

Project Manual – short version

INTEGRATION OF NEWLY ARRIVED MIGRANTS THROUGH ORGANISED SPORT – FROM EUROPEAN POLICY TO LOCAL SPORTS CLUB PRACTICE (INAMOS)

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Introduction

Along with COVID-19 and environmental issues, migration and migrants' integration are currently amongst the most urgent topics on the European agenda. The so-called European Refugee Crisis in 2015 has instigated an increased need for social integration policies and practices, especially in those EU-Member states that have had to deal with large influxes of migrants and refugees. The ability to integrate large numbers of newly arrived migrants (NAM) will remain a key challenge for EU member states in the near future. Therefore, the affected countries will need more effective policies and practices to help integrate a large number of newly arrived migrants, either temporarily or permanently into the host society.

Sport, and organised sport in particular, could mitigate this challenge and serve as an important integration catalyst. Especially in voluntary sports clubs (VSC), there are good opportunities to build social contacts, personal relationships and emotional bonds; since a sports club membership is usually accompanied by long-term, regular participation; almost always along with other members, and often accompanied by social activities (Nagel et al., 2015; Piątkowska et al., 2017; Waardenburg et al., 2019). Participating in the activities of a sports club needs a variety of intercultural skills. However, the beauty of the club is that by their very participation, people are also given the opportunity to develop and acquire these skills. Participants both with and without an immigration background can interact with different cultures, learning about their norms, values and behaviour. This will facilitate deeper understanding and serve well to facilitate social integration among the club members and the larger community.

Based on this positive assessment of sport's general integration potential, both the European Commission as well as the EU Member states support sport-based initiatives to integrate migrants and refugees into European host societies. Despite the existence of these valuable and ambitious programmes and policies at national and regional levels, only a comparatively small number of VSCs are directly involved in such targeted "integration through sport" practices for NAMs. Besides, many of these initiatives are implemented by only exceptionally dedicated clubs and volunteers, and are often designed as a specific format which takes place outside the regular, everyday activities of local VSCs. Therefore, sport-based integration activities must be deepened, strengthened and expanded, allowing even „normal“ voluntary sports clubs to explicitly increase their integration efforts.

In order to successfully scale-up sport-based integration activities in Europe, a more in-depth understanding of the underlying processes within the local voluntary sports clubs is urgently required. In contrast to previous approaches, which have so far mainly considered sports clubs to be social service providers, the specific nature of sports clubs must be taken much more into consideration. The same is true for the perspective of NAMs, which represent a very heterogeneous target group. The term "migrant" is currently used a social category which is applied arbitrarily for a wide range of very diverse groups with different cultural, linguistic, religious and social backgrounds. Therefore, the characteristics of different migration-groups must be carefully looked at in a differentiated way.

In a first step, it is necessary to examine how regional, national or even European policies can be successfully tied into local sports club practice. In order to get more local sports clubs involved, it is not sufficient to only understand the individual and organisational perspective, but it is also imperative to look at the policy level and examine how national or regional „integration through sport“ programmes can be successfully rolled out to the local level.

Furthermore, the specific nature of sports clubs must be considered when researching these processes. In this context it is important to mention that voluntary local sports clubs are "communities of interests", which by definition are primarily mandated to satisfy the interests of their members (Horch, 1992). Therefore, integrative efforts of VSCs for NAMs depend on the dispositions – that is, the ability and willingness – of the VSCs as implementers of social integration (Agergaard, 2011; Skille, 2008). At the same time, implementing specific policies and programmes related to social integration or other important societal causes may of course benefit a VSC. Nevertheless, this kind of social responsibility on the part of VSCs may also come with associated costs or have unintended consequences which are not aligned with their members' or stakeholders' initial interests.

Social integration is not a one-way process. It is key to fully understand and consider the expectations and perspectives of migrants in relation to sport-based integration practices. If integration goes beyond one-sided assimilation expectations, and instead assumes a pluralistic process, it is necessary to examine and understand the expectations and perspectives of the groups and persons to be integrated in the respective sport context.



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○ Purpose – What is the goal of INAMOS?

INAMOS is a research and awareness raising project that focuses on the integration practices of voluntary local sports clubs at the grassroots level. **As a general mission and long-term objective, the INAMOS project aims to further mobilise the sport sector’s motivation and ability to integrate increasing numbers of newly arrived migrants into organised sport and society at large, without jeopardising the integrity and ability of local sports clubs through requirements that exceed their resources and capabilities.** In order to significantly increase the number of voluntary local sports clubs that are willing and able to implement targeted integration measures, it is key to understand how national or regional integration through sport policies can actually reach the local level and impact local level practices.

The end goal is to reach a better understanding of how regional, national or even European integration policies can be successfully transferred into local sports club practice. Last but not least, the knowledge gained about the underlying mechanisms must be played back into the practical field through low-threshold information and learning opportunities.

Based on these considerations, two main aims and several more specific objectives can be derived:

AIM 1: The INAMOS project will close existing research gaps and significantly advance the evidence on sport-based integration policies. Specifically, the consortium will examine six overarching issues using a comprehensive, comparative and qualitative research approach, consequently providing answers to the following questions:

RQ1: Which strategies, approaches and programmes are currently being used in the participating countries to encourage voluntary local sports clubs to integrate newly arrived migrants?

RQ2: How are sport-based integration programmes for newly arrived migrants “rolled-out” to the level of local sports clubs? What kind of support structures and incentives are needed for a successful and targeted “roll-out”?

RQ3: Which factors are relevant in the process of a successful implementation (“roll-in”) of programmes for the integration of newly arrived migrants? Which factors hinder the implementation (“roll-in”) of programmes, even when the sports clubs are involved in the integration of newly arrived migrants?

RQ4: How do sport-based integration practices for newly arrived migrants change the sports club as an organisation? Which intended and unintended consequences can be observed, and does the commitment of the original volunteers and members change?

RQ5: How are sport-based integration practices experienced and perceived by newly arrived migrants? What are the target group’s own needs and expectations within this context? Are there any integration practices that go beyond mere participation in sports activities, and what are the prerequisites for socio-cultural and socio-emotional integration of migrants to take place in voluntary local sports clubs?

AIM 2: In order to create impact from research, the project will reach out to voluntary local sports clubs in a way that strengthens their abilities to implement systematic integration practices, while protecting them from unrealistic and overwhelming expectations. Thus, four specific objectives for the envisaged knowledge transfer have been identified:

- [a] A differentiated dissemination strategy must be developed, which on the one hand offers policy makers a realistic and profound picture of the possibilities and limitations of local sports clubs as a basis for planning their sport-based integration programmes; and on the other hand motivates sports clubs to intensify their involvement in sport-based integration.
- [b] To guide attention and limit the amount of information to be processed, the most relevant findings for practitioners at the grassroots level must be identified through a targeted stakeholder validation process.
- [c] Based on the collected findings, meaningful and understandable learning content must be provided in a format that is engaging, accessible and easy to use.
- [d] Practical and transferable guidelines must be provided to local sports clubs. The aim will not be to provide simplistic instructions for action, but rather to create awareness and strengthen context specific skills such as self-assessment, argumentation, decision-making and building a differentiated programme design.

CONTENT AND STRUCTURE

This project contains twelve (or all fourteen) work packages (WPs) in the time span from 2020 to 2022:

WP 1: Theoretical and Conceptual Framing

The purpose of this work package is to clarify the relevant terminology, review the current literature and the research status. Based on the research the theoretical framework will be defined and the thematic scope of our further research will be determined. Then hypotheses will be derived.

WP 2: Integration through sport (mapping of context, policies and programmes)

After the evaluation of the socio-political context and the identification of national and regional policies, strategies and programmes we identify contrasting approaches for further research. The roll-out strategies of the selected instruments will be described.

WP 3: Research methodology

The development of the distinct research methodology for the following empirical studies is the focus of this work package. The selection criteria for our interview partners (individuals and sports clubs) will be defined and the guidelines for these interviews will be determined. As guidance for the analytic process concrete instructions will be elaborated.

WP 4: Stakeholder validation 1

Through questioning the stakeholders we plan to enhance the envisaged research process with their potential critique and suggestions.

○ Relevance – Why is the INAMOS project relevant?

The INAMOS project's relevance can essentially be subsumed under four main points:

[1] **The project will help design better sport-based integration policies that are more targeted and more effective:** Through its multi-level approach, the envisaged research will provide an overview of the entire chain of impact. The evaluated processes will cover the political objectives at European or national level, programme development logic of sport organisations, their roll-out strategies and the design of local sports club practices, as well as resulting effects and experiences at the level of the individual target groups. A better understanding of how politics can best translate into local practice can be developed through this comprehensive research design.

[2] **The project will contribute to an important change of perspective regarding the role that local sports clubs can play for social integration and other social challenges:** Sports clubs are often unilaterally and exclusively seen as service providers, who more or less successfully contribute to the solution or mitigation of a variety of social tasks (from health promotion to education and inclusion). However, the opposite perspective is usually completely neglected. The impact that a social commitment beyond the sports-related tasks can have on the local sports club as an organisation and on its members must be taken much more into account. This is important to provide policy makers with a better understanding of the resources, motivations, reservations and resistances in local voluntary sports clubs.

[3] **The project will strengthen European sports club research:** The project will provide a rare opportunity to compare qualitative data and insights from local voluntary sports clubs in Europe. Thus, the project is not only relevant in terms of content, but also from a methodological point of view. Through the involvement of two associated research partners from Canada and Australia, the project will also help to further connect European sports club research to the international community. The comparison with non-European findings will help to make the common features of sport-based integration in European sports clubs more visible.

[4] **The project will lend a deeper understanding of the differentiated views within the diverse target group:** The theory-based selection of participants for the envisaged comparative target group survey and the comparably large number of respondents will improve the understanding of a heterogeneous target group. Following a deductive approach, attention will be given to selected groups such as female migrants and unaccompanied minors, while additional sub-groups will possibly be identified through a more inductive approach. As the envisaged target group survey will be directly linked to the project's sports club survey and policy analysis, more targeted policies and practices can be developed.

WP 5: Qualitative cross-national sports club study

Voluntary local sports clubs, their management, volunteers and members will be analysed. We intend to capture systematically key structural indicators. We interview focus groups with board members, volunteers and regular members in a qualitative method. In addition we analyse documents of club policies, (e.g. mission, strategy papers).

WP 6: Qualitative cross-national target group study

Qualitative interviews with Newly Arrived Migrants as the focus group will be conducted. They will be recruited from participating sports clubs and other settings. Further, we concentrate on female migrants and unaccompanied minors as important sub-groups.

WP 7: Merging of results

In this step we will merge all results from the previous work packages and review them against our defined hypotheses. We aim at recommendations for policy makers, migrant organisations, sport federations or voluntary sports clubs through the identification of evidence for cause-impact-chains.

WP 8: Stakeholder validation 2

Together with the stakeholders we will review and validate our results in order to confirm their plausibility and to identify potential contradictions.

WP 9: E-Learning module development

Main focus is to develop a Online Learning Module which reflects the results of our research. This tool will immediately benefit especially the sports clubs management, as it is aimed at five core issues: Self-assessment, strategic development, practical solutions, target group awareness, accessible support options.

WP 10: Multiplier conferences

The multiplier conferences serve as a platform for the dissemination of our project results. They will be one-day events held in Bochum, Oslo, Bern, Odense and Umea in the final quarter of 2022. During these events we inform representatives of local sports clubs about our results and encourage them to share their own experience with the project team.

WP 11: Targeted stakeholder consultation

The targeted stakeholder consultation will be implemented through individual meetings with decision makers in politics, administration, sport and other third sector organisations on local, national or European level.

WP 12: Dissemination, Valorisation and Sustainability

Through dissemination activities we provide information about the project and its results to all key stakeholders. Valorisation will occur through shifting from sheer awareness to the actual use of the projects outcomes by the stakeholders.

PROJECT OUTPUT

The project generates the following output:

- 5 reports
- E-Learning Module
- 5 national multiplier sport events

As the main research is conducted through partner universities scientific articles and/or books based on the project data will be generated. This is not part of the project itself, but a welcomed addition to the findings and will be disseminated to a scientific audience.

Research gaps

Based on a review of current research, there are several information gaps, open questions and contradictions in the existing literature:

- There is no existing comparative analysis of political frameworks regarding conditions, initiatives, programmes or roll-out strategies across different EU member states that foster social integration of NAMs in organised sport. This should be reviewed and reconstructed against the backdrop of integration, as well as the political significance of sport and VSCs in different countries.
- There is need for empirical research with a focus on the grassroots level, where (social) policy implementation of integration programs actually intersects with the local community (Michelini et al., 2018; Skille & Stenling, 2018). Thus, it remains unclear how regional, national or European policies can be successfully transferred into local sports club practice.
- An analysis of the ways in which VSCs create opportunities to include NAMs into existing clubs' sports and social services is required. Here, it should be considered that VSCs vary in terms of their structural and cultural characteristics. Therefore, it can be assumed that the integrative practices of VSCs may take many forms, based on both top-down as well as bottom up strategies. However, the current state of knowledge regarding VSCs in the context of social integration of NAMs, as well as the accessibility of their ad-hoc (and innovative) practical measures and sport services is limited.
- Comparative sports club research has so far completely neglected the intended or unintended effects and changes associated with the integrative engagements within VSCs. Implementing

specific programmes related to social integration may of course benefit a voluntary sports club. It may however also give rise to associated costs or have unintended consequences which are not aligned with their members' or stakeholders' initial interests. Therefore, it remains unclear which changes arise in sport clubs, and to what extent integrative engagements might overburden the existing structures of these clubs. Therefore, the immediate connection between central policy and intended or unintended consequences on both the individual, as well as organisational level should be analysed comprehensively.

- At the individual level, there is the need to analyse how both club members as well as NAMs perceive the integrative efforts and programmes of VSCs. It is important to develop understanding about the expectations and perspectives of migrants in relation to

sport-based integration practices. This requires gathering feedback regarding the personal experiences of newly arrived migrants in sport-based integration programs and / or club-based sports activities, including how they found their way to a local sports club or what prevented them from joining.

To close these research gaps, it is important to gain more in-depth understanding of the underlying processes within the local voluntary sports clubs. As a result of this comparative research, recommendations regarding the impact of interventions, from decision to implementation stage, could be provided in order to develop more impactful integration programs. More specific findings and information could contribute on how "normal" VSCs can be motivated and empowered to get involved in social integration practices more systematically, and to integrate far larger numbers of newly arrived migrants into organised sport and society at large.



○ Definition of terms and concepts

Newly arrived migrants

Firstly, the specific target group of newly arrived migrants addressed in our project is defined by the Council of Europe (2016, p. 5):

“A person who has been resident in the receiving country for less than five years. It comprises a heterogeneous group of individuals including those moving for economic reasons (often referred to as ‘economic migrants’), refugees, those seeking asylum, and persons displaced who are in need of assistance and/or international protection.”

Voluntary Sports clubs – basic characteristics

In general, VSCs are seen as voluntary organisations and are therefore attributed to the Third sector. Even though they share this common characteristic, the structural characteristics of VSCs in Europe is highly diverse. Thus, it is difficult to present a clear and distinct definition of VSCs. Researchers have suggested constitutive characteristics of an archetypical VSC (Heinemann & Horch; 1981, Horch, 1992; Ibsen, 1992). These descriptions are cited from the book “Sports clubs in Europe” (Nagel et al., 2015, p. 8-9).

1. Voluntary membership

The members can decide individually on their entry and exit. Membership is not a birth right or subject to political, legal, or social constraints.

2. Democratic decision-making structure

To realise the members’ interests, democratic decision-making structures that allow the members to influence the club’s goals are needed. The individual right to vote in the general assembly creates a formal power base for members, which is then regulated by the statutes of the club.

3. Not-for-profit orientation

In contrast to companies, sports clubs do not pursue profits, as this goes against their non-profit status. Any financial surplus from a club’s activities is not distributed among the members, rather it must be reinvested to realise the purposes of the club.

4. Orientation towards the interests of members

Due to the voluntary nature of membership, clubs only retain their members through direct incentives and joint club goals, not through monetary means. Therefore, voluntary sports clubs are characterised by the effort to realise the common interests of the members (e.g. in the form of collectively organised sport activities)

5. Voluntary work

The services provided by sports clubs are mainly produced by the voluntary work of club members. Although over the last years paid jobs have increasingly been instigated in sports clubs, they still constitute a minor share of jobs. Without payment means that there is no contractually regulated flow of money (or the wages are below a certain threshold), and voluntarily means that the voluntary engagement is not mandatory.

6. Autonomy

Voluntary associations pursue their goals independently of others. Accordingly, they finance themselves primarily through internal sources of funds, mainly through membership fees. Their autonomy still allows for subsidiary promotions through public funding and the acquisition of other external resources.

7. Solidarity

For sports clubs, the principle of solidarity is important. This means that no direct correlation between the rates and charges paid and the indi-

vidual effort put in by a member. A flat-rate membership fee is collected. The membership fee allows for the use of all the services of the club. Membership fees also partially finance various areas of the club’s work through cross-subsidisation (e.g. youth work in the club), where a paying member only indirectly benefits.

Integration

Due to the ambiguities and normative charges, the term integration should be refined, as it is used in the INAMOS project. The term integration and the related term inclusion are sociologically defined and thus differ significantly from other concepts such as the pedagogical approaches (Booth & Ainscow, 1999; Sandri, 2014).

Integration is characterised as a multidimensional process, based on reciprocity and participation on an equal footing. It aims in essence for people’s involvement and social ability to act in different contexts of the (receiving) society, without having to give up their own ethnic and cultural references altogether (Esser, 2004). The objective is to align the social positioning, activity orientation, perceptions, expectations and forms of behaviour to the cultural standard in the receiving country. This should be evident through migrants’ overall wellbeing within the receiving society (Esser, 1980). Therefore, social integration means more than mere inclusion. Inclusion is only participation in certain social contexts, which means the consideration of a specific population in the communication processes of a social system (Stichweh, 2000, 2005). However, this does not mean that inclusion takes place in a mutually satisfactory sense, i.e. “interrelation of the different” (Stichweh, 2000, p. 36; Seiberth & Thiel, 2007). Inclusion is a prerequisite, but only the term integration provides information about the quality of participation.

Referring to considerations of Esser (2006; oriented around Berry’s conceptual distinctions of emotional belonging, Berry, 2005), migrants have social or cultural ties to both the receiving society and the society of origin. Hence, four types of integration processes occur: Marginalisation defines the case of isolation from all social references; while segmentation is exclusion from the receiving society, but maintaining cultural roots to the society of origin. Assimilation means adaptation to the receiving society and bicultural integration refers to participation in both societies. Our comprehension of social integration is essentially synonymous with bicultural integration. Accordingly, social integration should be “more” than side by side of different cultures. Rather, social integration will be conceptualised and understood as a two-way process of reciprocal exchange, in contrast to purely assimilative concepts (Dowling, 2019; Esser, 2006; Soeffner & Zifonun, 2008). It implies mutual acceptance in dealing with cultural diversity.

Keeping in mind the complexity of the construct of social integration, a division of social integration into different dimensions is helpful. Esser (2009) fundamentally defined four dimensions: (1) cultururation, (2) placement, (3) interaction and (4) identification. Cultururation implies the acquisition of knowledge and cultural techniques that are necessary for meaningful actions within the society. Placement includes access to and adoption of positions and rights within certain societal structures. Interaction describes the embeddedness in functioning (inter-ethnic) of social relations in the private realm, participation in public and political life, and the development of social acceptance. Identification refers to the subjectively perceived sense of belonging and emotional attachment to the receiving society.

○ Theoretical framework

In this project eleven partners from eight For a comprehensive analysis of social integration in sports clubs, it is necessary to analyse integrative policies, goals, resources and activities of clubs, as well as the engagement, attitudes and perceptions of members and volunteers; particularly the role of important decision makers. Here, a multi-level conceptual framework is useful in order to synergise the investigation at different analytical levels (based on Esser, 1993; for sport clubs Nagel, 2006, 2007; Nagel et al., 2015). The multi-level framework facilitates analysing the origins and determinants of the sport clubs' integrative engagements in a broad sense, as well as the effects and consequences at club and individual level.

In order to develop a framework that can combine the different analytical levels (society, organisation, member), it is suitable to analyse sport clubs using the social theory of action. The basic assumption of this theory is that social acting and social structures are in a constant reciprocal connection throughout time. Each social structure is the result of the interaction of actors. On the other hand, social acting does not arise in isolated, unrelated social spaces (Barton, 1968). It is rather always related to social/structural conditions that surround individuals i.e. acting actors and what they perceive (see; Coleman, 1974, 1990; Giddens, 1984). Accordingly, VSCs change due to the ongoing reciprocal interplay between the members' social acting and the clubs' structures. The figure below integrates the main research questions in the multi-level framework.

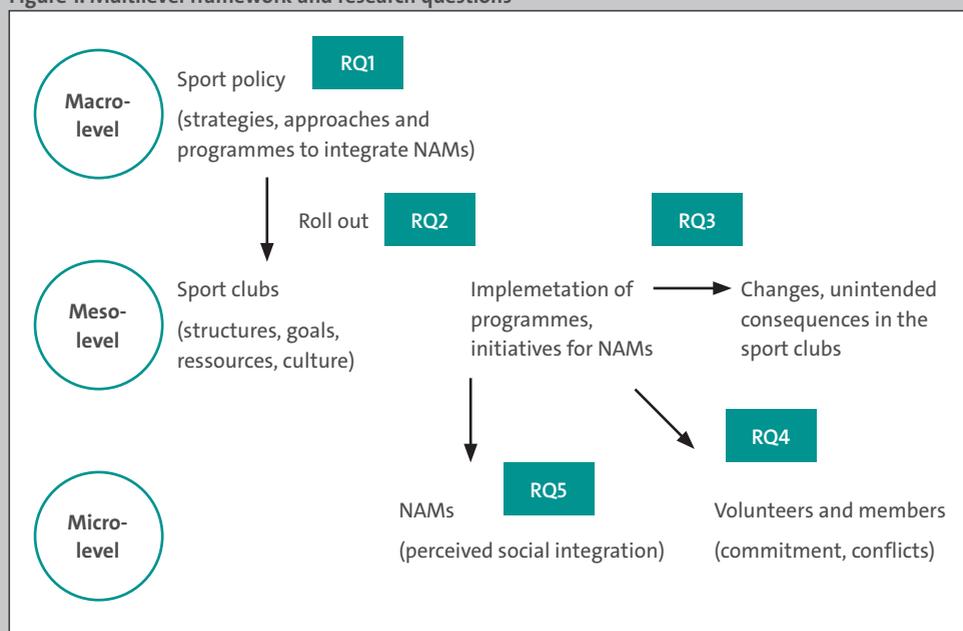
Macro level: Firstly, the environment of sport clubs, which are embedded in several fields of a changing society (e.g. politics, economics), as well as in specific structures of the national sport system (especially umbrella organisations and sports federations) have to be considered (O'Brien & Slack, 2004). In addition, scholars have drawn attention to the way in which VSCs as institutions cohere to the expectations of sport organisations or the state and perform as policy implementers and promoter of social issues (Skille, 2008). It is particularly interesting for our research to analyse the role that sport clubs play in the national "integration through sport" policy, and to what extent sport clubs with their integrative potential are addressed in such specific roll-out strategies. On the other hand, it is also interesting to study the level of resonance that these issues generate within the club.

Meso level: As interest organisations, sports clubs are autonomous and independent, and therefore, not all environmental changes have resonance with a sport club (Thiel & Meier, 2004). Thus, it is not possible to impose changes in organisational structures directly from the outside. Sport clubs are significantly more likely to be willing to implement a programme to promote social integration of NAMs if the arguments align with the organisational logic and goals of the club (such as gaining more memberships). Since sports clubs in different countries develop different strategies and practices to become more integrative, it is necessary to examine the underlying determinants at the meso-level. We can assume that the specific organisational context influences the actions and decisions of the club regarding integrative engagements for NAMs as a specific target group. For example, the number of members, financial resources, organisational capacities, the clubs' goals or the importance of

traditions and cultures in different kinds of sports might play a crucial – promoting or hindering – role for specific activities. In particular, we analyse the development of sports clubs in the light of institutional logics (Stenling & Fahlén, 2016) and programmatic guiding principles (Schimank, 1992; Thiel & Mayer, 2009).

Micro-level: Furthermore, it also seems appropriate to examine the reciprocal correlations between sport clubs, their members, and NAMs as a specific target group. On the one hand, the interests of the members and their values, as well as their democratic and voluntary engagement in the club are relevant for regulating the action and engagement in the club. This is an important factor since the collective action of the members can change the social structures (e.g. club goals, sport activities) of the club (Schimank, 2005). In this context it can be assumed that certain key actors (e.g. president, board) and their strategic capability, as well as certain groups of members and volunteers are relevant for the promotion of social integration in a sports club. On the other hand, the needs of NAMs in the context of the club might guide the action of the club.

Figure 1. Multilevel framework and research questions



Partner

In this project eleven partners from eight countries and three different continents collaborate on this topic. This setting allows the project to examine different approaches to policy implementation.

This group of partners gather knowledge and experience in the relevant fields of sports policies, sports organisations, integration through sports and sports clubs. The group of project partners is listed below.

Table 1. Basic information about the partners in the INAMOS-project

Country	Institution	Responsible partner(s)	Responsibility
COORDINATOR			
Germany	Ruhr University Bochum	Torsten Schlesinger Henning Jarck	National data collection WP 1, 7, 10, 12 Project Management
PARTNERS			
Germany	IST-University for Management	Peter Ehnold Andreas Gohritz	National data collection WP 4, 8, 9
Switzerland	University of Bern	Siegfried Nagel	National data collection WP 1, 3, 5, 10, 11
Denmark	University of Southern Denmark	Karsten Elmoose-Østerlund Bjarne Ibsen	National data collection WP 3, 7, 10, 11
Sweden	Umeå University	Josef Fahlén Cecilia Stenling	National data collection WP 2, 6, 10
Norway	Norwegian School of Sports Sciences	Ørnulf Seippel Åse Strandbu	National data collection WP 2, 5, 6, 10
Serbia	Serbian Cricket Federation	Haris Dajc Vladimir Ninkovic	National data collection WP 4, 8
Sweden	European Non Governmental Sports Organisation (ENGSO)	Rachel May Sara Massini	National data collection WP 9, 12
Sweden	European Diaspora Council	Zach Joseph Adam	National data collection WP 4, 6, 8
ASSOCIATED PARTNERS			
Canada	Western University Ontario	Alison Doherty	National data collection
Australia	Victoria University Melbourne	Tracy Taylor	National data collection

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PROJECT PLAN

This project will be implemented over a span of three years, from 2020 to 2022. Through the whole time period data will be collected. During the project results will be published and disseminated over time. As the project progresses and more results are created the focus on dissemination to the target groups and to the greater public will be of increased interest.

Below is an estimated time plan for the dissemination of major project outputs:

2021 (first half)

- Publication of Report 1
- Publication of Report 2

2022 (first half)

- Publication of Report 3
- Publication of Report 4
- Publication of Report 5

2022 (second half)

- Creation E-Learning Module for Sport Organisations
- Dissemination at multiplier sport events

The progress of the project, publications, articles and information about events or conferences will be found at the website: <http://inamos.org>

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