The ebook



SPORT WOMEN 'S INITIATIVE FOR TOMORROW



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SPORT WOMEN 'S INITIATIVE FOR TOMORROW

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Content

- 1. Intro
- 2. Erasmus +
- 3. Project SWIFT
- 4. Partners
- 5. Transnational Meetings
- 6. Tool
- 7. Media



1. Intro

The SWIFT Project is created to creating a secure and supportive environment for members of women's sports clubs, focusing on the mental well-being of female athletes. Research shows that women in sports are disproportionately affected by mental health challenges, often leading them to quit, with rates twice as high as those observed in male athletes. Despite advancements in social rights across European nations, governance systems within clubs are still falling short in addressing these concerns effectively.

SWIFT aims to bridge this gap by fostering better governance and promoting the positive impact of sports on mental health. This was achieved by identifying key stress factors faced by female athletes and developing tailored solutions. These measures include implementing a Good Practices Protocol and creating a dedicated communication and complaint platform within teams.





The initiative brings together four partners: a (Mithra company Legal Advisors, private participating in Erasmus+ for the first time), a (CUS Palermo), a university nonprofit organization (Athletes Inspire Children), and a women's volleyball club (VNVB). Together, they designed a methodology to be shared as a Best Practices Protocol, supported by an online communication channel and training materials to ensure effective integration into women's sports clubs.

2. Erasmus+

The Erasmus+ program, launched in 2014, represents one of the European Union's most ambitious and transformative initiatives, dedicated to fostering education, training, youth engagement, and sports. Building on the legacy of the original Erasmus program, which began in 1987 as a student mobility scheme, Erasmus+ brought together several EU programs under a single, comprehensive framework.





This integration marked a significant shift in the EU's approach to lifelong learning, enabling the program to address broader societal challenges through innovative and inclusive actions.

At its core, Erasmus+ aims to create a more connected and inclusive Europe by offering opportunities for individuals to study, train, and gain experience abroad. It supports the development of education systems, promotes cultural exchange, and fosters partnerships across borders to address skills mismatches and labor market needs. The program champions core European values such as tolerance, equality, and solidarity, emphasizing the power of education to drive social cohesion and mutual understanding. Through its initiatives, Erasmus+ has become synonymous with personal growth, academic excellence, and professional opportunities.

Since its inception, Erasmus+ has evolved to meet the changing needs of society.





Between 2014 and 2020, it prioritized making mobility opportunities accessible disadvantaged groups while expanding its focus vocational to include education. apprenticeships, and digital learning. With the adoption of the 2021-2027 cycle, Erasmus+ entered a new phase marked by an increased budget of €26.2 billion and a sharper focus on sustainability, digital transformation, and social inclusion. The program now actively supports initiatives like "Green Erasmus," encouraging environmentally friendly practices, and has integrated digital tools such as the Erasmus+ simplify participation and foster to engagement.

The program's global dimension has also grown significantly. While it was originally designed for European participants, Erasmus+ has extended its reach to partner countries worldwide, fostering international collaboration and showcasing the EU's commitment to global education. This expansion has made Erasmus+ a



powerful tool for soft diplomacy, strengthening the EU's role as a global leader in education and cultural exchange.

The impact of Erasmus+ is undeniable. Over the decades, it has supported more than 12 million participants, including students, educators, youth workers, and athletes. Beyond individual benefits, it has strengthened educational institutions. inspired innovative teaching methods, and nurtured a sense of European identity and global citizenship participants. It has become a driving force behind cross-cultural understanding professional development, helping individuals and communities navigate a rapidly changing world.

The program's commitment to innovation and adaptability ensures it will continue to play a pivotal role in shaping Europe's educational and cultural future. Erasmus+ is not just a funding scheme; it is a story of connection, empowerment, and shared growth.





By building bridges between individuals, institutions, and nations, it exemplifies the EU's vision for a united, inclusive, and forward-looking Europe.

3. Project SWIFT

Addressing Mental Health in Women's Sports

The SWIFT project emerged from recognizing the critical importance of mental health for female athletes and the need to equip both athletes and clubs with tools to foster a safe and supportive environment. Mental health plays a pivotal role in sports performance, as athletes face numerous stressors. Alarmingly, over 30% of athletes experience mental health issues, with young women being particularly vulnerable—facing a 1.3 times higher risk. Cases like the resignation of 15 female players from a national team due to emotional distress, tensions among women's soccer players, and Bundesliga criticisms by Alexandra Popp highlight the urgent need to address these challenges.







These mental health problems impact not only individual athletes but also the broader goals of sports teams, undermining their ability to meet performance targets and fulfill their social responsibilities. Such incidents damage the reputation of clubs and diminish their capacity to promote positive societal values traditionally associated with sports. This context underscores the necessity for women's sports clubs to adopt measures that address mental health challenges from the earliest stages of an athlete's career.



The SWIFT initiative proposes implementing a comprehensive protocol that addresses stressors beyond sexual harassment, such as gender-based violence and other systemic issues affecting female athletes. This protocol would include preventative measures. actionable solutions, and a dedicated communication channel within teams. The goal is to create safe spaces where women athletes can thrive, both personally and professionally, ensuring equitable opportunities alongside their male counterparts.



Aligned with the Erasmus+ framework, SWIFT operates under the small-scale partnerships action for cooperation among organizations. It seeks to achieve excellence and inclusivity by fostering governance improvements in sports clubs. By prioritizing mental health and inclusion, the project contributes to the broader objectives of promoting equality, diversity, and well-being in sports.



Mental health challenges affecting female borders. athletes transcend requiring international cooperation. Current sports governance systems often neglect mental health, posing challenges for both athletes and organizations. SWIFT addresses this gap by adopting a global perspective, informed by a study of athletes' needs, and creating protocols tailored to tackle mental health issues across different contexts. This approach directly supports inclusion and diversity in sports governance.







Collaboration among project partners—a French sports club, a German NGO focused on children and sports, an Italian university, and a Spanish private company with expertise in governance—ensures a high-quality, transferable methodology. These diverse perspectives enrich the project, providing solutions applicable across various countries.

SWIFT project also aligns with goals of the Erasmus+ call by overarching supporting the professional and personal development of individuals in the sports sector. Mental health is foundational for development, as emotional stability is essential for athletes to achieve long-term success in their careers. The project complements the EU's broader agenda on mental health, as outlined in the Pact for Mental Health and Well-being. By addressing depression, promoting inclusion, and ending stigma, SWIFT prioritizes mental health across all domains, including sports.



Through targeted training for club managers, coaches, and players, SWIFT equips sports organizations with the tools needed to safeguard mental health. It also fosters cross-border collaboration, creating globally applicable solutions to enhance governance and social responsibility in women's sports.



By integrating mental health protocols into women's sports governance, SWIFT contributes to integrity and values in sports. It builds trust by enhancing clubs' relationships with athletes, drives growth by increasing participation, and boosts performance by retaining motivated, well-supported players. Unlike traditional protocols, which focus solely on sexual harassment, SWIFT adopts a comprehensive address diverse approach to stressors impacting female athletes' emotional stability and development.

In promoting positive values like empathy, equality, and ethics, SWIFT challenges outdated practices that hinder the creation of safe environments in sports. It aligns with the EU Roadmap 2021–2024 by prioritizing the protection of integrity and values in sports, fostering good governance, and adhering to ethical standards.



The combined expertise and relevance of the participating organizations position SWIFT as a transformative initiative in women's sports, paving the way for healthier, more inclusive sports environments across Europe.

SWIFT will act as an "incubator," enabling the participating organizations to directly address the mental health issues faced by female athletes while fostering the development of tailored solutions. This hands-on approach encourages the sharing of real-life experiences and good practices, contributing to the creation of robust cross-border networks. collaboration strengthens territorial cohesion and ensures that the lessons learned can be applied more broadly to enhance governance and inclusivity in sports across Europe. Through these efforts, SWIFT exemplifies the potential of small-scale partnerships to drive meaningful, lasting change.



Addressing Mental Health Challenges in Female Athletes

The SWIFT project tackles the pressing issue of mental health among female athletes, focusing on the stressors they encounter within sports club structures and how improved governance can mitigate these challenges. Female athletes often face mental health struggles at rates higher than their male counterparts, resulting in some abandoning their sports careers. Mental health care must become as integral to athlete management as physical conditioning and nutrition. lts impact extends beyond performance, influencing personal well-being and the societal role of sports organizations, which are essential stakeholders in fostering positive societal change.



Despite the benefits of sports for personal growth, female athletes remain particularly vulnerable to mental health challenges. Research shows that mental health issues. including eating disorders, anxiety, and chronic stress, occur at twice the rate in female athletes compared to males. Specific stressors such as societal pressures on appearance, worklife balance, wage inequality, and masculine training styles exacerbate these problems. In countries like Spain, France, Germany, and Italy, known for their advanced social rights, these challenges persist, highlighting the inadequacy of current governance systems in addressing them.

Moreover, the lack of tools and protocols to manage these issues leads to concerning outcomes, such as young athletes or even seasoned professionals leaving their sports. For instance, studies reveal that 17% of French elite athletes face mental health disorders, with triggers ranging from injuries to body image concerns.





This situation is particularly alarming as sports are meant to provide a safe space promoting mental well-being.

SWIFT recognizes the urgent need for change, aiming to provide clubs with the tools to prevent, detect, and address these issues. By promoting integrity and values in sports, the project seeks to ensure that mental health becomes a priority in governance.



Objectives and Methodology

1. Raising Awareness Among Female Athletes

The project's first objective is to educate female athletes about the importance of mental health and identify the specific stressors they face. By collaborating with CUS Palermo, SWIFT will develop a study questionnaire to gather data from athletes across different ages, sports, and countries. This approach ensures diverse input and generates actionable insights into the unique challenges female athletes encounter. Success will be measured by the number of completed questionnaires, which will inform the development of tailored solutions.



2. Improving Sports Club Governance

SWIFT aims to enhance governance models to prioritize mental health care for female athletes. Current frameworks, while addressing sexual harassment and violence, often overlook other stressors that significantly impact mental health. The following actions will help achieve this objective:

- Designing a Mental Health Protocol: Combining insights from CUS Palermo's expertise in mental health and Mithra Legal Advisors' governance knowledge, SWIFT will create a protocol for detecting, preventing, and resolving mental health challenges.





- Developing an Online Complaint Platform: This platform will allow athletes to anonymously report mental health concerns or breaches of protocol.



- Creating Resources: this eBook and a project website with the disseminated protocol and platform to clubs globally.







The pilot implementation at VNVB will serve as a testbed, with results guiding scalability to other teams. Progress will be tracked through indicators such as platform usage statistics, protocol evaluation feedback, and complaint reports.

3. Establishing Long-Term Solutions

By integrating mental health care into the governance of sports clubs, SWIFT sets the foundation for lasting change. The project's outcomes will address systemic issues, empower female athletes, and ensure their wellbeing, ultimately promoting equality and integrity in sports.

SWIFT's approach combines research, collaboration, and innovation, positioning it as a transformative initiative in addressing mental health challenges in women's sports.



The SWIFT project builds upon and complements existing initiatives addressing the prevention, detection, and response to sexual harassment and abuse in sports. For instance, it draws inspiration from Spain's Consejo Superior de Deportes Protocol for action against sexual violence and the International Olympic Committee's (IOC) Athlete 365 program. The Athlete 365 initiative developed a tool that includes training videos, firsthand accounts, and practical steps for athletes, coaches, and organizations to prevent abuse and foster safe sporting environments.

However, SWIFT expands the concept of a "safe environment" beyond protection against sexual violence. It emphasizes addressing a broader range of factors that adversely impact the mental health of female athletes. The project seeks to create holistic support systems where young women can thrive personally and professionally within sports clubs.



By focusing on governance and providing tools to detect and mitigate stressors affecting mental health, SWIFT promotes both athletic performance and personal well-being.

Innovative Aspects

1. Safe Environment in Sport

SWIFT redefines the scope of a safe sporting environment. While acknowledging importance of combatting sexual violence, it addresses additional stressors, such as wage inequality, societal pressures related femininity, media scrutiny, inadequate training methods, and the challenges of balancing sports motherhood. These with issues. overlooked by traditional club policies, are critical to ensuring the mental well-being of female athletes. Mental health, as recognized by the WHO, is essential to overall health, and sports clubs must treat it with the same priority as physical health and injury prevention.





2. Governance Focus

The project links mental health care to effective governance in sports institutions. It proposes tools such as complaint mechanisms, participatory platforms, and well-structured policies to address stress factors. Leadership styles, communication approaches, and training in resilience and assertive communication are highlighted as areas needing development. By fostering a governance model prioritizing mental health, SWIFT aims to transform sports clubs into safe, supportive environments.





3. Participatory Approach

Unlike traditional governance methodologies that often impose policies top-down, SWIFT emphasizes collaboration. Athletes, club managers, coaches, and technical staff are involved in identifying stressors and developing solutions. Athletes' voices, especially those of women, are central to designing the Protocol and ensuring its relevance. This participatory framework ensures that the policies and tools developed are both effective and sustainable.

To maintain this participatory ethos, the project will introduce an online communication platform. This tool enables athletes to report issues, even anonymously, ensuring their concerns are heard without fear of reprisal. Such direct communication channels enhance transparency and accountability within clubs.



4. Multidisciplinary Approach

SWIFT benefits from the diverse expertise of its partners:

- CUS Palermo brings scientific knowledge and practical experience in mental health, leveraging its sports campus and university teams to enrich the project's activities.
- AIC extends the project's reach to grassroots sports, preventing mental health issues before athletes enter professional structures. Its expertise in education, online training, and dissemination ensures broad awareness and impact.
- VNVB provides a professional women's sports club setting for piloting activities, offering insights into real-world challenges faced by elite athletes.
- Mithra Legal Advisors contributes governance and compliance expertise, ensuring that tools like the Protocol and digital platform align with best practices.



This collaboration integrates psychological, educational, legal, and practical perspectives, ensuring a well-rounded approach to improving the mental health of female athletes.





5. Digital Approach

Effective communication and participation require secure, accessible digital tools. SWIFT's online platform will serve as a communication and reporting channel, allowing athletes to voice concerns anonymously. This anonymity fosters trust, empowering athletes to speak freely without fear of backlash.

The platform also enables clubs to track reported issues and their resolutions, ensuring accountability and preventing concerns from being overlooked. By incorporating this digital dimension, SWIFT modernizes communication within sports organizations, enhancing governance and support systems for athletes.





Trans-National Dimension of the Project

The SWIFT project has a robust trans-national dimension reflected in three key areas:

1. Shared Challenges Across Borders

The project addresses a widespread issue—protecting and improving the mental health of female athletes—that spans multiple countries in Europe and beyond, including those represented by the project partners. The tools developed, including the communication platform, are designed with adaptability in mind, ensuring their relevance across diverse nations and societies. Accessibility will be further enhanced by offering the platform in multiple languages.





2. Cross-Border Research and Collaboration

To tackle this trans-national challenge, SWIFT employs an international methodology. Surveys and questionnaires to identify stressors will involve athletes from different countries, leveraging the extensive networks of project partners. This approach ensures that the research captures a broad spectrum of experiences and perspectives.





3. Cultural Diversity in Partnership

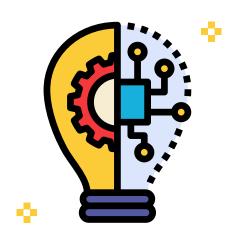
The partnership comprises organizations from culturally distinct regions of Europe, including Northern and Southern countries. This diversity enriches the project by offering varied insights into stressors and their management within sports clubs. Moreover, the project fosters collaboration among organizations that might not have worked together otherwise, exemplifying Erasmus+ values by promoting cultural exchange and integration within the EU.





Technology and Sustainability

The project's platform, designed as a communication and reporting channel, can be integrated into any EU sports organization's website. Instant translation capabilities make it accessible in all EU languages and beyond. Its sustainability will be ensured through a hosting company's commitment to providing free hosting after the project concludes, securing the platform's long-term utility and accessibility.





4. Partners











C U S PALERMO





CUS Palermo: A Pillar of Sports Excellence and European Collaboration

CUS Palermo (Centro Universitario Sportivo Palermo) is a renowned sports organization based in Palermo, Italy, committed to promoting physical activity, education, and social inclusion through sport. Established as the sports extension of the University of Palermo, CUS Palermo serves a diverse community of athletes, students, and enthusiasts, offering a wide range of sports disciplines and fostering both competitive and recreational opportunities.

The club is distinguished not only for its contributions to local sports development but also for its active involvement in European projects. Over the years, CUS Palermo has embraced its role as a hub for innovation and knowledge exchange within the European Union, participating in numerous Erasmus+ programs and initiatives aimed at improving the quality



of sports environments, promoting inclusivity, and advancing mental and physical well-being.

Commitment to European Collaboration

CUS Palermo has positioned itself as a leader in transnational partnerships by engaging with various European stakeholders to address challenges in sports governance, athlete well-being, and social integration. The organization is particularly focused on implementing innovative strategies to promote mental health in sports, leveraging its expertise in sports science and mental health to design impactful interventions.



Expertise in Mental Health and Inclusion

Through its dedicated mental health department, CUS Palermo conducts research and develops programs that integrate scientific methodologies with practical applications. This expertise enables the organization to play a pivotal role in identifying stressors that affect athletes, both at the grassroots and professional levels. CUS Palermo's contributions to mental health projects are backed by years of experience in creating supportive environments where athletes can thrive physically, mentally, and socially.



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Athletes Inspire Children (AIC): Empowering the Future Through Sport

Athletes Inspire Children (AIC) is a vibrant non-governmental organization (NGO) committed to fostering the physical, emotional, and social development of children through the transformative power of sports. Based in Europe, AIC believes in the potential of sports to inspire young minds, build resilience, and promote life skills such as teamwork, discipline, and leadership. Its initiatives focus on empowering children, particularly those from disadvantaged backgrounds, to unlock their full potential and contribute positively to their communities.







AIC's Dedicated Team

success of AIC is driven The by team of professionals multidisciplinary passionate about sports and child development. includes former athletes, coaches, This psychologists, educators, and project managers work together to create impactful programs. The team is united by a shared vision of using sports as a tool for social change, and their expertise ensures the effective design, implementation, and evaluation of By combining their diverse initiatives. backgrounds, the team delivers comprehensive support to children and collaborates seamlessly with international partners.





Participation in European Projects

AIC plays an active role in European collaborations, leveraging frameworks like Erasmus+ to address key challenges in sports and youth development. Its participation in these projects reflects its commitment to inclusivity, safety, and mental well-being. Key areas of involvement include:

- Promoting Safe Sports Environments: AIC works to prevent harassment and abuse in sports, contributing to the development of safeguarding policies and tools.
- Advancing Mental Health Support: The organization raises awareness about mental health in sports, ensuring that young athletes receive the emotional support they need.
- Encouraging Gender Equality: AIC designs programs that empower girls and women in sports, breaking down barriers and fostering equal opportunities.



- Building Inclusive Communities: The NGO champions diversity by engaging children from various cultural and socio-economic backgrounds in its sports programs.





AIC's Vision for Sustainable Change

Through its participation in European projects, AIC has established itself as a leader in creating programs that inspire and protect young athletes. Its team's dedication ensures that these initiatives are impactful and replicable, allowing their benefits to extend across Europe. By fostering partnerships with sports organizations, schools, and local governments, AIC continues to shape a brighter future where every child has the opportunity to thrive through sports.











Vandoeuvre Nancy Volley-Ball (VNVB): A Leading Force in Women's Volleyball

Vandoeuvre Nancy Volley-Ball (VNVB) is a renowned women's volleyball club based in Vandoeuvre-lès-Nancy, France. Competing at the highest level in the French Women's Volleyball League, VNVB is celebrated for its athletic excellence, commitment to player development, and active promotion of volleyball as a sport for all. Over the years, VNVB has established itself not only as a powerhouse in national competitions but also as a community-focused organization dedicated to fostering the positive values of teamwork, discipline, and resilience.

Commitment to European Projects

VNVB plays an active role in European collaborative initiatives, leveraging its platform and expertise to address broader issues in sports.







The club's involvement in projects like Erasmus+ highlights its commitment to advancing inclusivity, mental health, and governance in sports environments. Key contributions include:

- Creating Safe Sporting Environments:VNVB collaborates with European partners to develop tools and protocols that protect athletes, focusing on preventing harassment and supporting mental well-being.



- Advancing Women in Sports: As a club dedicated to women's volleyball, VNVB is deeply involved in initiatives that promote gender equality and empower female athletes at all levels.
- Sharing Expertise Across Borders: The club contributes its professional experience to international projects, providing valuable insights into the challenges faced by female athletes and solutions that can be adapted across Europe.





VNVB's Broader Impact

VNVB's participation in European projects reflects its dedication to fostering a positive and inclusive sports culture. By engaging with international partners and contributing to innovative initiatives, the club continues to influence the future of sports governance, athlete welfare, and community engagement in Europe.











Mithra Legal Advisors: Pioneers in Legal Governance and Compliance

Mithra Legal Advisors is a Spanish legal entity specializing in governance, compliance, and legal consultancy. Based in Spain, Mithra is dedicated to assisting organizations in developing robust systems that promote transparency, accountability, and ethical practices. With extensive experience across diverse sectors, Mithra has established itself as a trusted partner for institutions looking to enhance their organizational frameworks and operational integrity.

Commitment to European Projects

Mithra is actively involved in European projects, particularly within the framework of initiatives like Erasmus+. Their expertise in governance and compliance plays a vital role in addressing challenges across various industries, including sports, education, and corporate management.





Key areas of their involvement include:

- Enhancing Governance in Sports: Mithra contributes to projects aimed at improving governance models in sports clubs and organizations, focusing on policies that promote ethical leadership and athlete welfare.
- Developing Compliance Models: The organization designs tailored compliance systems that ensure adherence to EU standards and foster a culture of integrity.
- Digital Innovation: Mithra's digital department supports the development of innovative tools, such as online platforms for communication and reporting, to ensure the practical application of governance frameworks.

Broader Impact

Mithra's contributions to European projects extend beyond legal expertise; they help bridge



gaps between regulatory frameworks and practical implementation. Their work has a direct impact on fostering ethical governance and creating environments that prioritize mental health, equity, and inclusion. As a forward-thinking organization, Mithra remains a key player in advancing governance practices across Europe.





Transnational Meetings

Kick-off in Oviedo

First face-to-face meeting of all partners where we had the opportunity to get to know each other and to structure the different phases of the project. In the meeting we were able to define the main tasks and set the dates for the next meetings. The main thing was that the different phases were clear and that there were no doubts about the roles of each partner. We were able to prepare the first deliverables and we agreed on a schedule for the next tasks.

In addition, the meeting served to make a touristic and gastronomic visit to Oviedo where we were able to visit places of important cultural value such as the cathedral or the historic centre.



















Transnational Meeting in Palermo

After several months of distance work with several online meetings, we all met again, this time in Palermo. On this occasion, in addition to the meeting where we made progress on the deliberations, we organised a conference where we explained the project to members of the CUS Club in Palermo. The objective was to explain to the sportswomen and their families the tool we were preparing. We had a good attendance and they left the event with a clear idea of the important step that this tool meant both for the club and for the sport in general.

After the meeting and conference we enjoyed a tour of the city where we got to know cultural places and where we enjoyed the specials of the island.

















Fina Conference in Nancy

Our last meeting and final part of the project. The first thing we did was to finish going over the last details of the conference. We had been preparing everything for two months and we only had a couple of things to do. First of all, a review of all the tasks that had been done and those that were still pending. Final review of the questionnaire that the sportswomen were going to do and a count of the participants in the conference. We ran into a problem. That same morning a general strike was called which affected all public services. The atmosphere was a bit tense due to the uncertainty that the country was going through politically. We did not know if some of the politicians who were going to participate would be able to come. In the end most of them came and the conference was a great success.

The players of the professional team participated in the event in a very active way asking questions and contributing ideas about the tool.



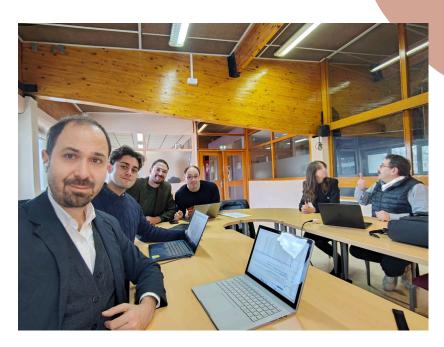


This part was one of the most interesting, as it meant direct feedback from experienced athletes who could see the value and potential of the tool project. Several politicians showed their interest in the project and explained to us that some of their political projects had similarities with ours although the target was different.

In addition to the main focus, which was the SWIFT project, we had time to discuss a continuation of the project to be presented in the next call for proposals.

The inclement weather and the tense atmosphere in the city with some demonstrations did not allow us to enjoy a cultural visit and we made do with seeing the city from a club van.

















6. The tool

The use

The tool we have developed is very simple and its use is fast and user-friendly. The intention from the beginning was that girls of any age could use it and that it would not be complex to use.

Once you access the tool, all you have to do is follow the steps indicated in the drop-down menus. The report can be anonymous, for those girls who do not want to give their identity. Once all the steps have been followed, the report is sent to the club and is managed by the committee.







The committee

Previously, before starting the tool, a committee has to be elected to supervise and manage the complaint in question. The committee has to consist of three members: a board member, a coach and a player. The committee has a maximum of 3 months to resolve the situation. Depending on the seriousness of the situation, it will be resolved internally within the club or reported to the relevant institutions, such as the police.





The phases

The phases to be followed on the website, as well as all the content of the website, can be translated into any language.



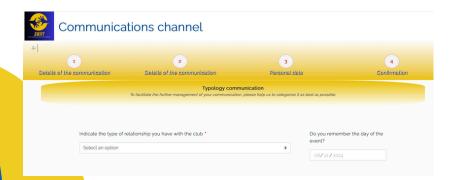
First step, press the alert button



Second step, register a new communication. The other option is to consult the reports already issued.



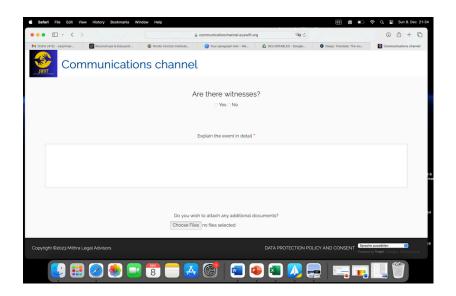
Third step, fill in the questions that appear on the handouts. Only the questions marked with an asterisk are compulsory.







Fourth step, include evidence that can be binding, such as videos or photos.





Experience

It has been great to work as a team with everyone involved in the project during the 12 months of the project. Now it is time to integrate the tool in the European clubs to continue to protect our athletes. It will continue to be one of our objectives to ensure that they can continue to play sport in a safe environment.





7. Media



















































