



## **IO6 Local Activities' Plan**



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## Preface

“Curricular Pathways for Migrants’ Empowerment through Sport” (CPMES) focuses on employing the methodology of Education Through Sport (ETS) as a vehicle of upskilling and curricular enhancement of Sport coaches and Trainers working in the field with disadvantaged target groups with migrant background in the perspective of fostering inclusion and equal opportunities in as well as through sport for migrants.

As displayed in the specific study “Racism and Discrimination in the Context of Migration in Europe” (2016) by the European Network Against Racism (ENAR), the dynamics of social exclusion against migrants are for a large share ushered in by practices of racist discrimination/stereotyping (also escalating in violent attacks), ineffectual integration policies and practices of discrimination in recruitment within the labour market.

In the specific field of Sport, the under-representation of migrants is particularly evident and challenging in their exclusion from positions of authority and from overall representation in non-playing positions (see Inclusion of Migrants in and through Sports. A Guide to Good Practice, 2012).

EU policy documents underline the relevance of Sport as an agent of social inclusion for migrant targets, while at the same time stressing the relevance of Sport as an agent of entrepreneurial engagement (Entrepreneurship in Sport).

The EU “White Paper on Sport” (2007) underscore that “Sport makes an important contribution to economic and social cohesion and more integrated societies” while also providing an important contribution to facilitating “the integration into society of migrants and persons of foreign origin”.

The European Commission’s Communication on Developing the European Dimension in Sport” (2011) highlights the substantial contribution of Sport “to growth and jobs, with value added and employment effects exceeding average growth rates”.

The Report “Inclusion of Migrants in and through Sports. A Guide to Good Practices” also underscores the attractiveness of migrant-led Sport initiatives (Migrant Sport Clubs) as realities wherein migrants find more facilitated to engage due to the absence of cultural and linguistic barriers.

A key intermediate step in effecting a greater engagement of migrants in the field of Sport entrepreneurship is the development of the necessary methodological capacities for the vast audience of operators (Sport Coaches and Trainers) working with the ultimate migrant targets through Sport methods in order for them to be able to convey the varied set of entrepreneurial attitudes, skills and instruments composing the profile of a Sport Entrepreneur.

Education Through Sport (ETS) is a meaningful combination between Sport and Non-Formal Education (NFE) methods extrapolating and adapting both physical and specific Sport exercises in order to provide a strong lifelong learning outcome, tailored to the needs of society and to the specific educational objectives pursued.

The Local Activities’ Plan will be a reference resource targeted at Sport Educators as it contains national Action Plans outlining the programme of local actions to be implemented in each partner country by the national groups of Sport Educators aimed at empowering migrants as Sport Managers.

This Action Plan is focused on plan and organise a training based on the Education Through Sport methodology aimed at involving individuals with a migrant background.

Taken into account the challenges of reaching and involving this specific target group as well as the linguistic barriers and differences this Action Plan will help to structure the training in order to provide a comprehensive experience for the target group, providing all the required support for their learning process.



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## Action Plan Italy

### AREAS OF WORKING

- Logistic
- Materials and Equipment
- Administrative / bureaucracy
- Recruiting
- Communication to participants
- Communication to stakeholder / media
- National adaptations
- Evaluation
- Work Plan

### LOGISTIC

- Being the training is partly based on the Education Through Sport methodology, meaning sport activities combined with non formal education, the venue that we will use is either outdoor like a parc or outdoor space of a building or indoor like a gym.

With the current restrictions the outdoor space is better but it should be considered that the gym already offers a set of equipment.

For the modules that are more related to administration and accountancy, a room with laptops available is necessary in order to carry out the sessions, especially due to the fact that the target group that will be involved in the activities usually do not own a personal laptop or tablet.

- Potential risks and related preventing/solving measures

Risk 1: A participant getting hurt during the Education Through Sport sessions.

Preventing measure: the Trainer will explain to participants that the activities are not based on sport performance and that they should pay attention while playing. Also a first aid kit will be provided.

Solving measure: in case any participant will get hurt there will be a specific staff member appointed to this that will take care if the participant with the first ai kit or bring him to the closest hospital in case of critical situation.

Risk 2: Linguistic barriers.

Preventing measure: during the recruitment process we will gather information regarding the level of linguistic knowledge about Italian, English and other languages spoken by our participants, in order to estimate what will be the more functional language to be used for the training.

Solving measure: ideally the Trainer that will deliver the training will have linguistic knowledge about Italian, English and French. If not possible another staff member with the knowledge related to these languages will support the Trainer in the delivery of the sessions.

Risk 3: Cultural and/or group conflicts.

Preventing measure: after the recruitment process we will have a clear view of all the nationalities represented in the group and we will check in advance if there are any conflicts or hostile behaviours among the countries.

Solving measure: ideally the Trainer that will deliver the training will have cultural mediation skills. If not possible another staff member with linguistic and cultural mediation background will support the Trainer in the delivery of the sessions.

### MATERIALS AND EQUIPMENT

Technical means

- Projector;
- Laptop.

Stationery

- A3 flipchart papers;

- A4 papers;
- Coloured post-it;
- Small sheets;
- Markers;
- Pens.

#### Sport equipment

- Volley ball;
- Basket ball;
- Dodge ball;
- Bibs;
- Field hockey sticks;
- Soccer ball;
- Two goals;
- Circles;
- Mats;
- Cones.

#### Other

- Small blankets;
- Eye patches;
- Maps for orientation route;
- Large envelope;
- Chairs;
- White tape;
- Scarfs;
- Whistle.

All the materials are usually bought from selected stores in the city.

### **ADMINISTRATIVE / BUREAUCRACY**

In order to involve participants that are living in migrants' reception centres we will activate a protocol with the social assistants for them to be allowed to participate in the training.

### **RECRUITING OF PARTICIPANTS**

We will promote the call through our local network of social assistants working in migrants' reception centres, the local NGOs and association of migrants or that work with them as well as previous participants that we sent abroad or participated in our local activities.

### **COMMUNICATION WITH PARTICIPANTS**

We will create a WhatsApp group to communicate with participants. We will make preparatory calls to introduce them to what will happen during the training.

### **COMMUNICATION WITH STAKEHOLDERS AND MEDIA**

Communication with stakeholders and media will be via official channels such as email.

### **NATIONAL ADAPTATIONS OF THE TRAINING FORMAT (if applicable)**

No national adaptations will be applied.

### **EVALUATION**

#### Evidence Of Success

After every session there will be a debriefing moment with participants to check if they achieved the envisaged learning outcomes.

#### Evaluation Process

We will use a self-assessment tool administered to participants before and after the training to evaluate the improvement/achievement related to the various competencies they were supposed to improve/acquire through the training.

## WORK PLAN

<b>Action Steps</b> <i>What Will Be Done?</i>	<b>Responsibilities</b> <i>Who Will Do It?</i>	<b>Timeline</b> <i>By When? (Day/Month)</i>	<b>Resources</b> <i>A. Resources Available</i> <i>B. Resources Needed (financial, human, political &amp; other)</i>	<b>Potential Barriers</b> <i>A. What individuals or organizations might resist?</i> <i>B. How?</i>	<b>Communications Plan</b> <i>Who is involved?</i> <i>What methods?</i> <i>How often?</i>
<b>Step 1:</b>	Project Manager	3 months before the training	A. Local cooperation		Recruitment process with the involvement of local network of social assistants working in migrants' reception centres, the local NGOs and association of migrants or that work with them as well as previous participants and related bureaucracy processes
<b>Step 2:</b>	Logistic assistant	2 months before the training	A. Part of the equipment B. Equipment for the delivery of the activities, space for implementing the activities.		Scouting for the space where to deliver the activities and buying all the equipment necessary for the session.
<b>Step 3:</b>	Trainer	1 month before the training	A. Linguistic expert Cultural Mediation expert		Preparation calls with the participants
<b>Step 4:</b>	Trainer / Logistic assistant		A. Linguistic expert Cultural Mediation Equipment		Delivery of the training and the self-assessment method
<b>Step 5:</b>	Project Manager	After the training	A. Network at the local, regional, national, international levels		Dissemination of the results achieved through the training and testimonials from the participants

### **Action Plan Spain**

#### **AREAS OF WORKING**

- Logistic
- Materials and Equipment
- Administrative / bureaucracy
- Recruiting
- Communication to participants
- Communication to stakeholder / media
- National adaptations



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- Evaluation
- Work Plan

## **LOGISTIC**

The training course will be held in the city of Navalmoral de la Mata (Cáceres) in collaboration with various NGOs in the city. This city has been selected because it has a high number of migrants. They have previously contacted the CEPAIM Foundation (a national NGO) to be able to use their classrooms / spaces during the theoretical lessons. Sports managers who are members of AGEDAF (Association of Sports Managers of Extremadura) will participate in some training sessions. The practical lessons will take place in the public sports facilities of the City Council. A reservation of said facilities has been made to implement the training course between June 14 and 25, 2021. The course coordinator will negotiate with the institutions to try to obtain a reduction in the prices of the facilities.

Potential risks and related preventing/solving measures

- Low number of participants. The selection of the participants will be made several weeks in advance and by contacting the migrants through the NGOs.
- Problems with the transfer of sports facilities. Alternative public spaces in the open air (parks, play areas, large parking areas, etc.) will be considered.
- Problems with the language. The possibility of using the services of a translator during the sessions is considered
- Limitations due to COVID-19. The number of attendees to the lessons will be reduced and hygienic-sanitary measures will be respected

## **MATERIALS AND EQUIPMENT**

At a general level, the classrooms and sports facilities will have to be rented. For the implementation of the activities, the following material will be needed:

Materials for the theoretical lessons and reflection: Paper, photocopies, pens and colors:  
Materials for the presentations/talks: Laptops, computers, audiovisual material, projector.  
Materials for practical lessons: Sports equipment for various sports

- *Please explain the procedure for the acquisition of the materials and equipment used by your organisation*

Part of the equipment and material will be loaned by the Faculty of Sports Sciences of the University of Extremadura and by the CEPAIM Foundation. However, more material will have to be purchased, both for theoretical lessons and practical lessons, according to the number of participants

## **ADMINISTRATIVE / BUREAUCRACY**

Participants will be enrolled in the training course through NGOs. Once the students have been selected, they will be informed of the activity and will have to sign a consent report. However, all participants will be adults. In any case, privacy and personal data protection laws will be respected. The human rights contained in the Declaration of Helsinki will be respected at all times, and students may leave the activity at any time.

For the development of activities, it will be necessary to have civil liability and personal accident insurance.

Once the event is over, the participant will receive a short questionnaire about the program and organization of the event where they can express their satisfaction with it and contribute ideas for its improvement

## **RECRUITING OF PARTICIPANTS**

The promotion and dissemination of the activity will be done in the city of Navalmoral de la Mata (Caceres) through social networks, or the NGOs will contact the migrants by phone or email (they have this information in their records).

There will be a maximum of 20 adult participants from different countries with a basic knowledge of Spanish and / or English. It will be that the group of students is balanced between men and women. Having had some experience in the sports field, whether professional or recreational, will be valued

## **COMMUNICATION WITH PARTICIPANTS**

Curricular Pathways for Migrants' Empowerment through Sport (CPMES)  
602975-EPP-1-2018-1-IT-SPO-SCP

Communication will be done predominantly via email, although it could also be done by phone in exceptional cases. However, registration for the course will be done in person at the NGO headquarters. Once the course has started, communication can be done face to face, before or after lessons.

### **COMMUNICATION WITH STAKEHOLDERS AND MEDIA**

The media and stakeholders will be contacted before the start of the course for the dissemination and promotion of the project. An official presentation of the activity will be made at the facilities of the University of Extremadura. During the course, photos or even videos will be taken for later dissemination in the media, both written and digital. Dissemination and contacts with media will be carried out by the UEX International Relations Office (the final person in charge of this project). Likewise, it will be about preparing and sending information brochures about the objectives of the course and the activities to be carried out. In all the brochures and events held, the organizers of the course will be indicated, as well as the European organizations that finance the project

### **NATIONAL ADAPTATIONS OF THE TRAINING FORMAT (if applicable)**

In module 1 of the curriculum (*Administration and management of human resources in sport*), the knowledge of the Sports Law, which regulates the management and development of sport in Spain, will be particularly emphasized. Talks will be held in the classroom, and we will have the participation of professionals belonging to AGEDEX (Association of Sports Managers of Extremadura).

In curriculum module 4 (*Management of sporting events*), as mentioned above, it is necessary to underline the importance of knowing the Spanish regulations on the legal requirements that regulate sports professions. For this, it will work from talks in the classroom, and the students will perform role play

### **EVALUATION**

#### **Evidence Of Success**

Before the course:

An initial evaluation will be carried out on the knowledge, motivations and expectations

During the lessons:

Willingness to actively participate (answer and ask questions, participate in discussions and activities) will be observed

After the course:

Participants will complete a survey that will assess the acquisition of skills and abilities. The consortium has designed a questionnaire that assesses the previous knowledge and the knowledge acquired after training in each of the modules. They will also have to design and simulate the organization of a sporting event at the local level.

#### **Evaluation Process**

The consortium has designed a questionnaire to make a general evaluation of the training (see IO5) that will be completed by the trainers and the students of the course. Based on the data obtained in these surveys, the course organizers (project staff) will meet to reflect and compare the deviations between the planned action plan and the plan that was finally performed.

### **WORK PLAN**

<b>Action Steps</b> <i>What Will Be Done?</i>	<b>Responsibilities</b> <i>Who Will Do It?</i>	<b>Timeline</b> <i>By When? (Day/Month)</i>	<b>Resources</b> <i>C. Resources Available</i> <i>D. Resources Needed</i>	<b>Potential Barriers</b> <i>C. What individuals or organizations might resist?</i>	<b>Communications Plan</b> <i>Who is involved?</i> <i>What methods?</i> <i>How often?</i>

			<i>(financial, human, political &amp; other)</i>	<i>D. How?</i>	
<b>Step 1:</b> Dissemination of the training course and contact with organizations	International relation office of UEX	One month before the training course	<b>A.</b> social media <b>B.</b> Human resources from UEX	<b>A.</b> None <b>B.</b>	International relation office of UEX using marketing strategies and social media
<b>Step 2:</b> Registration of participants	CEPAIM Foundation and collaborating NGOs	May-2021	<b>A.</b> Mail/ Phone <b>B.</b> N/A	<b>A.</b> Families or organizations opposed to gender equality and migrants <b>B.</b> Preventing from registration	Staff in charge of the project and Foundation CEPAIM team using communication via e-mail
<b>Step 3:</b> Reservation of facilities and purchase of materials and equipment	Staff in charge of the project on behalf of UEX	10/05/2021 to 10/06/2021	<b>A.</b> Sports materials provided by the UEX Faculty of Sciences <b>B.</b> Financial (rental of facilities and spaces to learn) and purchase of sports equipment	<b>A.</b> City council/ Stores <b>B.</b> Occupied facilities or delay in the delivery of sports equipment	Staff in charge of the project communication will be done via phone or face-to-face on regular basis
<b>Step 4:</b> Implementation of training course	Staff in charge of the project on behalf of UEX, and professional sports managers (AGEDEX)	14/06/2021 to 25/06/2021	<b>A.</b> Human resources <b>B.</b> Financial and human resources	<b>A.</b> Participants /COVID-19 <b>B.</b> They might cancel participation/ Social distancing and health measures	Staff in charge of the project and sport managers (AGEDEX). Theoretical and practical lessons with participants,
<b>Step 5:</b> Evaluation of the process and results	Staff in charge of the project on behalf of UEX	After the training course	<b>A.</b> Survey/e-mail <b>B.</b> N/A	<b>A.</b> Participants <b>B.</b> Not all the participants will be willing to fill in the survey	Staff in charge of the project communication is via e-mail or face-to-face

### Action Plan Bulgaria

#### AREAS OF WORKING

- Logistic
- Materials and Equipment
- Administrative / bureaucracy
- Recruiting
- Communication to participants
- Communication to stakeholder / media
- National adaptations
- Evaluation



- Work Plan

### **LOGISTIC**

We will book a conference room according to the current COVID-19 regulations in Bulgaria. Booking will be done by communication with the venue management.

Potential risks and related preventing/solving measures

COVID-19 regulations to limit our event, but in that case we will organise the training into 2 groups of 10 people.

### **MATERIALS AND EQUIPMENT**

Multimedia. Minimum materials will be used in order to decrease materials exchange between people and physical contacts due to COVID-19 regulations.

We have our own materials, but where necessary we will rent.

### **ADMINISTRATIVE / BUREAUCRACY**

We will follow all national policy recommendations and guidance, as we have no limitations of any kind to engage migrants in educational activities.

### **RECRUITING OF PARTICIPANTS**

We have identified already people from migrant background, who are falling under the NEETs category. We deliver with them language classes in order to facilitate their integration, thus we know very well the people and they have expressed interest to be engaged.

### **COMMUNICATION WITH PARTICIPANTS**

We will use phone calls.

### **COMMUNICATION WITH STAKEHOLDERS AND MEDIA**

E-mail and phone calls.

### **NATIONAL ADAPTATIONS OF THE TRAINING FORMAT (if applicable)**

We will strictly follow the format and in case adaptations are needed during the implementation we will simultaneously apply and we will report them.

### **EVALUATION**

Evidence Of Success  
*Feedback by the operators*

Evaluation Process  
*Feedback by participants*

### **WORK PLAN**

<b>Action Steps</b> <i>What Will Be Done?</i>	<b>Responsibilities</b> <i>Who Will Do It?</i>	<b>Timeline</b> <i>By When?</i>	<b>Resources</b> <i>E. Resources Available</i>	<b>Potential Barriers</b> <i>E. What individuals or</i>	<b>Communications Plan</b> <i>Who is involved? What methods?</i>

		(Day/Mo nth)	F. Resources Needed (financial, human, political & other)	organizations might resist? F. How?	How often?
<b>Step 1: Logistical preparati ons</b>	Champions Factory	31/05/20 21	A. Capacities, trainers, venue B. Financial resources	A. COVID-19 B.	Champions Factory team
<b>Step 2: Implemen tation</b>	Champions Fcatory	31/06/20 21	A. Capacity, Trainers B.	A. COVID-19 B.	Champions Factory team
<b>Step 3: Evaluatio n</b>	Champions Fcatory	20/07/20 21	A. Capacity, Researcher B.	A. B.	Champions Factory team

## Action Plan Croatia

### AREAS OF WORKING

- Logistic
- Materials and Equipment
- Administrative / bureaucracy
- Recruiting
- Communication to participants
- Communication to stakeholder / media
- National adaptations
- Evaluation
- Work Plan

### LOGISTIC

The venue has to be of the appropriate size situated in a good and easily reached location. The best option would be a sport hall where a lot of people can fit and perform various activities.

As for the booking procedure, the owner of the hall (if it's a private one) or a city hall department (if it's a public one) would be contacted and asked for a reservation and all the other details (number of participants, allowed activities, time of duration, etc). Contacting should be done in advance so as to find the best date and avoid issues.

Potential risks and related preventing/solving measures

The hall can be booked that's why it's important to do the preparations in time.

It's also crucial to find a date which suits the majority of the participants and notify them in time so as to avoid possible cancellations.

Another risk is cancellation due to Covid19, but this is impossible to predict as pandemic situation is so uncertain. This issue needs to be faced with in given time and circumstances.

### MATERIALS AND EQUIPMENT

Necessary materials for reflection: Papers, pens, pencils, colours.



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Necessary material for delivering presentations: Laptop or a computer, projector

Necessary material for sport activities: Balls for various sports (football, handball, volleyball), tennis racket, skipping rope, net

Sport materials will be borrowed from local sport associations in the City of Rijeka with whom we have a good relationship.

We already possess materials for delivering presentations.

As for the reflection materials, they will be purchased in number according to the number of applied participants.

### **ADMINISTRATIVE / BUREAUCRACY**

The participant will first apply by e-mail and then fill out an application form so as to gather the most important data and extract their profile.

After the application process is done, they will be informed about the exact place and time of the event as well as with the instructions.

On the day of the event, the participants will have to sign the participation list.

After the event is finished, participant will receive a short questionnaire on the program and organization of the event where they will be able to express their satisfaction with it and provide ideas for its improvement.

### **RECRUITING OF PARTICIPANTS**

Promotion will be done by making posts on Social Networking Sites, such as Facebook, Instagram and LinkedIn. We'll also create a post for our official website and promote the activity via e-mail.

Participants will be selected on the basis of their national and professional background. Those who belong to immigrant profile or at least, citizens who are considered to be a minority (regarding nationality) and who have some experience in sport, either professional or recreational.

### **COMMUNICATION WITH PARTICIPANTS**

The communication will be done by e-mail mostly. Via e-mail, participants will apply and send their application form. Also, they will be informed about all the details about event organization via e-mail and exceptionally and if necessary, they will be contacted via private number (which they will leave in application form if they agree). They will also be invited to take a survey after the event has taken place via e-mail.

### **COMMUNICATION WITH STAKEHOLDERS AND MEDIA**

Media will be contacted prior to event taking place so as to help in its promotion. By media in this case, we imply local media, such as Radio Rijeka, Radio Korzo, Radio Krk (local radio stations), Novi List (local magazine), Moja Rijeka, Kanal Ri.

They will be contacted via e-mail and phone. We'll sent them a program brochure so as to familiarize them with the content and objectives of the event and inform them on which information to emphasize (how to apply, profile of the participants, time and place of the event, etc.)

### **NATIONAL ADAPTATIONS OF THE TRAINING FORMAT (if applicable)**

If possible, it is planned to implement the following:

- Volleyball name game
- Assembly line
- Social media in sport organizations
- CMPES Community Cup Challenge
- Traditional games
- Skills and competences
- Role cards

### **EVALUATION**

Evidence Of Success

Prior to event: we'll track how many participants have applied and their motivation to take part in the event

During the event: we'll observe their willingness to participate actively (answer and ask questions, participate in discussions and activities)

After the event: we'll analyse the answers received from the survey

#### Evaluation Process

We will create a plan prior to event taking place. The plan will contain following info:

- The venue
- Date and time
- Number of applied participants
- Equipment
- Communication tools
- Survey ideas

Once the event is ready to be organized, we'll compare the actual information with the plan and see whether or not they overlap.

### WORK PLAN

<b>Action Steps</b> <i>What Will Be Done?</i>	<b>Responsibilities</b> <i>Who Will Do It?</i>	<b>Timeline</b> <i>By When? (Day/Month)</i>	<b>Resources</b> <i>G. Resources Available</i> <i>H. Resources Needed (financial, human, political &amp; other)</i>	<b>Potential Barriers</b> <i>G. What individuals or organizations might resist?</i> <i>H. How?</i>	<b>Communications Plan</b> <i>Who is involved?</i> <i>What methods?</i> <i>How often?</i>
<b>Step 1:</b> Create an advert for participants	Marketing team	One month before the event takes place	<b>A.</b> social media <b>B.</b> from the City of Rijeka so as to promote it	<b>A.</b> local medias might resist <b>B.</b>	Our marketing team by undertaking marketing strategies throughout the whole month before the event
<b>Step 2:</b> Communicating with the participants	Staff in charge of the project on behalf of PAR	As soon as the applications arrive	<b>A.</b> Mail <b>B.</b> /	<b>A.</b> / <b>B.</b>	Staff working on the project on behalf of PAR team; communication is done via e-mail on regular basis
<b>Step 3:</b> Booking the venue; Purchasing the equipment	Staff in charge of the project on behalf of PAR	One month before the event takes place	<b>A.</b> <b>B.</b> Financial	<b>A.</b> It might happen that the venue is occupied on the preferred date, if that happens, we'll look for another place <b>B.</b>	Staff working on the project on behalf of PAR team; communication will be done via phone or in person on regular basis
<b>Step 4:</b> Organization of the event	Staff in charge of the project on behalf of PAR	On regular basis, starting as soon as the applications are opened	<b>A.</b> <b>B.</b> Financial	<b>A.</b> Participants might cancel participation <b>B.</b>	Staff working on the project on behalf of PAR team; by communicating regularly with the participants, the venue owner and other staff related to organization of the event
<b>Step 5:</b> Delivering	Staff in charge of the project	After the event takes	<b>A.</b> Mail <b>B.</b> /	<b>A.</b> Not all the participants will be willing to fill in the	Staff working on the project on behalf of PAR team;

and analysing the surveys	on behalf of PAR	place		survey <b>B.</b>	communication is done via e-mail once the event is finished
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## Action Plan Cyprus

### AREAS OF WORKING

- Logistic
- Materials and Equipment
- Administrative / bureaucracy
- Recruiting
- Communication to participants
- Communication to stakeholder / media
- National adaptations
- Evaluation
- Work Plan

### LOGISTIC

The Training Course will be held in Nicosia, which is the capital of Cyprus and facilitates collaboration with other NGOs and Sport Organizations and is more convenient for migrants to participate. Different venues have been chosen for the Training Courses to facilitate some migrants not having transportation. All venues have necessary space, and equipment for the organization of the Training Course. The main venue will be the House of the Volunteer in Nicosia and the others venues owned by some other NGOs. Therefore, there will be no booking procedure.

Potential risks and related preventing/solving measures

- a) The most important is the identification of participants. In Cyprus there are not a lot of migrants involved in sport management, at least officially. Selection of participants will be made well in advance, through Sport Organizations.
- b) Alternative Venues due to lack of transportation of migrants. Identification of alternative venues for the organization of the Training Course due to lack of transportation means by a lot of migrants.
- c) COVID-9 restrictions. The national regulations will be followed. If needed, dates will be changed in order to achieve results.

### MATERIALS AND EQUIPMENT

- Sound and Vision Equipment
- Screen and Projector
- Stationery – A3/Flipchart Papers, A4 papers, Posts-its
- Markers/Pens
- Background material: Print out of presentations and other material.
- Materials for practical lessons: Sports equipment for various sports

The Organization of Social Policy and Action Organization has in possession all material and equipment.

### ADMINISTRATIVE / BUREAUCRACY

There is no special official administrative or bureaucratic procedure for migrants to participate in a Training Course. The following procedure will be undertaken, however:

- a) Contact of NGOs and Sport Organizations – list developed during previous IOs in the project, especially during research.
- b) Identification of migrants working for NGOs and Sport Organizations and personal invitations will be

addressed.

- c) Mouth-to-mouth invitations through Cypriot Sport Coaches and Sport Managers.
- d) Invitation through educational institutions.

### **RECRUITING OF PARTICIPANTS**

In line with the above the following activities will be undertaken:

- a) Official letters to NGOs and Sport Organizations.
- b) Letter to the Cyprus Organization of Sports has been sent asking for support to notify all small, medium and large sport organizations.
- c) Facebook Call for Participants.
- d) Mouth-to-mouth notifications

### **COMMUNICATION WITH PARTICIPANTS**

The communication before the training course communication will be performed mostly online, via emails, social media apps and telephones.

During the training course personal face to face communication.

### **COMMUNICATION WITH STAKEHOLDERS AND MEDIA**

Communication with stakeholders and media will be performed via a) official letters, b) emails, c) personal meetings and d) telephone calls. Dissemination of the project will be mostly performed via social media and the organization's website.

### **NATIONAL ADAPTATIONS OF THE TRAINING FORMAT (if applicable)**

n/a

### **EVALUATION**

#### **Evidence Of Success**

The following Evaluation Exercise will be undertaken verbally during a discussion at the end of the Training Course:

IN REGARDS TO THE TRAINING SESSIONS:

- Which session did you like most? Why?
- Which session did you not like? Why?

IN REGARDS TO THE TEACHING AND LEARNING METHODS AND TOOLS USED

- Which methods and tools you like the most? Why?
- Which methods and tools you did not like? Why?

IN GENERAL:

- I want to point out.....
- Mostly I liked .....

TRAINERS – LEVEL OF TRAINING

How do you feel about the trainer?

LEVEL OF KNOWLEDGE / AWARENESS RECEIVED

What do you believe about the level of knowledge and awareness received?

OTHER - Would you like to add some other comments?

## Evaluation Process

During the evaluation process notes will be undertaken. The measures to determine that goals have been reached will be the following:

- Participants appear satisfied, and show further interest on the modules.
- Interventions during the Training Course will demonstrate that the impact of the course is satisfactory.
- Positive comments by participants will represent a factor for success.
- Participants will request follow-up sessions or courses or more information.

## WORK PLAN

<b>Action Steps</b> <i>What Will Be Done?</i>	<b>Responsibilities</b> <i>Who Will Do It?</i>	<b>Timeline</b> <i>By When? (Day/Month)</i>	<b>Resources</b> <i>I. Resources Available</i> <i>J. Resources Needed (financial, human, political &amp; other)</i>	<b>Potential Barriers</b> <i>I. What individuals or organizations might resist?</i> <i>J. How?</i>	<b>Communications Plan</b> <i>Who is involved?</i> <i>What methods?</i> <i>How often?</i>
<b>Step 1:</b> Contact with NGOs	SPAO Staff	One month before the training course	Letters Emails Phone calls	Nothing	SPAO Staff/NGOs Letters/Emails/Social media/face-to-face/regularly
<b>Step 2:</b> Call for Participants	SPAO Staff	One month before the training course	Facebook posts Emails Phone Calls Mouth-to-mouth word	Nothing	SPAO Staff/NGOs/Participants Letters/Emails/Social media/face-to-face/regularly
<b>Step 3:</b> Reservation of venues and logistical preparation, printing of material	SPAO Staff	One month before the training course	House of the Volunteer Alternative NGO venues	Nothing	SPAO Staff Letters/Emails/Social media/face-to-face/regularly
<b>Step 4:</b> Organization of the Training Course	SPAO Staff	To be provided	Trainer Supportive staff	COVID-19 restrictions	SPAO Staff/NGOs/participants / face-to-face
<b>Step 5:</b> Evaluation of the process and results	SPAO Staff	After the training course	Verbal evaluation based on a questionnaire	Nothing	SPAO Staff/NGOs/participants / face-to-face

## Action Plan Sweden

### AREAS OF WORKING

- Logistic
- Materials and Equipment
- Administrative / bureaucracy
- Recruiting
- Communication to participants
- Communication to stakeholder / media
- National adaptations
- Evaluation
- Work Plan

### LOGISTIC

This training will take place at a sports hall in Sweden where there is enough space to facilitate the activities. Due to the weather outside locations is not possible. We will combine communication, sports and techniques in the activities. For the activities where we need the project will take place in our conference room where there is projectors and internet accessibility.

Potential risks and related preventing/solving measures

Potential problems we see are not getting enough persons to show up for the activities. We plan to promote our event through all our social media channels as well getting persons for schools and other sporting events to participate.

Another potential risk is language barriers when involving a diverse target audience. We will make sure we have persons that can translate from the languages represented.

Even though the Covid situation could change and become a potential risk we are confident that it will not be a problem since Sweden does not strict or excessive restrictions.

We will have a cultural mediator to solve any cultural conflicts or problems that may arise.

### MATERIALS AND EQUIPMENT

Projector, post-it, bibs, flipchart, pens, markers, small sheets, large envelope, basketball court, one basketball, chairs, Shrek onion Clip (on Youtube)

We will acquire all the items needed by either buying what we do not have.

### ADMINISTRATIVE / BUREAUCRACY

We will comply with all national policies and guidelines in the implementation of our activities to avoid any problems.

### RECRUITING OF PARTICIPANTS

We will promote and disseminate through all our local networks as well as through all our social media channels.

### COMMUNICATION WITH PARTICIPANTS

We will have our staff make the initial contact with them and either use the most convenient messaging app such as WhatsApp or Facebook to handle any additional communication such as questions etc

### COMMUNICATION WITH STAKEHOLDERS AND MEDIA

We will do this through our official channels such as email.

### NATIONAL ADAPTATIONS OF THE TRAINING FORMAT (if applicable)

We will make whatever necessary adaptations that are needed and communicate them effectively to those concerned. But we hope to follow the template that was previously set.

## EVALUATION

### Evidence Of Success

We will have an evaluation and reflection after every activity to ensure the success of the activity and future activities.

### Evaluation Process

We will have an evaluation and feedback to reflect the entire process and action plan that will help us determine whether or not our goals and targets have been met.

## WORK PLAN

<b>Action Steps</b> <i>What Will Be Done?</i>	<b>Responsibilities</b> <i>Who Will Do It?</i>	<b>Timeline</b> <i>By When? (Day/Month)</i>	<b>Resources</b> <i>K. Resources Available</i> <i>L. Resources Needed (financial, human, political &amp; other)</i>	<b>Potential Barriers</b> <i>K. What individuals or organizations might resist?</i> <i>L. How?</i>	<b>Communications Plan</b> <i>Who is involved? What methods? How often?</i>
<b>Step 1:</b> <b>Project management</b>	Project managers		A. local cooperation B.	A. B.	
<b>Step 2:</b> <b>Registration of participants</b>	Social media team and event manager^ graphic designer	2 weeks previous	A. local cooperation B. strong social media presence	A. selecting the right date B. lack of participants	The recruitment process involves our network both locally and virtually. We will have our social media and graphic design team involved to reach the participants needed
<b>Step 3:</b> <b>Reservation of location and purchase of equipment</b>	Project managers	1 month before	A. Financial support in the renting of sports hall B.	A. weather B. Covid	Our event manager or project manager will be responsible for booking the location and confirming
<b>Step 4:</b> <b>Implementation</b>	trainers	During the activity	A. trainers B. Plan of action C. And materials listed above	A. participants B. Weather c. covid	Our trainers and the participants as well as any translators need will be involved to carry out this process
<b>Step 5:</b> <b>Evaluation</b>	Trainers and cultural mediator	After the activity	A. Survey and feedback B. open mind	A. participants B.	Participants as well as the direction of the trainers will be involved in this process

## Action Plan Wales (UK)

### AREAS OF WORKING

- Logistic
- Materials and Equipment
- Administrative / bureaucracy
- Recruiting
- Communication to participants
- Communication to stakeholder / media
- National adaptations
- Evaluation
- Work Plan

### LOGISTIC

Facilities will be provided by a local college and community centre, to access these facilities it is likely that a budget of approximately £50 per session will be required. Total approx. 500Euro.

The facilities available would be easily accessible for both the “educators / managers” and the “migrant” groups. The facilities are set out for sports education on a big City centre campus and also in newly opened community centre so in both cases would provide excellent opportunities for all activity.

Due to other commitments the schedule would need to be spread over approximately two sessions per week to enable both trainers and participants to access the sessions.

Access will be coordinated via existing project partners from other delivery managed by CollegesWales and local community groups. It is not anticipated that access will be a problem for these groups.

Some examples of facilities are provided here:

<https://cavc.ac.uk/en/sites>

<https://grangepavilion.wales/about/>

The main risks within logistics are Covid related. At this stage there is no external access allowed to educational facilities. Also the regular curriculum has changed which will mean both groups are unlikely to be in College between the start of July and the end of August 2021.

To mitigate risk in a normal situation we would work with the “group” as they exist in the college programmes, it will be very difficult to coordinate outside of this group outside of the college programme due to them being housed in a wide variety of accommodation and situations.

The solving measure is to delay delivery until the beginning of the next academic term, preparatory activity can take place with the groups and their tutors prior to this to cover some theory.

### MATERIALS AND EQUIPMENT

Basic stationary requirements such as access to pens / paper etc is covered by Colleges Wales

IT and presenting equipment is provided at the facilities outlined and would be included in the facility costs.

Some basic sports equipment may be needed also, Approx 200 Euro budget if not accessible from local sources.

CollegesWales is oversees the management of competitive sport and physical activity projects in Further Education in Wales (VET). We have an established list of suppliers and partners that can provide materials and equipment as needed.

### ADMINISTRATIVE / BUREAUCRACY

By linking in with the Educational programmes for participants the majority of insurance and bureaucracy will be covered under educational regulations.

CollegesWales will provide additional sport specific insurance for activity and public liability as required.

It is anticipated that the language requirements of the group will be supported by their college tutors as part of their study as (English as a second language).

### RECRUITING OF PARTICIPANTS

Participants will be recruited via existing college ESOL programmes linking in with community groups.

Participants will be given an open offer of attending, classes typically consist of 12-15 learners so this is the expected group size.

CollegesWales has existing contacts and networks to allow easy communication with the participants

### **COMMUNICATION WITH PARTICIPANTS**

Communication will be via Tutors to reduce the language barrier and also ensure the correct message is shared. Other online resources such as Microsoft teams will be utilised as a way of introduction. Background resources will be shared via College platforms allowing participants to access information.

### **COMMUNICATION WITH STAKEHOLDERS AND MEDIA**

CollegesWales will utilise it's existing network of partners and member organisations and their respective networks. Specifically the communications will be shared with the Welsh Council for Voluntary action and Sport Wales who have programmes increasing ethnic diversity in sport with groups from Ethnic minority backgrounds. The Communications team at CollegesWales will support external communications via Website, Social Media and networks.

### **NATIONAL ADAPTATIONS OF THE TRAINING FORMAT (if applicable)**

There are limited national adaptations to the delivery of the activity, some small areas of adaptation would include: Promoting the existing structures in Wales relating to sports development and management. Translation of public facing material – news stories etc into the Welsh Language. Ensuring the group are aware of their rights to access the group at any time.

### **EVALUATION**

Evidence Of Success

*Attendance at sessions – target 12-15 per session – registered activity*

*Completion of session content – timing of delivery and successful completion against plan*

*Participant feedback via proforma provided*

*Associated media and communications from participants and stakeholders*

Evaluation Process

Participant feedback including satisfaction survey

Participant interaction in sessions evaluated via group discussion and feedback

Trainer / tutor reporting on sessions.

### **WORK PLAN**

<b>Action Steps</b> <i>What Will Be Done?</i>	<b>Responsibilities</b> <i>Who Will Do It?</i>	<b>Timeline</b> <i>By When? (Day/Month)</i>	<b>Resources</b> <i>M. Resources Available</i> <i>N. Resources Needed (financial, human, political &amp; other)</i>	<b>Potential Barriers</b> <i>M. What individuals or organizations might resist?</i> <i>N. How?</i>	<b>Communications Plan</b> <i>Who is involved?</i> <i>What methods?</i> <i>How often?</i>
<b>Step 1: Book Facilities</b>	Colleges Wales	TBC	<b>A. College Facilities</b> <b>B. 500 Euro approx</b>	<b>A.N/A</b> <b>B.</b>	<b>N/A</b>
<b>Step 2: Recruitment of participants</b>	Colleges Wales	TBC	<b>A.College Contacts / Tutors</b> <b>B.</b>	<b>A. Participant availability</b> <b>B.</b>	<b>As above – via existing contacts</b>
<b>Step 3: Confirmation of</b>	Colleges Wales	TBC	<b>A.</b> <b>B.</b>	<b>A.</b> <b>B.</b>	

<b>delivery dates</b>					
<b>Step 4: Deliver program me</b>	<b>Colleges Wales</b>	<b>TBC</b>	<b>A. B.</b>	<b>A. B.</b>	
<b>Step 5: Evaluate program me</b>	<b>Colleges Wales</b>	<b>TBC</b>	<b>A. B.</b>	<b>A. B.</b>	

## Disclaimer

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