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# SUSTAINABILITY, IMPACT & LEGACY REPORT

FEBRUARY 2024

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## Contents

SCOPE.....	3
THE GAMES PROJECT .....	4
OBJECTIVES.....	4
CONSORTIUM .....	5
INDICATORS.....	6
IMPLEMENTATION .....	9
IMPACT ASSESSEMENT WORKING PACKAGES AND DELIVERABLES .....	9
IMPACT ASSESSMENT DISSEMINATION EVENTS .....	21
IMPACT ASSESSMENT COMMUNICATION METHODS .....	29
IMPACT ASSESSMENT TARGET GROUPS .....	33
LEGACY, SUSTANABILITY & REPLICABILITY .....	36
CONCLUSION.....	38
ANNEX.....	40



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## SCOPE

The Sustainability, Impact and Legacy Report of the GAMES project serves as a comprehensive assessment of the project's lasting outcomes and contributions; accordingly, it showcases the impact and legacy created by the project in the realm of gender equality in sport leadership.

It aims to present a holistic perspective by providing an overview of the project's objectives, evaluating them against established indicators and target benchmarks. Furthermore, the report outlines the legacy, replicability, and sustainability of the project's results beyond the project timeframe. This data not only demonstrates the reach and scope of project activities, but also showcases its overall success and legacy.

In this regard, the Report should be understood as complementary to the Evaluation Report, offering a more detailed and multi-dimensional perspective. Therefore, the Sustainability, Impact and Legacy Report is a critical resource that showcases the GAMES project's profound and long-lasting impact as a facilitator for the implementation of gender equality policies within the Olympic movement in Europe and beyond.





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## THE GAMES PROJECT

### OBJECTIVES

The GAMES project is a 24-month project co-funded by the European Commission through the Erasmus+ Sports Programme 2021 which aim to promote integrity and good governance in sports by advocating for structural and cultural changes regarding gender equality in leadership and decision-making positions among National Olympic Committees (NOCs) and their member federations. Accordingly, the GAMES aimed to improve gender equality in the key leadership and decision-making positions of the partner NOCs by promoting structural changes in the governance, enhancing the understanding of existing cultural barriers, and encouraging the NOCs to work with their member federations to create a sustainable and lasting change. Hence, the GAMES project has the specific objectives to:

- Carry out a general investigation on the status of NOCs regarding the implementation of policies for gender equality in leadership positions.
- Define and validate a “Pool of Actions” (a manual of concrete actions to promote gender equality in leadership positions among the European NOCs) covering areas: structural changes, cultural barriers, and pathways for women.
- Creation and implementation of tailored Action Plans to promote gender equality in leadership positions and tackle the gender gap for each of the partner NOCs whilst considering the different states of readiness and the political and socio-cultural barriers existing across Europe.
- Manage project activities and consortium interactions to create a constructive and high-quality implementation.
- Monitoring of all project activities to pursue the project in the most time/cost-effective manner.
- Communication and dissemination of the Pool of Actions to other NOCs and relevant sports stakeholders.



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Accordingly, the main activities of the GAMES projects included (among others):



**CONSORTIUM**

Coordinated by the EOC EU Office, the GAMES project gathered a consortium composed of 8 NOCs (Belgium, Czech Republic, Germany, Greece, Ireland, Latvia, North Macedonia, and Türkiye) and 2 specialist organisations renowned in the field of gender equality (Equal Rights in Sport) and good governance (I TRUST Sport). Furthermore, the GAMES project was supported by the International Olympic Committee (associated partner) and the Gender Equality, Diversity and Inclusion (GEDI) Commission of the European Olympic Committee.



## INDICATORS

The project evaluation methods were informed by a combination of qualitative and quantitative indicators, which were employed to gauge the extent of outreach and coverage of the activities. Therefore, the project's quality was assessed based on the degree to which the results aligned with the envisioned objectives and the along with beneficiaries (direct and indirect) feedback.

WPs & SPECIFIC OBJECTIVES	INDICATORS	
	Measurement Unit & Baseline value	Target value
<p><b>WP 1</b>            Management of all project activities and consortiums interactions in order to guarantee a constructive and high-quality implementation of the project activities.</p> <p>Monitoring of all project activities in order to pursue the project purposes in the most time/cost effective manner.</p>	<p>Procedure to ensure the timely and appropriate management of the project and interactions among the consortium, as well as the monitoring and evaluation the quality, cost-effectiveness and punctuality of the project deliverables.</p> <p>Evidence of implementation of the project activities monitoring and evaluation measures/methods according with the initially set budget and timeframe and aligned with the requirement of the Erasmus+ Programme.</p>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>• Signature Grants Agreement.</li> <li>• Project Implementation Plan approved and implemented by partners.</li> <li>• Quality of the partners' reports administrative and financial matters.</li> <li>• Consortium's satisfaction of the management, implementation, and materials available for GAMES: 80%</li> <li>• Production of the deliverables according with the Erasmus+ criteria.</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>• Percentage of Expenses justified</li> <li>• Number of TPMs held</li> <li>• Number of deliverables completed.</li> </ul>
<p><b>WP 2</b>            General Investigation on the Status of NOCs regarding the implementation of policies for gender equality in leadership positions</p>	<p>Identification of gender policies and <i>governance-related obstacles</i> in terms of gender equality within NOCs (<i>Good Governance, EU Work Plan 2021-2024</i>).</p> <p>Evidence of the status of NOCs regarding gender equality policies inclusive of both qualitative and quantitative methods.</p>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>• Adequateness of the enquires of the questionnaire.</li> <li>• Completeness of the questionnaires: +80% completed exhaustively.</li> <li>• Quality and elaboration of the data emerging from the investigations.</li> <li>• Consortium's satisfaction with the Analysis/Report: 80%</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>• Number of questionnaires disseminated.</li> <li>• Number of questionnaires completed.</li> <li>• Number organisations, countries, sport reached via the questionnaire.</li> </ul>

<p><b>WP 3</b>  Definition and Validation of a “Global Pool of Actions” divided on key areas to implement policies to boost gender equality across European NOCs</p>	<p>Identification of good practices and procedures to support NOCs with the implementation of gender equality policies (<i>Gender Equality and Inclusion Strategic Framework 2021-2024</i>).</p> <p>Collection of Actions to support European NOCs in implementing gender equality based on key topical areas.</p>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>• Relevance of the areas identified within the Pool of Actions and validation of collected actions among IOC, EOC, NOCs.</li> <li>• Transferability and applicability of the proposed Pool of Actions (e.g. European NOCs expressing interest)</li> <li>• Quality and diversity of the best practice identified.</li> <li>• Quality of the Pool of Actions on <a href="#">platform for Good Governance</a>.</li> <li>• Consortium’s satisfaction with the applicability of Pool of Actions: 80%</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>• Number of Best Practices identified in the area of gender equality.</li> <li>• Number of countries and sports represented in the best practices.</li> <li>• Number of actions included in the Pool of Actions.</li> <li>• Number of views and downloads of the Pool of Actions.</li> <li>• Number of European NOCs interested in the Pool of Actions.</li> </ul>
<p><b>WP 4</b>  Creation and Implementation of tailored Actions Plans and Strategy to promote gender equality in leadership position and tackle the gender gap for each partner NOCs</p>	<p>Procedures to ensure gender equality in leadership position in the NOCs to reach 30 per cent of women’s representation in sport governing bodies (<i>Olympic Agenda, 2020</i>).</p> <p>Evidence of Action Plan to reach gender equality within partner NOCs.</p>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>• Action Plans updated, approved, and implemented by partners.</li> <li>• Quality of the knowledge exchanges among partners.</li> <li>• Consortium’s satisfaction with the design and implementation of the Actions Plans: 80%</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>• Number of tailored Actions Plans developed.</li> <li>• Number of attendees, countries, and organisations reached via National Launching Events.</li> </ul>



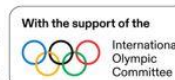
<p><b>WP 5</b>          Communication and Dissemination of the “Global Pool of Activities” to other NOCs and relevant sport stakeholders</p>	<p>Procedure and tools to ensure the continuous and effective communication and dissemination of key deliverables to inform relevant stakeholders.</p> <p>Evidence of implementation of the project communication and dissemination activities to reach the target groups.</p>	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>• Effective communication and Dissemination Strategy Plan.</li> <li>• Project-related initiatives emerging from the project results/data.</li> <li>• Consortium’s satisfaction with communication and dissemination: 80%</li> <li>• Attendees’ satisfaction with dissemination events: 80%</li> </ul> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>• Web-analytics to monitor the web traffic on GAMES’s website.</li> <li>• Number of followers on the social media profiles.</li> <li>• Number of people attending the dissemination events.</li> <li>• Number of project-related publications.</li> <li>• Number of NOCs, local, regional, national sport organisations and policy makers reached within the project lifetime.</li> </ul>
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## IMPLEMENTATION

### IMPACT ASSESSMENT WORKING PACKAGES AND DELIVERABLES.

The GAMES project was structured in 5 Work Packages with distinct but complementary tasks expected to result in 9 deliverables throughout 24 months, five sensitive and four public. The sensitive deliverables were shared with the consortium only, whilst public deliverables were publicly disseminated to a wider audience (e.g. direct and indirect beneficiaries).

### ACHIEVEMENTS PROJECT MANAGEMENT AND EVALUATION (WP1 and its deliverables).

Aligned with the Erasmus+ requirements, all partners have duly and timely signed the Grant Agreement and the project duly started on the 1<sup>st</sup> of April 2022. Following the start of the project, the Project Implementation Plan (PIP) was approved and implemented by partners to ensure a clear and unanimous understanding regarding the project implementation. The PIP was the key instrument to provide a clear and unanimous understanding regarding the duties and tasks to be completed, by each partner, throughout the project timeframe. Hence, the PIP has been vital to monitoring quality, timing, results, outreach, and budget, as well as comparing the deliverables described in the project and the progress of the activities, partners contributions, and results. Besides, the PIP was used to identify potential deviations, risks, and accordingly, the mitigation measures required. The quality of the deliverable was unanimously deemed satisfactory by the consortium (87.5% strongly agreed and 12.5% agreed). Accordingly, the PIP was approved by the consortium and uploaded as a sensitive deliverable on the SYGMA platform on the 23<sup>rd</sup> of May 2022. It received approval without further amendments in June 2022.

The consortium organised all Transnational Project Meetings as scheduled across 5 countries (Brussels - Belgium, Dublin - Ireland, Istanbul - Türkiye, Athens - Greece, Prague - Czechia) with an average of 24



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attendees per Transnational Project Meeting. The last Transnational Project Meeting is scheduled in concomitance with the Final conference (which will be held in Brussels in March 2024) to address the project's results and final report, as well as administrative and financial issues related to the closure of the project. Besides, all received expenses adhered to the [GAMES Reimbursement Guidelines](#) – set and approved within the consortium – to guarantee a shared understanding, unanimous agreement, transparency, and adherence to the GAMES Partnership Agreements, the Grant Agreement, and Erasmus+ guidelines. As a result, all expenses are aligned with the Erasmus+ criteria and duly justifiable.

The consortium has timely produced all expected deliverables (9). Aligned with the project timeline, the consortium has submitted 8 out of 9 deliverables with the Evaluation Report (D1.2) due in March 2024, upon completion of the GAMES Final Conference. All submitted deliverables (8) on the SYGMA Platform have been approved without request for further amendments, reflecting the high-quality standards and each deliverable adherence to the Erasmus+ criteria of the GAMES outputs. This was ensured by a systematic monitoring of all activities has been undertaken to track the progress of the project and evaluate its implementation, detect any possible deviation, and collect useful information from the target group(s).

There is unanimous agreement among the consortium on the adequate quality and timely production of the reports related to the consortium's administrative and financial matters. Accordingly, the successful management of the consortium has been mentioned, particularly in ensuring that all partners' expectations were promptly and duly met throughout the project timeframe. Hence, the consortium has ultimately attributed a satisfaction rate of more than 80% regarding the management, implementation, and materials available for GAMES. Yet, an Evaluation Report is going to be produced (D1.2) so to provide further insights/data on the quality of the project management, consortium, and deliverables, as well as



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on the impact of the project, challenges encountered in the project implementation, and contingency measures adopted to resolve critical issues. The Evaluation Report is expected to be approved by the consortium and uploaded as a sensitive deliverable on the SYGMA platform by the 31<sup>st</sup> of March 2024.

### **ACHIEVEMENTS NEED ASSESSMENT AND BASELINE STUDY (WP2 and its deliverables)**

The GAMES baseline study/questionnaire was conducted between June and September 2022 to assess the current situation in terms of gender equality among partner NOCs and a sample of pre-selected National Federations (NFs). The sample included 8 sports, representing both winter and summer sports, as well as individual and team sports (Aquatics, Athletics, Basketball, Football, Gymnastics, Skiing, Tennis and Volleyball). Besides these, each partner NOC chose two additional NFs that are particularly relevant in their national context. In addition, some partner NOCs also chose to disseminate the questionnaire among their members. As a result, 15 additional sports were reached via the questionnaires (Archery, Biathlon, Boxing, Field Hockey, Handball, Ice Hockey, Luge, Judo, Modern Pentathlon, Rowing, Rugby, Squash, Triathlon, Wrestling, and Water Skiing).

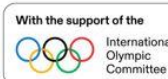
Two versions of the questionnaire were elaborated, one for NOCs and one for NFs. Both included qualitative and quantitative elements, with the aim of ensuring an adequate and holistic understanding of gender equality in the governance of NOCs and NFs. The questionnaire for partner NOCs was divided into seven sub-sections: General Assembly, Executive Body, the Role of the President, the Role of the Secretary-General, Human Resources, Gender Equality and Inclusion, and Olympic Games. Conversely, the questionnaire for NFs was tailored to the target group and did not include the section on the Olympic Games. Each partner NOC was also provided with short “Guidance Notes” to ensure a shared understanding on how to complete and disseminate the questionnaire to NFs in electronic format. Both versions of the questionnaire were approved by the consortium and uploaded as a public deliverable on



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the SYGMA platform on the 27<sup>th</sup> of July 2022. The deliverable received approval without further amendments in July 2022.

- Belgium. [Questionnaire NOC](#) and [NFs](#)
- Czechia. [Questionnaire NOC](#) and [NFs](#)
- Germany. [Questionnaire NOC](#) and [NFs](#)
- Greece. [Questionnaire NOC](#) and [NFs](#)
- Ireland. [Questionnaire NOC](#) and [NFs](#)
- Latvia. [Questionnaire NOC](#) and [NFs](#)
- Türkiye. [Questionnaire NOC](#) and [NFs](#)
- North Macedonia. [Questionnaire NOC](#) and [NFs](#)

Approx. 133 questionnaires were disseminated across 8 countries (Belgium, Czechia, Germany, Greece, Ireland, Latvia, North Macedonia, and Türkiye) and 23 sports, including 8 compulsories for all partners NOCs (Aquatics, Athletics, Basketball, Football, Gymnastics, Skiing, Tennis, Volleyball) and 15 optional ones (Archery, Biathlon, Boxing, Field hockey, Handball, Ice hockey, Luge, Judo, Modern pentathlon, Rowing, Rugby, Squash, Triathlon, Wrestling, and Water skiing). Out of the 133 questionnaires disseminated, 118 questionnaires were completed representing 8 NOCs and 110 NFs. All 118 questionnaires were exhaustively completed (aligned with the set target of +80%) and had a response rate of 94.5% across NOCs and NFs (100% for NOCs and 89% for NFs). Thus, the consortium has unanimously agreed (among which 75% strongly agreed and 25% agreed) on the high quality of both the content/inquiries of the questionnaires and the elaboration of the data emerging from the investigations. Ultimately, the consortium attributed to the Analysis/report a satisfaction rate of more than 80%.

The information that emerged from the questionnaire was duly analysed to produce a multi-layered report regarding the implementation of gender equality policies within NOCs and major national sports federations (Analysis / state of Arts Reports, D2.2). Overall, the 8 NOCs responded to the questionnaire with 100% response rate, and 110 NFs responded from the 8 compulsories sports pre-selected (Aquatics,



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Athletics, Basketball, Football, Gymnastics, Skiing, Tennis, Volleyball) representing a response rate of 89%. As a result, some general trends emerged in terms of voting rights, staffing, policies/strategies, and initiatives to boost gender equality. Notably, women accounted for no more than one-third of General Assembly voters; likewise, men tend to be prevalent in senior management and executive roles of NOCs and NFs regardless of the gender ratio of the staff. Besides, few already had a gender equality or diversity and inclusion policy/strategy in place, while a number were currently seeking to develop one, and networks, workshops, mentoring, and education programmes were the most widely adopted initiatives to boost gender equality in decision-making positions, currently.

Notwithstanding, the participating NOCs are not a representative sample of all NOCs, nor are the selected sports representative of the entire sports ecosystem. In addition, no attempt has been made to rank the organisations surveyed, and direct comparisons have generally been avoided to respect the significant differences between NOCs/NFs in their functions, size, and national contexts. Yet, the analysis provided valuable insights for partner NOCs and surveyed NFs to better comprehend their “stage of readiness” to promote structural changes in governance, enhancing the understanding of existing barriers to create sustainable change in terms of gender equality in leadership positions. Hence, the analysis has also informed the development of the Pool of Actions and NOCs’ National Action Plans. The analysis/state of arts Report was approved by the consortium and uploaded as a sensitive deliverable on the SYGMA platform on the 25<sup>th</sup> of October 2022 and it received approval without further amendments in December 2022.

### **ACHIEVEMENTS CREATION OF POOL OF ACTIONS (WP3 and its deliverables)**

The IOC Gender Equality and Diversity Unit and partner NOCs have joined forces to work on the Pool of Actions and agreed on covering the key areas (structural measures, cultural measures, and pathways for



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women) to boost gender equality in sports leadership within the Olympic movement and beyond. Accordingly, the Pool of Actions is structured in three main pillars (structural measures, pathways for women, culture) addressing nine topics: equal representation, term limits, election and nomination procedures of committees, recruitment process, women’s development, and mentoring programmes, influencing member organisations, communication, removing existing barriers and development of gender-inclusive culture and financial elements.

Each pillar, includes a series of ad-hoc advocacy strategies to receive the required support (*e.g. resources*) for the implementation meanwhile under each topic a set of actions is showcased to promote gender equality in sports leadership, also aligned with a series of recommendations of IOC and/or European institutions. The actions are divided between “fundamental” and “additional”. In this regard, the actions listed as “fundamental” should be seen as key to laying the foundation to reach gender equality in sports governance and include examples of the implementation of the recommended actions. The “additional” actions should be understood as being complementary to boosting gender equality in sports leadership within the organisation and beyond. Ultimately, the Pool of Actions includes 38 actions: 24 “fundamental” and 14 “additional”. In addition, it provides 51 best practices examples aligned with the recommended actions which cover 13 countries (Belgium, Czechia, Finland, France, Germany, Ireland, Norway, Switzerland, Sweden, the Netherlands, Türkiye, United Kingdom, and the USA) and represents 14 sports (Athletics, Biathlon, Cycling, Field Hockey, Football, Gymnastics, Ice Hockey, Rowing, Rugby, Sailing, Skiing, Table Tennis, Tennis, Triathlon).

Aligned with the recommendations and action plan from the [High-Level Group on Gender Equality in Sport \(2022\)](#), the Pool of Actions incorporates key transversal topics with complementary examples to holistically implement gender equality in sport governance. In addition, it includes a series of monitoring



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indicators to evaluate the results emerging from the implementation of the recommended actions in the framework of the Pool of Actions. There are also annexes with additional examples and a glossary of the key terminology. Notwithstanding, a “shorter version” of the Pool of Actions was also created to be easily disseminated among relevant stakeholders. This version only includes the scope of the document, the actions, and related examples for each of the three pillars, and the definition and related examples for the transversal topics. Likewise, an Executive summary, and Questions & Answers (Q&A) brief were created to duly complement the Pool of Actions while facilitating the dissemination and adoption of the recommended actions.

There is a shared agreement on the quality and diversity of the best practices identified and the transferability and applicability of the Pool of Actions to several stakeholders. Notably, throughout the dissemination events, 97% of European NOCs and sports stakeholders showed interest in receiving the Pool of Action, while 91% mentioned that the content seemed transferable to other contexts and applicable beyond the project lifetime. Besides, the consortium has scored a satisfaction rate of more than 80% with the Pool of Actions with both the offline version and the online version of Pool of Actions on the [platform for Good Governance](#) deemed to be of high quality. Hence, the Pool of Actions – and related documents (*e.g. its short version, Executive summary, Q&A*) were approved by the consortium and uploaded to the Good Governance Platform of the EOC EU Office to be available to all sports stakeholders. It was also published as a public deliverable on the SYGMA platform in February 2024 and is awaiting receipt of approval currently.

### **ACHIEVEMENTS SETTING UP NATIONAL STRATEGIC ACTION PLANS (WP4 and its deliverables)**

Setting up the tailor-made action plans was the core objective of the project. Accordingly, 8 National Action Plans were developed by partner NOCs to include the most relevant actions depending on the national context and the organisation's stage of readiness. Indeed, each NOCs identified their vision,





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missions, objective, and actions to boost gender equality in leadership position within the organisation and among partner organisations, while taking into consideration the stage of readiness, the national context, its member organisations and operational capacity of the NOC. In this regard, it should be acknowledged that each NOC has identified key areas of intervention aligned with the results that emerged from the report of the baseline study (D2.2) and informed by practices collected in the framework of the Pool of Action (D3.1). Each National Action Plan includes different actions depending on the national context. For example, these may include changes in the statutes to encourage a higher percentage of women’s representation in boards/commissions, setting term limits for leadership and decision-making positions, training/workshops on gender equality and diversity, guidance to the NFs on achieving gender balance in their general assembly, executive board and commissions, as well as among staff including their technical staff, and the introduction of monitoring measures and reporting procedures on gender equality.

The overall timeframe for the implementation of the National Action Plans varies depending on each NOC’s stage of readiness – between 24 and 48 months in most cases, depending on the type of actions to be implemented. All partner NOCs’ National Action Plans were implemented from 2023 onwards. Notwithstanding, all National Action Plans started their implementation in 2023. Therefore, the National Action Plan should be understood as an “ambitious yet achievable” roadmap to guide the NOCs and their member organisations through key interventions to create structural and cultural changes whilst establishing pathways for women to enhance gender equality in sport governance/leadership. Nevertheless, the National Action Plans should be understood also as “living documents” that continue evolving to reach the set targets in terms of gender equality beyond the project timeframe.

The 8 National Action Plans were approved by the NOCs and their leadership with a timeframe for the implementation. Accordingly, the quality of the knowledge exchange among partners was scored



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satisfactory by all partners (among which 75% strongly agreed and 25% agreed) and the consortium unanimously scored a satisfaction rate of more than 80% about the design and implementation of the Actions Plans. The National Actions Plans were approved by the NOCs leaderships and uploaded as a sensitive deliverable on the SYGMA platform on the 29<sup>th</sup> of June 2023 and received approval without further amendments in July 2023.

The receptivity and value of the National Action Plans were reinforced by the National Launching Events organised in each partner NOC (Belgium, Czechia, Germany, Greece, Ireland, Latvia, North Macedonia, and Türkiye) to reach relevant national, regional, and local stakeholders. Besides, open discussions and activities were organised to further promote opportunities for cooperation, exchanges and networking in the realm of gender equality among relevant stakeholders, including member organisations. At least 30 in-person participants were foreseen (approx. 240 overall); yet an average of 63-64 participants and 33-34 organisations attended each GAMES National Launching Event. As a result, the National Launching Events were attended by more than 500 people representing more than 250 organisations across the eight GAMES National Launching Events hosted in the 8 countries of the partner NOCs (see also Impact Assessment Events)

The result of the National Launching Events was reinforced by the Master Presentation for National Launching Event. All NOCs were provided with a Master Presentation propaedeutic to the organisation and delivery of the event based on a shared understanding, transferability, and quality standards among all National Launching Events. Accordingly, it was structured in four separate but complementary sections: relevance and practicalities, structure and content, relevant resources (e.g. templates, communication guidelines...), and reporting requirements aligned with the Erasmus+ guidelines and the Grant Agreement. Yet, it was designed tailorable to any national context (e.g. adding further information,



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amendment of the content, translation in different languages) to remain relevant to the target audience and socio-cultural context in which the National Launching Event occurs. Hence, the Master presentation was approved by the consortium with a satisfaction rate of more than 80% and was uploaded as a public deliverable on the SYGMA platform in February 2024. It is currently awaiting approval.

### **ACHIEVEMENTS DISSEMINATION, IMPACT AND SUSTAINABILITY (WP5)**

The project includes concrete and effective communication and dissemination activities to make the results of the project known within the participating organisations and to share its results with other sport organisations and civil society as a whole, as well as publicly acknowledging the EU funding. GAMES implemented a regular communication and dissemination activities during and after the project lifetime so to promote awareness on the relevance to implement structural changes and concrete actions to enhance gender equality into all leadership and decision-making positions in sport.

Communication and Dissemination Strategy Plan, scheduled from month 1 to month 24, was designed to guide the project's communication and dissemination efforts both online and offline and provided a clear understanding of the target groups and key messages, communication and dissemination tools and channels to be used to achieve the GAMES' objectives, as well as each partner's role and responsibilities in terms of communication and dissemination. Hence, it represented a roadmap for the implementation of the communication and dissemination activities both online and offline. The Communication and Dissemination Strategy Plan was approved by the consortium and uploaded as a sensitive deliverable on the SYGMA platform on the 29<sup>th</sup> of June 2023 and received approval without further amendments in July 2023.



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The consortium has unanimously scored that the quality of the content of the Communication and Dissemination Strategy was satisfactory (87.5 strongly agreed and 12.5 agreed) and the consortium unanimously scored a satisfaction rate with the communication and dissemination activities of more than 80%. Notably, the GAMES project reached approx. 1400-1600 people representing approx. 570-630 organisations, including the 50 European NOCs, 400/500 national, regional, and local sports organisations, and policymakers through its dissemination events. Notably, 100% of the attendees were satisfied with the Mid-term Conference (out of which 80% scored excellent and 20% good). Accordingly, it was mentioned that the project's Mid-term Conference increased their knowledge of gender equality. Besides, 91% reported that the dissemination events provided a better understanding of the project, and all (100% of respondents) requested to remain updated with the progress of the project.

The X/Twitter account "[GAMES Erasmus+ Project](#)" was launched at the beginning of the project and has reached 149 followers with more than 300 posts created throughout the project's lifetime (until February 2024). Besides, more than 200 articles were published regarding the GAMES project - including 45 publications on the GAMES website in English, 49 publications on the website of the project's partners in the partners' languages, and over 90 news across European, national, and local newspapers, as well as being reported on national television (Czechia) and radio (Greece). Likewise, the GAMES project was featured 66 times across the EOC EU Office Weekly Update (33 tags) and Monthly Report in English, French, and German (33 articles in each language).

In addition, ad-hoc project-related initiatives emerged to boost gender equality in sport leadership in each NOC as a result of the implementation of their National Action Plans. For example, the NOC of Belgium launched an ad-hoc campaign "[SHE LEADS Campaign](#)" during its National Launching Event, to continue the work on gender equality and encourage cooperation/networking beyond the GAMES



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project timeframe. In this regard, this report (Sustainability, Impact, and Legacy Report, D5.2) is a comprehensive assessment of the project's lasting outcomes and contributions; accordingly, it showcases the impact and legacies created by the project in the realm of gender equality in sport leadership. The Sustainability, Impact, and Legacy Report was approved by the consortium and uploaded as a public deliverable on the SYGMA platform in February 2024 and is currently awaiting approval.





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## IMPACT ASSESSMENT DISSEMINATION EVENTS

### European Level – Olympic Events.

At the European level, the GAMES project was presented in a series of events within the Olympic Movement and beyond across Europe. These events aimed to further disseminate the project's results while promoting discussions on the subject, fostering positive changes, and providing knowledge and tools to enhance gender equality in leadership positions across other NOCs, sport federations, and sport organisations operating in Europe at all levels.

**GAMES Mid-term Conference, hybrid – Greece, May 2023.** The mid-term conference was officially opened by the President of the European Olympic Committees and President of the Hellenic Olympic Committee, Mr. Spyros Capralos, and by the Chairwoman of the HOC's Gender Equality Commission, Mrs. Vasiliki Millousi. The relevance of gender



equality for sports organisations was underlined; accordingly, the need to address structural challenges in sports organisations hindering women's access to leadership positions. The GAMES project, its activities, deliverables, and its relevance in responding to the demand for gender equality strategies in sport were presented, followed by a panel discussion on the main achievements of and challenges encountered by the partner NOCs. The GAMES consortium was praised for the major milestones reached so far whilst encouraging others to be inspired by the GAMES project and further boost gender equality within their organisation. The GAMES Final Conference is scheduled as a hybrid event in Brussels (Belgium) on the 8<sup>th</sup> of March 2024 (forthcoming).

**EOC Seminar 2022, in-person – Greece, September 2022.** At the 42<sup>nd</sup> European Olympic Committees' Seminar in Olympia, the GAMES project was mentioned in the ExCom by the Director of the EOC EU



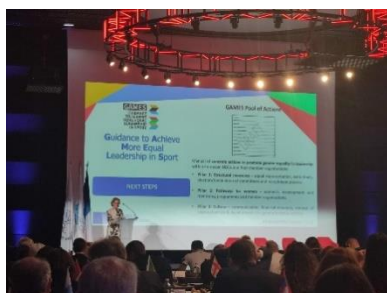
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Office to provide the leadership of the European Olympic Committee with insights on the initial milestones and achievements of the GAMES project and involved NOCs.



**EOC Seminar 2023, in-person – France, May 2023.** At the 43<sup>rd</sup> European Olympic Committees' Seminar in Paris, the Chair of the EOC Gender Equality, Diversity and Inclusion Commission presented the GAMES deliverables to encourage other NOCs to develop their National Action Plans whilst benefitting from the GAMES deliverables (e.g. Reports, Pool of Actions...). Accordingly, a stand for the GAMES project was

available/set up throughout the event for interested attendees to acquire additional information, insights and support. Furthermore, the GAMES project was mentioned in the ExCom by the Director of the EOC EU Office to provide the leadership of the European Olympic Committee with an update on the progress and achievements of the GAMES project and involved NOCs.



**51<sup>st</sup> EOC General Assembly, in-person – North Macedonia, June 2022.** At the 51<sup>st</sup> European Olympic Committees' General Assembly in Skopje, the EOC EU Office showcased the GAMES project to encourage other NOCs to adopt gender equality-focused measures and increase the number of women in leadership positions. Furthermore, the GAMES project was

mentioned in the ExCom by the Director of the EOC EU Office to raise awareness among the leadership of the European Olympic Committee.

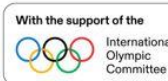


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**52<sup>nd</sup> EOC General Assembly, in-person – Türkiye, October 2023.** At the 52nd European Olympic Committees' General Assembly in Istanbul, the Chair of the EOC Gender Equality, Diversity and Inclusion Commission showcased the GAMES project to encourage other NOCs to adopt gender equality-focused measures and increase the number of women in leadership positions. Besides, the NOC's National Action Plans were presented to European representatives from the Olympic movement. Furthermore, the GAMES project was mentioned in the ExCom by the Director of the EOC EU Office to provide the leadership of the European Olympic Committee with an update on the progress and achievements of the GAMES project and involved NOCs.



**EOC EU Office - Roundtable Gender Equality in sport, online – September 2023.** The EOC EU Office hosted an online roundtable discussion on gender equality in sport, providing a comprehensive overview of a concrete initiative to promote and increase gender equality in leadership positions in sports organizations. The event also featured a representative from the Spanish Presidency of the Council of the European Union and the Chair of the EOC Gender Equality, Diversity and Inclusion Commission. The invited speakers discussed concrete strategies and action to increase gender equality at the sports institutional level issue and gave the audience insights into how EU institutions, and the European Olympic Movement, complement each other while having concrete implementation through EU-funding projects such as the GAMES project.





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GAMES Erasmus+ Project  
@GamesErasmus

The #GAMESPROJECT attends the Summer #eyof2023maribor and congratulates @The\_EOC, @Eyof2023 and the @TeamSlovenia for organising this extraordinary event and opening ceremony!

#EuropeanYouthOlympicFestival

@EuSport @EUErasmusPlus @iocmedia



Team Ireland and 8 others

... **European Youth Olympic Festival, in-person – Slovenia, July**

**2023.** The EOC EU Office contributed to the working meeting organised by the NOC Slovenia in the framework of the European Youth Olympic Festival in Maribor by providing a comprehensive overview of successful examples of NOCs' EU-funded projects. Accordingly, the GAMES project was showcased as a good example of cooperation between European NOCs to concretely implement gender equality in sport leadership. Besides, attendees - which represented

NOCs, the EOC EU and International Relations Commission, the Gender Equality, Diversity and Inclusion Commission, academics and policy-makers -have discussed on future opportunities for EU funding and lasting cooperation among European NOCs.



**Sport Austria - Advantage Ladies – FE&MALES Sports Conference, hybrid – Austria, January 2024.**

The EOC EU Office presented the GAMES project as a best practice in the panel discussion “Leveling the playing field: what’s next for gender equality in sport policy?” The panel focused on the importance of gender equality politics and policies, quotas in

sport, funding systems supporting gender equality, sport models as well as the relevance of monitoring and evaluation procedures. Hence, the EOC EU Office showed how gender equality policies/strategies matter in sports and the GAMES approach to boost gender equality in sport leadership, as well as the understanding of gender equality as a good practice and fundamental pillar for good governance.



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**National Level - National Launching Events.**

At the national level, the Launching Events formed an integral component of the project's methodology. These events were organized by each partner NOC in their country with the goal of assessing the feasibility and receptivity of project deliverables; accordingly, enabling the evaluation of transferability and the implementation and dissemination of the project deliverables, particularly the National Action Plans and the Pool of Actions, to a broader spectrum of relevant stakeholders. The National Launching Event were attended by 500+ people representing 250+ organisations; therefore, these served as dissemination events to further propagate the project's outputs across the 8 partner countries. Yet, the quality of each event was ensured by the Master presentation (D4.2) and other complementary procedures with practical information and customised materials for each country.

- [National Launching Event Belgium: 20.04.2023](#)
- [National Launching Event Czechia: 13.11.2023](#)
- [National Launching Event Germany: 07-08.09.2023](#)
- [National Launching Event Greece: 09.11.2023](#)
- [National Launching Event Ireland: 13.11.2023](#)
- [National Launching Event Latvia: 02.11.2023](#)
- [National Launching Event Türkiye: 14.12.2023](#)
- [National Launching Event North Macedonia: 31.10.2023](#)

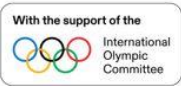


# GAMES

**GUIDANCE  
TO ACHIEVE  
MORE EQUAL  
LEADERSHIP  
IN SPORT**



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**ADDITIONAL DISSEMINATION EVENTS.**

The GAMES project was presented in a series of additional events both at the national and European level to further disseminate the project's results and available resources while promoting discussions on the subject and fostering positive changes across both direct and indirect target groups.



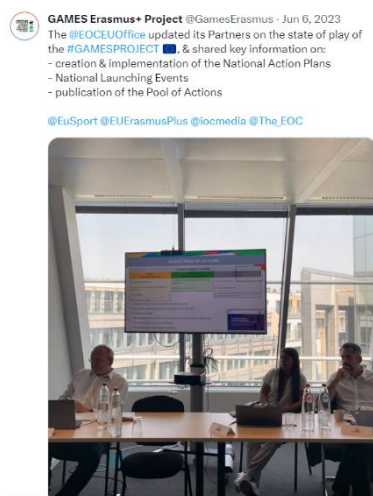
Paris (FR), October 2022



Athens (GR), May 2023



Cracow (PL), June 2023



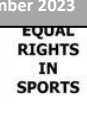
Brussels (BE), June 2023



Rome (IT), September 2023



Riga (LV), September 2023



# GAMES

## GUIDANCE TO ACHIEVE MORE EQUAL LEADERSHIP IN SPORT



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**GAMES Erasmus+ Project** @GamesErasmus · Oct 4, 2023

The #GAMESPROJECT was showcased during the European Sports Congress podcast as a key enabler for NOCs to adopt gender equality-focused actions to boost women in #leadership positions 🏆 @NOC\_Macedonia

[bit.ly/3LMcs3Y](https://bit.ly/3LMcs3Y)

@EuSport @EUErasmusPlus @The\_EOC @iocmedia

Silviya Mitevska on Gender Equality | European

September 2023

**GAMES Erasmus+ Project** @GamesErasmus · Oct 5, 2023

The #GAMESPROJECT was showcased during the Association of National Olympic Committees of Africa's (ANOCA) Gender Equality Forum as an enabler to boost women in #leadership positions among NOCs worldwide 🌍

@NOC\_Macedonia @Erasmus @EuSport @EUErasmusPlus @The\_EOC @iocmedia

Cape Verde, October 2023

**GAMES Erasmus+ Project** @GamesErasmus · Nov 6, 2023

In the framework of the #NewMiracleProject's final event hosted by the NOC of Lithuania, were presented IOC and EOC's activities in the realm of #genderequality 🏆 - including the #GAMESPROJECT 🏆 which aims at empowering women in #sport 🏆

LOK @Olimpiade.lv · Nov 1, 2023 · 📍

★ Norisinājies Erasmus+ projekta "NewMiracle" noslēdzošā meistarīklase - līderība un personīgā izaugsme sportāt!

Tās ietvaros dažādu Latvijas sporta federāciju pārstāves Annas Šteinas vadībā caur sarunām un radošiem uzdevumiem apguva trauksmes ...

[Show more](#)

Vilnius (LT), November 2023

**EOCEU Office** @EOCEUOffice · Nov 22, 2023

Today, the EOC EU Office welcomed @SMUCLouvain students in #sportsmanagement who got insights on the European and international Olympic Sports Movement 🏆 and on current @EUErasmusPlus projects coordinated by the office: @GamesErasmus 🏆 and @OCEANErasmus 🏆

Brussels (BE), November 2023



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With the support of the International Olympic Committee



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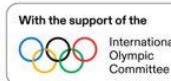
## IMPACT ASSESSMENT COMMUNICATION METHODS

Aligned with the Communication and Dissemination Strategy Plan (D5.1), the project's communication was meticulously designed to align with the project's objectives, deliverables, and target groups at the European and national levels, which included both direct and indirect beneficiaries. Accordingly, the project featured concrete and effective communication and dissemination activities to ensure that the project's outcomes were known within the consortium and its network. Besides, it aimed to share its results with other sports organizations and civil society at large, while publicly acknowledging the funding provided by the European Union. As a result, the project implemented regular communication and dissemination activities during and after its lifetime to raise awareness about the importance of implementing structural changes and specific actions to enhance gender equality in all leadership and decision-making roles within the realm of sports. Accordingly, the strategy entailed extensive dissemination of results within each NOC's network, as well as to relevant EU institutions, policy makers, sports organizations, and civil society. This strategy aimed to enhance awareness and knowledge regarding the pressing need for gender equality in all leadership positions within the sports sector.

## METHODS USED

The Communication and Dissemination methods employed included:

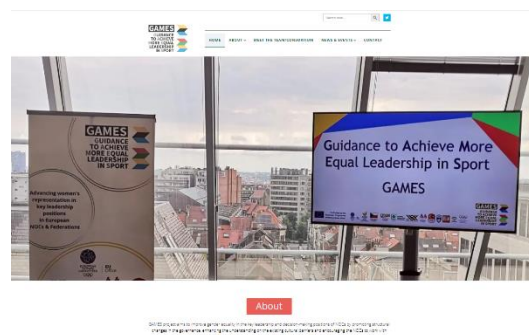
Project Logo to promptly communicate the project at a European level, the project logo (1) was designed and selected at the project's outset to establish the GAMES brand. This served to enhance visibility and awareness of the project from the very beginning.





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The Project Website was the project's primary dissemination tool ([www.games-project.com](http://www.games-project.com)), so it was created and launched at the project's commencement. It was employed to promote the project's goals, progress, and outcomes, hosting main deliverables and meeting reports. The website also provided up-to-date information regarding the project's status and upcoming activities, with press releases available in a dedicated "News" section. The website is accessible in English with the possibility to automatically translate the website in the partners' languages (among others). Web analytics reports were utilized to assess the website's impact as a dissemination tool.



Reporting and Newsletters, including official meeting reports and articles covering different project phases by various partners, were made available on a regular basis. Newsletters were instrumental in disseminating these articles, such as the EOC and EOC EU Office "Monthly Report" in English, French, and German, and the EOC EU Office "Weekly Update". Notably, the GAMES project was featured in total 66 times across the EOC EU Office Weekly Update (33 tags) and Monthly Report in English, French, and German (33 articles in each language). Besides, all project partners used their respective newsletters and media channels, as part of their regular communication obligations. Hence, the project went well beyond the initially set target of 24 Weekly Update (+9) and 12 articles (+21) in the English, French, and German version of the Monthly Report.



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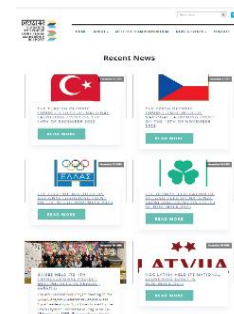


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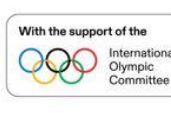
Social Media was used with a dedicated Twitter/X account ([GAMES Erasmus+ Project - @GamesErasmus](#)) launched for the project. This required the project partners to actively promote their project/activities through the project channels and the existing social media platforms. Partners were encouraged to disseminate the content also in their own languages and to use the official hashtag (#GAMESPROJECT) when referencing the project.



Project News articles and press releases were issued to reach a broader audience and inform them about the project's objectives, progress, and outcomes. Accordingly, approx. 100 articles were published (up to February 2024) - out of which, 49 publications on the GAMES website in English and 45 publications on the website of the project's partners in the partners' languages. The articles aimed to stimulate public interest in addressing the gender gap in leadership positions. Thus, the project went well beyond its initially set target of 16 publications (+84 articles).



Promotional materials were developed for the project and its target groups, including 9 Roll Ups (one per COO and each NOC), 2 project flyers (start/end of the project), and information sheets. When needed, these materials were produced in other languages versions, and limited printed copies were available for face-to-face dissemination during key events. Furthermore, the Pool of Action has been printed in limited copies so to be disseminated in the framework of the GAMES Final Conference.





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Offline Media (European, national, local newspapers, television, and radio stations) were contacted to promote the project and create awareness about gender equality in leadership positions

in sports. Notably, the GAMES project was featured in 90+ news across European, national, local newspapers, as well as being reported on national television (Czechia) and radio (Greece). Thus, the project went well beyond its initially set target of 4 media appearances (+86 media appearances).

Presentations at Events/Conferences were used to promote the project and engage sports organizations beyond the consortium. Accordingly, the EOC EU Office and other project partners presented the project at events organised by the Olympic Movement, EU institutions, and/or other relevant stakeholders. The project was presented at events/conferences at least 18 times (initial target 3 times) and promotional materials were used for conveying the project's message (*see impact assessment events*).



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### IMPACT ASSESSMENT TARGET GROUPS

The project aimed to have a positive impact in terms of gender equality in leadership positions by targeting both direct and indirect beneficiaries. As such, the target groups included not only the European National Olympic Committees (NOCs) who were direct beneficiaries of the project (i.e. the 8 project partners) and their respective staff, but also other European NOCs, Federations, sport governing bodies and clubs, civil society, and the European Community (i.e. Policy Makers and EU as a whole) as indirect beneficiaries. Therefore, the project's methodology was designed to have the capacity to make a positive impact on both the aforementioned target groups through its activities, deliverables and events.

The selection of 8 partner NOCs was purposeful, considering their roles, sizes, geographical locations, and expertise in the project's topics. This selection aimed to maximize the project's impact. Consequently, the consortium benefited from international engagement while actively contributing to the creation of a European network to address the gender gap and encourage structural changes that promote gender equality in leadership positions in sports. Additionally, the consortium profited from ongoing knowledge exchange, learning from best practices and procedures that ensure gender equality in leadership positions. The deliverables produced by the project, including the National Action Plans and the Pool of Actions, offered concrete knowledge and laid the foundation for future actions. Therefore, the project served as a starting point for future joint actions in the realm of gender equality, extending beyond the project's lifespan.

Besides, GAMES was designed to ensure the trickle-down principle, where a higher sporting body (i.e. umbrella organisation) distributed information to its members and inspired them to become active. In this regard, it should be acknowledged that to ensure proactive outreach, two aspects were essential. The EOC EU Office played a key role in disseminating information to European NOCs and partner organisations, including major sport federations, while the involvement of the EOC GEDI Commission



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and IOC was instrumental in linking the GAMES project and its outcomes to the Olympic Movement activities and to the IOC Gender Equality and Inclusion Strategic Framework 2021-2024. This cooperation with the EOC GEDI Commission and IOC ensured a wide-outreach and significant legacy of the GAMES project, enhancing the trickle-down effect to ensure that sports organizations at the regional and local levels could also benefit from the project's outcomes. Notably, interested NOCs and national and European Federations (such as the NOC of Croatia, NOC France, FIBA Europe, International Biathlon Union) were involved in the project activities and events and showed a keen willingness to participate and benefit from the GAMES outcomes, despite not being direct beneficiaries. Similarly, the actions and changes implemented within the partner NOCs have inspired several of their member organisation. In turn, these have also reviewed their governance to encourage gender equality in leadership positions. Therefore, this further reflects the GAMES project outreach beyond the consortium and project's lifetime.

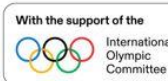
Notably, the project led to different benefits for direct and indirect target groups throughout the project timeframe. In the short term, the project successfully raised awareness among NOCs and their staff regarding the importance of gender equality, while in the medium term, the project provided the NOCs with the tools to design and implement tailor-made action plans and achieve predetermined targets. The collaboration among participating NOCs facilitated knowledge and competencies sharing to address challenges during implementation. As a result, in the long term, the project contributed to structural changes and to the removal of cultural barriers, paving the way for sustained efforts to promote gender equality in leadership positions even beyond the project's duration. Hence, GAMES played a critical role in increasing the understanding, knowledge, and capacities to implement gender-equal policies and procedures within the participating NOCs and their staff.



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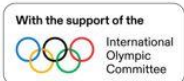
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In addition, the GAMES project focused also on boosting gender equality outside the consortium by targeting policymakers, civil society, and regional/national sports organizations and staff. The project followed the trickle-down effect and contributed to positive changes in mindset regarding gender equality practices. Initially, the project played a crucial role in assessing the current state of gender equality of major federations through its needs analysis and it increased awareness among regional, national, and European sports organizations and their staff, as well as the wider civil society and the European Community (i.e. Policy Makers and EU as a whole). In the medium and long term, regional, national, and European sports organisations and their staff, as well as their member federations and other national stakeholders were actively involved the National Launching Events and benefitted from the implementation of gender equality policies. Hence, GAMES encouraged a mindset shift to overcome outdated practices at all levels of sports and in various European countries, among which Belgium, Czech Republic, Germany, Greece, Ireland, Latvia, North Macedonia, and Türkiye.





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## LEGACY, SUSTAINABILITY & REPLICABILITY

The project methodology laid the foundation for enduring legacy, while simultaneously ensuring cascading impact at the regional and local levels and its replicability in other countries. In other words, the project included concrete and effective steps to ensure the sustainability of the project and its capacity to continue having an impact and producing results after the EU grant had been utilized.

Most remarkably, the project impact, sustainability and replicability are reinforced by GAMES receiving the Secretary Generals/CEOs' endorsement (e.g. Letters of intent), which guaranteed a full commitment of the leadership to the project activities and long-term legacy. This was reflected in the implementation of the National Action Plan and in boosting the changes in the organizational culture and modus operandi in terms of gender equality among partner NOCs and their member organisations.

The National Action Plans were designed to reflect the commitment of the NOCs towards gender equality beyond the project timeframe. Accordingly, the National Action Plans are designed – also in terms of resources - with a timeframe for implementation ranging between 2-4 years. Besides, ad-hoc initiatives to boost gender equality in sport leadership emerged as a result of the GAMES project, such as the [SHE LEADS Campaign launched by the NOC of Belgium](#) during its National Launching Event to continue the work beyond the GAMES project timeframe. Hence, it is evident that partner NOCs remain committed to implement the actions envisaged in their National Action Plans beyond the project timeframe.



In addition, the EOC GEDI Commission, the IOC Gender Equality and Diversity Unit and IOC Olympic Solidarity are fully committed to continue to support European NOCs to continue the activities started during the GAMES project, including the dissemination of the project results among all European NOCs





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and their member organisations, as well as to provide ad-hoc knowledge and financial support to NOCs partners to successfully reach the set targets in their National Action Plans.

In this regard, it should also be acknowledged that the events and deliverables were developed considering the trickle-down principles. Public deliverables are relevant to various sport stakeholders (at all levels) and are therefore expected to remain freely available with an open-source license via the [GAMES](#) project website and the EOC EU Office [Online Platform on good governance](#). In particular, the Pool of Actions, also included in the [Online Platform on good governance](#), complements the educational materials developed in other Erasmus+ projects (i.e. POINTS, RINGS, GAMES, OCEAN, SIGGS 3.0) and further reinforces the long-term sustainability of the project's deliverables. Besides, the National Launching Events were key catalysts to encourage awareness, dialogue, and cooperation on the topic of gender equality in sport (leadership) among various stakeholders. Therefore, the project generated a cascading impact at the regional and local levels, particularly in grassroots sports, across the European Union while ensuring that its core activities could be continued and maintained.

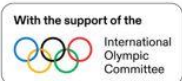
Furthermore, the project communication channels ([website](#) and [social media](#)) are going to be kept up to date with topical content on the project results and legacy, both at the consortium and European levels, for 24 months after the project lifetime. This is to continue to communicate and disseminate the impact that the actions taken during the GAMES project have created within the NOCs and Olympic movement in terms of gender equality, as well as its trickle-down effect on the European sports movement (grassroots level) as a whole. Hence, the communication and dissemination activities are expected to continue at the consortium level also beyond the project lifetime to effectively maximise its impact and replicability in other European NOCs/NFs, sports organisations and countries.



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## CONCLUSION

All in all, the GAMES project has exceeded expectations in several aspects, demonstrating its impact and sustainability beyond the initial set targets. The achievements of the project in Project Management and Evaluation (WP1) have been exemplary, laying a solid foundation for success. However, the project's impact extends far beyond its initial targets, with the accomplishments of each WP showcasing remarkable deliverables/outcomes. Notably, the Needs Assessment and Baseline Study (WP2) achieved a response rate of 94.5%, surpassing the target of 80%. The creation of the Pool of Actions (WP3) garnered substantial interest from European NOCs and stakeholders (97%), and a shared agreement on its transferability to other context (91%). Setting up National Strategic Action Plans (WP4) saw strong engagement, with National Launching Events attracting double the anticipated attendance. Dissemination, Impact, and Sustainability efforts (WP5) reached a wide audience, enhancing knowledge and interest in gender equality in sports leadership. Furthermore, the in-person dissemination events reached approx. 1400-1600 people representing approx. 570-630 organisations, including the 50 European NOCs, 400/500 national, regional, and local sports organisations, and policymakers.

The project's online presence and media coverage exceeded expectations, with significant engagement and positive feedback. In this regard, the project's communication strategy, in line with its objectives, effectively disseminated project outcomes to both direct and indirect beneficiaries at European and national levels, utilizing various methods. Notably, the project surpassed its initial targets, with 49 publications in English and 45 in partners' languages, exceeding the set target of 16 publications by 84 articles. Furthermore, the project secured over 90 media appearances across European, national, and local newspapers, television, and radio, surpassing the initial target of 4 appearances by 86. Presentations at events and conferences exceeded the initial target of 3, with the project being showcased at least 18 times.. These achievements underscored the project's success in reaching a wide audience and raising awareness about gender equality in sports leadership positions, demonstrating its





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effectiveness in promoting structural changes and specific actions to address the gender gap in the sports sector.

The high levels of engagement, satisfaction rates, and interest from direct and indirect target groups both online and offline, demonstrate the project's effectiveness in promoting awareness of gender equality in sports leadership, but also its medium and long-term impacts in creating structural changes while tackling cultural barriers. Beyond the consortium, policymakers, civil society, and regional/national sports organizations benefited from increased awareness and implementation of gender equality policies. The aforementioned further reflects the success of the project in ensuring a trickle-down effect by engaging both national governing bodies (i.e. NOCs) with higher sporting bodies, particularly the EOC GEDI Commission and IOC.

Hence, the GAMES project not only increased awareness and knowledge of gender equality issues in leadership positions but also provided tangible tools and means for the development and implementation of gender equality policies/strategies in sports organizations. It effectively bridged the gap between the European Union and the Olympic movement, making a substantial contribution to ongoing and future efforts to promote gender equality within European sports organizations at all levels. Moving forward, the project's legacy is poised to continue through ad-hoc initiatives and sustained efforts beyond its duration, ensuring a lasting impact on the sports community.



## ANNEX – IMPLEMENTATION OF THE NATIONAL ACTION PLAN (NAPs)

### Belgian Olympic Interfederal Committee (BOIC)

#### Success story

The BOIC organised a workshop open to women in leadership positions or aiming to take up leadership positions in the BOIC or in member federations. The objective was to boost the participants' communication and leadership potential and share experiences with like-minded women.

The SHELEADS Campaign was launched during BOIC's National Launching Event, with the objective of continuing the work started with GAMES on gender equality in leadership after the end of the project.

#### Upcoming activities

- Monitor and report on the progress towards gender equality.
- Explain the goals to member federations and gain the support of the leadership.
- Launch an information campaign about the BOIC board elections and present the advantages of equal representation to member federations.

## National Launching Event



**Target groups:** Members of sports federations, organisations/associations, women in leadership positions in federations; athletes/sportspeople

#### Objectives:

- Present the National Action Plan
- Be an example of concrete actions towards gender equality, opportunity for women to develop their communication and leadership potential and share experience with other women

#### Programme:

- Coaching workshop
- Panel discussion with experts on the topic of women empowerment in leadership

**Attendance:** 82

**Organisations reached:** 20





## Czech Olympic Committee (COC)

### Success story

The Czech Olympic Committee organises a mentoring programme for women, which saw an increase of 50% in the number of participants.

Discussions on the revision of the Statutes and on the introduction of quotas are ongoing, and members of the Commission for Equal Opportunities in Sport are actively involved in the process.

### Upcoming activities

- The Commission for Equal Opportunities in Sport will be sending out a newsletter to inform events and news related to Gender Equality.
- By end of 2024, have an overview of the gender ration among COC staff, committee members and volunteers.
- Continue offering seminars for media professionals, students and the general public on gender equality in communication and portrayal.

## National Launching Event



**Target groups:** Members of sports federations, organisations/associations, women in leadership positions in federations, journalists, experts in the field of equal opportunities; athletes/sportspeople

#### Objectives:

- Present the National Action Plan
- Creating opportunities so that no discrimination is an obstacle to the free realization of women

#### Programme:

- Panel discussion with experts on the topic of women empowerment in leadership

Attendance: 49

Organisations reached: 33

## German Olympic Sports Confederation (DOSB)

### Success story

In December 2023, the DOSB General Assembly has approved the introduction of the 30% quota of male and female representatives to the General Assembly.

DOSB partnered with the “Cliché-free in sport – No Stereotypes” initiative, to promote a stereotype-free sports culture among German sport associations, media professionals, journalists and sponsors.

### Upcoming activities

- Translation of the IOC Portrayal Guidelines into German.
- Development of a diversity strategy.
- Possible participation in Pillar 2 and 3 of the EU-Council of Europe Joint Project “All In Plus: Promoting greater gender equality in sports” project.

## Deutscher Olympischer Sportbund (DOSB)



**Target groups:** Members of sports federations, politics, sports, science, business and society; coaching on diversity; athletes/sportspeople

#### Objectives:

- Present the National Action Plan
- Reach different target groups that are not otherwise primarily involved with the topics of gender equality

#### Programme:

- Workshops with speakers who received briefing to speak in a gender-sensitive way on sports in its broader aspect (health, volunteering, local/outdoor)

**Attendance:** 55

**Organisations reached:** 43

## Hellenic Olympic Committee (HOC)

### Success story

The introduction of a 50% quota for each gender in HOC Commissions was approved by the HOC Plenary Session and will be enter into force in January 2025.

A Code of Ethics and a declaration of zero tolerance for violence and harassment were approved by the HOC Plenary Session and will be integrated in the HOC Rules of Organisation and Operation.

A communication concept for online information material on gender equality has been developed.

### Upcoming activities

- Participation in the EU-CoE Joint Project “All In Plus: Promoting greater equality in sport” and collect data for HOC and all NFs.
- Cooperation with the General Secretariat of Sports in the organisation of a congress on gender equality in sports.

## National Launching Event



**Target groups:** Members of sports federations; politics; business; journalists; athlete parents; athletes/sportspeople

#### Objectives:

- Present the National Action Plan
- Promote the actions of the HOC Gender Equality Commission to achieve more equal leadership in sport by supporting structural changes within HOC and its federation members

#### Programme:

- Award ceremony for athlete parents
- Panel discussion with experts on the topic of women empowerment in leadership

**Attendance:** 98

**Organisations reached:** 51

## Olympic Federation of Ireland (OFI)

### Success story

OFI has launched a Gender Equality Policy and budget has been assigned to implement it.

The language and images used in internal and external communication and the Communications Team now ensures the use of gender-neutral terms in all communication.

Flexible working practices have been introduced and included in the Staff Handbook.

### Upcoming activities

- Trainings on gender equality and unconscious gender biases are planned for late February 2024.
- Audit the staff on the impact of the actions implemented so far.
- Provide practical support to member federations on how to achieve gender balance at Board level.
- Organise trainings for media departments of member federations on the portrayal of women in sport, gender equality and role models.

## National Launching Event



**Target groups:** Members of sports federations, government officials, national universities, experts in the field of equal opportunities and representatives of the national sporting environment; athletes/sportspeople

#### Objectives:

- Present the National Action Plan
- Launch a project to influence media representation and portrayal of women in sport, targeting communications and media courses at Ireland's main universities,
- Publish the research to analyse the root causes for female under-representation in high performance coaching

#### Programme:

- Presentation of key insights and next steps of the project

Attendance: 39

Organisations reached: 19



## Latvian Olympic Committee (LOK)

### Success story

Gender equality was discussed for the first time in Latvian sports organisations. Drafting and getting the NAP approved by the leadership required a remarkable mindset change.

### Upcoming activities

- Public discussion of the National Action Plan (i.e. national sport federation, sport clubs...).
- Surveying to assess the current situation in terms of needs and obstacles (NOCs members).
- Re-presentation of the National Action Plan (focus on actions) in the NOC's General Assembly 2024.
- Development of mentoring/educational programs to support women's involvement in leadership positions.

## National Launching Event



**Target groups:** Members of sports federations, journalists, athletes/sportspeople

#### Objectives:

- Present the National Action Plan
- Develop a mentoring program to achieve more equal leadership in sport by supporting structural changes within LOK and its federation members

#### Programme:

- Panel discussion with experts on the topic of women empowerment in leadership
- Presentation of key insights and next steps of the project

**Attendance:** 60

**Organisations reached:** 31

## Olympic Committee of North Macedonia (MOK)

### Success story

A training session on gender mainstreaming was organised, with the support of the UN Women office in Skopje. Participants included National Federations, sport clubs and female athletes.

National Federations conducted a needs assessment on gender equality, to determine the specific support and guidance needed.

Gender equality Focal Points have been nominated in each national sport governing body.

### Upcoming activities

- Analyse the data gathered from the needs assessment and determine the specific needs of national federations.
- Enhance the capabilities of the gender equality focal points.
- Organise events and workshops to boost cooperation and networking.

## National Launching Event



**Target groups:** Members of sports federations, organisation and associations, women in sports leaders, journalists, government officials, athletes/sportspeople

#### Objectives:

- Present the National Action Plan
- Achieve more equal leadership in sport by supporting structural changes within MOK and its federation members

#### Programme:

- Panel discussion with experts on the topic of women empowerment in leadership
- Presentation of key insights and next steps of the project

**Attendance:** 37

**Organisations reached:** 26

## Turkish Olympic Committee (TOC)

### Success story

The ratio of female employees increased from 38% to 46%, surpassing the 40% target set in the Plan.

In the Sports Culture & Olympic Education Commission, the ratio of female representation has risen from 25% to 31%. Similarly, the Fair Play Commission has seen an increase from 21% to 27%.

### Upcoming activities

- Organise a gender equality training withing TOC and extend it to other interested stakeholders.
- Develop an educational/training programme to support women's career advancement into leadership positions.
- Introduce term limits for leadership and decision-making positions.

## National Launching Event



**Target groups:** Members of sports federations, policymakers, athletes/sportspeople, academia, women experts in sports leadership, women in sports leadership positions

#### Objectives:

- Present the National Action Plan
- Prepare future collaboration with other national stakeholders

#### Programme:

- Panel discussion with experts on the topic of women empowerment in leadership
- Presentation of key insights and next steps of the project

**Attendance:** 88

**Organisations reached:** 47

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