

# Project description

## Part I – General Information

### Section I.I – Identification

Title of the project:	Keep Crime out of Sport – manipulation of sports competitions 2018-2020 (KCOOS+)
Project reference number:	VC 1322
Implementing Major Administrative Entities:	Division of Sports Conventions (DGII)
Contracting authority:	Council of Europe

## Part II - Rationale and justification

### Section II.I - Policy & programme context

The issue of corruption came under close scrutiny by the Council of Europe very early on because of the danger it poses to pluralist democracy, the rule of law, human rights and ethical principles. The Council of Europe's standard-setting role in the face of growing corruption was recognised as far back as the 2nd Summit of Heads of State and Government of the Council of Europe, on 10 and 11 October 1997 in Strasbourg.

In that context, the Council of Europe engaged in a number of initiatives to combat corruption in sport and promote the integrity of sport.

A Council of Europe reference instrument dealing with sport and its basic principles such as the integrity of sport and those involved in it was adopted in 1992 in the form of Recommendation Rec(92)13rev on the revised European Sports Charter. Two other recommendations, Recommendation Rec(2005)8 on the principles of good governance in sport and Recommendation CM/Rec(2010)9 on the revised Code of Sports Ethics, built on this initial document in an effort to improve the integrity of sport and ensure that it was in a stronger position and better governed.

Two specific Council of Europe conventions in the field of corruption and money laundering, namely the Criminal Law Convention on Corruption (1999, ETS No. 173, hereinafter "Convention 173") and the Convention on Laundering, Search, Seizure and Confiscation of the Proceeds from Crime and on the Financing of Terrorism (2005, CETS No. 198, hereinafter "Convention 198"), may be used as standard-setting reference points in the definition of the mechanisms and legal means needed to counter criminal organisations coercing or using sport, tools related to sport and actors in sport to manipulate results, and abusing the economy of sport to finance their activities.

However, the manipulation of sports competitions also involves corrupt practices and specificities that are not covered by Convention 173. As for Convention 198, profits derived from the manipulation of sports results and the methods of confiscation pertaining to sport associations or sport-related proceeds do not necessarily fall within the scope of this instrument. Furthermore, while certain important aspects of corruption in sport are already covered by existing international conventions on corruption and organised crime, namely the United Nations Convention against Transnational Organized Crime (2000) and the United Nations Convention against Corruption (2003), these international legal instruments do not specifically deal with cases involving manipulation of sports competitions, which may occur outside any transnational crime network and without any acts falling within the definition of corruption having been committed.

In its Resolution 1602 (2008) on the need to preserve a European sport model, the Parliamentary Assembly of the Council of Europe noted that recent scandals in several European countries involving illegal sports betting and the manipulation of results had seriously damaged the image of sport in certain countries. It called for the introduction of mechanisms to reduce the risk of match-fixing, illegal sports betting or other forms of corruption. It further emphasised that these problems would require more active involvement by State authorities.

At the 11th Council of Europe Conference of Ministers responsible for Sport in Athens on 11 - 12 December 2008, States made a clear political commitment to address issues relating to ethics in sport, in particular match-fixing, corruption and illegal sports betting. This in turn resulted in the adoption, at the 18th Council of Europe Informal Conference of Ministers responsible for Sport (Baku, Azerbaijan on 22 September 2010), of the first resolution to deal specifically with the manipulation of sports results (namely, Resolution no. 1 on promotion of the integrity of sport against the manipulation of results). In this resolution, Council of Europe member states are called upon to adopt effective policies and measures to prevent and combat the manipulation of sports results in all sports, while the Enlarged Partial Agreement on Sport (EPAS) was called upon to continue work in this area with a view to adopting a recommendation of the Committee of Ministers to member states on the manipulation of sports results.

The recommendation CM/Rec(2011)10 on the promotion of the integrity of sport to fight against the manipulation of results, notably match-fixing, required the secretariat of EPAS to prepare feasibility study on the possibility of adopting a legal instrument on match-fixing. The Council of Europe Conference of Ministers responsible for Sport in Belgrade on 15 March 2012 concluded that an international convention dealing with all preventive measures and sanctions to eradicate the manipulation of sports competitions was necessary.

The Council of Europe Convention on the Manipulation of Sports Competitions (Macolin Convention), prepared by an intergovernmental drafting group (54 delegations involved: member states; Observatory; non-European countries; International organisations and NGOs) was adopted by the Committee of Ministers at the 1205th meeting of Ministers' Deputies on 9 July 2014. The Macolin Convention was open for signature and ratification by the member states of the Council of Europe, the European Union and the non-member states that participated in its drafting or enjoy observer status with the Council of Europe from 18 September 2014 in Macolin (Switzerland). So far three countries, Norway, Portugal and Ukraine, have ratified the convention and twenty eight others have signed it (September 2017). A minimum of five ratifications are required (at least three of which must be from member states) for the Convention to enter into force.

Since then the situation has evolved considerably. Responses to the seriousness and complexity of the threats represented by the manipulation of sport competitions have been mainstreamed at international level into the sport movement as well as in intergovernmental co-operation. While it is not yet entered into force, the principal reference to these matters is indeed the Macolin Convention, which is the only legally binding instrument to exist.

However, at national level, there are significant differences between countries regarding the adhesion to Macolin Convention's principles. Given the complex nature of the manipulation of sports competitions phenomenon, a number of ministries are relevant, including justice, interior, sport, customs, and finance. Therefore, mixed levels of understanding occur when considering operational implications of the convention. This situation is reflected through various national and international stakeholders' initiatives, which are multiplying in a rarely-co-ordinated manner and quite often duplicate each other. Such actions lack vision, which in turn delay the elaboration of global strategies and the identification of good practices and unnecessarily increases resources needed for setting up the efficient and sustainable system required in order to fight the manipulation of sports competition.

Feedback from the pilot project KCOOS (2016-2017) revealed the importance of developing assistance project to countries. Most of the thirty-two countries which have participated in KCOOS have requested the extension of similar activities over a mid- or even long-term period. This is evidence that there is a certain political priority that is beginning to be instilled within national debates. A momentum has been created. The next step would be to strategically involve this topic within overall national action plans. Such expected technical assistance activities would directly help countries to justify the necessity of accession to the Macolin Convention. Technical assistance would be providing a forum for debate discussion on targeted topics and exchange of information on an international level allowing countries to increase awareness and knowledge on proceeding further nationally.

KCOOS+ will be the operational component of the "Macolin Roadmap"<sup>1</sup> and will ensure the implementation of the "KCOOS guidebook" recommendations which provide concrete guidelines and input into countries based on good practices and shared experiences collected during KCOOS. It will, in particular, enable the assisting of national institutions and actors with a view to setting up efficient structures and procedures facilitating sustainable co-operation between national institutions, regulatory authorities, law enforcement agencies, sports governing bodies, and sport betting operators. This will provide countries with all the tools and justification to finally ratify the Convention and allow it to enter into force.

## Section II.II - Problem analysis and needs assessment

The EU Expert Group on Match-Fixing (XG MF) established as part of the second European Union Work Plan for Sport (2014-2017) was mandated "*to exchange best practices regarding the fight against match-fixing, in particular on a possible Commission Recommendation on best practices in the prevention and combatting of betting related match-fixing, followed by a report of the state of play*". The five meetings of the Expert Group allowed EU Member State experts and Observers (including the Council of Europe) the opportunity to discuss a variety of issues of interest. The final report adopted in beginning of 2017 provided an overview on the state of play of the current situation in the fight against match-fixing at the national, European and international level.

In parallel, considerable knowledge about the situation in the countries and about their needs regarding the Macolin Convention principles and objectives was collected through the course of the **Keep Crime Out of Sport project activities** (KCOOS was a Council of Europe / European Union Joint programme initiated on 1 January 2016 and completed in June 2017). More than 250 official representatives from various Ministries, law enforcement agencies (police, judiciary), national sports movements and betting operators have responded to the series of five questionnaires and have directly participated into the various field activities (five regionals seminars, four study visits and two experts missions).

The findings and prospects produced in the EU Experts Group and gained from the KCOOS project were discussed and confirmed during the *International Conference on the fight against the manipulation of sports competitions - Promotion and Implementation of the Macolin Convention* (Strasbourg, 22-23 September

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<sup>1</sup> Defined following the *International Conference on the fight against the manipulation of sports competitions - Promotion and Implementation of the Macolin Convention* (Strasbourg, 22-23 September 2016)

2016). The conference involved representatives from 45 countries (Council of Europe Member States, Observatories and from outside Europe) as well as representatives from all main international stakeholders. It was a unique opportunity to take stock of the situation and to identify pending problems to be addressed. Parts of these problems were tackled in later phases of the KCOOS project.

The analysis of the problems and the needs assessment processes were therefore continuously carried out through these activities, resulting in the acquisition of a good understanding about existing needs of the different stakeholders regarding the implementation of the Macolin Convention:

- a. The different interests expressed by the sectors of activity concerned by the fight against the manipulation of sports competitions<sup>2</sup> should be integrated into a comprehensive and systematic approach in order to develop synergies, avoid overlapping and waste of resources;
- b. Coordination and cooperation between the target groups and beneficiaries within each country is an urgent challenge to overcome, with regard to:
  - Public authorities: the legislature, LEA, prosecutors and the judiciary, the authorities responsible for regulating sports betting, the governmental authorities in charge of sport, the authorities and ministries responsible for personal data protection, customs, cross border crime (interior), justice, finance and local authorities, and public betting operators. These entities are notably responsible for providing a legal basis for sanctioning and prevention, notably. The LEA authorities and prosecution are crucial to investigating alleged manipulation of sports competitions, needing a global overview extending beyond betting-related activities and including other criminal activities.
  - Sport: sports organisations, competition organisers, supporters' club, players' unions, organisations which seek to promote sports ethics or good governance in sport and their fraud detection systems. These organisations (national and international) are autonomous and have a role to play regarding ruling activities and sports competitions, awareness raising, training and sharing of information.
  - Betting: operators privately or publicly owned, authorised to provide betting services, umbrella organisations of operators (lotteries or commercial gambling operators) and their fraud detection systems, have a responsibility to implement measures in fraud prevention.
- c. Practical action is indispensable considering that the immediate implementation of the principles will show governments why the Convention is crucial.
- d. The need for strategically customized technical assistance in implementing the Macolin principles should allow countries to prepare and push for signature and ratification. Such technical assistance should stimulate continuous dialogue between governments, international agencies, sports organizations and bookmakers. This would moreover develop the collation of data where suspected manipulation of sport competitions is detected, and also where sanctions are imposed, which can help identify the focus of corrupters and to develop mitigating actions;
- e. At the national co-operation level, the setting up of national platforms, which is the center-piece of the Macolin Convention, should be the priority to building a truly systemic approach, globally connecting the various stakeholders and coordinating Member States. They must be established according to what is really at stake when fighting against sports manipulations, which implies understanding the threats, measuring the risks, defining procedures and processes and generating trust and confidence between the stakeholders.

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<sup>2</sup> administrative co-operation, consumer protection, child protection, combatting fraud and money laundering, tackling identity theft and other forms of cybercrime, ensuring the security of gambling equipment, safeguarding the integrity of sport, etc

- f. At the international European co-operation level, information-sharing between private actors and then between these actors and law enforcement does not at present work effectively or consistently enough. A number of existing working mechanisms rely essentially on the goodwill of the parties but they still face major legal obstacles when it comes to exchanging intelligence (for instance international criminal intelligence on concrete cases) or information (for example with regard to EU member states, in the perspective of the new GDPR which should be implemented from 2018). Better ways to gather information and intelligence, including encouraging 'whistleblowers' to come forward, to protect them and to ensure that practical use of their reports turned into efficient prosecutions have yet to be developed. In the majority of countries outside Europe (with the exception of Australia and New-Zealand for example), the awareness about the severity of the problems posed by the manipulation of sports competitions is globally low. Actors are isolated, without sufficient access to other experiences.

Consequently, KCOOS+'s will entail to design activities in view of the needs of all target groups to be rendered compliant to the Convention: all relevant ministries, including national agencies; Law enforcement agencies and justice (police, prosecutors, justice); Sport governing bodies (national and regional sports federations); Sport betting regulators and operators.

KCOOS+ would shed light on the fact that not only is this phenomenon of sport manipulations a serious one, but that it is gender-blind. The manipulation of sport competitions is a threat that affects women's and men's sport. The larger issue to take into consideration is that currently countries do not consider certain women's sport as a target for such criminal activity. The reality is that as women's sport, for example football, increases in popularity and in the media, a cleavage in salaries and financial gain is developing, resulting in very highly paid professionals playing against amateurs on regular occasions: the prospects for influencing results for financial gain are considerable as such amateur athletes stand to gain much more from accepting a bribe than from maybe winning a match. In addition, the lack of media attention attributed to many women's team sports makes it an ideal target for organised criminal groups. Finally, certain countries, such as Spain, are eager to provide awareness raising campaigns and education to women and men alike but face financial difficulties and difficulties in justifying the need to educate all athletes.

KCOOS+ will provide an indispensable contribution to assisting active stakeholders to get in contact and form networks. It will ensure that all relevant ministries are sufficiently informed of the gravity of the phenomenon and its links to criminal offences and thus raise awareness of the priority to sign, ratify and implement the Convention. KCOOS+ will also increase opportunities for these countries to actively participate in ongoing work, reports, studies and exchanges, via the various networks being established and thanks to contacts made in the projects terms, in order to increase knowledge of other good examples, possible solutions and good practices. Experiences and good practices should be better shared from Europe to other continents so they can make their own choices reflecting the specificity of their situations. The transfer of experience from Europe to the other countries is crucial in order to accelerate the action of well-prepared and determined actors, who could rapidly become good partners for Europe. It will also allow European countries to increase their awareness on the manipulation of sport competitions across continents, learn new successful practices and work together towards tackling the global phenomenon.

For those purposes, the KCOOS Guidebook will provide the essential material to KCOOS+. The KCOOS guidebook addresses from the point of view of countries some key topics:

- Understanding the complexity of the phenomenon (priority, resources, risk analysis)
- National coordination and co-operation (national platforms, coordination meetings)
- National approach to tackling the phenomenon (actors involved, legislative tools used, priorities, i.e. betting, money laundering, bribery, fraud, etc.)
- Impacts and threats to society
- Sharing of information (tackling sensitive data, between private and public stakeholders)

- Recommendations and conclusions based on countries' experiences

This essential background document will in particular enable the assisting of national institutions and actors with a view to setting up efficient structures and procedures facilitating sustainable co-operation between national institutions, regulatory authorities, law enforcement agencies, sports governing bodies, and sport betting operators. KCOOS+ will continue the work of the pilot project as a major contribution to countries in providing an operational tool completing the planned Council of Europe Convention activities, notably the "Macolin Roadmap".

The main international stakeholders were already involved actively as associate partners of the KCOOS pilot project and have confirmed their support to the new project. Moreover, most of the Member States have also already confirmed their willingness to support and participate in KCOOS+, notably those states that participated in the pilot project, as they understood it will be the main tool for conducting practical activities related with the implementation of the Convention.

## PART III – Methodology

KCOOS+ will develop the results of the project KCOOS, targeting principally public authorities and national stakeholders within Council of Europe Member States and non-European countries. The foreseen **impact** is to accelerate the entry into force of the Macolin Convention, rendering it an effective international legally binding instrument, to facilitate the international and transnational cooperation, and to optimize the coordination of various initiatives, either by building on other activities or by directly integrating them into the project.

KCOOS+ has been elaborated to achieve **two expected intermediate outcomes** with actions carried out in parallel (with specific implementation time depending on lessons learned and partners' priorities) on two different geographical scales in order to reflect the partners' diversity (international actors acting worldwide or those specifically acting in Europe). The strength of the partnerships built in the KCOOS+ project will determine the focus and the scope of activities.

1. "Structured communication processes" are used worldwide by actors fighting the manipulation of sports competitions.

The current imbalance between the number and the quality of activities in Europe and in the rest of the world is one of the baseline values for the project. Moreover, even in Europe, actors do not always have appropriate information about their counter-parts in other countries, and even less concerning other stakeholders. The situation is unknown or worse in other regions in the world where actors often act in isolation, without many opportunities to obtain information on others' actions.

These "communication processes" will allow actors to establish direct contact with their national and international counterparts. They will also have the opportunity to increase their knowledge about actions of other stakeholders while pursuing the same objectives.

- 1.1 The **immediate outcome** will see the inter-institutional and professional networking developed worldwide for efficient exchange of information and knowledge.

The "inter-institutional and professional networking" will be facilitated by three main components developed during the project, with specific procedures enabling beneficiaries to continue to use and develop them over a long-term period (Macolin Club House, Forum, and Macolin Hub). They will highlight successful legal and administrative reforms processes, helping to identify good practices and skilled experts, thus fostering trans-national and trans-regional exchanges, bilateral co-operations and future synergies.

**Outputs** delivered will be as follows:

- 1.1.1 The “Macolin Club House” web-page will compile all data collected during the project, thus constituting both a general data base and a tool to increase opportunities for contacts between individual actors nationally and transnationally. It will encourage exchange of personal details, and dissemination of fact and figures about initiatives or innovative action undertaken.

The web-page will contribute to develop the global understanding of the importance to act against sports competitions manipulation.

- 1.1.1.1 Key factual data collection concerning main stakeholders and their activities.

Targeted questionnaires will be addressed (desk research) to main stakeholder groups (Ministries, Sport betting Regulatory authorities, Law enforcement agencies, sports movements, sports betting operators) in a maximum of countries in Europe and worldwide. The aim is to collect key factual data about the institutions. Written contributions will be completed by phone / e-mail interviews.

The Data collection process initiated with this activity will be pursued during the entire project, with the view of including as many countries as possible in the database (see 1.1.1.2).

- 1.1.1.2 Development of a general database as a tool to increase opportunities for contacts between individual actors nationally and transnationally.

The mapping report (compilation of the responses to the questionnaires – desk work) will list the key national actors and describe in general terms competencies and activities related to fighting sports manipulations.

- 1.1.2 A capacity and confidence building forum will provide meeting and working opportunities for stakeholders. It will enable stakeholders to get familiar with specific challenges addressed in other countries or by other actors, and develop common understanding about the sports manipulations phenomenon. Forum’s components will develop trust between international stakeholders, encouraging contacts and possible synergies between initiatives.

- 1.1.2.1 Continental seminars will involve all groups of stakeholders (all Ministries, betting actors, sport movement, LEA and prosecutors) from several countries in America; Africa, Middle-East and Asia / Pacific.

Key standards of the Macolin Convention, and experiences from countries within the region and externally will be presented during the working sessions, encouraging networking and exchange of information between participants.

Data collected during the seminars, including: achievements, challenges, pending concerns and controversial issues, will contribute in developing the general mapping.

- 1.1.2.2 Regional seminars will develop KCOOS project achievements and reflect on progress made in the Council of Europe Member States.

Experiences and methods implemented nationally will continue to be exchanged, and working groups will allow for detailed country reports and thematic reports to be completed and updated with regard to the project achievements (see technical assistance activities 2.1.1.2 to 2.2.1.2). Interactive discussions about challenges, pending concerns and controversial issues will pave the way for establishing coordinated national / regional action plans. A basis will be set for countries to understand the importance of actively advocating for the entry into force of the Macolin Convention.

Data collected during the European seminars will contribute in developing the general mapping.

- 1.1.3 The “Macolin Hub” electronic portal will be tested and a detailed proposal will be delivered for a fully operational implementation.

In order to be used globally and serve the objectives of the Macolin Convention, the flow of knowledge and information needs to be systematically collected in one single framework from which each stakeholder will be assured to have the required level of security and technical operational qualities.

The “Macolin Hub” will be designed as an efficient tool for exchanging detailed information (knowledge, first-hand experience, good practices). The Hub will be tested and functionalities final concept / technical requirements will be proposed for future full scale consolidation by the end of the project. As an electronic portal, the Macolin Hub will offer stakeholders the opportunity to express their positions regarding issues and concerns, and facilitate the problem solving as well as multiplying networking opportunities.

- 1.1.3.1 Analyse of data (desk work and experts meeting) collected during the mapping process, the seminars, and technical assistance activities in order to produce specific knowledge, and identify first-hand experience and good practices. Complementary research on co-operation amongst law enforcement agencies, judicial authorities, judges, sport associations, betting operators and regulators will specifically lead to the identification of needs and requirements related to the exchange of information.

- 1.1.3.2 Development of the electronic portal.

The portal will be tested as the project will go on. Networks of transnational thematic groups or groups of actors will be encouraged in order to exchange information and facilitate thematic reflection. Formal and informal networks will strengthen the international communication framework and will become a source of information on the evolution of the situation nationally.

Existing similar system will be analysed in order to identify the most relevant options, and detailed concept proposal will be elaborated.

2. “Structured cooperation processes” streamline the fight against manipulation of sport competition at the national and trans-national levels, rendering countries effectively compliant to the Macolin Convention principles and objectives. These cooperation processes will ensure that “Integrity development strategies” will respond to the need for expertise in specific areas (such as Law Enforcement and betting obligations, detection of irregular and suspicious betting activities, etc.), and will provide operational assistance programs (including evaluation methods) adapted to the national specific situations requiring to establish cooperation structures and to implement action plans.

The situation in selected countries, as reported through KCOOS, will design tailored integrated assistance processes responding to the operational needs and organising systematic approaches ensuring the best possible use of existing resources and the development of structures and procedures fully manageable by the relevant stakeholders.

Countries outside Europe have little knowledge about the Macolin Convention and do not have many references in order to organise a systematic process capable of effectively coordinating the fight manipulation of sports competitions. Initiatives are mainly isolated and carried out by individuals of specific institutions, though bilateral agreements may exist. The implementation of an integrated approach through operational technical assistance in one pilot country from each main region in the



world will provide direct support and should serve as example in order to stimulate the replication of the process in more countries. In Europe, all countries involved in pilot project KCOOS acquired a more comprehensive understanding of the challenges and requirements related to the Macolin Convention. Many of them are already undertaking activities that may require additional and more specific targeted assistance and support. However, many others have not yet started to systematically work on compliance to the Macolin Convention or to prepare its future implementation. It is crucial to ensure that these countries are able to receive relevant support in order to set up cost and time effective mechanisms, which should enable them to harmonise their policies and strategies with the more advanced countries.

2.1 The **immediate outcome** will see the “National Integrity development strategies” implemented in order to optimise the fight against the manipulation of sports competitions

The activity will basically be organised through a preliminary phase aiming to set up the key structures in pilot countries. Subsequent phases will lead to define the needs and oversee the specific technical assistance, professional trainings or institutional capacity building activities. The evaluation of the results after each phase will determine the possibility of pursuing the process.

Activities will initiate and stimulate processes when they are not yet in place, or will fill the gaps of the current processes making sure that all key issues and standards contained in the Macolin Convention are well taken into account. The aim is to secure coherent and systematic processes.

**Outputs** delivered will be as follow:

2.1.1 National cooperation structures will be set up, ensuring operational functions and trans-national cooperation.

The establishment of National Platforms is an indispensable pre-requisite for providing relevant assistance to the implementation of the national action plans (see 2.1.2).

2.1.1.1 Selection of pilot countries

20 pilot countries (5 outside Europe, 15 in Europe) will be selected (desk work) amongst those that were involved in the general mapping and which express their wish for technical and legal assistance. The candidates will be provided with criteria document on the basis of which they will be invited to present a report. The reports will be assessed in order to determine where the project technical assistance activities could create the most significant change. Key conditions to be assessed include: assured political priority given to the fight against manipulation of sports competitions; key national stakeholders mobilized (critical mass). Selected pilot countries will have to commit towards the implementation of the whole process.

There will be a detailed overview of national stakeholders in selected countries carried out, which will describe roles, competencies, competence levels, skills, challenges and needs, and so on.

2.1.1.2 National Platforms development action will provide specific expertise responding to the requirements of article 13 of the Macolin Convention in order to either, according to the needs of each pilot country (step 1 of the technical package):

- a. accompany the establishment of National Platforms (advise to stakeholders and public authorities, establish contacts between stakeholders, identify

outstanding challenges and pave the way for operational national co-operation);

- b. accompany the development of operational capacity of the existing National Platforms.

The development action may require several missions / study visits depending on the situation and will be concluded by a report confirming that the relevant cooperation structures are established, enabling the further stages of assistance to be carried out.

2.1.2 National action plans mobilizing key stakeholders over short-, mid-, and long-term processes are initiated.

National Platforms will be supported in order to elaborate action plans, coherent and systematic, covering all issues which can secure national integrity strategies and organise effectively the fight against the manipulation of sports competitions. The identification of priorities for action requires to share a common understanding about the problems and to secure a general mobilization toward common objectives. Assessments will be carried out by using the practical tools and methodology to be provided within the project.

2.1.2.1 Threats and needs assessments will be carried out by National Platforms based on methodologies and tools provided as part of the project – desk work and field missions (step 2 of the technical package).

Assessment reports will identify the risks represented by sports manipulations at national level / the threats to society, as well as the legal and governing needs for addressing these risks in each pilot country. Reports will include assessment of compliance with Macolin Convention articles.

Reports will be subject to national debates leading to the identification of national priorities and the planning of the relevant action to be carried out, as well as the identification of needs for technical or legal assistance to be carried out in the project. The activity will be concluded by a report confirming that the relevant operational conditions exist for implementing a short-, mid- and long-term action, and identifying the exact nature of possible additional technical assistance expected through the project.

National debates should be supported by facilitation meetings where necessary.

2.1.2.2 Technical assistance is provided to pilot countries to strengthening institutional and professional compliance with Macolin Convention's principles and objectives - common standards (step 3 of the technical package).

Assistance will be provided for implementing the national action plans and establishing the relevant national legal and technical expertise. Request for specific assistance will be supported through separate or the simultaneous following tools according the needs of each pilot country:

- i. Country missions will clarify needs, and produce recommendations concerning the next concrete steps to be planned. Subsequent missions will deliver customized assistance ensuring capacity building to key stakeholders participating in national platform.
- ii. PERFINTEGRITY missions, specifically offered to Ministries in charge of Sports, will assess the current level of performance of national public policies regarding sports integrity and the promotion of good governance.

For each participating Ministry of Sport or equivalent an operational sport integrity action plan will be proposed, based on good practices related to national and transnational cooperation.

iii. INTEGRISPORT missions are twofold:

- To judicial authorities and Law Enforcement agencies, aiming to develop skills and competencies for investigating, prosecuting and sanctioning the sports manipulation phenomenon.
- To public authorities and sport movement aiming to develop prevention skills and competencies in order to assessment the existing integrity program or opportunities for developing one.