potential. The programme is 20-hour long and is funded by Premier League.
- *Premier League Enterprise* is another activity funded by Premier League that engages 14-19-year-old students in business activities, develop important life skills and increase confidence and motivation at schools. Its national competition, the Premier League Enterprise Challenge, sees them set out plans to complete a football business-related task.
- *Everton Premier League Works* – funded by Premier League - Everton in the Community is targeting NEETs (Not in Employment, Education or Training), one of the hardest groups to help. This programme 120-hour pre-employability programme set up for NEETs aged between 16-24, develops personal and social skills, provides the participants with confidence and valuable experience to successfully get back to education, access training or gain meaningful employment. More than 150 people have joined this programme till now.

Football therapy workshops were also delivered which convey various topics such as Self-awareness, control and confidence, emotional awareness, vulnerability is strength. Furthermore, session about Stress response and regulation, team and individual resilience, mindset and motivation, goal setting, resilience building have been given, personal development, dealing with negative emotions, self-worth and identity, power of sleep, Chimp Paradox. And finally, themes about feelings, thoughts and behaviour (FTB), perspective and focus, character, masculinity have been treated.

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Real Madrid Foundation

Elena Fernandez - International Cooperation and Projects Management Officer, Real Madrid Foundation

The Real Madrid Foundation was founded in 1997 and represents the social side of the club. The Foundation has developed social-sport projects all over the world to help more than 800.000 people using sport to improve their education, integration, cooperation and their future lives. The Foundation works in two specific directions: the institutional part with the building up of Sport Social School, Campus and Clinics and on the other side, the heritage the Foundation wants to leave by collecting and gathering archives for Real Madrid supporters, cataloguing their resources to showcase them at their museum.

More than 36.000 youngsters have benefited from sport involvement, extra academic tutoring based on specific needs, psychological support, medical check-ups and workshops about nutrition and health food habits.

Though the international reputation of the club, the Foundation organise numerous events such as charity races, the Annual Corazon Classic Match, unique and punctual events, etc. to raise money for their projects. The full amount collected is invest in local Spanish projects and the funds from the Classic Match supports projects in Africa.

The Real Madrid Foundation uses their own unique, flexible and registered '*For a Real Education: Values and Sports*' methodology. To reach their targets on the national and international level, projects are run in Spain which are mostly developed for youth as well as some other also involve prisoners during their last period in jail or the elderly, helping them reintegrate society. To fulfil their mission, partnerships with hospitals, NGOs, Foundations, public entities and administrations and the Red Cross counts among their portfolio.

The Foundation is active in 77 countries on the 5 continents, mostly events take place in South-America and Africa. Books, programmes and classes for basketball and football have been created over the years to teach their participants various subjects through the sports. Social Sports Schools are open and uses sport is used to teach participants teamwork, soft skills, and various other skills.

For more information, you can watch the video: <https://www.youtube.com/watch?v=9th1y3dbp0s>.



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Breakout session #2:

Online Fundraising: how to create a digital funding campaign- Fingerspitz

Jaap Jacobs- Managing Director, Fingerspitz

Sport organisations know that creating high quality events and social development campaigns is very difficult to do without adequate funding. Usual questions comes up: How do you reach sponsors? How do you promote your digital campaign and online fundraising? How can you take advantage of storytelling techniques? Everybody agrees that the best way to reach people these days is through digital communication and it is a great way to tailor your message to your audience. Jaap Jacobs presentation gives practical advice and solutions that sport organisations can use to easier tell stories, stimulate engagement with ambassadors and generate funds.

Fingerspitz is the award-winning digital marketing agency which is specialised in search engine optimisation (SEO), online advertisement, conversation optimisation, fan engagement through social media and automatization strategy. His team is constituted of 35 marketeers and 2 psychologists which aims for the best digital performance. Knowledge and innovation are their main drives and their work together in this focal point trying to achieve exponential growth.

Major issues any sport organisation encounter is not only the lack of funding but also to attract volunteers to their programmes. The first advice is not to try too hard when communicating towards their fans and trying pass the message by avoiding begging. Sport organisation have to primarily understand your audience which is nowadays constantly online, therefore possess digital expertise, knowledge and tools are essential. The fact is that people are lazy and 79% of the target will not respond. Example have been given during the presentation such as *Kwis for kiwi increasing traffic with Google campaign or Google grants: Google is giving you funds: stichting handicap sport in the Netherlands reached more than 100 volunteers with the use of this*. What you have to remind is that communication is not only based on the channel you will use to communicate your and how will reach more people to join you cause campaign, more crucial is the message- your story you want to share with the public. Creativity, passion and emotions are the key elements.

Secondly, *Show, don't tell*: the best manner to communicate about your own projects is to give attendees a voice and share their experience with the public. The participants involvement in the communication strategy has much more impact than if you or one of your management team transmit the message. The target audience feel more engaged and attracted when personal stories are communicated, because it is emotional, taking, closer to reality and the public can recognize himself in it.

Thirdly, *define the reach and target precisely you audience*. What counts on online platforms is traffic, likes and comments. To foster your digital accounts, you have to generate and differentiate massive traffic from relevant traffic that will create your strong community. To improve this, it is recommended to use PR, as well as influencers and/or ambassadors by convincing players to communicate for you and integrate your channel in their communication strategy, to include local/ national/ international government to take part at the action and increase visibility of your entire communication channel. To achieve this, clear technology tools (for ex. Justgiving, Mollie, Dropbox) facilitate the collection of

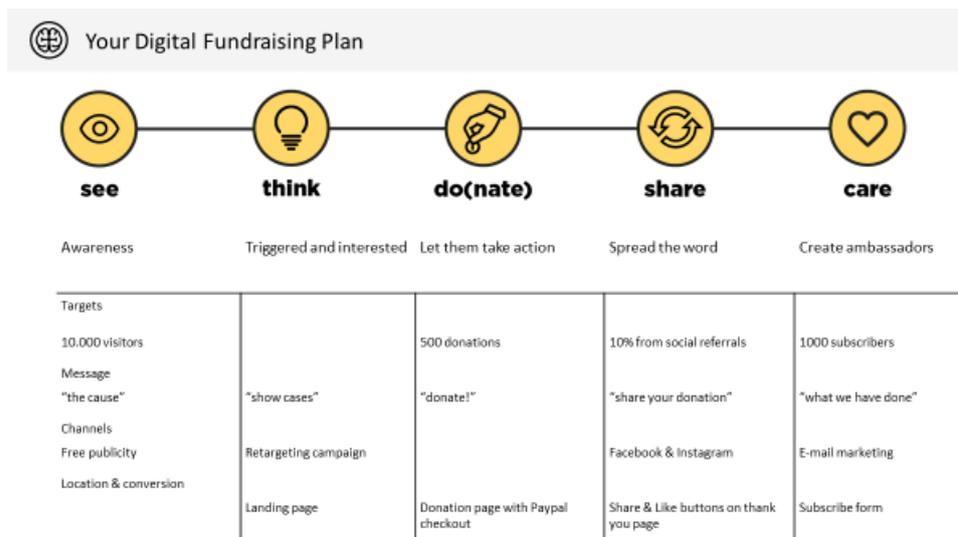


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funding, donations or campaigns applications. To keep your campaigns successful you should update your digital database regularly or create one including names, email addresses and every information you can use from your audience. Another advice is not only to ask funder money but also ask them to engage personally in the project.

To conclude, good digital campaigns should include the 5 fundamental steps:

- See – by making the audience aware of the social issue you work for
- Think – triggered and interested the audience by attractive content
- Do(nate) – Let them take action by giving money or by giving from their person
- Share – Spread the word your wonderful project through your communication mix
- Care – Engage ambassadors which inspire the public through their life story, to which the audience can look and follow as role models





Gateway to Employment- Celtic Foundation

Donna-Marie Henry- Head of Business Development and Projects, Celtic Foundation

The major Celtic Foundation's objective is to offer and guide participants back into employment. The programme focus on long-time unemployed people, often living in poverty and having to overcome in a second time, their programmes also engage with marginalised population such as homeless people, people with disabilities, people facing criminal charges, addicts, etc. the Foundation is using the power of football for good and to improve the quality of life for those most disadvantaged in their community.

At the moment, 30 employment related projects are being delivered. 'CashBack Gateway to Employment' is the most important, the target of the programme is on young offenders between 16 and 24 years. The sessions are constructed on trying to help them to get back "on the right track" by giving them tools and teaching them life skills that can be transferred from football to their daily life. Through this project, the participants build their self-confidence and attached personal capacities. The expected outcome is to increase positive change in behaviours and shape professional aspirations. The improvement of the participation's wellbeing leads them to facilitate their engagement in education, volunteering, training or even jobs searching.

Inspirational video from Patrick: https://www.youtube.com/watch?v=DXgL6UzH_h8.



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Go Girls! Allez les filles! - Paris Saint-Germain Foundation

Sabrina Delannoy- Assistant of the PSG Foundation Manager, PSG Foundation

Since 2012, the Foundation has been making an increasingly strong programme, which has been specifically set up for young girls aged from 8 to 12. The long-term programme proposed by the Foundation combines 15 sessions offering an introduction to different sporting as well as cultural activities and a week of holidays at Clairefontaine. Meanwhile, sports such as dancing, basketball, horse riding, combat sports, adaptive sports are practice and accompanied by museum visits, city tours and street art activities. At the end of the programme, girls are encouraged to carry on physical activity and are offered a licence to practice the sport of their choice.

The project is partly sponsored by the players of PSG women team. The players are highly integrated in the project as they attend and spend time with the children during the sessions. Out of these actions, the Foundation wants to encourage and show that it is possible to become a professional woman football player. Sabrina Delannoy added that the Foundation try to connect the girls as much as possible to the female players and want them to interact with each other to give their attendees positive role models to which they can look up. On the other hand, Sabrina Delannoy is convinced the player's presence facilitate to convince girls to participate to the projects and contribute to create in confidence link. To fulfil their objectives, the foundation is working closely with schools and associations locate in the specific areas where the programmes take place. The participants of the project are girls which need financial aid or encounter social and cultural problems.

The aim of the programme is to gain confidence, share positives values of sport such as respect, effort and responsibility. The Foundation has three key priorities: the integration of young people into the society and the world of work; helping to children in underprivileged areas and bring comfort to sick children.

The breakout session ended with a discussion with the Paris Saint-Germain Foundation and the audience on programmes for young girls. Firstly, the Foundation was questioned about the difficulties faced by the Foundation in delivering the programme, the biggest obstacle for the Paris Saint-Germain Foundation is contacting and convincing the families of the girls to let them participate in different activities within the programme since it could affect the health and study of the participants. There are also some minor problems with the timing of activities, but in general there are not many difficulties. The future for the Paris Saint-Germain Foundation regarding programmes for girls seems bright. As the 2019 FIFA Women's World Cup will be held in France, the Foundation plans to deliver this programme to all cities that will host a World Cup game. The Foundation hopes to start the programme one month before the World Cup starts, and to show related videos at each stadium before and during each game.

What is important to highlight is that during the discussion, the audience was asked to reflect on the reasons to involve more sport organisations to invest in girl's activity programmes. What has been mentioned is that there are not a lot of opportunities for girls to play football. And if it is the case, they have mostly to play in a boys' team. If clubs or foundations deliver sport programme only for them, then more girls will participate, can express themselves better.

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Panel Discussion: Tackling Racism in Football

Federico Addiechi- FIFA

Paul Elliot- Player Ambassador from English FA

Tony Higgins- FIFPro

Hubert Rovers- EFDN

Eliminating racism, discrimination and intolerance in and through football has become a major priority in the recent years in professional football. The panel discussion aimed to stimulate an informative discussion between various organisations within the professional world of football, who will report their respective perspectives views of the phenomenon. The predominant role of football and how sport can prevent racism has been argued and exemplified. This panel discussion between Federico Addiechi, Paul Elliot, Tony Higgins and Hubert Rovers underlined the challenges and relevant activities that could undertake the empowerment and building capacity of marginalised and discriminated-against groups.

The demographic evolution of the European population has been pointed out. According to this, the new 21st Century population has been described as multi-cultural. Therefore, politics of zero-tolerance for racism or for emphasizing integration have to be formalised to be able to tackle this problematic. Change in the acceptance and the conception of “the other” can be raised but it is still not enough cause racism acts have not disappeared yet. Furthermore, progress can be noted by the promotion and the education of good values through specific programmes. Steps forwards have been made in society related to integration and diversity acceptance. It is the clubs’ and associations’ responsibility to foster and get involved in this movement on the pitch, in the cloakroom, in the club management and across the fans. Sport organisations should take their role model seriously, spear their values and deliver diversity programmes to a wide range of supporters.

Through projects, clubs and associations settled in a locality impact more people. Therefore, it is important to continue fighting. To achieve this worldwide goal 3 main approaches should be developed and reinforced within the next years:

1. Establish a mandatory registration database of racism act in football. The monitoring of those cases allows to get a tangible analyses and proof what is happening in the field. On this objective data, clubs and association can re-centre their ethic and discrimination politics and specify their programmes.
2. Creation of regulation and sanction against racism acts (independently the origin or culture) that comes into effect in all countries and are followed universally.
3. Accentuate and develop difference and racism education focused on campaigns for children and youth because it is harder to change social representations of adults. Improve community work on CSR-projects by direct operations at local level.

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To resume, some key points highlighted by the panel:

- Football is not responsible to change the whole world, but it can contribute to support social change massively. Football has to play a bigger role than ever before in the visibility of this fight. Not just the players, but also the clubs and leagues have to include anti-racism in their communication.
- Projects and communication should focus on the children, since they are future adults. Teach them to be more tolerant, deal with differences and accept diversity. More activities need to be created to spread awareness.
- More monitoring needs to be going on and boundaries need to be set. Not just in the stadium, also online.





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Kick-off #MoreThanFootball Action Week

The #Morethanfootball Action Weeks has been launched on 21st March at the 10th Anniversary EFDN Conference in Paris. The unique event presents numerous best practice programmes from clubs and organisations all over Europe. This year's #Morethanfootball Action Weeks takes place from 21st March to 8th April. EFDN strongly believe that football is much more than just a game and together with our partners UEFA Foundation for Children and the ECA, we would like to invite all European clubs, foundations, community trusts, players, Leagues and Football Associations to participate in our unique European-wide movement. We are excited to welcome all of the organisations that have the desire to go the extra mile and impact the society in a positive way.

The main goal of the #Morethanfootball Action Weeks is to highlight the social impact of football as this this is the best kept secret in European Football. It gives the participating organisations the opportunity to showcase the impact of their CSR activities to fans, sponsors, and other stakeholders. The organisations communicate and highlight their community programmes and activities on and off the field, their social media channels and through different local and national events. The event is a great way to strengthen the CSR activities of the professional football clubs and organisations and increase the effect of their campaigns on the society. We believe football has the power to change lives of people for good and we want to celebrate and promote that by uniting all parties in the football community.



EFDN, in partnership with the UEFA Foundation for Children and the ECA are happy to invite the European football family to share everyone's experiences on social media. The Around The World challenge is available here : <https://www.youtube.com/watch?v=nkYXCosxm7o>.

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Panel discussion: UN Sustainable Development Goals

Gabriele Hartmann- SAP SE

Trygve Olfarnes- UNDP Nordic Representation Office

Aisha Al-Said Albella- FC Barcelona Foundation

Hubert Rovers- EFDN

The dynamic panel showcase a discussion between experts from diverse organisations and backgrounds on the topic of “achieving the SDGs through sport”. Panellist have critically explored and share their experiences and ideas how to incorporate the SDG in their organisation and analysed their contribution that sport can make to the goals. They also lived up their mutual expectations and focus how sport can high-impact humanitarian, development and peace-building efforts.

The UNDP, the development programme from the UN, has the role to implement the SDGs by closely working with the government for all member States. In order to achieve the goals and tackle the main issues encountered in all level of society and in communities, the UNDP is searching for partnerships in the sport field to specifically working on the field.

How can football tackle the SDGs?

FC Barcelona Foundation: all sport organisations are linked to the SDGs and can contribute to them. They are inter-connected and sport organisations have to focuses on some of the SDG’s to orientate their work. At the beginning, the FCB foundation had a high range of projects which are not really linked together. They came to the decision to analysed them in function of our resources, scope and perspectives. After this re-assessment, three main axes are now shaping our strategic plan, therefore the SDGs are the path. The foundation has reflected on what was sport for development by taking into account the findings of the academic research field and the fit with the foundation’s values, perspectives and objectives. According to this, they choose their specific areas of contribution and formalised their new strategic plan. The SDGs are part of the strategic plan and form the guiding principle. At the FC Barcelona Foundation, they choose to centre their efforts around 4 SDGs with fits best with their mission after asking themselves: How can we contribute- What can we do- Where are we good at- Where do we want to go?

SAP: each organisation has a unique way to approach the SDGs, the manner they integrate them in their management should translate their own perspective. On the SAP website, for each department, some of the specific SDGs are targeted separately relating to the specific work field, such as economic growth, education or partnerships, etc. In fact, everyone should ask himself: where can I contribute best?

EFDN: if we are analysing the high variation of community projects all the football clubs are running, we can see that they are already doing a lot in this sector and contribute, each in their way to fulfil the SDGs. What is important to note at this point, it that a big part of them are probably not aware of the SDG’s and therefore of their contribution to the SDG’s. Football clubs should incorporate and communicate the SDG’s better so it becomes more clear for their stakeholders.



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Why is football suitable for the SDGs?

UNDP: for the moment, the UN agency links sport and specifically football with the SDGs through their Ambassador programme, in engaging football players in their communication campaign. Sport has become with the years a social concern; therefore, sport allow to touch all levels of society and a larger scale/scope of people. Sport is an equaliser because it permits to work strongly on advocacy, as for example the protection of the environment (use of energy, awareness of climate change). Sport mobilises people, can contribute to active fundraising for social issues and is favourable for active sponsorships.

SAP: the organisation focuses on SDG 8 (Decent work and economic growth) and on SDG 4 (Quality education). On one hand, through their projects around the world, particularly their entrepreneurship award, they stimulate, attract and encourage young people to develop new business or innovation ideas to help their communities and contribute to the economic growth of them. On the other hand, with the multiple workshops on coding and/or programming education, they prepare actively the younger generations to the labour market by introducing them to informatic tools.

EFDN: to conclude, clubs should integrate the SDGs in the club's strategic plan for day to day operations related to the internal management as well as their community projects. By doing this, clubs or foundations can easily shape their priorities and also show their public what they are doing and make them aware of the priorities they want to fulfil.



How should the UN and the sport organisations collaborate?

The agenda 2030 has recognised the important role of sport is playing for and in the society. Therefore, sport can advocacy and contribute to touch a different and wider audience, that only the UNDP cannot reach throughout their own activities. The UNDP can offer to sport organisations visibility, recognition and funding for specific projects. In order to fulfil their objectives, the UNDP is calling for new partnerships in the sport sector with specific outcomes and results around the globe.

The collaboration between sport organisations and the UN agencies add value and should be set up with a team work perspective where every stakeholder contributes in his/her manner and at his/her scale to closely link football to community development.

Gabi Hartmann from SAP; the SDGs should be seen as a common platform or the departure point, where organisations form different horizons should meet, engage in a dialogue to enter and develop partnerships on common interests. In the future, impact measurement and evaluation should be integrating to all projects. Research related to the results of the delivery and the attendance on these programmes, should become a “normal” task in the sport for development field by measuring the

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inputs, the outcomes, setting objectives and analysing them through indicators. This work will allow the sport organisations to showcase their funder their achievement and how their money is used.

To have an overview on what such report can include, the UNDP has several tools, like their Global Progress Report or the UNDP human development report that there are making available (<http://hdr.undp.org/>).

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Breakout session #3

STEM and Digital Blue- Chelsea FC Foundation

Matt Mead- Head of Education, Chelsea FC Foundation

The Education Department at the Chelsea Foundation has spent the last two and a half years building and delivering STEM (science, technology, engineering, mathematics) programmes within the local community, highlighting the skills needed for tomorrow. The presentation showcased how we can engage young children in skills related to animation, design, robotics, engineering and coding, all through the lens of football. This has also extended into the CFC hackathons (a week-long event, in which small tech companies meet to engage in collaborative computer programming) to promote open innovation, problem solving and collaboration to tackle real issues at Chelsea FC and highlight new ways to think and work.

Matt Mead, the Head of Education for the Chelsea Foundation, has spent the last four years building a pioneering and innovative staff with dynamic educational programmes from FE sports development to numeracy and literacy support, accountancy qualifications, and many more. In the recent years, Matt has been able to combine his passion for sports and business, and the love for technology to create pioneering STEM programmes in collaboration with global brands such as Apple, Autodesk, VEX robotics, Wipro, Lynda.com and the San Francisco 49ers Foundation.

The past 25 years Chelsea FC and its Foundation worked for motivation, education and inspiration. The core areas of the Foundation are community, charity, international vision and education. Chelsea FC is also focused on STEM, where the world needs 1.2M engineers by 2020 (11% females only).

Matt Mead explained the collaboration to create the scientific programmes with the partners. Firstly, the Foundation joined Autodesk which is a company that allow the user to create virtual objects. Autodesk is a software for architecture, engineering, construction, manufacturing, media and entertainment industries. Children at the Chelsea Foundation could design Nike boots and many other interesting things. Secondly, VEX Robotics envision a world where every student has the opportunity to build different objects such as mini football pitches or robot devices. Children at the Foundation are very happy to be involved in such interesting activities and really enjoy their time there.

Another tool that the Chelsea Foundation uses is Chelsea FC Sport Tech Hack which helps people to get jobs, get further in live, move forward and educate themselves. 250 people per month come to join the network. Matt also gave insight on the SmartStadia project which will be launched in April 2018, and eSports in July 2018.

The audience asked at the end of the presentation if the schools really asking for taking participation or it is difficult to make them interested. A: It is not too difficult to get them involved. A lot of stadium interaction happens, and we are aiming to keep them interested. We train the teachers and spend a lot of time with them. A second question came from the public: if Chelsea was not such a big brand, what would have been the starting point to start STEM programme? Matt responded that it is not about the money, it is about the outcome and the leverage to show kids that football is more than a



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game. Of course, it is easier when you have a bigger brand, but the main reason to do it is the impact to the society, so the size of the brand does not really matter in that case.



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Monitoring & Evaluation- Erasmus University

Brian Godor- Professor at the Erasmus University Rotterdam

In the next years, the Erasmus University and the Feyenoord Rotterdam will collaborate to set up a 4-year cycle exploratory research on the impact of their educational, employment and reintegration programmes of the football club on its community. The aim of the programme is to have an impact on goal setting and self-confidence. The research will be constructed on a practical (research and observations on the field) and an evidence-based approach (what has already been discovered in the academic literature). In other terms, the Feyenoord methodology will be analysed by different academic researches and the results will explain which programme-methodologies functions and which has to be reviewing to be scientifically significant. On one hand, the proposal is to analyse what is existing and what can be improved. On the other hand, to highlight the best practices and to formalise them into the academic literature.

At the end, the best practices shown up in the programmes will be introduced to the academic literature field. This partnership has the aim for providing a clear and broad overview of the impact sport community programmes have on their participants. In addition, the best practices will be gathered in a toolkit with guidelines and advices for the community and social responsibility programmes. One of the main topics that will be addresses are the delivery and the implementation of community and social responsibility programmes in the major cities and the problems that such a setting can entail.

On the scientific side, to be able to measure the impact, methods and indicators have to be readapt at each stage of the research so that the team will be able to monitor and evaluate precise outcomes about educational issues and concerns. Some on the major problems and issues the research team will encounter can be resume in:

- The choice of the indicators, variables, instruments, methods to measurement and to be able to quantify the effect of the programmes as well as defining which quantitative or qualitative instrument will be the most adapted to the target group and the studied programme.
- Deal with the loss of participants during the 4-years-cycle.
- Keeping the privacy /anonymity in the response collection.
- Time measurement to collect/ analyse data.
- Survey construction and definition of which indicators will be included or not.
- How the research team will investigate the educational- employment and reintegration programmes without disturbing and interfering with the target groups.
- the follow up of the candidates through the surveys.
- How can I find a control group?

These are all issues that are solvable but on are which researcher still struggling with. In conclusion, monitoring and evaluation of CSR programmes are essential for objective measurement and for the grant or funding application. This complex activity is becoming more and more important for clubs, foundations and association to create awareness of their activities to their stakeholders, be accountable and transparent.

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Reintegration Through Sport - Dutch Justice Department & Bohemian Foundation

Gerko Brink - Dutch Justice Department

Chris Brien- Bohemian Foundation

The Dutch Justice Department delivers a project called 'Work Through Sport' in the Netherlands, which involves 16 prisons throughout the country. It focuses on the reintegrating inmates in a sustainable manner into the job market. The film about the annual international football tournament that takes place in Dutch prisons shows a good example:

<https://www.youtube.com/watch?v=QIDRGpUCpqw&feature=youtu.be>.

The projects have proved to be successful. Until now, 193 detainees have been or are currently involved in the programme. The statistics show that 54 out of them have a success story and 47 managed to find a paid job through the support of the programme. Moreover, right now, a group of 29 highly motivated prisoners are actively participating. The programme has a cooperation with 40 sport clubs, most of them are with football clubs. The focus of this programme is to change the lives of the prisoners during prison time, not afterwards like most other programmes. Every prison has appointed an internal project leader, who supports the project. It is built on three pillars:

- Volunteering at amateur clubs
- Working at stadiums and using the network for paid work
- Participating in reintegration programmes

Chris Brien of the Bohemian Foundation gave us an insight into one of the activities of the programme by sharing their experience in the participation of one of the international tournaments held in the Netherlands. In fact, the participation in the Dutch tournament was the result of a five-years partnership between the club and the Mountjoy prison in Dublin. The Foundation has led several learning sessions and have found several opportunities for the prisoners to work for local sport clubs. This training session has shown a high positive impact on socialisation and aims to provide a new start for prisoners. The club organised EuroFootball 2017 on the 22nd of September, which was an international tournament for prisoners. It was a proof of the successful reintegration of (ex-) prisoners, with people getting back into university. It was not just a football tournament, there were also workshops, speeches, classes, etc. Former high-level athletes were used as trainers during the tournament.



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Safeguarding Football- The Premier League

Gary Bye- Representative of the Premier League Safeguarding Team

Gary Bye describes how Premier League Clubs have a culture of safeguarding and how it is different from Child protection build on a legislative foundation. Clubs seek to create an inclusive and safe environment through their engagement with all the children on a variety of community projects and programmes by firstly identifying the needs of children as individuals, secondly managing risks by a proactive approach through identifying the gaps and risks that could hinder children's lifepath, because prevention is better than cure. Finally, the projects coach safer working practice that empowers them to work confidently with children and deliver the best possible football experience.

The Premier League's programmes encompass only for children and youngsters under 18 years. One main distinction to mention, is that child protection (react after the event) is different from safeguarding (identifying the risks and doing intervention work next to the children). The Safeguarding Football Projects settle the second point and integrate this fundamental element as part of their plan.

Therefore, the clubs of the Premier League offer safe environments by welcoming the children. What has to be taken in account is that every child visiting the training centres is bringing with him/ her social issues according to his/her background. It is on these elements the stakeholders of the projects have to intervene to achieve social change. By offering them a place to spend time and play football, the clubs give every child a voice so that they can express themselves freely about their thoughts, fears and things that oppress them. What is essential is that all stakeholder present in the several projects follow the policies and regulations that have been instore for this purpose on the League and the governmental level.



Everyone has to take his own responsibilities and have concerns about children's lives. The Safeguarding Football Projects are build up to encourage and highlight in the end every case has occurred and has been described by a child by actively report. Reaching the final objective is only achievable in collaboration with agencies that possess specific tools and knowledge over social issues and for problem solving; the football clubs and their community workers who have to listen, pay attention

and giving an ear to all children visiting their programmes. Trying to approach them and construct a confidence link so that the children open themselves and speak about their problems or issues they are confronted in their daily life. This safeguarding culture that the Premier League creates through their programmes is a long process that integrate in its synergy all the stakeholder's knowledge and attention in order to create bond of confidence with the children and offer them a safe environment to play and express themselves.

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Inter Campus and the Right to play- Inter Campus

Annalisa Novembre- Communication and Public Relation Manager, Inter Campus

Stefano Capellini- Project Manager, Inter Campus

Inter Campus supports social, religious, racial equality worldwide, with a particular focus on Children's Rights. Since their foundation in 1997, Inter campus formalises long-term and flexible cooperation agreements with NGOs and institutions in more than 29 countries. At the moment, the Foundation runs over 40 projects. Their programmes are targeting on the development of local communities, with their main focus being children between 6 and 13-year-old. The game of football is the vehicle that teaches children human values and enrich them with life skill knowledge. In recognition of their social engagement, the Inter Campus was invited in July 2016 and 2017 at the UN headquarters in New York to present their achievement.

Inter campus supports local NOGs in the fulfilment of their actions in favour of children in need by delivering football activities as an educational tool. The inclusion of the local communities in the activities foster their development and stimulate social change. These partnerships work according to four key areas:

- Education
- Social & Sanitary protection
- Integration
- RIGHT TO PLAY

According to their vision, every child has the right to play and through their programme they want to give this fundamental right back. In a second time, sport plays a role in empowering poverty eradication. By participating in the projects, every child receives an official Inter jersey as a motivator. An accent is put on the no discrimination policy, Inter Campus speaks of 'Integrated children for tolerant adults'. Although, child participation, entire families get involved in the process. In fact; Inter Campus differentiates itself from most other foundations since they focus on small villages, not just the big cities.

Each project focuses on the self-development and building the personality of the children. Instead of focusing on strictly physical development, Inter Campus build upon four different areas:

- Emotional development
- Motor skills
- Social capital
- Cognitive abilities

Inter Campus is constantly expanding its institutional partnership network, in order to further develop their projects.

To get more information about the projects: <https://www.youtube.com/watch?v=WJ1SkNOM0iw>.

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EFDN Exchange programme

Luc Te Riele - Project Manager, NEC Nijmegen

Harley Hamdani - Community Coach, Aberdeen FC Community Trust

The European Football for Development Network organises three types of exchanges:

- *Study Visits*; one on one visits from one club to other EFDN member club(s).
- *Youth Exchanges* for member clubs of the Network groups of young people from different countries to meet, live together and work on shared projects for short periods. Youth Exchange participants take part in many outdoor activities, play football, experience the city in which the Exchange is organised and have a lot of fun. The Exchange allows the participants to further develop individual competences: discover new cultures, habits and life-styles through peer-learning; strengthen values like solidarity, democracy and friendship.
- *Staff Exchanges* are a unique experience for Staff member of football clubs, leagues and football associations. Participants get together to exchange ideas and methodologies or share experiences regarding CSR in their organisations. They participate in workshops, exercises, debates, role-plays and more activities that work towards shared themes of the objectives. They also visit local Community and Social Responsibility Programmes. Furthermore, Staff Exchanges are uniquely designed to develop and challenge the everyday responsibilities of community programmes by providing a platform for staff to learn, share and generate new ideas to be at the forefront of delivering innovative programmes within their region.



Luc Te Riele from NEC Nijmegen and Harley Hamdani from the Aberdeen FC Community Trust took the stage and have been invited to share their own experience on their participation in the different Exchanges. Both discourses expressed the outcome the Exchange Programme had on their youth, as well as on their own CSR-programme conception and acquisition of new ideas to implement at home.

A wonderful example of the impact such Programme has on youth engagement, is shown by Aberdeen's video clip: <https://www.youtube.com/watch?v=25oy-5N1ZAI>.