

GUIDELINES FOR THE SETTING-UP OF SINGLE POINTS OF CONTACT FOR INTEGRITY WITHIN SPORT ORGANISATIONS





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INTRODUCTION

Fair and genuine competitions are the backbone of all sports. Sport creates passion, procures emotion, with spectacular success and heart-breaking defeat. In recent years, examples of bad governance in sport organisations, corruption scandals and manipulation of competitions have regularly made the headlines. The situation raises questions about the legitimacy and credibility of sport organisations, jeopardises the unpredictability of sport and contributes to alter the vision of public opinion. The increase of financial interests involved in sport put the sector under media scrutiny and every scandal undermines the positive role sport is playing, including its social, cultural and educational values. Initiatives promoting sport integrity are therefore crucial to demonstrate the willingness of sport actors to protect the credibility of sport.

The position of the Olympic movement is central in the protection and promotion of integrity and several initiatives have been taken in the past few years to strengthen the capacity of sport organisations to efficiently preserve sport from incidents. The International Olympic Committee, in cooperation with other international organisations, is the driving force in this process, with the adoption of several strategic documents in the field of governance and competition manipulation, paving the way for sport actors to adapt their regulations and to tackle integrity issues with effective tools.

A central threat for the Integrity of sport is the manipulation of sport competitions. It is a global issue, affecting numbers of European countries and various sports, with the involvement of transnational networks. Thus, this issue cannot be solved by a single organisation or country. In this perspective, it is crucial to strengthen cooperation between sport actors by helping them to develop their own networks and to coordinate their actions.

The aim of the POINTS project is to join the effort already engaged by the different stakeholders by supporting the setting-up of Single Points of Contact for Integrity (SPOCs) at European and national level sport organisations.

Built on a solid consortium of actors possessing a deep knowledge of integrity policies, the consortium has developed these guidelines to give practical tools and guidance to sport organisations having the willingness to structure their integrity activities. Inspired by existing initiatives and documents as well as the concrete experiences collecting in the consortium these guidelines are following a flexible approach in the proposed activities with the idea to ensure that every sport organisations, regardless their size or capacity, can find their own path towards efficient structures to fight against integrity issues.

The POINTS project consortium consists of:

- › **The EU Office of the European Olympic Committees (EOC EU Office)**
- › **European Athletics (EEA)**
- › **European Volleyball Confederation (CEV)**
- › **European Observatoire of Sport and Employment (EOSE)**
- › **FIBA Europe**
- › **International Criminal Policy Organisation (Interpol)**
- › **National Olympic Committee of Belgium (BOIC/COIB)**
- › **National Olympic Committee of Croatia (HOO)**
- › **National Olympic Committee of Czech Republic (COC)**
- › **National Olympic Committee of Denmark (DIF)**
- › **National Olympic Committee of France (CNOSF)**
- › **German Olympic Sports Confederation (DOSB)**
- › **National Olympic Committee of Italy (CONI)**
- › **National Olympic Committee * National Sports Confederation of the Netherlands (NOC*NSF)**
- › **Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF)**
- › **National Olympic Committee of Portugal (COP)**
- › **National Olympic Committee of Slovenia - Association of Sports Federations (OCS)**
- › **Sport and Recreation Alliance (SRA)**

As an associated partner, the International Olympic Committee (IOC) officially supports the POINTS project.

When developing these guidelines, the project consortium pursued some specific goals:

1. *Clarify the environment in which the SPOCs will evolve*
2. *Propose a common definition of the concept of a SPOC*
3. *Initiate the creation of a network of SPOCs at European level*
4. *Provide concrete recommendations to every sport organisations having the willingness to establish a SPOC*

With this document, POINTS project members want to strengthen the European framework for cooperation in the field of integrity. The development of SPOCs within sport organisations (Sport SPOCs) is a recent phenomenon mainly linked to the increase of concerns regarding Competition Manipulation. Indeed, with the creation of the Integrity Betting Intelligence System (IBIS), developed by the IOC (more information in Chapter 1), and the development of national platforms in the framework of the Macolin Convention (more information in Chapter 1), the first Sport SPOCs appeared within international federations and National Olympic Committees. However, the position and activities of these SPOCs remain mostly organised on a case by case approach. Developing a common approach and definition would help to formalise the concept of SPOC and to create a common understanding of the situation between organisations.

Moreover, the guidelines could contribute to reinforce the position of Sport SPOCs in other existing networks including SPOCs from public authorities, police, law enforcement... (E.g. National Platform, Group of Copenhagen). A real added-value of the POINTS initiative is the development of interactions between International, European and national SPOCs.

Recent integrity scandals have demonstrated the importance of addressing these challenges within a global approach, the integrity of competitions or personal misconducts being often linked with failures in the governance of organisations. In this regard, the POINTS project tries to combine the effort in different integrity areas and therefore enlarge the scope of sport SPOCS activities, mainly limited at the moment to manipulation of competitions.

Chapter I

INTEGRITY OF SPORT



A. Definition

Integrity of sport has already been defined on several occasions by many different actors involved in the topic. For the purpose of the Guidelines, the consortium focused on definitions provided by three types of actors. The objective is to clarify the scope of activities covered by the SPOC and to understand the different dynamics and priorities followed by the stakeholders present in the SPOC environment.

a. Sport perspective

As already mentioned, the IOC is the driving force, within sport organisations, to guarantee the protection of sport integrity. In a general perspective, the IOC states that “*sport is practised with integrity when it is played with honesty, according to the rules and in a safe, fair, inclusive and well governed environment*”.¹

The integrity policy of the IOC combined two areas of interest. The first focus is on “*organisational integrity*”, which includes elements related to the good governance of sport organisations as well as the issue of corruption in sport. The second area is the “*integrity at competitions*” which covers athletes’ integrity (fight against doping and prevention of abuse in sport) as well as manipulation of sport competitions (match fixing, betting issues)². Regarding the latest topic, a specific Unit on the Prevention of the Manipulation of Competitions has been established, in 2017, within the IOC. The IOC organised its activities in the field of prevention of manipulation of competitions around a 3 pillar strategy:

A
REGULATIONS AND
LEGISLATION

B
AWARENESS RAISING
AND CAPACITY BUILDING

C
INTELLIGENCE AND
INVESTIGATIONS

This strategy inspired the terms of reference developed in these guidelines and the suggested activities of the SPOCs.

Every two years, the IOC is organising an International Forum for Sports Integrity to discuss these issues while an integrity hotline is also in place to allow reports of suspicion or allegations of integrity breaches. Three types of issues can be reported:

- › Competition Manipulation
- › Non-Compliance (other than competition manipulation)
- › Harassment / Abuse in sport

b. Law enforcement perspective

INTERPOL and EUROPOL approaches of integrity in sport are more restrictive than the IOC definition since these organisations focus mainly on criminal aspects. In its approach, INTERPOL considers that the integrity of sport is undermined by a number of crimes or illegal activities divided in two pillars, match-fixing and illegal gambling as well as doping issues³ while EUROPOL focuses on the issues of competition manipulation and transparency when tackling this threat⁴.

1 IOC and INTERPOL Handbook on Protecting Sport from competition manipulation

2 See: <https://www.olympic.org/integrity>

3 <https://www.interpol.int/en/Internet/Crime-areas/Crimes-in-sport/Integrity-in-sport>

4 <https://www.europol.europa.eu/crime-areas-and-trends/crime-areas/corruption/sports-corruption>

In the recent years, law enforcement organisations multiplied initiatives, in cooperation with the sport movement, to progress on all aspects of Competition Manipulation, from prevention to reporting and investigation. In the same vein, activities increasing national cooperation between sport stakeholders and law enforcement authorities are also central to efficiently fight against crimes affecting the integrity of sport competitions.

c. Public authorities perspective

Public authorities generally acknowledge the autonomy of sport and are reluctant to interfere in sport activities. However, in the past two decades, the concept of conditional autonomy has been regularly used by public authorities to explain that sport should guarantee its proper governance and that sport activities must be conducted in an ethical and responsible way to continue to benefit of this autonomy.

Recent corruption scandals, together with significant cases of competition manipulation or doping pushed public authorities to increase their scrutiny under sport activities. In addition, their involvement is required when integrity threats are related to activities impacted by public authorities' policies and legislations. The approach followed by public authorities on integrity combines good governance and integrity at competition. Activities on integrity take different forms including direct regulations, recommendations, political commitments or specific projects. The predominance of one or another aspect depends on the field of activity and the priorities of the organisation. The Council of Europe addresses a vast range of activities from good governance to Manipulation of Competition as well as harassment in sport whereas the UN and the Organisation for Economic Co-operation and Development (OECD) are more focused on anti-corruption measures. The EU is mainly trying to improve sport integrity by enhancing collaboration between Member States and support projects from sport organisations.

Even if the scope is slightly different, the cooperation between these different actors is crucial and several initiatives have been taken in this direction including the development of the International Partnership Against Corruption in Sport (IPACS) gathering stakeholders from different origins or IOC- Interpol initiatives.

d. Integrity in the Guidelines for SPOCs

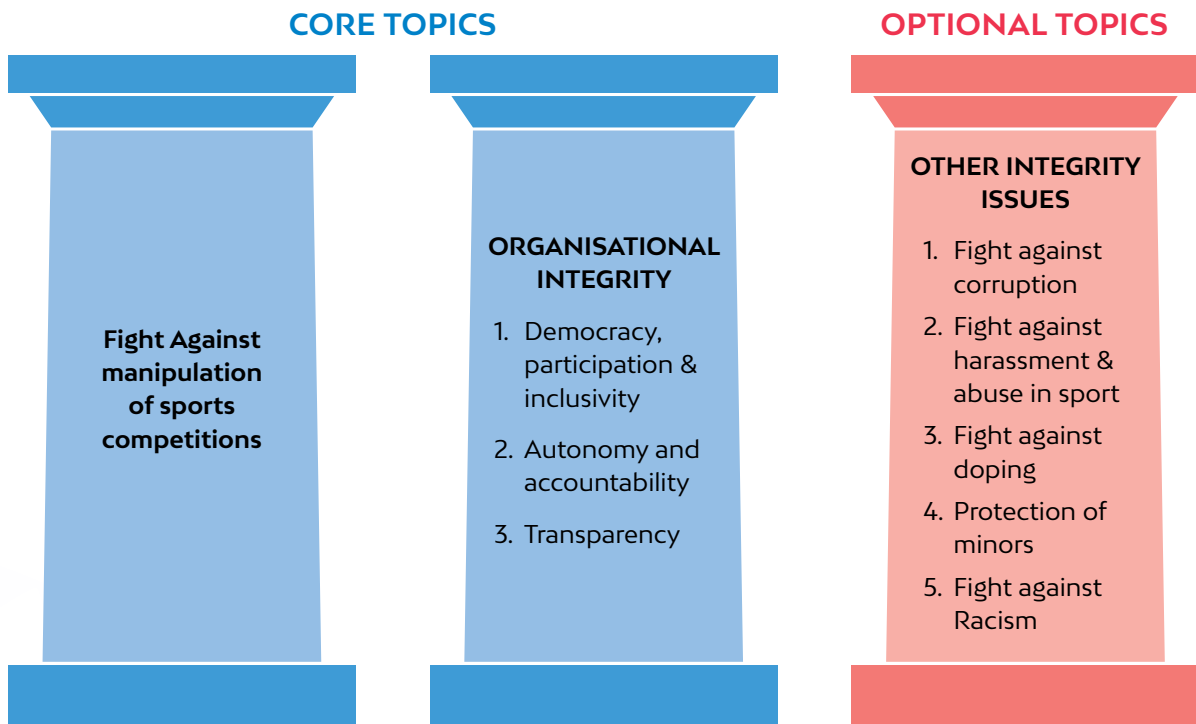
In the current sport environment, the term SPOC has always been associated to the fight against Manipulation of Sport Competitions. The existence of SPOCs with IFs, NOCs and multi-sport competition organisers is in the heart of the methodology of the Olympic Movement Unit on the Prevention of the Manipulation of Competitions as part of its work with the Olympic Movement stakeholders.

For the purpose of the POINTS project, the decision has been taken to enlarge the scope of a SPOC's activities to other integrity issues. In order to respect the objective of the Guidelines to define global characteristics of a SPOC while keeping flexibility for organisations when setting-up such a position, the consortium divided integrity areas in 3 categories, following the logic below:

- › The first pillar covers the **manipulation of sport competitions** which is the backbone of current sport SPOC activities within the IBIS system and national platforms. It must remain one of the topics covered by SPOC at European and national level.
- › The second pillar focuses on **Governance aspects**. Good Governance of sport organisations is essential to tackle all integrity issues. In this regard, provisions linked to the structure of the organisation have been included by the consortium in the list of basic topics covered by SPOC responsibilities.

- › The third pillar is composed by a non-exhaustive list of integrity issues where a SPOC can be involved, depending on his/her competences and responsibilities. The idea is to open the possibility for a SPOC to deal with additional integrity issues without having them as key elements.

Figure 1: Integrity pillars



B. Reference documents and applicable Legislations

Several initiatives have already been taken to ensure that sport is armed to tackle threats toward its integrity. Sport organisations themselves, in cooperation with law enforcement bodies or with International Organisations produced documents to regulate activities which could jeopardise integrity of sport. Guidance and prevention or education activities have also been undertaken.

a. Instruments adopted by international sport organisations

INTERNATIONAL OLYMPIC COMMITTEE

- › [“Code of Ethics”](#), published in May 2018.

The code is a compilation of the most important texts regarding Ethics designed by the IOC and its partners.

- › ["IOC Consolidated minimum requirements for the implementation of the basic principles of Good Governance"](#), *adopted in 2016.*

At the disposal of the NOCs, this document helps them to implement the Basic Universal Principles of Good Governance established in 2008. The document is a list of practical implementation and minimum requirements.

- › ["Olympic Movement Code on the Prevention of the Manipulation of Competitions"](#), *adopted in December 2015.*

The code is a regulatory framework regarding Manipulation of Competitions which defines the different types of violations, the minimum standards and disciplinary procedures as well as the scope of sanctions. The objective is to provide all sports organisations, and their members, with harmonised regulations to protect competitions from risks of manipulation. As already mentioned, to ensure the implementation of the Code by NOCs and federations, the IOC has developed a [three pillar strategy](#) and provides support on the different aspects of the strategy.

- › ["Olympic Agenda 2020"](#), *agreed in December 2014.*

This Agenda 2020 is a strategic roadmap for the future of the Olympic Movement. The document is a list of 40 recommendations of equal importance addressed to all stakeholders of the Olympic family. Recommendations aim at ensuring the success of the Olympic Games and at safeguarding the Olympic values as well as strengthening the role of sport in society.

- › ["Basic Universal Principles of Good Governance of the Olympic Sports Movement"](#), *adopted in February 2008.*

This document serves as a reference for all members of the Olympic family. It contains a list of basic principles that all members of the Olympic movement (IFs, NOCs and their respective associations) should adopt as minimum standards. This document was built upon the conclusion that good governance is crucial for the sport movement to ensure the sustainability and efficiency of its activities as well as to justify its autonomy.

ASSOCIATION OF SUMMER OLYMPIC INTERNATIONAL FEDERATIONS

- › ["ASOIF Review of International Federation Governance"](#), *the third edition of the review has been published in June 2020.*

This instrument contains a self-assessment questionnaire for IFs with an independent moderation of the responses. The questionnaire consisted of 50 measurable indicators covering five principles or sections: Transparency, Integrity, Democracy, Development and Control Mechanisms. The aim of the initiative is to promote a culture of good governance within IFs and to support their work to improve their governance in all areas.

WORLD ANTI-DOPING AGENCY

- › ["World Anti-Doping Code"](#), *first version entered into force in 2004, last version 2015 amended in 2019.*

This world-wide document harmonises anti-doping regulations within sport organisations and among public authorities. The Code brought significant advances in the global fight against doping in sport, including the formalisation of certain rules and the clarification of stakeholders responsibilities. This document works in conjunction with six International

Standards which aim to foster consistency among anti-doping organisations in various areas. The Code is revised on a regular basis to be adapted to new challenges. Next revision is foreseen for 2021.

b. Regional instruments developed by political institutions

EUROPEAN UNION

- › ["EU General Data Protection Regulation"](#), entered into force on 27 May 2018.

The objective of the directive is to harmonise the protection of fundamental rights and freedoms of EU citizens in respect of processing activities and to ensure the free flow of personal data between Member States. This directive impacts the way sensitive data can be collected and shared in the field of sport.

- › ["EU Principles of Good Governance in Sport"](#), published in December 2012.

The main purpose of the document is to provide minimum standards that can inspire sport organisations at all levels in the improvement of their governance across different countries (at national, European, and international level). It is important to notice that these principles respect the autonomy and the diversity of sports organisations. Principles laid down in the document are accompanied by detailed practical guidance. Funding under the Sport Chapter of the Erasmus+ programme is available to projects seeking to implement those principles.

COUNCIL OF EUROPE

- › ["Council of Europe Convention on the Manipulation of Sports Competitions"](#)(Macolin Convention), opened for signature on 18 September 2014. The Macolin Convention entered into force on 1 September 2019

The purpose of this convention is to fight manipulation of sports competitions in order to protect the integrity of sport. The Convention aims at: preventing, detecting and sanctioning national or transnational manipulation of national and international sports competitions; promoting national and international co-operation against manipulation of sports competitions between the public authorities concerned, as well as with organisations involved in sports and in sports betting. The convention foresees the development of national platforms, gathering the different stakeholders dealing with the subject.

- › ["Council of Europe: Guidelines on Good Governance and Ethics in Sport"](#), adopted in April 2012.

This resolution aims at promoting integrity and good governance in football and sport in general. It is not a legally binding instrument but recommendations towards sport organisations.

c. International instruments: United Nations Conventions

- › [“UN Convention against Corruption”](#), adopted by the UN General Assembly on 31 October 2003 and entered into force on 14 December 2005.

Five main areas are covered by the convention: preventive measures, criminalization and law enforcement, international cooperation, asset recovery, and technical assistance and information exchange. The agreement take into consideration different forms of corruption, such as bribery, trading in influence, abuse of functions, and various acts of corruption in the private sector.

- › [“UN Convention against Transnational Organized Crime”](#), adopted on 15 November 2000 and entered into force on 29 September 2003.

This convention is the main international instrument to combat transnational organized crime. By ratifying this instrument, States commit themselves to adopt measures against transnational organized crime, including the creation of domestic criminal offences (e.g. participation in an organized criminal group, money laundering, corruption...); mutual legal assistance as well as law enforcement cooperation; and the promotion of training and technical assistance for building or upgrading the necessary capacity of national authorities.

- › [“UNODC resolution 7.8 - Corruption in sport”](#), adopted on 10 November 2017 and 8/4 safeguarding sport from corruption adopted on 20 December 2019.

These resolutions set out the key issues that need to be addressed to tackle the problem of corruption in sport and outline the actions that States parties have committed to taking in order to do so. By affirming the relevance of promoting integrity, transparency, accountability, and preventing corruption in sport, they called upon international states to enhance their efforts to prevent and fight corruption in sport. To do this through the improvement of cooperation, coordination, and exchange of information in accordance with their legal systems, as well as the mitigation of corruption risks in sport, including the global and multi-stakeholder partnerships. These resolutions also touche on many more key issues, such as public awareness of the issue of corruption in sport, establishing confidential complaint systems, empowerment of women, and major sport events.

d. Collaboration between sport organisations and other organisations

UNODC - IOC

- › [“Reporting Mechanisms in Sport”](#): A Practical Guide for Development and Implementation”, published in 2019

The document seeks to assist sports organisations, governments, and relevant stakeholders in the development and implementation of effective reporting mechanisms for use in sport. Ultimately the aim is to enhance the detection of threats to sport and promote effective ways to report them. Key elements, practical recommendations and good practices examples can be found on the document and can help to develop or improve a reporting mechanism.

- › [“UNODC-IOC Model: Criminal Law Provisions for the Prosecution of Competition Manipulation Booklet and study”](#), published in 2016.

The main objectives of the guide are to develop a check-list of “good-practices” elements and to propose Model Criminal Law Provisions or guidelines for consideration by national legislators seeking to introduce legislative measures to combat competition manipulation.

INTERPOL - IOC

- › [“INTERPOL – IOC Handbook on Protecting Sport from Competition Manipulation – Integrity in Sport Initiative”](#), published in 2016.

This handbook aims at assisting the sport sector in protecting clean athletes and clean competitions, particularly in the prevention of competition manipulation. The handbook supports the systematic use of effective international tools which strengthen cooperation in the field of sport integrity.

C. Overview of networks involving Sport SPOCs

In recent years, sport organisations faced an increasing number of challenges involving transnational actors. Integrity of sport could not only be dealt at the national level or within a single sport. Communication, exchanges of information must be increased between sport organisations from different countries, from different sports as well as with public authorities and law enforcement bodies. In this perspective, the development of networks of individuals who fight to prevent and protect potential breaches in sport integrity is crucial.

INDIVIDUAL SPOC	NETWORK OF SPOCS
<i>SPOC within an International Federation</i>	IBIS System (see below)
<i>SPOC within an European Federation</i>	None >> POINTS Project
<i>SPOC within a National Olympic Committee or a National Federation</i>	OM Unit PMC (see below) >> POINTS Potential collaboration with National Platform and other Group including non-sport SPOCs

IFS SPOCS

Over the last years, the Olympic Movement has ensured that a SPOC has been appointed in all Summer and Winter Olympics' IFs.

The IF SPOC would be in charge of:

- › Ensuring that the IF has rules in place in line with the Olympic Movement Code on the Prevention of the Manipulation of Competitions
- › Ensuring that awareness-raising activities are transmitted to athletes and their entourage
- › Ensuring that information flow related to a potential breach can be handled, passed on, coordinated and followed-up upon.

NETWORK OF NOCS SPOCS

Since early 2020 the OM Unit PMC started activating the NOCs across the globe on the prevention of the manipulation of competitions. The objective of this effort is primarily to ensure that each NOC appoints a SPOC who will be in charge of

- › Ensuring that NOC and its members-NFs have rules in place in line with the Olympic Movement Code on the Prevention of the Manipulation of Competitions
- › Ensuring that awareness-raising activities are transmitted to athletes and entourage in the country

Ensuring that the SPOC can handle, pass on and coordinate the information flow in relation to a potential breach vis-à-vis external stakeholders (OM Unit PMC and NFs, national platform, national law enforcement authorities etc.)

A key objective followed by the POINTS project is to support the creation of a network of Sport SPOCs at the European level to fill the existing lack of cooperation between European actors.

Chapter II

THE CONCEPT OF SPOC



A general definition of the concept of Single Point of Contact could easily be provided as such a position exists in a vast range of areas (e.g. business, database, IT). However, for sport integrity, single point of contacts can be associated to different categories of actors including SPOC from a sport organisation, but also from a law enforcement body, public authorities, betting operators...

The POINTS Project will put the focus on the sport aspect by proposing a definition of Single Point of Contact for Integrity within a sport organisation.
All along the document, terms “SPOC” and “Sport SPOC” will refer to a SPOC working in a sport organisation.

A. Definition

When thinking about a general definition, the POINTS consortium built on the IOC and INTERPOL concept of a SPOC: *“An individual designated by his/her sport organisation to act on all matters related to competition manipulation”*.

Key elements:

› SINGLE:

The SPOC of a sport organisation should be a single individual with an official position (officially nominated as SPOC of the organisation) within the respective organisation. However, when the SPOC handles a bunch of activities going beyond the basic responsibilities described in the guidelines, these activities can be supported / shared by other members of the organisation dealing with integrity issues. The SPOC can also be leading or member of an Integrity Unit.

› POINT OF CONTACT:

The central task of a SPOC is to be the primary intermediary for integrity issues between the organisation and its members as well as with external actors. Other suggested responsibilities can be added depending on the willingness of the organisation.

› INTEGRITY:

The SPOC must have responsibilities to deal with all matters related to competition manipulation as well as organisational integrity (see more information on chapter I). Other additional integrity topics can also be part of a SPOC portfolio. It is noted that from an IOC perspective the work of the SPOCs is primarily focusing on the prevention of the manipulation of competitions.

Definition

“An individual designated by his/her sport organisation to be the primary intermediaries with external actors on defined integrity matters including Competition Manipulation and Organisational Integrity”

B. Terms of Reference

As explained in Chapter 1, activities currently conducted by Sport SPOCs are mainly related to manipulation of sport competitions. However, a few networks (e.g. national platforms) have already started to extend discussions to other fields of integrity, suggesting potential evolution of SPOCs' activities in the future.

Having the objective to enlarge the range of activities covered by the SPOC, the POINTS project group established terms of reference which can fit with diverse type of structures and organisations. To ensure that terms of reference are covering diversity in terms of size, experience, skills and expectations, the guidelines are structured around different layers. This flexibility gives all organisations the possibility to initiate the process of nominating a SPOC with the basic requirements and to select the relevant activities for their own situation. Depending on the needs, resources and strategy of the organisation, further activities can be envisaged.

These terms of reference can be used by sport organisations when defining the role and responsibilities they want to give to their SPOC. Such a process must lead to the development of a job description and contribute to identify the right profile within the organisation.

Being aware of the fast evolution of threats toward integrity of sport, the consortium would recommend the assessment of these terms of reference on a regular basis, to guarantee that they remain adapted to potential changes in the sport environment.

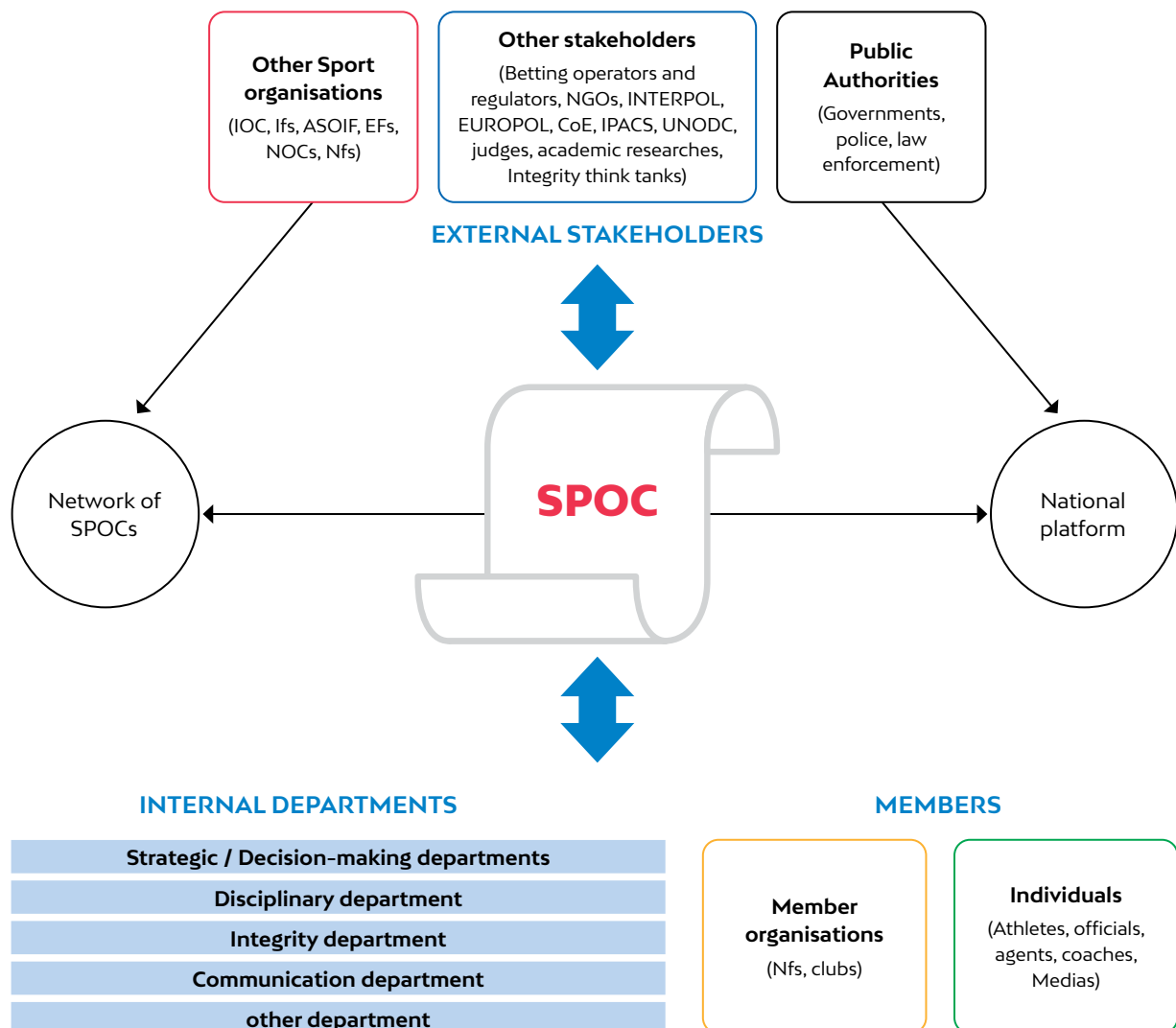
Figure 2: Terms of reference for a sport SPOC

POINT OF CONTACT	
MINIMUM REQUIREMENTS	<ul style="list-style-type: none">› Organise an efficient cooperation between the organisation and its members as well as with external stakeholders on integrity topics Being involved in other networks of SPOCs as well as with external stakeholders including national platform, law enforcement, public authorities, betting operators or integrity think tanks› Verify the efficiency of the organisation regulations/policies to cope with the different integrity issues
POTENTIAL DEVELOPMENT(S)	<div>EDUCATION / PREVENTION</div> <ul style="list-style-type: none">› Ensure the compliance of internal regulations with relevant international and national standards Develop prevention and risk management strategy including concrete follow-up activities Provide direct support to member organisations by developing, overseeing or running of educational seminars and courses in the different integrity fields
	<div>And / or</div> <div>CASE MANAGEMENT</div> <ul style="list-style-type: none">› Cooperate with the communication department on topics of integrity issues or policies› Coordinate the Intelligence Gathering and Analysis and manage alert and monitoring mechanisms› Conduct Fact-Finding Investigations and organise the transfer to a Disciplinary body

C. Environment

When engaging the reflection on roles and responsibilities of a Sport SPOC or when assessing his/her current activities, sport organisations should make an overview of the environment in which the person is evolving. This exercise contributes to clarify the priorities the SPOC has to follow, the expectations of the organisation as well as the key actors the SPOC is in relation with.

Figure 3 : SPOC environment



With the entry into force of the Macolin Convention on Manipulation of Sport Competitions, the cooperation with National Platforms became a central element for Sport SPOCs. The structure, functioning and membership of National Platforms are extremely different from country to country but some key objectives must be pursued by SPOCs regarding their involvement in the platform:

- › **Create trust with other stakeholders through an honest, open and regular communication;**
- › **Establish processes to ensure that the organisation have access and or can share information on timely and regular basis (e.g. legal ground, safe communication tools);**
- › **Cooperating in the different tasks, activities, working groups of the platform (e.g. prevention, strategy, reporting, surveillance) and provide expertise from the sport side when required;**
- › **Serve as a linking pin to other sport organisations not involved in the platform.**

A full-page background image of a rugby scrum, overlaid with a solid green color. The image shows several players in white and dark jerseys competing for the ball. One player in a white jersey is at the top, holding the ball. Other players are below him, reaching up. A player in a dark jersey is on the left, also reaching up. The background is a blurred stadium filled with spectators.

Chapter III

ROLE AND RESPONSIBILITIES

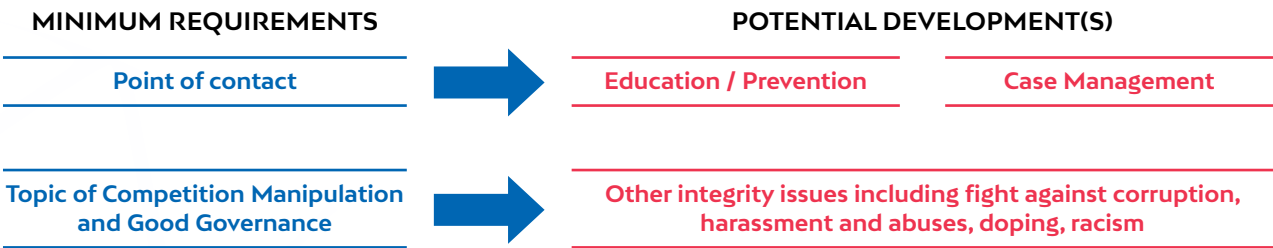
In this chapter, further information is given on the terms of reference presented in the Chapter II by describing the different responsibilities and proposing potential activities to be conducted. In addition, necessary competences to hold the position and potential challenges are also presented.

As already explained, the decision to propose layers of responsibilities has been taken to cover the diversity of situations between the different sport organisations. The different activities presented all along this chapter could be used as a source by sport organisations when defining the job description of their SPOC as well as to imagine future evolution for the position.

This chapter starts with a description of the minimum requirements for SPOC activities – being a point of contact for integrity issues – before suggesting the different options to develop more responsibilities.

These proposals offer flexibility to the organisations when setting-up the position of the SPOC as they can easily adopt only selected recommendations according to the respective strategy of each organisation. The objective of the consortium is to provide general recommendations and to develop a common approach of the basic responsibilities of a SPOC while encouraging organisations to further develop the position in the future.

Figure 4 SPOC Responsibilities:



1. MINIMUM REQUIREMENTS: POINT OF CONTACT FOR INTEGRITY

A. Description

For this initial level, the tasks of a sport SPOC remain focused on three key areas with the aim of improving the efficiency of policies in place to combat manipulation of competitions and to work on the governance of the organisation. One of the first activities of the SPOC is to develop efficient communication channels within the organisation and with external stakeholders to make sure that all relevant information are reaching him/her. In addition, the SPOC should contribute to develop predictable procedures when facing integrity allegations or suspicions and to create an environment of trust and cooperation between the different actors involved. The SPOC must play a central role in the implementation of integrity policies of the organisation

An efficient cooperation can only be reached if all internal and external stakeholders are fully aware of the existence and responsibilities of the SPOC and if a regular cooperation is initiated. The participation of the SPOC to different networks (e.g. national platform, European network of SPOCs) will be a key element to reinforce his/her position, legitimacy, knowledge and expertise.

A final feature of SPOC activities is to initiate an overview of the organisation's capacity to handle and to prevent integrity breaches.

As a summary, the first role of the SPOC is to streamline the integrity policy of the organisation and to find his/her position in the existing landscape before considering further development.

B. Terms of Reference: tasks and responsibilities

	POINT OF CONTACT
MINIMUM REQUIREMENTS	<ul style="list-style-type: none"> › Organise efficient cooperation between the organisation and its members as well as with external stakeholders on integrity topics
	<ul style="list-style-type: none"> › Being involved in other networks of SPOCs as well as with external stakeholders including national platform, law enforcement, public authorities, betting operators or integrity think tanks
	<ul style="list-style-type: none"> › Verify the efficiency of the organisation regulations/policies to cope with the different integrity issues as well as their compliance with key documents, including the OM Code PMC

TOPIC OF COMPETITION MANIPULATIONS AND GOOD GOVERNANCE

a. Organise efficient cooperation between the organisation and its members as well as with external stakeholders on integrity topics

The first priority of the SPOC must be to establish a structure where all information potentially linked to the integrity of sports competitions, or the integrity of the organisation itself, is correctly collected, treated and shared with the responsible entity (or entities). In this regard, the setting-up of accessible and efficient reporting mechanisms must be one of the first preoccupations of the SPOC. The SPOC must become the natural intermediary for all stakeholders of the organisation dealing with integrity suspicions or allegations of integrity breaches. In addition, an intensive cooperation with relevant departments within the organisation is crucial. For NOCs and for the topic of competition manipulations, another key responsibility of the SPOC is to organise the cooperation with OM Unit PMC.

Activities to be fulfilled:

- › Establish an efficient and protected reporting system for external actors (e.g. hotline) – or integrate an existing one (e.g. IOC, national platforms) respecting data protection regulations and raise awareness of all stakeholders regarding its existence
- › Ensure the existence of an efficient system to collect reports or alerts on integrity issues
- › Clarify internal and external process when an integrity alert or report is reaching your organisation
- › Transfer file of suspicions or allegations to the relevant integrity body (or bodies) of the organisation
- › For NOCs and for competition manipulations matters, ensure constant and regular communication and coordination with OM Unit PMC
- › Ensure that the existence of the file is reported to the decision-making body when applicable
- › Make sure the existence of the SPOC position and of reporting mechanisms is well known within the organisation and by all relevant stakeholders
- › Collect requests for information, support or cooperation regarding integrity policies (e.g. from member organisations, from betting operators)

b. Being involved in networks of SPOCs and cooperation with the national platform

Fighting against manipulation of sports competitions, alongside with other integrity aspects, often involves transnational networks of actors, in and outside the world of sport. To answer this situation, sport organisations must improve their cooperation with other stakeholders in the field of integrity by increasing communication, exchanges of information and sharing of best practices. This cooperation should be effective at different levels:

- › Cooperation with other national sport actors (e.g. integrity officers – responsible within NFs)
- › Cooperation with other SPOCs at European, International level (e.g. POINTS group, IOC group of investigators)
- › Cooperation with law enforcement and public authorities within the National platforms (more information in Chap II, c)

Regular exchanges and cooperation with law enforcement actors will contribute to increase understanding between the different actors and facilitate cooperation in prevention or investigation activities. The setting-up of SPOCs within sport organisations is a strong signal of the willingness to collaborate with other organisations and public authorities or police. In this regard, being involved in different networks is crucial to reinforce the visibility, the legitimacy and the efficiency of a SPOC. Activities to be fulfilled:

- › Be part of the network of sport SPOC's at European level
- › Within the framework of the European network, contribute to the creation of a sub-group(s) on specific interest (e.g. sport, topic)
- › Be involved in national platform on Competition Manipulation
- › When possible, inform the network of on-going case(s) involving your organisation, always in coordination with the OM Unit PMC for competition manipulations cases
- › Exchange good practices regarding regulations, prevention, education, case handling, crisis management and governance aspects
- › Present the priorities of the organisation in the field of integrity and share risks currently facing the organisation
- › Develop further working relations with other external stakeholders in order to build trust with the different actors.

c. Verify the efficiency of the organisation regulations/policies to cope with the different integrity issues

Another aspect of SPOC responsibilities is to assess if procedures and regulations in place within the organisation are efficient for the prevention of manipulation of competitions, good governance and other integrity matters. Such an overview is necessary to guarantee that the organisation possesses all necessary tools to properly react in case of a breach of integrity. Furthermore, the SPOC should evaluate if the internal policies are in line with basic standards established by national laws and international organisations in order to work on potential suggestions which could improve the functioning of the organisation. Further information regarding the key documents (e.g. Basic Universal Principles of Good Governance of the Olympic and Sports Movement, Olympic Movement Code on the Prevention of the Manipulation of Competitions) can be found in the Chapter I of this document.

At this stage the role of the SPOC consists of:

- › Providing an overview of the policy and procedures of the organisation regarding Manipulation of Competitions and Good Governance including compliance with OM Code PMC
- › Assessing the efficiency of these policies and comparing them with national legislations and the international standards established by international organisations
- › Evaluating and identifying potential loopholes in the implementation of these policies
- › Suggesting a list of modifications which could positively impact the governance of the organisation as well as the fight against integrity breaches

C. Key competences

In order to fulfil his/her tasks, the SPOC requires the following skills:



- › Personal integrity
- › Ability (both competence and legal authorisation) to deal with sensitive data and confidentiality
- › Networking skills
- › Reporting skills
- › General understanding of integrity issues
- › Knowledge of existing structures in the field of manipulation of competitions and governance
- › Basic knowledge of the regulatory framework in the field of manipulation of sports competitions and governance

D. Challenges

Integrity issues are commonly sensitive topics within sport organisations as they could have an impact on the credibility of the sport and the reputation of the organisation. In addition, integrity questions are often divided between different departments of the organisation. This situation can undermine the efficiency of the activities conducted by the SPOC. In this regard, the following challenges must be envisaged:

- › Lack of cooperation with the different departments of the organisation
- › Difficulties to cooperate with law enforcement and public authorities
- › Limited recognition of the role of the person within the organisation
- › Lack of support from the top level of the organisation
- › Limited impact on the policy of the organisation
- › Reluctance to work on the topic of governance within the organisation
- › Absence of appropriate structure within the organisation to ensure a follow-up
- › Lack of knowledge by external actors of the existence of the SPOC

Once the position of SPOC is well established in the organisation and all procedures are in place to ensure the cooperation between the different departments, further activities and responsibilities can be foreseen.

2. POTENTIAL DEVELOPMENT: EDUCATION AND PREVENTION ACTIVITIES

A. Description

Another area of responsibilities proposed by the guidelines puts more emphasis on the development of activities for members of the organisation as well as with other interested stakeholders. When working in an umbrella organisation (e.g. NOC or European Federations), the SPOC is evolving in a strategic position to spread integrity values, messages and tools towards all member organisations and national stakeholders.

In this scenario, prevention and education will then become an important part of SPOC activities. Indeed, it clearly appears during the preparation of the guidelines that awareness-raising, as well as capacity building, are crucial tools to alert the different actors on integrity issues and to work to prevent integrity incidents. Improving integrity in sport requires a change in the mindset of organisations and starts with awareness raising and education regarding the nature of the integrity challenges, their potential impacts on organisations but also the added value of becoming active to tackle these challenges.

However, before providing recommendations and support to external actors, the SPOC must ensure that his/her own organisation is ready to lead by example. As initiating with the previous activities, internal regulations and procedures must correspond to national and international requirements to ensure an efficient integrity policy.

B. Terms of Reference: role and responsibilities

POTENTIAL DEVELOPMENT(S)	EDUCATION / PREVENTION
	<ul style="list-style-type: none"> › Ensure the compliance of internal regulations with relevant international and national standards › Develop prevention and risk management strategy including concrete follow-up activities › Provide direct support to member organisations by developing, overseeing or running of educational seminars and courses in the different integrity fields
	COMPETITION MANIPULATION, ORGANISATIONAL GOVERNANCE AND OTHER INTEGRITY ISSUES

a. Ensure the compliance of internal regulations with relevant national laws and international standards

Following the assessment of internal regulations suggested in the minimum requirements, the next step for the organisation would be to concretely implement recommendations made in the analysis to make sure that internal rules are in line with national laws and international standards. To achieve such a result, the organisation might have to adapt their statutes and/or by laws as well as some internal functioning. As already explained, this process should go alongside with an evolution of the mindset within the organisation. Indeed, the objective is not only to be compliant with national and international standards on paper but also to properly implement them. Indeed setting-up and implementing high level standards in the field of Good Governance and Integrity presents real benefits for the organisation including facilitating the prevention and management of integrity issues and improving the global efficiency of the organisation

In this situation, the role of the SPOC would be to coordinate the process leading to these changes, in close collaboration with relevant departments of the organisation, the top level management and decision making actors. The responsibility of the SPOC is also to verify that all procedures are in place to allow a proper functioning of the integrity policy of the organisation.

Activities to be fulfilled:

- › Identify the changes to be made in the different texts regulating the organisation including statutes, by-laws, internal rules and priorities to be in line with national legislations and international standards
- › Identify the different actions to be taken in order to update the different documents
- › Discuss these actions with the relevant departments as well as with the decision makers of the organisation
- › Propose and promote the necessary changes to relevant actors
- › In coordination with the relevant actors, propose a strategy and an action plan to facilitate the concrete implementation of these changes including seminars or educational activities with the staff and other stakeholders to raise awareness on the added value of such evolutions

The other two responsibilities mentioned in the terms of reference are closely connected as they are both part of a global strategy to protect sport integrity. Although having all the necessary procedures and regulations in place is crucial, fighting against integrity breaches must also be grasped under a preventive angle. As described, the evolution of rules should go hand in hand with the evolution of mindset in the organisation.

It is also important to notice that questions of prevention and education appear to be extremely relevant for European federations or national sport confederations. Indeed, these organisations are generally in charge of supporting the work of their national members, could be a powerful vector of transmission via educational activities in the field of integrity. For the purpose of the Guidelines, prevention activities will be divided in two parts: one dedicated to the work on the culture of the organisation and a risk management strategy. The other one is related to the support and education provided to members and external stakeholders.

b. Internal work on prevention activities and risk management strategy

Updated regulations and procedures should also go alongside with prevention measures to diminish the risk that the organisation has to cope with integrity breaches.

Besides the development of training and education programmes (see point 3 below), the question of risk management should also be central in the reflection and the strategy of the organisation. Indeed, risk management is the process to identify, assess, analyse, understand and prioritize potential risks in advance.

In this regard, risk assessment should include a comprehensive evaluation of the governance and the functioning of the organisation and must be undertaken on a regular basis to ensure that rules and regulations in place are still addressing the challenges facing by the organisation.

Once the risk assessment strategy is done and the statutes updated, the staff and volunteers of the organisation must be informed and updated (e.g. awareness raising or education) to guarantee that everyone is aware of the strategy of the organisation and share the values promoted. The SPOC could lead this process and improve the communication between the different departments on the integrity strategy.

Suggested activities:

- › Initiate a reflection on a global prevention strategy in the field of integrity Discuss with the relevant departments and the decision-making actors a risk management strategy in the field of integrity
- › Organise the assessment of the organisation's risk management strategy and list potential improvements
- › Organise the internal assessment of the organisation's governance by using the SIGGS tool
- › Encourage the development of procedures allowing regular discussions on integrity policies

c. Provide direct support to member organisations including the organisation, overseeing or running educational seminars and courses

Being the principal intermediary for the organisation in the field of integrity will allow the SPOC to increase his/her relations with the different stakeholders. The SPOC must take profit of this situation to develop a better understanding of member organisations regarding integrity matters as well as to support them when required.

The role of the SPOC in relation to its member organisations is to answer their potential requests, to encourage the adoption of relevant rules and regulations and to provide them with support for their initiatives. This support could be articulated by combining several activities including the development and implementation of educational programmes. The SPOC can use the existing resources (e.g. IOC online tools, POINTS educational activities) as well as the experience gained within the network of SPOCs to initiate activities, in cooperation with the relevant internal departments, which could be directly proposed to members or implemented by them. Moreover, developing stronger exchanges with the relevant actors from the academic world (e.g. university, researchers, think tanks) could also contribute to improve the quality of the activities conducted by the organisation.

The SPOC can conduct the following activities:

- › Identify a contact person within member organisations to be the counterpart on integrity issues Based on existing tools and with the support of external actors (e.g. academic, think tanks), design, in collaboration with other internal departments, educational activities in different fields including good governance, manipulation of competitions and other integrity areas which can be used by all members.
- › Organise awareness-raising seminars on different integrity issues
- › Organise bilateral activities with representatives of member organisations to discuss their integrity policies
- › Support the conduct of activities by partner or member organisations with their staff or members to raise awareness on integrity issues
- › Encourage and support the adoption of relevant rules by member organisations
- › Coordinate the exchange of good practices between member organisations
- › Provide support to member organisations in the management of an integrity case (e.g. communication, impacts, follow-up)
- › Encourage the internal assessment of the governance of member organisations with the use of the SIGGS tool

C. Additional competences

- › Organisational skills
- › Educational skills
- › Communication skills
- › Knowledge of existing initiatives in the field of integrity

D. Challenges

Trying to trigger changes can create tension within the organisation. In the same spirit, obtaining attention or cooperating with member organisations on sensitive issues such as governance might be difficult because of a certain reluctance to discuss internal issues. In addition, with the increase of SPOC responsibilities, both protection and accountability of the individual must be ensured in order to prevent potential pressure or abuses.

In this regard, the following challenges must be envisaged:



- › Difficulty to ensure the implementation of recommendations or proposed changes
- › Overlap of activities with other internal departments
 - › Overlap with other educational initiatives
 - › Lack of protection of the SPOC
 - › Lack of interest from the decision makers
 - › Lack of participation to seminars or activities
 - › Lack of willingness to organise activities by member organisations
- › Reluctance of member organisations to work with an “external actor” on sensitive topics
- › Lack of expertise of the SPOC

3. POTENTIAL DEVELOPMENT: CASE MANAGEMENT ACTIVITIES

A. Description

The objective of these Guidelines is to provide an overview of the different roles a SPOC can play in the structure of a sport organisation. After having highlighted the role of a facilitator as a minimum requirement and presented the responsibilities related to prevention and education, the final aspect to be underlined is the potential involvement of the SPOC in the concrete management of integrity cases and their potential consequences. With this new responsibility, the SPOC will not only be the intermediary and transfer the case to the responsible bodies of the organisation but will also be involved in case handling.

However, increasing the responsibility of the SPOC should be limited to investigation. Indeed, the SPOC should not be responsible to sanction and/or to implement decisions of the disciplinary body. Otherwise it could jeopardise the necessary trust of external stakeholders to share information with the SPOC. In addition, responsibilities must remain divided in order to avoid that one individual controls the whole mechanism.

In this scenario, the diversity of tasks and areas of competences covered needs to be deeply considered by both the organisation and the SPOC. It could require the support of other staff members or the setting-up of an Integrity Unit to be efficient. Nevertheless, giving these competences to a SPOC could significantly improve the integrity policy of the organisation and guarantee a comprehensive approach to these issues.

B. Terms of reference: role and responsibilities

POTENTIAL DEVELOPMENT(S)

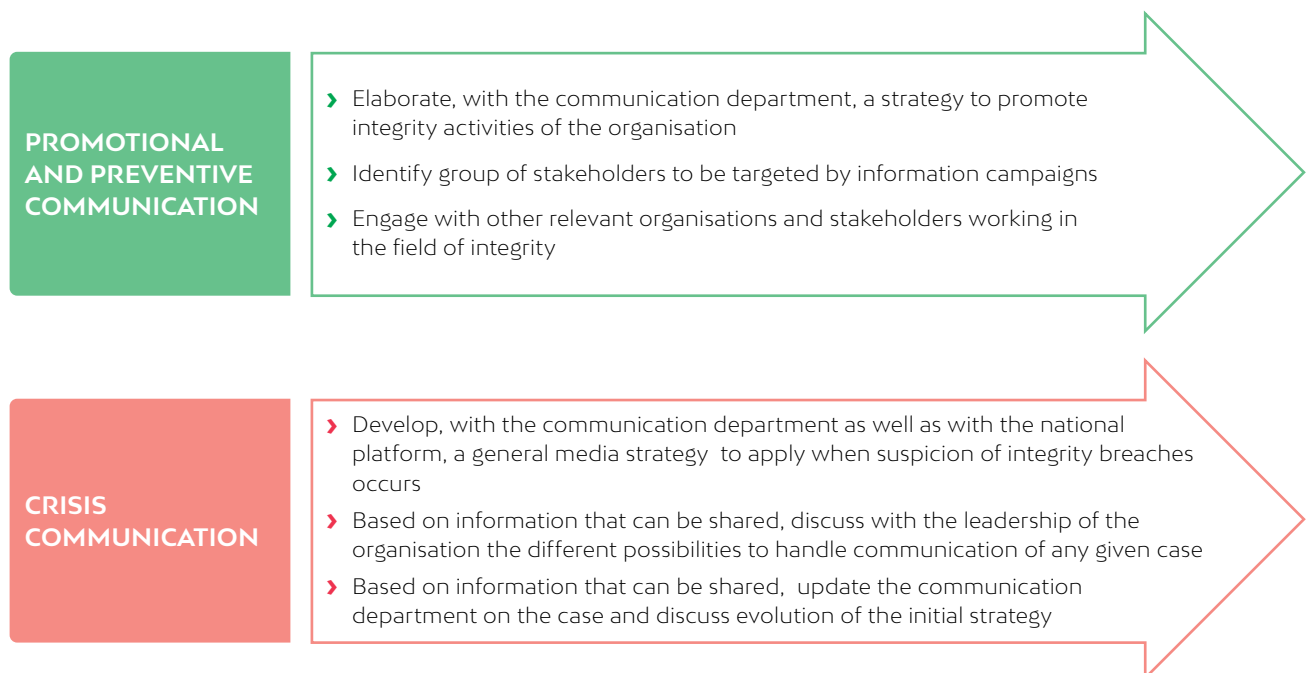
CASE MANAGEMENT

- › Cooperate with the communication department on topics of integrity issues or policies
- › Coordinate the Intelligence Gathering and Analysis and manage alert and monitoring mechanisms
- › Conduct Fact-Finding Investigations and organise the transfer to a Disciplinary body

COMPETITION MANIPULATION, ORGANISATIONAL GOVERNANCE AND OTHER INTEGRITY ISSUES

a. Cooperate with the communication department on topics of integrity issues or policies

A natural follow-up of prevention activities described before is the pro-active promotion of these initiatives and of the policies of the organisation. One aspect of the SPOC's activities could be to work in close cooperation with the communication team of the organisation to convey a positive image of actions conducted in the field of integrity. Besides the potential gains in terms of credibility for the organisation, having built a positive image could be crucial when integrity breaches strike. Indeed, with his/her expertise and involvement, the SPOC could also contribute to the crisis communication strategy in order to be prepared for a case involving the organisation.



The two final responsibilities suggested for the SPOC are relatively different from all those presented so far as they cover the concrete management of integrity cases. These two activities – intelligence gathering and analysis as well as conducting fact-finding – are closely linked to each other. These roles require the SPOC to have a significant technical knowledge on the different integrity areas and can justify specific trainings. Comprehensive Guidelines have been established regarding inquiries in sport cases notably in the area of manipulation of sports competitions (e.g. IOC and INTERPOL handbook). The following recommendations are inspired by these documents and could be adapted depending on the different challenges facing the organisation.

b. Coordinate the Intelligence Gathering and Analysis and manage alert and monitoring mechanisms

Having an efficient integrity policy implies to set up proper rules and regulations, to work on prevention but also to guarantee a proper follow-up is done when suspected breaches are happening. To achieve these objectives the organisation must guarantee its access to all relevant intelligence and monitoring information as well as good coordination with internal and external stakeholders. The same observation can be done for the efficiency of the SPOC. Indeed, without the proper information to transmit, his/her role as an intermediary

would be clearly limited. In this regard, one of the additional tasks for him/her is to arrange the way the organisation is collecting and gathering intelligence as well as analysis reports. To fulfill this task, the SPOC will have to engage or strengthen the collaboration with external stakeholders including betting operators, betting intelligence companies, national platform, law enforcement, and public authorities. Exchange of information within networks of SPOCs can also play a crucial role.

At this level of responsibilities, the SPOC must be involved in a preliminary analysis of the quality and the credibility of the received information, the nature of the case and necessary additional information to be collected.

This first filter should facilitate the work of the integrity body of the organisation or law enforcement.

Potential activities:

- › Ensure the existence of mechanisms to collect and gather intelligence
- › Organise collaboration with relevant external stakeholders to efficiently use monitoring mechanisms and intelligence including betting reports
- › Ensure the collection of alerts and intelligence from relevant stakeholders
- › Contribute to assess the credibility of the information received
- › Engage in the analysis of the nature of the infraction (e.g. criminal offence vs sport disciplinary proceeding)
- › Identify the relevant actors to be involved in the process (e.g. internal department, public authorities, police)
- › Assess potential damage for the organisation (e.g. reputational damage)

c. Conduct/ coordinate fact-finding investigations and organise/ coordinate the transfer to disciplinary body

The first filter mentioned above (point 2 - coordinate the intelligence gathering and analysis as well as collaboration with alert and monitoring mechanisms) can also be considered as the first phase of a fact-finding investigation in case this is part of the SPOC responsibilities.

As described by the IOC and INTERPOL⁵, a fact finder is an individual at sport organisations who should:

- › conduct fact-finding inquiries into suspicions or allegations of competition manipulation,
- › establish the facts of the allegation or suspicion and
- › report findings to a disciplinary panel.

A sport fact-finding investigation must very often be conducted in close parallel with investigation from law enforcement. A close cooperation between actors is necessary to the success of the operation. The necessity for the SPOC to have a deep understanding of the surrounding environment is crucial at this level of responsibilities.

⁵ IOC and INTERPOL Handbook on conducting Fact-Finding inquiries into breaches of Sports Integrity

The proper way of conducting a fact-finding inquiry is complex and technical and could require the SPOC to get specific training or education.

Potential activities:

- › Initiate fact finding inquiries (activities of the point 2)
- › Participate in the development of an inquiry plan
- › Identify the regulations that are alleged to have been breached
- › Determine the jurisdiction of the breach
- › Be involved in fact-finding inquiries into suspicions or allegations of integrity breaches
- › Support interviews made to people involved in the file
- › Contribute to settle the facts of the allegation or suspicion
- › Ensure the presentation of a structured report on the findings to a disciplinary panel

C. Additional competences

Specific trainings including:

- › Fact-finding training
- › Communication strategy training

D. Challenges

Increasing responsibilities for a SPOC automatically creates additional challenges as significant numbers of actions will have to be performed. Challenges can be as follows:



- › Lack of expertise of the SPOC
- › Lack of cooperation with the other departments including communication
- › Difficulty to receive information from other stakeholders
- › Reluctance of law enforcement to cooperate with the SPOC
- › Overlap of activities with other internal services
- › Overwhelming number of activities for the SPOC

Chapter IV

NETWORK OF SPORT SPOCS AT EUROPEAN LEVEL



As described in chapter I, there is no existing global network of sport SPOCs at the European level. Once SPOCs will be established within the NOCs and the European federations, such a network will be crucial to guarantee a proper exchange of information and expertise and consequently improve the efficiency of the fight against integrity issues in European sport

The POINTS project wants to initiate the development of this European network, and, taking into account the significant number of sport organisations involved in the project as well as the diversity of their profile (e.g. size and competence of the NOC, sport represented), the group would represent a good basis to build this network. The objective is to create a sustainable and flexible framework of cooperation which can easily be joined by additional organisations at the end of the project and can evolve to answer further challenges.

The POINTS Group identified four key elements to be defined in order to establish such a network:

A. Activities of the network:



B. Structure of the network:

During the initial phase, the network of SPOCs at the European level will indistinctly gather all sport SPOCs regardless of their origins; from the National Olympic Committees and national and European federations. Threats to sport integrity, notably manipulation of sport competitions, are conducted by a transnational network of actors which could act in different countries/sports. In that perspective, sharing information and expertise between SPOCs with different backgrounds and from different countries appears to be the most efficient path to follow and to achieve development within the integrity of sport.

Furthermore, once the structure is well established, potential sub-groups representing specific interests - by sport, by country or by topic - could also be developed to answer more specific needs and requests.

The European federations will have a major role to play to inspire these sub-groups which can potentially gather all their members as well as to ensure the cooperation with other sports and actors at the international level.

C. Practical organisation of the network:

The POINTS consortium wants to take inspiration from the experience of existing networks of SPOCs, such as the Group of Copenhagen⁶ and the digital platform created by the UEFA for their national federations, to shape its own initiative.

The objective of sharing information and data, which is necessary for the development of the network, requires trust between its members. The organisation of physical meetings on a regular basis must create ideal conditions to develop confidence between the different actors and to intensify contact beyond the framework of the network. In this respect, members should use every opportunity (e.g. event involving a significant number of SPOCs) to strengthen their cooperation.

Alongside this, the group considers the possibility to develop a digital platform allowing more regular exchanges between the members and a maximum reactivity when a breach of integrity is suspected. In addition, developing a friendly user online platform would encourage the involvement of a large number of SPOCs and could facilitate the management of sub-groups focused on specific interests.

D. Cooperation with existing networks:

Existing initiatives and networks must be taken into account when establishing the network of SPOCs at European level. POINTS project activities aim at being complementary with the current framework and activities. A strong cooperation with the Group of Copenhagen, the IBIS network, IPACS or INTERPOL task force on manipulation of competitions is necessary to avoid any duplication of work or a loss of efficiency due to an absence of coordination.

⁶ The Council of Europe's Network of National Platforms ("Group of Copenhagen") established in 2016, brings together 33 countries (October 2020) represented by Coordinators. The Network has laid the groundwork for transnational cooperation thus enabling the exchange of information, experience and expertise essential to combating the manipulation of sports competitions.

A full-page background image of a rugby scrum, overlaid with a solid red color. The image shows several players in white and dark jerseys competing for the ball. One player in a white jersey is at the top, holding the ball. Other players are below him, reaching up. A player in a dark jersey is on the left, also reaching up. The background is a blurred crowd in a stadium.

Chapter V

RECOMMENDATIONS

With the information provided in the previous chapters, sport organisations starting the process of setting-up a SPOC, possess all essential elements to initiate the process.

In this chapter, organisations can find some recommendations on the different steps that they could follow when establishing a SPOC. These recommendations integrate the different tools presented all along the document and could also be used by organisations already working with a SPOC to consolidate the position of the individual within the organisation.

STEP 1. Define the main objectives of your integrity strategy

The general objectives of the organisation in the field of Integrity should be clearly defined and shared by all actors involved in the decision making when starting the process of nominating a SPOC. Clarifying the expectations linked to the creation of a SPOC position will facilitate the cooperation of the SPOC with other internal departments, prevent overlap and duplication of activities and encourage his/her external visibility. In this regard, a global screenshot of the integrity strategy and policies of the organisation should be made to identify priorities in the future activities of the SPOC.

STEP 2. Define the role and responsibilities of the SPOC

A decisive step in the setting-up of a SPOC for the organisation is the definition of the role and responsibilities of the SPOC. This step will shape his /her future activities and contribute to organise an efficient cooperation with other stakeholders

Figure 2 (presented in Chapter 2 of the document) offers different options according to the organisation capacity and objectives. The figure can be adapted by the organisation and must be re-assessed by the organisation on a regular basis.

STEP 3. Make an overview of the environment surrounding the SPOC

When discussing the profile and competences of the SPOC, the organisation must do an overview of the actors the SPOC will have to interact with on a regular basis. This overview would give the organisation a better understanding on the environment surrounding the future SPOC and help to better define the priorities to be followed and the necessary competences and skills of the person.

Figure 3 (presented in Chapter 2 of the document) can be adapted by every organisation to be used as a basis for further reflections.

STEP 4. Establish an ideal type profile for your SPOC and identify the right person within or outside the organisation

An ideal type profile for the SPOC, with some key characteristics can now be determined from the definition of the role and responsibilities. The organisation must aim for an individual which can fulfill these requirements.

STEP 5. Set-up a job description

Once the recruitment/selection/designation of the SPOC is done, a concrete description of the tasks and activities of the person must be completed with the adoption of a clear job description. This document will contribute to clarify the scope of responsibilities of the SPOC, organise his/her cooperation with internal departments as well as his/her external activities.

Chapter 3 presents a list of potential activities which could be adapted by the organisation and used as a basis for the job description.

STEP 6. Adopt, in concertation with the nominated SPOC, a list of priority actions

Once the SPOC is officially nominated, an action plan should be established to ensure that the SPOC is evolving in a framework allowing the person to fulfill his/her task. These activities should notably include:

- › Assessment of the integrity strategy of the organisation
- › Assessment of the compliance of internal rules and regulations with relevant standards(e.g. OM Code PMC);
- › Use of the SIGGS self-evaluation tool for Good Governance;
- › Setting-up of processes organising exchange of information with other departments of the organisation;
- › Assessment (and revision) of the reporting mechanisms of the organisation;
- › Involvement in the activities (or the development) of national platforms to fight against match-fixing;
- › Involvement of other national, European or international networks of sport SPOCs

STEP 7. Establish procedures to ensure the independence as well as the control and accountability of the SPOC actions

Being a SPOC entails to deal with sensitive issues and cases which can potentially involve staff or volunteers of the organisation. In this perspective, the organisation must ensure the independence of the SPOC when fulfilling his/her tasks. On the other hand, the SPOC will be the keystone of the integrity of the organisation which also includes important responsibilities. In this respect, the organisation should set-up clear control and report procedures towards the leadership.

STEP 8. Ensure the visibility of the SPOC in and outside the organisation (e.g. OM Unit PMC), towards members and other stakeholders

An important part of the SPOC's activities will depend on the information transmitted by individuals or external organisations as well as the good cooperation with other internal departments. In this regard, the visibility and the promotion of the SPOC are crucial to make sure the person will have all necessary tools to accomplish his/her mission.

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