



INTELLECTUAL OUTPUT 1 COMMUNITY MAPPING TOOL

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Introduction

The objective of Team Up! is to ensure an equal access to sport activities for everyone, persons with intellectual disabilities (PWID) included. Sports activities in the right path for keeping a good physical and mental health. However, in most place the sport infrastructures are not open for persons with intellectual disabilities, despite their right (article 30 of the UNCRPD) to participate in mainstream sports. In order to achieve it and promote social inclusion, the project Team Up! plans to do the following:

- Development of a tool for community mapping at local level to facilitate legal frameworks for inclusion
- Development of a joint training for sports professionals
- Creation of a community of practice at national level to link PWID and persons without disability to team up.

In this present document, we develop the tool for community mapping at local level.

Partners involved in the project are:

- EASPD - Project coordinator (BE)
- Health Life Academy (HR)
- Fundacion Espurna (ES)
- University of Thessaly (GR)
- Experienta Multisport (RO).

What is the IO1 – Community Mapping Tool?

In order to create an effective stakeholders' collaborations, we need to assess the local community's strengths, weaknesses and needs. Therefore, the IO1 aims to show the most relevant items for sports community collaboration and build a positive impact at local level thanks to the Community Mapping tool. Indeed, the identification of what is done so far in the field of inclusive sport and what needs to be improved is a way to obtain a fully inclusive mainstream sport for persons with intellectual disabilities.

To do so, the IO1 is divided in three tasks:

1) Task 1: Identification and assessment of stakeholders

- Focusing on a wider range of stakeholders is central for ensuring that methodologies developed are cross sectoral and scalable. This task will be accomplished using the Community Mapping approach that identifies key individuals, resources, networks and groups, which could be invited to take part in the community-building process. It will also be used to provide a baseline 'snapshot' of the community. This will be the benchmark for measuring change or progress afterwards.

2) Task 2: Define assets

- This phase is dedicated to defining and sharing the individual and community assets that are available to the organisation, with a survey. These will include know-how and expertise,



experience, skills and abilities, influence potential and connections. This phase will lead to an identification of the gaps and how they can be filled.

3) Task 3: Developing Cross-Sectoral Cooperation

- This task will assist organisations in developing skills to build local inclusive sports networks. Staff will get knowledge and understanding on how things work locally in other agencies covering health, educations, social services etc.

IDENTIFICATION & ASSESSMENT OF STAKEHOLDERS

INTRODUCTION

The project uses a methodology known as the **coproduction approach**, which enhances the inclusiveness among users, support services organisations, public authorities, parents and other stakeholders. In order to meet the standards of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), it is necessary to propose an activity that is suitable to the user's needs and preferences. By ensuring a free choice, individualised care support service and an efficient cooperation between all the stakeholders, the services can be handled in the best way. In Team Up! Project, persons with intellectual disabilities (PWID) is the main figure to be considered.

Persons with intellectual disabilities (PWID) can thrive thanks to sports activities. Indeed, physical activities are very beneficial to PWID, who not improve not only their health but also their social abilities. By doing so, they can have both self-esteem and independence. In this regard, the UN Convention on the Rights of Persons with Disabilities (UN CRPD) and the European Disability Strategy 2010-2020 recognise the need to:

- encourage and promote the participation, to the fullest extent possible, of persons with disabilities in mainstream sporting activities at all levels;
- ensure that persons with disabilities have an opportunity to organize, develop and participate in disability-specific sporting and recreational activities and, to this end, encourage the provision, on an equal basis with others, of appropriate instruction, training and resources
- to ensure that people with disabilities have equal access to healthcare, including prevention, and that quality and affordable specific health services are provided.

However, we must acknowledge that, despite this recognition of the rights mentioned above, the inclusion of PWID in mainstream sport still faces barriers. This is difficult for PWID to have an access due to the lack of accessibility, resources, social support from family or community, without mentioning the fact that the public authorities do not fully use their influence for a better access to mainstream sport. Besides, few legal and policy framework exist to tackle exclusion from sport activities.

The main challenge is a lack of trained professional sport staff and a fewer cooperation between different stakeholders in sports. In this way, it is important to raise the awareness on the importance of inclusion in mainstream sport.



DEFINITIONS

Two types of stakeholders exist: the one whose actions can have an impact and the second is someone that can enhance this impact. In addition, they can be surrounded by people that share a strong interest in these actions, even when they are not affected by the challenges.

A stakeholder can be described in three categories:

- 1) *Primary stakeholder*: this is the direct “target”. It can be an agency, institution or organisation and their actions usually have an impact, in a positive or negative way. In our case, it is the people with intellectual disabilities willing to access to mainstream sport, now and/or in the future are the first to be concerned. For them, an inclusive or exclusive policy in this area has a direct effect.
- 2) *Secondary stakeholder*: this is the indirect “target”, like people and/or organisations included in the immediate circle of stakeholder (e.g. service providers, carers, family members of users). These people are involved in the steady progress of inclusion towards the person with intellectual disabilities, so their role is particularly important. They would, for instance, benefit from a program for increasing the inclusion in mainstream sport. To do so, a further training for sport coaches and their partners is needed to adapt mainstream sports for persons with intellectual disabilities.
- 3) *Third stakeholder*: this can stand in one of the above-mentioned groups or not, and have a positive or negative action towards the inclusion of persons with intellectual disabilities in mainstream sport. It generally has an influential position of an institution or of an organisation. It is possible that the people or organisations are included in the extended circle of stakeholder (e.g. stakeholders from other sectors, public authorities). The usual scheme is that they share an interest and want to be committed in the inclusion of persons with intellectual disabilities into mainstream sport but there is no link between them and the persons with intellectual disabilities. However, when they consider that the inclusion in mainstream sport does not worth it, then they will not involve themselves in such a project.

The stakeholders involve themselves under the scope of a particular interest, which can be intellectual, academic, philosophical or political. In this way, they concentrate their efforts or create an organisation in order to foster the inclusion of persons with intellectual disabilities in mainstream sports. Obviously, the more committed they are, the more resilient they are for achieving this goal.

On this basis, the stakeholders’ interest can be broadly classified into 6 main categories:

- 1) *Economics*: for instance, if we create an employment training programme for being a qualified sport coach for persons with intellectual disabilities in mainstream sports, then it might boost economic opportunities for people with lower qualifications. On the other hand, investment in adapted sport infrastructure can have a positive consequence for persons with intellectual disabilities who often cannot afford to pay it themselves.



- 2) *Social change*: an incentive for support and promoting an inclusive harmony would tackle the exclusion of persons with intellectual disabilities in the mainstream sports and help them to create links with other sportspeople.
- 3) *Work*: gather various workers such like sport coaches, service providers or carers in decision-making can spur them to learn new approaches and even make them more satisfied with their jobs.
- 4) *Time*: ensuring a satisfactory work condition for caregivers by organising a relieving plan which would provide them time for leisure. In such manner, it would reduce stress and offer a better productivity.
- 5) *Physical health*: by creating suitable and sustainable medical facilities without charges for persons with intellectual disabilities, they would enhance their fitness and the medical staff is improved as well.
- 6) *Mental health*: by implementing mental health centres and adult day care, it can have a big impact to persons with mental health disorders, as well as to their families and communities.

With these main categories, we can classify the stakeholder's interests and adopt an appropriate action.

WHY AN ANALYSIS?

In order to determine and discern the stakeholders, who will be active actors for an inclusive mainstream sport, we have to use a tool for recruiting them. This is why the **Community Mapping Tool** is created for building up efforts in representation of as many stakeholders as possible, and thus shows crucial advantages:

- **More ideas will flourish on mainstream sport policies** than if one single organisation or a small bunch of people who share common interests were the only actors to develop efforts.
- **New angles can be seen from all sectors and components of the community** – a broad and inspirational image can emerge on the inclusive sport context, with its ups and downs.
- **The involvement from all stakeholders is backed** as they are the pillars of the development, planning and evaluation. Their efforts truly belong to them and they can give their best to enhance an inclusive mainstream sport.
- **Everyone has a say!** The stakeholders can share some elements in the development of inclusive mainstream policies that could influence their policy in a durable way.
- **Don't let anything escape you!** By bringing key actors around the table, any details or concerns can be fixed, and possible roadblocks avoided.
- **You'll be prepared to face opposition.** By being confronted to all stakeholders during the process of a mainstream sport policy, you'll be used to deal with people who does not necessarily share the same point of view or interests.



- **Social capital** - gather various stakeholders in a common project helps to create a social capital, with its amount of various contacts from friends, families, professional links... All of these brings obligations and can foster community-awareness towards persons with intellectual disabilities. Social capital is a key element for implementing an inclusive mainstream sport policy because some connections can be made between persons with various background, whose have not been necessarily made without a specific project.
- **Your organisation is even more respected and listened** – by paying attention to all stakeholders in a committed way, you prove that your organisation is serious, committed and transparent, which will encourage new people to work with you for future projects.
- **Your efforts will be recognized and valued** – as you can see it from the reasons explained above, analysing the stakeholders in the right way can take you far. Indeed, your efforts for implementing the inclusion of persons with intellectual disability in mainstream sport will be effective thanks to the involvement of all stakeholders.

Thanks to the identification and analysis of the stakeholders, the partners can discern the interest levels, decision-making opportunities and any other prerequisites of stakeholders. Indeed, these ones can share their opinion of the project progress on the inclusion of persons with intellectual disabilities in mainstream sports. Once the part of this work is well done, the partners can determine the following points below:

- If their actions will be applicable and useful or if, on the opposite, they will hamstring the project
- Who are the key persons to consider carefully: allies, unconcerned or opponents
- On which level the stakeholders are involved and in which way they should be committed
- To which extend the project gains interest, power or influence
- How to organise the role of stakeholder to ensure his involvement
- What is the aim of the project: consultation, information, approval, performance review of activities
- Communication on any change made by the project has been organised

By doing this analysis, the communication between the stakeholder can be ensured in this way:

- What type of reports has to be sent to each stakeholder?
- What amount of information and to which frequency the communication should be done?
- What would be the potential fussy stakeholder and how to approach him or her in the right way?

HOW TO IDENTIFY STAKEHOLDERS

Obviously, it goes without saying that identifying and approaching the stakeholders is necessary. Although the general features of what is a stakeholder have already been done, it remains fundamental to keep in mind that each of them requires different forms of communication and information. Therefore, we have to determine the nature of each stakeholders and how to support them in order to reach the goal.

The stakeholders are not uniform in their positions: some of them can financially support a project, while others might prepare a strategy to encounter it. Therefore, it is important to prepare a good stakeholder

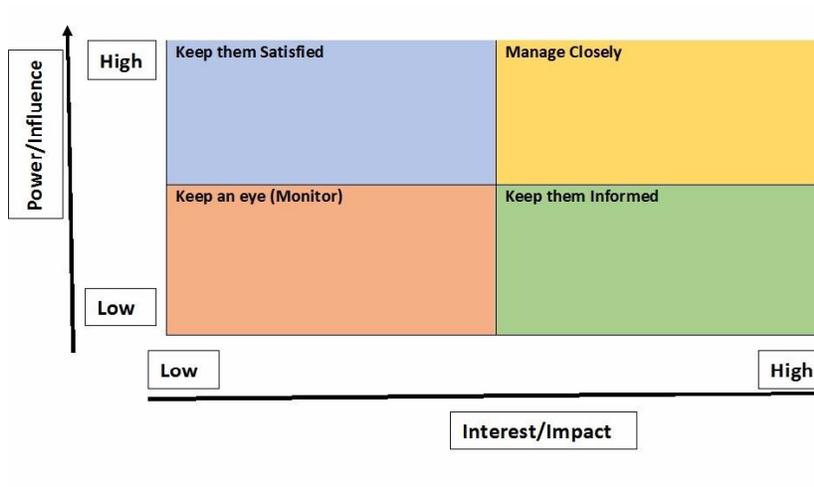


analysis: we would be then able to see which stakeholder is the most efficient. In addition, we could manage different stakeholders by considering their various backgrounds.

Thanks to the *top 5 Stakeholder Analysis Techniques in Projects - Stakeholder Analysis in Project Management*¹, we can classify the stakeholders:

1) Power Versus Interest Grid

The figure below can help us to understand the power-interest grid:



The process below helps to construct power-interest grid for analysing stakeholders in a project:

- 1) Identification of different stakeholders who are part of the project
- 2) Check the interests of the stakeholders and see to which extent they have power authority in order to change the control of the project
- 3) Classification of stakeholders based on their power and interest

According to this process, **the stakeholders in the top right corner of the grid gains high power and interest.** The partners should work closely with them and build an efficient teamwork

The stakeholders in the top left corner of the grid have high power but less interest. If the partners must pay attention to keep this category satisfied, however it is not necessary to spend much energy to consult them daily.

The stakeholders in the bottom right corner of the grid have low power but high interest. The partners should inform them on the project evolution. Despite their weakness, dealing with these stakeholders can be fruitful and useful to foresee eventual complication.

¹ <https://masterofproject.com/blog/7514/top-5-stakeholders-analysis-techniques-in-projects-stakeholder-analysis-in-project-management>



The stakeholders in the bottom left corner of the grid have low power and low interest. The partners need to closely monitor them, in case their interest level might evolve. Basic communication and information are enough for them.

2) Influence-Impact Grid:

Second stakeholder analysis technique is influence-impact grid. In the same way we did in the Power Versus Interest grid, it is possible to oppose and determine influence and impact. Influence means the level of involvement of a stakeholder in the inclusion of persons with intellectual disabilities in mainstream sport, and how he fosters it in the decision-making. Impact is the capacity to change and product result. By identifying the stakeholder in an accurate way, the partners can know which one should be prioritized.

3) Power-Influence Grid:

Third stakeholder analysis technique is power-influence grid, which is more or less identical to the Power Versus Interest Grid. Influence is the level of stakeholder's involvement for inclusive sport, whereas power is an example of authority.

4) Importance – Influence Grid:

Fourth stakeholder analysis technique is importance-influence grid, which is similar to the Power Versus Interest grid. Each stakeholder's interest and need are organised by the level of importance. Thus, within the four stakeholders' analysis we have, it is the top right corner category stakeholders that have to be managed closely.

5) Saliency Model:

Saliency stakeholder analysis model filter the stakeholders among those who are not very important. The legitimacy appears when the stakeholders are organising themselves rightfully. By doing this analysis, a choice can be made thanks to the clear evidence of stakeholders' priorities.

Discretionary category: for legitimate stakeholders, where there is no urgency or power to deal with. The partners can manage them in an easy way.

Dormant category: powerful but lack of legitimacy or urgency. No big involvement from these people, who usually act are sponsors.

Demanding: although there is no power or legitimacy, there is a strong willingness to see things being addressed and implemented. The partners have to be careful with this kind of stakeholder.

Dominant category: power and legitimacy are here but not urgency. This category has some expectations from the project, and it is probably to most common one to be identified during an analysis. They have formal power.

Dangerous category: power and urgency are both present, but the legitimacy does not exist. It could be people who are against the objective of the project.

Dependent Category: urgency is here, without power. In this way, they need to rely on someone else, who can have a say in the project. It could be people that might not feel comfortable to plays sport with persons with intellectual disabilities.



Definitive category: all factors are here so this category has high prominence and plays a key action in the project. But it could be also a dependent who looks after other actors in in order to get more importance.

The stakeholder analysis helps to identify and classify each stakeholder involved in the project. In this way, the partner can deal with them with an order of priority, accordingly to their level of legitimacy. It is also a good tool to improve the communication within the project.

1.5 WHO ARE THEY?

Now, we will study the primary and secondary stakeholders, without mentioning those who may (or not) be part of these categories. With this framework, we can check the potential stakeholders.

Primary stakeholders

Beneficiaries or targets of the effort

By definition, a beneficiary is someone who will gain direct results of efforts (services, skills, money, goods, social connection, etc.) produced by the workplan towards the inclusion of persons with intellectual disabilities in mainstream sport. Whereas targets are those who may personally gains the policy of inclusion, or whose actions will also be useful to other excluded people.

- The targets are people with intellectual disabilities willing to access to mainstream sport, now and/or in the future.

Secondary Stakeholders

They are committed for the implementation of the inclusion of persons with intellectual disabilities in mainstream sport.

It can be individuals or organisations who offer services to persons with intellectual disabilities:

- People and/or organisations included in the immediate circle of stakeholder (**e.g. service providers, carers, family members of users**). They are directly involved and play a valuable role in the promoting and supporting access to mainstream sport. Schools and their employees – teachers, counselors, aides, etc.
- Medical professionals.
- Social workers and psychotherapists.
- Health and human service organizations.
- Volunteers.

People close to the environment of persons with intellectual disabilities or sport coaches, those who might be impressed by the results of the efforts. Some of them might run over those in the previous category:



- **People and/or organisations** included in the environment of the stakeholder (e.g. stakeholders from other sectors, public authorities). The activities could interest them highly, but they are barely linked to the inclusive sport activities.
- **Builders.** Sport laws, infrastructure regulations, and other requirements that can change the decision-making of the developers.
- **Employers.** Questions of workplace safety regulations or health insurance and any other requirements might be costly for the employers. A workplace safety initiative or strengthened workplace safety regulations, health insurance requirements, and other mandates may affect employers' costs. In addition, if some employers hire workers from at risk population, then they may organise supporting programme for them.
- **Ordinary people** can be sensitive to any efforts of policy change in their lives and jobs.

Key stakeholders

Government officials and policy makers

This category has the particularity to create, adopt and apply laws and regulations which might reach the goal of having inclusive sports or directly cancel it.

- **Legislators.** State, regional or local representatives, senators, members of parliament, etc. who introduce and pass laws and generally control public budgets at the state, regional or local levels.
- **Presidents, mayors, city/town councilor etc.** The executives that implement laws, administer budgets, and can contribute greatly to the success – or failure – of the inclusion of persons with intellectual disabilities in mainstream sport.
- **Local board members.** Boards of health, planning, etc., through their power to deliver permits and regulations, can be great allies and serious opponents.
- **State/regional/local agencies.** Government agencies often design and implement regulations. They can sometimes support or cease an effort.
- **Policy makers.** They often have no defined power – they are usually considered as “advisers” and their opinions are generally followed. It's a huge advantage to have them on board.

Influencers:

- The media
- Influent people
- Community leaders – people that others listen to.

Those with an interest in the outcome of an effort

It happens that some individuals or groups are not fully committed in the effort to develop an inclusive mainstream sport policy for persons with intellectual disabilities. However, this does not mean that they share a reduced interest towards this inclusiveness, and they might also want to use their personal



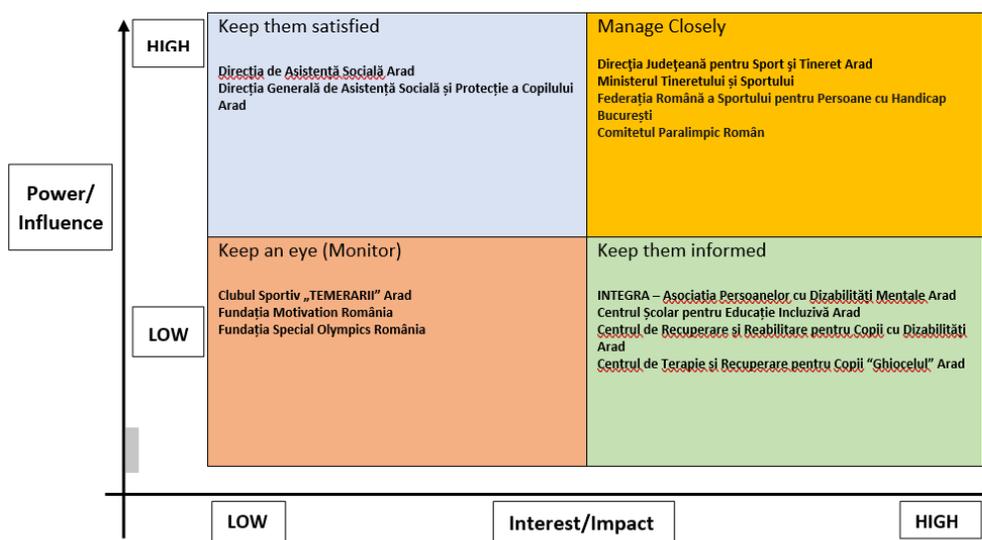
influence to promote it. It could be businesspeople, sport investor, or whoever who can invest it or gather people to this point.

- **Business.** They can recognize the potential of the policy inclusiveness in mainstream sport and make effort to invest here. But if this policy is costly, too constraining and tends to regulate their activities, then they might be serious opponents.
- **Advocates.** They can be involved either in a favourable or unfavourable way to the issues of inclusion in mainstream sports for persons with intellectual disabilities.
- **Community activists.** Those who are known for their philosophical or political interest in the inclusion of persons with intellectual disabilities in mainstream sport can support it.
- **Academic and research areas** related to inclusion of persons with intellectual disabilities and mainstream sport. With such a background, no need to convince people that an intervention for the inclusion of persons with intellectual disabilities is necessary and they can be very supportive for the effort to reach this goal.
- **Contributors.** Unsurprisingly, they cannot be neglected. These key stakeholders can foster the inclusion of persons with intellectual disabilities in mainstream sport.
- **Community.** Broadening the policy support for the inclusion of persons with intellectual disabilities can be very fruitful.

Thanks to this Community Mapping Tool, the partners can identify the relevant stakeholders in the inclusive sport sector in Greece, Spain, Croatia and Romania.

In order to make the stakeholder identification more relevant, we added the level of inclusion. In this way, we can reflect more clearly the different level of involvement of non-disabled community into inclusive sport. The level goes to green (high inclusion) to red (low inclusion).

Experienta Multisport – Romania





Stakeholder name	Contact (email, website, etc.)	What is important to this stakeholder?	Type of stakeholder (primary, secondary, key)	Level of inclusion Green (high) Yellow (medium) Red (low)
INTEGRA – Asociația Persoanelor cu Dizabilități Mentale Arad / INTEGRA - Association of People with Mental Disabilities Arad	Arad, Str. Liviu Rebreanu no. 72A, postal code RO-310148 Tel. +40-357-426200 Fax: +40-357-426201 E-mail: officeintegra@yahoo.ro Web: http://www.asociatia-integra.ro	Among creating the general context for support activities for children with mental disabilities, it is important for this stakeholder to partake to local, regional, national and international sportive contests and activities with its main beneficiaries.	Primary Stakeholder	Green (high)
Centrul Școlar pentru Educație Incluzivă Arad / The School Center for Inclusive Education Arad	Arad, Str. Căpitan Ignat no. 10, postal code 310056 Tel. +40-257-280291 Fax: +40-257-280301 E-mail: scspeciala_arad@yahoo.com Web: http://www.cseiara.d.ro	Equalizing the chances of socio-professional integration of children with special needs (the majority with mental disabilities), including thru sportive and outdoor activities such as excursions or hiking.	Primary Stakeholder	Green (high)
Centrul de Recuperare și Reabilitare pentru Copii cu Dizabilități Arad / Recovery and Rehabilitation Center for Children with Disabilities Arad	Arad, Str. Tudor Vladimirescu, no. 8-10 Tel. +40-257-252028 +40-257-228248 +40-735-203414 Fax: +40-257-252028 E-mail: crrch-arad@dgaspc-arad.ro	Ensuring for a specific period the access of children to accommodation, care, rehabilitation, education and ensuring them a proper social reintegration within their families or above.	Primary Stakeholder	Green (high)
Centrul de Terapie și Recuperare pentru Copii “Ghiocelul” Arad / Center for Therapy and Recovery for	Arad, Str. Tudor Vladimirescu no. 29 Tel./Fax: +40-257-233825 Tel. +40-735-203415	To offer support and care activities, habilitation and rehabilitation, recreational, social and counseling activities for enduring the development of life competencies of children with various mental disabilities as well as support activities for their families and caregivers to ensure the prevent their	Primary Stakeholder	Green (high)



Children "Ghiocelul" Arad	E-mail: ghiocel@dgaspc-arad.ro Web: http://www.dgaspc-arad.ro	institutionalization. One of the accents is on services for motor rehabilitation of children through hydro kinesiotherapy, recreational activities, hydrotherapy, and physiotherapy.		
Direcția de Asistență Socială Arad / Arad Social Assistance Directorate	Arad, Calea Radnei no. 250, Romania; postal code: 310318 Tel. +40-257-254923 Fax: +40-257-270227 E-mail: contact@dasarad.ro Web: https://dasarad.ro	As a general ensemble, the structure takes care at a local level of measures, programs, professional activities and services to protect vulnerable groups and communities, persons in difficulty, which otherwise would not have the means and resources to have a normal and decent living. Among this general target group are children with disabilities, including mental disabilities and other deficiencies.	Secondary Stakeholder	
Direcția Generală de Asistență Socială și Protecție a Copilului Arad / The General Directorate of Social Assistance and Child Protection Arad	Arad, Str. 1 Decembrie 1918 no. 14 Tel./Fax: +40-257-210055 +40-745-534965 +40-735-203423 Web: http://www.dgaspc-arad.ro	The structure's focus is on ensuring that all social assistance measures at the county level in the field of child, family, elderly and persons with disabilities protection alongside any other persons in need are met.	Secondary Stakeholder	
Clubul Sportiv „TEMERARII” Arad / "TEMERARII" Sports Club Arad	Str. Corneliu Coposu no. 8, Arad Tel. +40-722-127431 +40-770-281153 E-mail: contact@cstemerariiarad.ro ; temerarii@yahoo.com Web: www.cstemerariiarad.ro	As a non-profit association, it strives for the integration into the society of persons with disabilities, including children via practicing sport, improving and raising life level by including sportive activities in the day by day life of such persons. Moreover, it supports the target group to participate in local, regional, national and international profile-based sportive contests and competitions.	Secondary Stakeholder	
Fundația Motivation România / Motivation Foundation Romania	Str. Podișor no. 1, Buda, Ilfov County, Romania Tel: +40-214-480242 Fax: +40-214-481107	For Motivation Foundation Romania it is important to support children and adults with disabilities through sport, sportive activities, camps, and social integration activities.	Secondary Stakeholder	



	<p>Regional Center Timișoara Str. Liviu Rebreanu no. 29, Timișoara, Timiș County Tel. +40-735- 313525 E-mail: a.ciubotariu@motivation.ro</p>			
<p>Fundația Special Olympics România / Special Olympics Foundation Romania</p>	<p>Sos Alexandriei no. 96, Bragadiru, Ilfov County Tel. +40-213-185966 Email: info@specialolympics.ro Web: http://specialolympics.ro</p>	<p>The Association organizes training and sportive competitions for 12 Olympic disciplines for persons with intellectual disabilities of all ages. Among them are the programs entitled “Physical Education and Adapted Sports” and “Young Athletes” aiming for special kids up to 8-years-old.</p>	<p>Secondary Stakeholder</p>	
<p>Direcția Județeană pentru Sport și Tineret Arad / Arad County Directorate for Sport and Youth</p>	<p>Arad, Str. Lucian Blaga no. 20, postal code 310023 Tel. +40-357-445037 Fax: +40-357-818634 Email: djst.arad@mts.ro Web: www.djstarad.ro</p>	<p>The Directorate is responsible for the implementation at the regional level of all the strategies and policies in the fields of sport and youth. Its purpose is to support various sportive initiatives at local and regional levels, targeting mainly youth and children.</p>	<p>Key Stakeholder</p>	
<p>Ministerul Tineretului și Sportului / Ministry of Youth and Sports</p>	<p>București, Str. Vasile Conta no. 16, sector 2 Tel./Fax: +40-213-189000 E-mail: cabinet.ministru@mts.ro Web: http://mts.ro</p>	<p>As a specific structure of the central public administration, its role is to coordinate the application of the strategies and policies in the specific fields of youth and sports.</p>	<p>Key Stakeholder</p>	
<p>Federația Română a Sportului pentru Persoane cu Handicap București / Romanian Federation of Sport for People with Disabilities</p>	<p>București, Str. Vasile Conta no. 16, sector 2 Tel. +40-213-170813 E-mail: frsph@mcit.ro Web: www.handisport.ro</p>	<p>Its purpose is to create the propose conditions as such persons with disabilities (physical, sensorial or mental) to be able to practice sports and physical education. Alongside this, its goal is to ensure personality development and social integration into the society as well as the participation of such persons to sportive competitions at</p>	<p>Key Stakeholder</p>	



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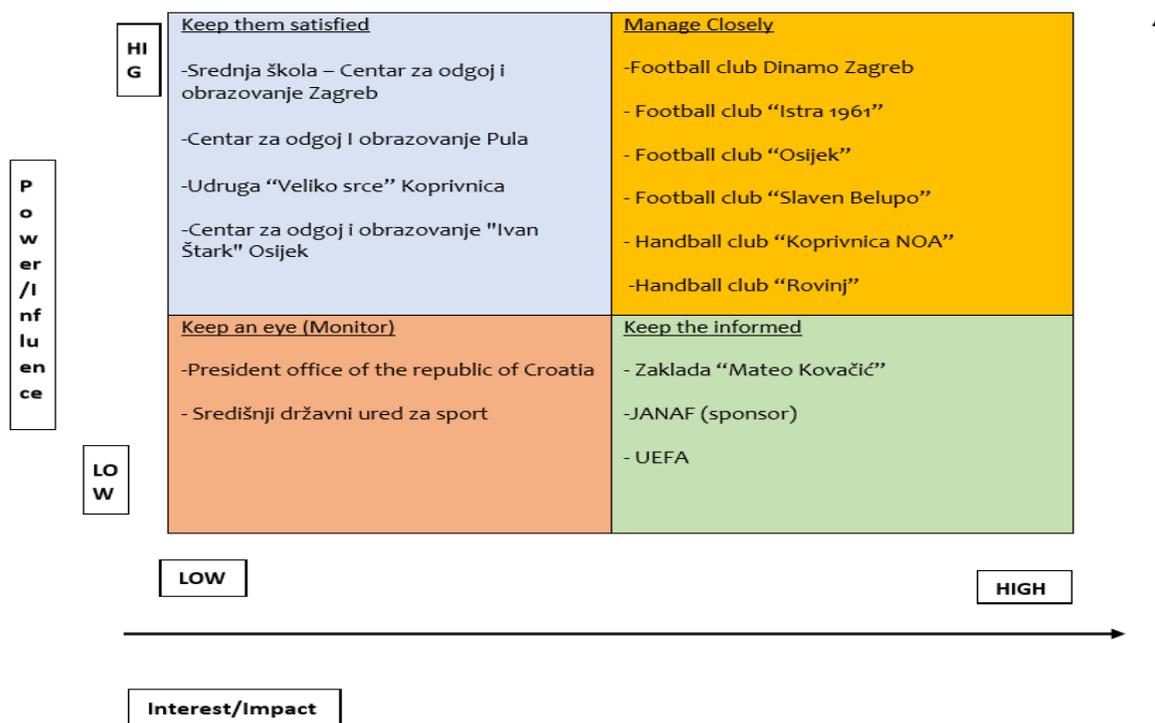


		national and international levels, specifically designed for them.		
Comitetul Paralimpic Român / Romanian Paralympic Committee	București, Str. Vasile Conta no. 16, sector 2 Tel. +40-213-170813 Web: https://npc.org.ro	Among other objectives, the structure aims to promote Paralympics sport without discrimination in Romania, to encourage people with disabilities to practice sports and to offer sport and training facilities for the people with disabilities that are athletes from Romania.	Key Stakeholder	



Health Life Academy – Croatia

1. STAKEHOLDER MAP



Stakeholder name	Contact (email, website, etc.)	What is important to this stakeholder?	Type of stakeholder (primary, secondary, key)	Level of inclusion Green (high) Yellow (medium) Red (low)
Srednja škola – Centar za odgoj i obrazovanje Zagreb High School - Center for Education Zagreb	http://ss-centar-odgojio obrazovanje-zg.skole.hr/	Regular sport activities	Primary	Green
Centar za odgoj i obrazovanje Pula High School - Center for Education Pula	http://ss-odgoj-obrazovanje-pu.skole.hr/	Regular sport activities	Primary	Green
PUZ” – udruga roditelja djece s	http://www.udrugapuz.hr/	Inclusion in any sport activities	Secondary	Green



poteškoćama u razvoju,				
Centar za odgoj i obrazovanje Rijeka High School - Center for Education Rijeka	E-mail: ured@centar-odgojibrazovanje-ri.skole.hr Web: www.centar-odgojibrazovanje-ri.skole.hr	Regular sport activities	Primary	
Udruga "Veliko srce" Koprivnica Association "Big hart" Koprivnica	https://www.zsu-kc.hr/sportska-udruga-za-osobe-s-intelektualnim-poteskocama-veliko-srce/	Regular sport activities	Secondary	
Centar za odgoj i obrazovanje "Ivan Štark" Osijek High School - Center for Education Osijek	www.centar-istark-os.skole.hr	Regular sport activities	Primary	
Football club Dinamo Zagreb	https://gnkdinamo.hr/	Social responsibility and active involvement in project	Secondary	
Football club "Rijeka"	http://www.nk-rijeka.hr/	Social responsibility and active involvement in project	Secondary	
Football club "Istra 1961"	https://www.nkistra.com/	Social responsibility and active involvement in project	Secondary	
Football club "Osijek"	https://nk-osijek.hr/	Social responsibility and active involvement in project	Secondary	
Handball club PPD Zagreb	http://rk-zagreb.hr/	Social responsibility and active involvement in project	Secondary	
Football club "Slaven Belupo"	https://nk-slaven-belupo.hr/	Social responsibility and active involvement in project	Secondary	
Handball club "Koprivnica NOA"	https://rk-koprivnica.hr/	Social responsibility and active involvement in project	Secondary	
Handball club "Rovinj"	https://www.facebook.com/rk.cp.rovinj/	Social responsibility and active involvement in project	Secondary	
City of Zagreb	https://www.zagreb.hr/	Sport activities for the person with disabilities	Key	
President office of the republic of Croatia	http://predsjednica.hr/	General activity in society for the people	Key	



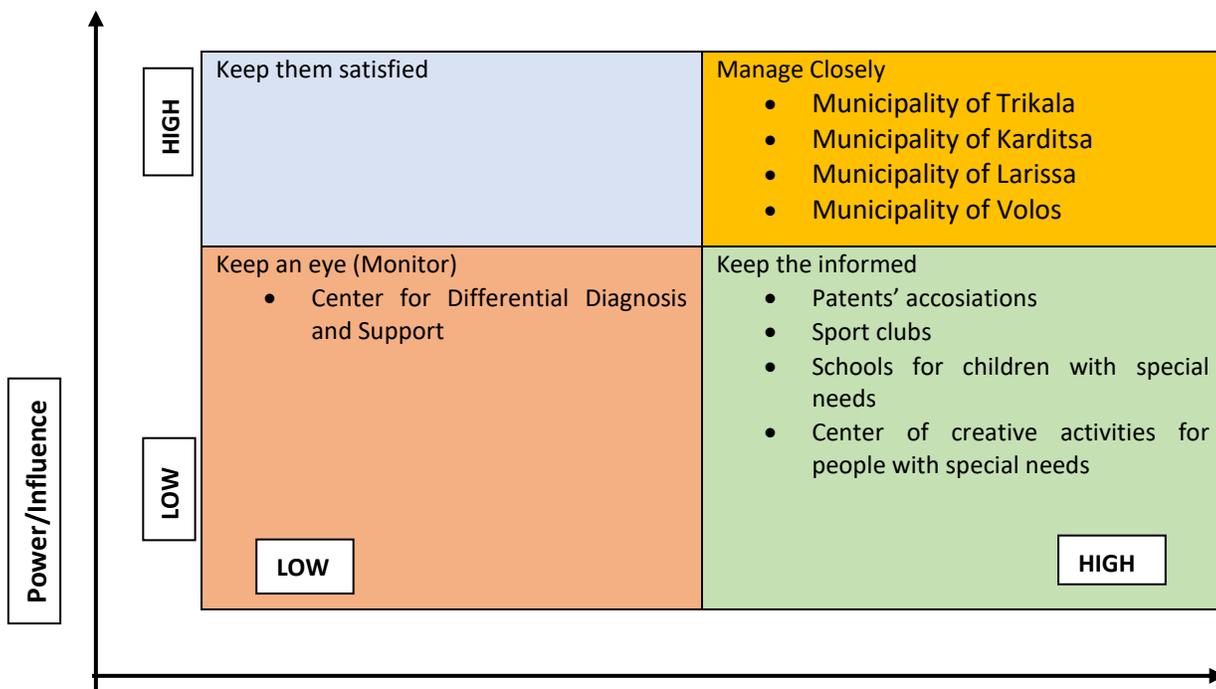
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		with developmental disabilities		
Središnji državni ured za sport	https://sdus.gov.hr/	Support from different EU projects for the persons with disabilities	Key	
Zaklada "Mateo Kovačić"	https://www.silab.hr/o-udruzi	Visibility to support activities and assist in training activities	Key	
JANAF doo	https://janaf.hr/	Social responsibility	Key	
UEFA	https://www.uefa.com/	Social responsibility and grassroots football	Key	



University of Thessaly – Greece



Interest/Impact

Stakeholder name	Contact (email, website, etc.)	What is important to this stakeholder?	Type of stakeholder (primary, secondary, key)	Level of inclusion Green (high) Yellow (medium) Red (low)
Municipality of Trikala - Deputy major for education, sport, and culture	Email: akis.anastassiou@trikalacity.gr https://trikalacity.gr/person/anastasiou-vaivos/	Can facilitate local policies, access to activities and facilities for PWID	Key stakeholder	Red (low)
Municipality of Karditsa - Deputy major for volunteerism and people	souflaourania@gmail.com https://dimoskarditsa.s.gov.gr/person/soyfla-ourania/	Can facilitate local policies, access to activities and facilities for PWID	Key stakeholder	Red (low)



with special needs				
Municipality of Volos - Deputy major for education, sport, and culture	apediavol@gmail.com https://dimosvolos.gr/el/antidimarxoi	Can facilitate local policies, access to activities and facilities for PWID	Key stakeholder	
Municipality of Larisa - Deputy major for education, sport, and culture	adh6@larissa-dimos.gr http://www.larissa-dimos.gr/el/o-dimos/antidhmarxoi	Can facilitate local policies, access to activities and facilities for PWID	Key stakeholder	
Parents' association of people with special needs "Elpida"	Themistokleous 8 & Pappa Aristidou, Trikala, 42131	Support PWID involvement in sport	Secondary Stakeholder	
Parents' association of people with special needs Karditsa	Gardikiou 25 — Karditsa, 431 31 Tel.: 2441023452	Support PWID involvement in sport	Secondary Stakeholder	
Theodoridio Center «Orizontes» - Karditsa	Alamani 57 & Kapodistriou, Karditsa, 43131 orizontes@karditsa-city.g	Provide social care and support and offer sport and other activities to people with special needs	Secondary Stakeholder	
Center for Differential Diagnosis, Diagnosis and Support -Trikala	Mpotsari 2, Trikala, 42132 e-mail: mail@kesy.tri.sch.gr http://kesy.tri.sch.gr	Undertake assessment activities, support students with special needs and provide information and support to teachers, parents and the wider community	Key stakeholder	



Center of creative activities for people with special needs: “The Hfaistos” – Municipality of Trikala	Nikolaou Plastira & Argonauton, Trikala, 42100 https://trikalacity.gr/building/kdap-mea-ifestos/	Provide opportunities for sport involvement in PWID	Secondary Stakeholder	
1 st Elementary School of Trikala for children with special needs	Karies Τρικάλων. Trikala, 42100 Email: mail@1dim-eid-trikal.tri.sch.gr http://1dim-eid-trikal.tri.sch.gr/	Provide opportunities for sport involvement in PWID	Secondary Stakeholder	
Elementary School of Larisa for children with special needs	Mouson 1, Neapoli Larisas, 41334 e-mail: mail@dim-eid-laris.lar.sch.gr https://blogs.sch.gr/dimeidlarislar/	Provide opportunities for sport involvement in PWID	Secondary Stakeholder	
E.E.E.EK. Trikalon	Karies Τρικάλων. Trikala, 42100 mail@eeeeek.tri.sch.gr http://eeeeek.tri.sch.gr/wordpress/	Provide opportunities for sport involvement in PWID	Secondary Stakeholder	
Secondary school of Trikala for children with special needs	Oikismos Pyrgos Trikalon, 42131 gymlykeetri@sch.gr http://gym-ee-trikal.tri.sch.gr/wordpress/?cat=3	Provide opportunities for sport involvement in PWID	Secondary Stakeholder	
Sport club for people with special needs “Asteras” Trikala	Maurokordatou, Trikala, 42 100 koman1962@gmail.com	Provide opportunities for sport involvement in PWID	Secondary Stakeholder	
Sport club for people with special needs «Argonautes», Volos	Ar. Zaxou 82, Volos, 38333 argonautes_amea@hotmail.com	Provide opportunities for sport involvement in PWID	Secondary Stakeholder	



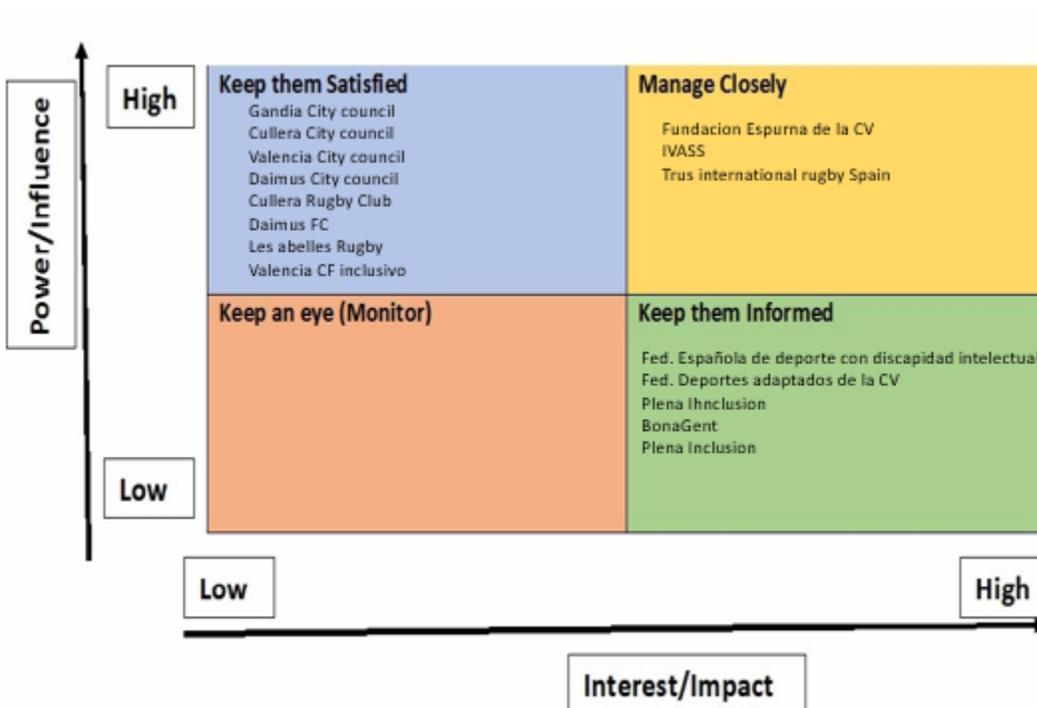
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Sport club for people with special needs «Thessalos», Larisa	Palaiologou 14, Larisa, 41223 thessalos.as.amea@gmail.com	Provide opportunities for sport involvement in PWID	Secondary Stakeholder	
Sport club for people with special needs «Faethon» - Karditsa	Alamani & Kapodistriou, Karditsa, 43100 a.c.faethon@hotmail.com	Provide opportunities for sport involvement in PWID	Secondary Stakeholder	



Fundacion Espurna – Spain



Stakeholder name	Contact (email, website, etc.)	What is important to this stakeholder?	Type of stakeholder (primary, secondary, key)	Level of inclusion Green (high) Yellow (medium) Red (low)
Municipality of Gandia – concejalia de deportes	Email: esports@gandia.org http://www.gandia.es/aytg/We_b_php/index.php?contenido=su_bapartados_woden&id_boto=144/ Phone: +34 96 295 96 96	Can facilitate local policies, access to activities and facilities for PWID	Key stakeholder	Yellow
Municipality of Cullera – Concejalía deportes	Jorge González esports@cullera.es http://www.cullera.es/va/content/esports	Can facilitate local policies, access to activities and facilities for PWID	Key stakeholder	Yellow
Municipality of Valencia - Deputy major for education, sport, and culture	regidoraesports@valencia.es Adress: PECHINA, 42 2º 46008 VALÈNCIA https://dimosvolos.gr/el/antidi-marxoi	Can facilitate local policies, access to activities and facilities for PWID	Key stakeholder	Yellow



Municipality of Daimuz – concejalia de deportes	ajuntament@ajuntamentdaimus.com http://www.ajuntamentdaimus.com/	Can facilitate local policies, access to activities and facilities for PWID	Key stakeholder	
Fundacio Espurna de la CV	espurna@espurna.org c/ pellers 81 Gandia (valencia) 962965155	Service provider	Primary Stakeholder	
Instituto valenciano de acción social	https://www.ivass.gva.es/ Amadeu de Savoia, 2. 46010 València Phone +34: 96 386 94 60 oocc_ivas@gva.es	Service provider	Primary Stakeholder	
FEDERACION ESPAÑOLA DE DEPORTES PARA PERSONAS CON DISCAPACIDAD INTELECTUAL	http://fedicv.org/ c/ professor beltran baguena 4. Desp. 210 Valencia (spain)	Provide social care and support and offer sport and other activities to people with special needs	Secondary Stakeholder	
Federación de Deportes Adaptados de la C.V	http://www.fesa.es/index.php?op=20 direccion-tecnica@fesa.es C/. Monestir de Poblet, 30 y 32 bajos 46015 Valencia Phone: +34 963465726	Provide social care and support and offer sport and other activities to people with special needs	Key stakeholder	
Cullera Rugby Club	https://cullerarugbyclub.com/secretari@cullerarrugbyclub.com Phone: +34 622 015 085	Main stream Rugby Sport club. Provide opportunities for sport involvement in PWID	Secondary Stakeholder	
Les Abelles Rugby club	https://lesabelles.net/web/info@lesabelles.net +34 651 049 013 Calle Ángel Villena s/n 46013 - Valencia	Main stream Rugby Sport club. Provide opportunities for sport involvement in PWID	Secondary Stakeholder	
Daimus Club de futbol	https://es-es.facebook.com/daimus.cf.7 c/ Mar, 7 Daimuz (valencia)	Main stream Football sport club. Provide opportunities for sport involvement in PWID	Secondary Stakeholder	



Trust rugby internation spain	Simon Artilés Shannon https://www.facebook.com/trustrugbyspain/ simon@tri.group	International Rugby association to promote rugby por PWID	Secondary Stakeholder	
Valencia CF inclusivo	https://www.valenciacf.com/fundacion/ Plaza del Valencia C.F., 2 46010 Valencia Teléfono: (00 34) 96 337 26 26	Main stream football sport club. Provide opportunities for sport involvement in PWID	Secondary Stakeholder	
Real Club Nautico de Gandia	http://www.nauticogandia.com/ Paseo de Neptuno 3 46730 Gandía Valencia (España) Telf. +34 96 284 10 50 Fax +34 96 284 10 54 info@nauticogandia.com	Main stream sailing club. Provide opportunities for sport involvement in PWID	Secondary Stakeholder	
Plena inclusion	http://plenainclusioncv.org/ Carrer de Quart, 29, 46001 València, Valencia, España	Family association of PWID	Secondary Stakeholder	
Bona Gent	https://www.bonagent.org/ C/ Isaac Peral, 25 bajo Valencia bonagent@bonagent.org Tel : 96 330 14 77	Family and friends associations to provide opportunités for PWID	Secondary Stakeholder	



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DEFINE ASSETS

In order to define the assets, a survey of 30 questions has been made. In this way, we were able to make a state of play from the inclusive sports stakeholders, who were 80 to answer and from Spain, Romania, Croatia and Greece. To see the results in details, the link is available [here](#).



DEVELOPING CROSS SECTORIAL COOPERATION

Introduction

Why developing cross-sectoral cooperation?

Developing inclusive mainstream sport is an important step towards the wellbeing of persons with intellectual disabilities. In this way, they can experience autonomy and thus participate in the society within an active interaction with their environment. This is how inclusion works.

Therefore, it is necessary to support professionals by granting them the rights tools and skills in order to organise an inclusive mainstream sport, which should be open to all practisers, persons with intellectual disabilities included.

Good national, regional and local support can help to avoid sport exclusion, with all the consequences of it.

The guide

This guide shows how to implement an inclusive mainstream sport for people with intellectual disabilities. To do so, the research has been made in the European countries including **Team Up!** Partners from Belgium, Spain, Croatia, Romania and Greece.

The guide is addressed to organisations that are directly involved in the mainstream sport activities and/or to members of staff involved in supporting a person within their physical activities. This guide can also be useful for support users.

Inside the guide, there are best practices examples from other European countries. If they cannot always be transferable, they are however are source of inspiration on how to make mainstream sport inclusive for persons with intellectual disabilities.

Background

UN-Convention on the Rights of Persons with Disabilities and the European Disability Strategy 2010-2020

Sport has universal values to everyone, but it is particularly important for persons with intellectual disabilities (PWID). Obviously, sport is good for both mental and physical health and in addition, this can include PWID into society as it enhances their self-esteem and independence.

Both the UN Convention on the Rights of Persons with Disabilities (UN CRPD) and the European Disability Strategy 2010-2020 recognize the need to:



- encourage and promote the participation, to the fullest extent possible, of persons with disabilities in mainstream sporting activities at all levels;
- ensure that persons with disabilities have an opportunity to organize, develop and participate in disability-specific sporting and recreational activities and, to this end, encourage the provision, on an equal basis with others, of appropriate instruction, training and resources
- ensure that people with disabilities enjoy all benefits of EU citizenship, remove barriers to equal participation in public life and leisure activities, promote the provision of quality community-based services.
- combat discrimination based on disability and promote equal opportunities.
- promote equal access to health services and related facilities

Cross-Sectorial Cooperation

This is necessary to gather different stakeholders such like sport policy design (local authorities), mainstream sports organisations (sports clubs and association) and social representatives (parents and service providers for PWID). In this regard, partnership and networking are useful. For implementing and developing a common vision, some questions have to be seen as a public responsibility (e.g. respecting peoples' rights and avoiding exclusion) and raise the problematic of governmental responsibility (e.g. the progressive realisation of rights through the development of sport infrastructures). Also, which services can be promoted by private organisations?

Although the UN CRPD has been signed by the EU and by its members states, it requires a perpetual and determined lobbying from organisations and individuals in order to further change the direction of how national, regional and local authorities provide support for persons with intellectual disabilities in mainstream sport.

Despite of the efforts made by services providers and sport associations to include PWID in mainstream sport, their participation remains limited. Current analysis of European research indicated that, despite differences in structure and content of disability sports in Europe, the challenges shared by EU countries are calling for **more trained sport professional staff** and for **structural cooperation among sports stakeholders**².

This is why, to include more PWID in mainstream sport, a deepened exchange between all sport stakeholders (local policymakers, sport association, etc.) is necessary and the lack of cooperation between them is a serious issue.

How are networks of stakeholders defined?

² Guett, M., et alia (2011). All for Sport for All - Perspectives of Sport for People with a Disability in Europe. https://www.researchgate.net/publication/261506543_All_for_Sport_for_All_Perspectives_of_Sport_for_People_with_a_Disability_in_Europe



They are known as informal social forms where various groups, organisations, public actors and individuals can share their experience to each other independently. This format is ideal for implementing a **cross-cultural cooperation**; this one overcomes the traditional bureaucratic, political and cultural borders. Indeed, this works thanks to the willingness of the participants to make their skills and knowledge available.³

How can we deal the networking with organisation? In order to implement it in the right way, the organisation should ask themselves the following questions:

“How can we analyse individual planning process and consecutive actions as barriers, fails and illustrations of good practice in the organisation from which a conclusion can be made in order to implement the future actions? Will these actions have a positive impact to our capacity to empower people with intellectual disability to practice sport in an inclusive way within and outside our organization?”

Creating an inclusive sport community requires certain skills and this concept can upset the services for people with disabilities. In other words, it means that the community needs to be organised in such a way the services are generally not used to deal with because of their traditional framework.

Indeed, **gathering people and boosting networks between all stakeholders** is a matter of creating links, which requires a real competence. This one can grasp the skills an organisation and its staff both need in order to empower persons with intellectual disabilities in mainstream sport activities. The stakeholders need to be identified and analysed in a way the relationship can be fruitful.

Guide for developing a cross sectoral cooperation within sport organisations, associations and local public authority

Setting up a network

How to make possible a cross-cultural cooperation in sport stakeholders?

First, we need to figure out the interest of each stakeholder, to ensure that people with support need can be considered and see how to match the different interests.

As it was explained during the identification and assessment of stakeholders, there are two types of stakeholders: *“the one whose actions can have an impact on them and the second is someone that can enhance this impact”*.

³ Karl Birkhölzer, Ökonom



It is fundamental to be aware of a wide range of things, to solicit various people, to make the project interesting, be present and use any available resources while fostering the process.

Structural prerequisites

According to the localisation and the availability of people and service, the potential of having a well-established support network can vary. Unsurprisingly, it is easier for people who live in city to network, than for those who live in rural areas. In either way, the best thing to do is contacting people from local public authorities, sport association and organisations that defends the interests of PWID. And where it gets tricky is that such a potential can be positive only if the stakeholder analysis is well done.

Indeed, the stakeholder analysis is, as explained above, important due to its capacity to discern the interests of all needed actors. Once this is done, the organisations can adopt an adapted strategy in order to get a rewarding relationship with everyone.

Procedure

First and foremost, it is important to build an effective relationship with people that could potentially help both for social and economic investment in the integration of PWID into mainstream sport.

To do so, implementing a network of partners can be done in different ways: using existing contacts and resources and then creating a personal network map. Also start to discuss with the support users in order to check the available resources and be aware of what it has been done until now and how it has been solved.

Beside individual available resources, seizing the opportunity to find new network partners that could reinforce your action for including PWID in mainstream sport. In this regard, it is useful to design a person, known as “resource finder”, in your team that is responsible for identifying resources and building networks. To manage it successfully, here are some techniques:

- One-to-Ones/ Activating advice:

Exchange with citizens and influent people at the local level is a key action. One on one conversations with anonymous people can be useful and reach information on other people and any available resources. In this way, it is essential to get the right people by activating your address book. This is the strength of “community organising”.

It could happen in sport places with the practisers, or the families of PWID. Keep in mind that the question you will ask (about the sport activities, the inclusion of PWID, how to bring them in the mainstream sport, the quality of sport infrastructure etc.), a document to recollect the answers is strongly suggested.

- Networking with specialists and groups:



It is important to network with sport specialists, local public representatives and organisations that defend the interests of PWID. They will guide you about the sport policy, the quality of infrastructures, the accessibility of sport. After meeting them, you can figure out the main challenges, how to create a campaign and know the leadership. Obviously, the right way to do is contacting the most skilled and involved people, as they are probably linked to other experts.

Conferences and events on sport accessibility are a good opportunity to strengthen the network of professionals. For reaching more public, you can invite the newspapers to cover it, which would help to increase the potential of networking.

▪ Creation of community-based projects:

In the case a person within a target group has no network, a community-based network can be created in order to gather individuals that are interested to share their skills and extend their networks. In addition, newsletters are an accessible way to approach more people.

▪ Making organisations into network partners:

Dealing with organisations is worthwhile since they can propose a wide range of services and resources and they are usually related to other organisations. However, a strategy needs to be developed for collaborating with them (Früchtel/Budde, 2006):

1. *Organisations can be selected based on certain criteria, such as the services offered.*
2. *Explore what drives the organisation, of which it is particularly proud of.*
3. *A foot in the door of the organisation is made by a complimentary present, such as the provision of an (in-house) service.*
4. *Creating "win-win constellations", because the participants must gain something from the new collaboration.*

▪ Use existing networks:

Last but not least, existing networks cannot be ignored. In certain places, there are meetings of people from politics, business, health authorities and citizens. Public authorities generally have a website where people can share their views.

Evaluation

An evaluation can help you to determine your goals, the priorities and to give answers. Some questions might be the following:

- Who knows whom and how well?
- Has the network achieved what it set out to do?
- Is the network sustainable?
- How might cooperation be improved?
- Are there other good practices that could improve cooperation?
- Are there other partners that might be included in the network?



- What financial difference has cross-sectoral cooperation made?
e.g. could money be saved through local resources?
- Is the support user satisfied?
- How satisfied are the partners with the cooperation?

Implementing a **social network map** is a good way to receive a clear overview on the efficiency of the networking. By doing so, the resource availability can be analysed and described within a social from the perspective of individual actors. This can be broadened in different categories from geographical to contextual dimension and put a clear position of the persons (leader, key users, etc.). You can also:

- Identify the barriers and isolated people.
- Seize opportunities to enhance collaboration.
- Focus where knowledge can have a significant impact
- Boost informal networks.

What can you do with such network maps?

Networks maps can be useful for determining the interests of stakeholders towards the inclusion of PWID in mainstream sport and also for seizing valuable resources to foster this inclusion. To sum up, this is a question of social capital that needs to be nurtured.

Network Partners:

All participants in a network are known as network partners. This is a wide-ranging term as it can define an intensive, essential or lucky contact. The importance belongs to the one who is at the centre of the network.

Who can be partners?

Within a network, the partners come from various backgrounds. They can stem from public authorities, associations or organisations. The relationship with the network depends of the quality of the exchanges, motivation and support.

Existing network partners of users and their involvement

As it was pointed out above, some networks are already settled at the local level. There would be a possibility to gather them together for succeeding the inclusion of PWID in the mainstream sport.

Sustaining a network:

It is not only important to get a well-established network, maintaining it is also an important step in order to ensure the sustainability of the project.



The care of the network and its partners

Creating a resource file would be very useful in order to sustain the network and its partners and would also provide an overview of them. Inside this file, all information about the people is aggregated. By creating a standardised procedure, the process of stored information permits a good contact maintenance.

Mobilisation of the network

An efficient network works only if a methodology for assessing the strength and weakness has been done, in addition to a clear evocation of the priorities of involved people. By doing so, a solution-orientated approach is possible as the potential of the network can be checked at a glance. This database should contain different stakeholders, and evocate the strengths and skills, possessions and relationships.

Examples of Cross-Sectorial Cooperation

Experienta Multisport – Romania

EXAMPLE NO. 1 – SPORTIVE CONTEST “Equal chances for all” FOR PERSONS WITH MENTAL DISABILITIES

INTEGRA - Association of Persons with Mental Disabilities Arad has organized in November 2014 a sportive contest for people with mental disabilities which was financed by the City Hall of Arad City, Arad Municipal Center for Culture through the program entitled "Youth, Education, Recreation", the second round. Its purpose was to ensure the proper and harmonious physical development of participating youth and children via sportive activities and sportive contests, socialization of people with disabilities through sportive and cultural activities.

At the event were also present various school children, beneficiaries of multiple local NGOs and The General Directorate of Social Assistance and Child Protection Arad (DGASPC Arad), parents and caregivers, volunteers as well as representatives and beneficiaries of other local institutions working with the target group concerned. The event included sportive contests similar to Special Olympics but adapted to the participants, which were mainly youth and children with mental disabilities.

A total number of 70 youth and children took part in the contests, involving running, long jump, ball throwing, and badminton.

This type of event represents an example of cooperation between multiple local stakeholders active in the field of youth and sport, namely INTEGRA - Association of People with Mental Disabilities Arad (given its organizer status as well), City Hall of Arad City and Arad Municipal Center for Culture which, both as institutions have a direct interest to invest in creating proper contexts for the integration of people with disabilities. Additionally, it got together volunteers,



parents, and caregivers, as well as other representatives of local institutions connected with the field out of the interest of such parties in the creation of such contexts for people with mental disabilities. In this respect, we can mention the Arad County School Inspectorate, Arad County Directorate for Sport and Youth or even Faculty of Sciences of Education, Psychology and Physical Education and Sport of “Vasile Goldiș” West University of Arad. The German LIDL global discount supermarket chain was the sponsor of this event.

We can recognize that the initiative reflected most of the UN CRPD principles, but mostly as organizers themselves mention - equality of opportunity-, by the name of the event itself, accessibility as well as full and effective participation and inclusion in society of people with disabilities.

We believe that the cooperation of local interested parties in such an initiative was based on mutual objectives, complementarities of main activities developed as well as a priority given to the target group concerned by the actual inner goals of the structures present. In the case of the German LIDL global discount supermarket chain, we can consider its involvement in terms of corporate social responsibility.

EXAMPLE NO. 2 – “YOUNG ATHLETES” – Romanian Special Olympics Foundation

“Young ATHLETES” is the initiative of the Romanian Special Olympics Foundation developed with the support of the Metlife Foundation and represents a program in constant development that started with the wish and need of children with intellectual disabilities and their parents to be involved in specific activities Special Olympics. Through specific activities, the program aims to help children with intellectual disabilities to improve their motor, social and cognitive skills. These are seconded by the wish of the initiators to inform parents and engaged them in the physical preparation of their children with intellectual disabilities, as well as present them with the opportunities offered by the Special Olympics Foundation, in general. Last but not least, the organizers plan to also ensure a higher grade of public awareness in what concerns the abilities of such children.

The program implies two phases, formed out of a program with activities and games that are focused on developing fundamental motor schemes and hand-eye coordination and the application of the physical exercises necessary via a specific program for developing sportive skills that correspond to the activities of the Special Olympics Foundation.

This initiative reflects to a high extent the UN CRPD principles, but especially the respect for the evolving capacities of children with disabilities and respect for the right of children with disabilities to preserve their identities, equality of opportunity and accessibility (by offering the chance to partake in such activities to children up to 8-years-old, meaning small children) and transversally encourages individual autonomy of children, including increasing the chances to freedom, to make one's own choices, and have a more independent life as persons with disabilities.

We believe this initiative supported by Metlife Foundation corresponds directly with the main aim and the objectives of the organized, Special Olympics Foundation. On the other side, Metlife



Foundation represents the way Metropolitan Life gives back to society in terms of corporate social responsibility.

EXAMPLE NO. 3 – “SWIMARATHON BUCUREȘTI”

Bucharest Community Foundation is the annual organizer of the social event called “SWIMARATHON BUCUREȘTI” that engages numerous local, regional and national actors in supporting various project-based causes. The event represents a mechanism to ensure the meeting of the community, its interaction and involvement in fundraising for the projects they consider relevant for their community. Organizations or initiative groups can register project-causes for the local community, the companies, and the swimmers can choose their cause and the supporters donate for them.⁴

One of the projects-because that has raised money through this event is “Children with disabilities gain skills!”, initiated by FARA Foundation. With this project, in 2018, the FARA Foundation managed to open Rafael Recovery Center, the first center in Popești-Leordeni for children with disabilities that offers free services to families from Ilfov County and the surrounding areas. As such, the center serves for children aged 0 to 12 that have Down Syndrome, autism, mental or language delays, learning disorders, etc. Not only that children are provided with personalized plans of interventions, individual and group activities, socialization, sensory stimulation, speech therapy, and kinetotherapy, but also the parents receive support and guidance to continue the therapy with their kids at home, to increase their achieved progress.⁵

The main partner of this event is Janssen Romania, a global pharmaceutical company of Johnson & Johnson.

Additionally, this event involves annually a wide range of partners, from all sorts of sectors such as the Romanian Vodafone Foundation, banks such as Romanian Commercial Bank (BCR), Unicredit Bank, foundations such as Motivation Romania with similar objectives of the project-cause presented, and Aqua Carpatica, a well-known Romanian mineral water brand.

This initiative is fair, non-discriminative, encourages full and effective participation and inclusion in the society, creates the perfect context for ensuring respect of community members towards differences and acceptance including of persons with disabilities as part of human diversity and humanity; accessibility and equality of opportunity, as initiative groups and organizations can register their project-cause in various fields such as education, health, civic involvement or environment protection, without restrictions.

We believe that for such a network of national structures and actors to be formed around a pretext activity – swimming – that gathers every year a multitude of partners and actors interested to support the inserted project-causes, reflect the need of the diverse private sector institutions wishful to give back to the society as a form of corporate social responsibility. The event has turned out a success based on an efficient stakeholder’s engagement strategy, which

⁴ As retrieved from <https://2018.swimathonbucuresti.ro/swimathon/>

⁵ As retrieved from <https://2019.swimathonbucuresti.ro/copiii-cu-dizabilitati-castiga-abilitati/>



together with a built trust and mutual knowledge are key ingredients for such good practice in all: community involvement, fundraising actions, and corporate social responsibility activities. These aspects are also basically reflected in the increase in number of participants, donations, and project-causes registered every consecutive year of the event.

Health Sport Academy – Croatia

EXAMPLE- cooperation between Croatian Football Federation and Health Life Academy

We are presenting an example of cooperation between Croatian Football Federation and Health Life Academy in which we have established a cooperation in the field of sport (football) in which they give full support and connection with first league in Croatia

The project was launched at the initiative of the Association Health Life Academy, joined by CFF (Croatian Football Federation)

The project was initially designed as a league of the clubs that would play tournaments each time in another city, in the first year of the project until the definitions, stabilization and establishment of sections that will have regular training twice a week. Each club aims to establish a section for children with developmental difficulties in which club coaches will start trainings with the help of professional associates.

The basic idea of the project is to motivate children with developmental difficulties to actively integrate into the society through sporting activities.

<https://hns-cff.hr/news/19100/special-power-league-projekt-za-djecu-s-teskocama-u-razvoju/>

<https://www.youtube.com/watch?v=JZTQtYzSSik>

<https://hns-cff.hr/en/news/19561/football-tournament-for-children-with-disabilities-held-in-osijek/>

In case of the cooperation between association and Croatian Football Federation in the project for the persons with developmental disabilities, all the principles of Convention are satisfied.

Most important knowledge to create cross sectoral cooperation is fact that children with disabilities do not have the opportunity to engage in adequate sport activities.

The aim is to enable these children to equally play football and handball for the coat of arms of their beloved club on a playground. The goal is to encourage the development of active everyday life in children of school age because of the sensitive period they are going through, in pursuit of balance between childhood and maturity. It is important to spend good time with quality, developing a tendency towards movement and physical activities that are less and less present in modern life. The development of mass amateur sports is therefore an imperative, as well as the effort to engage more children and young people in sports activities.



University of Thessaly

EXAMPLE - Special Olympics – Hellas + “Sports for All”

The sport movement for people with disabilities in Greece (termed inclusive sport field later), began in the late 1970s and early 1980s as an initial attempt to follow respective developments in the world sport movement within the disability field. During the 80s, the first sport clubs for disabled athletes were founded and Greek athletes participated for the first time in Paralympic Games in Seoul, in 1988. As for people with intellectual disabilities, Special Olympics – Hellas was established in 1987 and since then, the presence of athletes with disabilities in every Paralympic Games and Special Olympics World Games, has been constant. Thus, two major stakeholders directly responsible for sports for people with disabilities in Greece are the Paralympics Committee and Special Olympics Hellas, with the latter referring to participants with intellectual disabilities.

Like related organizations worldwide, Special Olympics Hellas is a non-profit, sport and educational association aiming to provide training and participation opportunities to people with intellectual disabilities, driven by the idea of an inclusive society. Nowadays, Special Olympics Hellas already numbers approximately 900 dedicated coaches - volunteers who offer on an annual basis 27 Olympic-type training opportunities (23 summer and 4 winter sports), whereas Greek Special Olympics athletes who have occasionally competed both in Greece and abroad, exceed 12.000, many of whom are constantly involved in training all year long.

The overall purpose is to provide athletes with intellectual disabilities “the opportunity to develop physically, mentally, socially and spiritually and to participate in the joy of sport in an environment of respect, acceptance and social inclusion”. To achieve such aim, Special Olympics Hellas collaborates with other stakeholders such as the Ministry of Education as well as special schools at the local level, Universities throughout Greece, Municipality authorities in regional level, sport clubs and physical educators/coaches for people with disabilities etc., through educational, cultural and sport programs such as the Unified program (social inclusion through sport participation), the Unify program (co-existence with peers without intellectual disabilities), the Young Athletes Program, the Motor Activity Training Program (for athletes with motor and intellectual disability), the Athletes Leadership Program, the Family program and, of course, volunteerism.

In addition to Special Olympics Hellas movement and its connection with other stakeholders at state, regional and local authority level, the Sports General Secretariat since 1993 intensified its efforts for the development of “special sports”, in the framework of the "Sports for All" project. The “Sports for All” program is a collaboration of the Sports General Secretariat with all Municipalities across Greece. In this program, each year, the General Secretariat of Sport allocates an average of 2000 annual job positions for physical education teachers – coaches, to provide several types of sport activities for citizens -with and without disabilities-. Each municipality distributes its share of the total 2000 positions offered according to its regional needs, and the successful PE applicants following evaluation are appointed on a one-year hourly



wage contract to offer their services to the citizens of each municipality. As for the citizens with intellectual -and other- disabilities, pre-appointed PE teachers/coaches are mainly graduating of the "adapted physical education" specialty (PE 11.01, Law 3699/2008).

The volunteering coaches of Special Olympics Hellas are also preferably PE teachers following the adapted physical education specialty that is offered as one of the specialty options available at the undergraduate program studies of the five Departments of Physical Education and Sport Sciences operating in Greece. The PE graduates of this specialty have variable options e.g. to work as PE educators in special schools, rehabilitation center employees, and sport coaches for people with disabilities as well as to create their own sport club for people with disabilities. Thus, each one of these graduates constitutes also a potential stakeholder on an individual basis either as a volunteer, PE educator, PE employee, sport coach or sports' club owner.

All the above, are representative examples of how different stakeholders at an individual, local, regional and national level can co-operate and share their interest and skills to foster social inclusion and participation in sports for people with intellectual disabilities in education, community and sport settings. Furthermore, in our opinion these examples do reflect the current UN CRPD principles that are currently moving away from the medical-based approach to disability, towards the human rights model as the core of the attitude concerning disability.

Consequently, as for the key resources needed to build an efficient cooperation among different stakeholders, many issues depend on the "human factor". In case e.g. a sport coach in the country he/she lives in, has the willingness and the awareness related to a) the major stakeholders at local, regional and national level and how they co-operate and communicate with each other and b) knowledge concerning intellectual disabilities, adapted PE and sports, IEP programming and inclusion strategies then he/she is in position to contribute either individually or as a member of a larger stakeholder team so as to promote equal opportunities and social inclusion through sport participation of people with intellectual disabilities. Without doubt, there is always room for improvement in this 'shift of collaboration' from individual to group initiative of stakeholders and vice versa, however, this is the main reason why common projects like our Team up project do exist.

Fundacion Espurna

EXAMPLE - Trust Rugby International Spain

In most walks of life cooperation between relevant stakeholders has become a need as we are all aware that holistic approaches produce better outcomes, as we can feed from the knowledge and skill sets of a variety of professionals. This is even more so when we talk about inclusion of people with a disability in our society as we need the expertise of several different agents.



We can provide a good example of cooperation in inclusion through sport in the work of Trust Rugby International Spain, an association which provides opportunities for social inclusion through sport.

Tri Spain has achieved great success in creating and sustaining inclusive rugby teams in the region of Valencia as well as coaching and providing the adequate training for mainstream teams to be able to create inclusive programs in different areas of Spain. This has been done by the dedicated work of a group of volunteers who have been able to attract the stakeholders that were necessary for the project and with them the set of skills that is required to manage the complex project that an inclusive rugby team is.

Creating a network of volunteers that believe in the project is the first step for any association whose aim is to work providing opportunities for social integration as we firmly believe that there is room for volunteers in our society who are driven by something more powerful than economic compensation for their work. If your network of volunteers is carefully selected, you can create a team of highly qualified and motivated professionals that can provide many different approaches for a problem.

Tri Spain's core members include teachers, computer engineers, sport coaches, designers, life coaches among other profiles which provide a multidisciplinary set of skills that have proven to be essential to our success.

To make our project a reality we needed three basic agents to work with; a care service provider who has access to people with disability, a mainstream rugby club which provides the social environment in which we want to develop, and the coaching team that could provide the knowledge and training.

The only way to make this work is if every stakeholder cooperates with the rest to achieve the common goal of increasing the welfare of people who have been excluded from society. We would fail to see the benefit of the project if we only looked at it from the sport point of view, we are using sport to create a social environment that, for whatever reason, these people have been deprived from. We have worked hard to create the right environment so both people with and without a disability can enjoy the benefit of practicing sport together and sharing their personal experiences. The benefits of sport are well-known, but we need to expand on the benefits of the social environment that a team sport creates.

The care service providers are the first steppingstone we have to approach, we need to convince them that it is possible for their attendants to practice a contact sport such as rugby along other people without disability. This is probably one of the main obstacles for anybody starting a project, many care service providers fail to see the benefits and do not understand the value of meaningful risk. Our project was fortunate to find Fundació Espurna which is an organization that have been leading social inclusion in the region since 1996 taking a brave approach which encourages their users to go out and try all kind of sports and cultural activities, bringing them back into the community and cooperating with any agent that can provide opportunities for



social inclusion. Their proactive approach to sport made it very easy to eliminate the limiting assumptions that we place in front of people with a disability.

Espurna provides access to the people who need our service, but more importantly the professional workers that come along to our training sessions. We require the expertise advice of trained carers to deal with any problem that could arise during the training sessions or matches. This cooperation is fundamental to the viability of the project as it is not realistic to expect to find in any given rugby club a person who is a coach, a trained carer, an expert in disability and also has the medical and personal information of the players who are coming to the session. We need to have the support of professionals who are with our players daily and report on any incident that has happened during the week that could affect their enjoyment of the session or their behavior with other members of the group.

The second pillar is the Rugby Club, we need a social environment for our players to be part of. We are not looking to create a new club, we want our players to be part of a mainstream rugby club, we want them to be part of the social structure that a rugby club provides where they can find new friends and a new activity in their lives. This feeling of belonging to a broader community is essential to the project as it will benefit their social skills and their self-esteem. Cullera Rugby Club has provided the perfect environment for our team, backing the project and getting its players involved in training sessions and matches. Also, our players from the inclusive team come to watch the matches of the rugby team and have become supporters of their new-found friends.

The key element of our inclusive sport projects is the Enablers, players without disability who provide positive role models, as rugby players or as social agents. Our players with disability need people around them to encourage them and to copy and learn their skills. Without the players coming from Cullera Rugby Club we would be looking at another model of disabled sport, people with disability and a coach. We are convinced that there is a higher social reward in our model as sport is only the excuse to provide social inclusion.

Tri Spain is the agent which coordinates the cooperation and finds the necessary alliances to make the project feasible and sustainable.

Our first task is and educational one, as we are entering uncharted grounds for most parts of the project. The concept of Inclusive or unified sport is different to adapted sport or sport for people with a disability. Most professional care service providers fail to see how it is going to work or adopt a protective position, fearing that the exposure to a wider group of people without disability will create conflict or possible physical injuries. We need to show our model, share our experience and prove that we can manage everybody's expectations.

Secondly, we need to provide the necessary education and training for the staff members of the club who are going to be leading the project, as well as running specific courses to train the enablers. We have created educational modules to cater for all the needs of people involved in the project, providing them with not only the theoretical grounds of our approach, but also the practical experience, allowing them to understand their roles within an inclusive environment.



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We have devoted much time and many resources to create and perfect our educational model which is constantly under revision as we are always learning and sharing the new information.

Once this is in place, we need to make the project sustainable and that will only come through local, regional and national administrations. We need to make the project work and then find support from governing bodies who most share our vision and value the benefits for people with a disability to practice sport in a mainstream club. It is not an easy task as most administrations will be thinking in risks and legal consequences. We must be able to show the benefit of taking meaningful risk, we understand that there are risks involved but the positive outcomes outweigh by far the risks.

Trust Rugby Spain has worked with the Municipality of Cullera to develop an International Rugby Festival that has already run its third edition, with the regional government through the Consellería de Igualdad y políticas inclusivas, securing funding to get more people with disability into sport, and also with the Federación Valenciana de Rugby and Federación Española de Rugby, regional and national governing bodies in rugby, running courses on inclusion and sport.

These are examples of cooperation and our main task in Trust Rugby International Spain is to manage all the different stakeholders to make this cooperation effective, beneficial for the well-being of people with disability, and sustainable in time.

<https://photos.app.goo.gl/FXQvZEKJ9Z4qJK17>

<https://photos.app.goo.gl/jDPuYG7LkFdnRkXW8>

<https://cullerarugbyclub.com/rugby-inclusiu/>

https://www.youtube.com/channel/UC-o_lkLTjPTy0liCW2D2ChA

<https://www.facebook.com/trustrugbyspain/>

<https://www.tri.group/>

<https://www.youtube.com/playlist?list=PLCOZ9ujA60eZwUbm6LLtPW7-YZvmNnZ86>

<https://www.festivalrugbyinclusivocullera.com/>