



# GUIDELINES

FOR OPTIMIZING EU POLICIES IN ORDER TO ENHANCE THE EFFECTIVENESS OF TRAINING IN PROMOTING SPORT BODIES TOP DECISION MAKERS CAPACITY AND SPECIALIZED COMPETENCES FOR PREVENTING AND COUNTERING MATCH-FIXING





**THE AMATT PROJECT HAS PILOTED IN 5 COUNTRIES TRAINING INTERVENTIONS TO PROMOTE THE ACQUIRING OF SPECIALIZED COMPETENCES BY SPORT BODIES TOP DECISION MAKERS AND MEDIA OPERATORS. THE AMATT PROJECT MOVES FROM THE ASSESSMENT THAT THE PREVALINING FOCUS HAS BEEN SO FAR ON TRAINING ATHLETES/PLAYERS, WHILE STUDIES AND FIELD EXPERIENCE SHOW THAT THE ROLE OF MANAGERS AND DIRECTORS, AND OTHER RELEVANT STAKEHOLDERS SUCH AS THE MEDIA, IS EVEN MORE CRUCIAL.**



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# AMATT GUIDELINES

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# 1. PREMISE

Match-fixing is a very complex issue growingly related to organized crime infiltration and its use of sport as a playground and vehicle for illicit earnings and money laundering, mainly linked to illegal betting. It's a very serious threat to both sport integrity and to the essence itself of sport - fair competition - which gets disrupted transforming it into a mere simulation of competition.

As a consequence of relevant and increasing scandals in Europe and elsewhere, indicatively since 2012 this topic has been placed more and more high in the agenda of international organizations, both by sport bodies (e.g.: IOC, UEFA, FIFA, World Rugby, ITF, International Cricket Council, IAAF) and by multilateral entities (namely Council of Europe, UNODC, UNESCO, OECD through IPACS, OSCE, Interpol, Europol). National sport bodies and governments/LEAs are addressing the problem with growing attention.

The European Commission DG EAC has dedicated a specific year budget to this topic through a set of pilot programs under Erasmus+ Sport. DG-Home has also co-funded 4 programs in 2016-2017.

Furthermore, in the sport sector other relevant crimes are growingly taking place: doping, corruption in procurement and in the asignation of great events, money-laundering, fiscal evasion, fictitious sponsoring, abuses, child trafficking, violence, rassismus, gender discrimination. Match-fixing is then more and more a specific issue which has to been conceived within and realted to the sport integrity issue as a whole: this has also impacts in the prevention and countering policies and measures.

Simple and reliable figures are very difficult to deliver.

Two indicators express the growing threat which match-fixing poses to sport:

1. The volume and the increase of the sports betting sector in recent years. According to IBIA data, in 2017 the total market of global sports betting, including both regulated and unregulated markets, has reached the amazing figure of 2.107 billion dollars. According to GLMS comparative data, the global increase since 2000 till 2019 (excluded horse racing) has more then quadrupled.
2. Even more difficult is delivering figures regarding the increase of cases worldwide, given that no organized and comparable data exist. Alerts delivered by betting companies, investigated cases by sport bodies, investigated cases by State Authorities, cases of final conviction. No reliable data exist for the past which may allow make meaningful comparisons. It can be highlighted that the increase of cases affects already a large number of disciplines, ranging from football to cricket, from tennis to badminton, from American football to handball, from horseracing to boxing, and other disciplines.

United Nations UNCAC Resolution 7/8 on "Sport and Corruption" promoted by UNODC and adopted at COSP7 in Vienna on November 11th 2017 has coherently frameworked the topic sport and corruption (including a specific reference in OP 10), while the Council of Europe Convention on the Manipulation of Sport Competitions addresses specifically the fight against match-fixing and has entered into force on October 2019.

## LINKS

### Resolution 7/8 UNCAC

<https://www.unodc.org/unodc/en/corruption/COSP/session7-resolutions.html>

### CoE Convention

<https://rm.coe.int/16808fe387>



## 2. GENERAL CONSIDERATIONS ON SPECIALIZED TRAINING AS A CRUCIAL FACTOR

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In the framework of the Council of Europe Convention on the Manipulation of Sport Competitions, entered into force on October 1st 2019, and of UNCAC Resolution 7/8 on Sport and Corruption, adopted by the United Nations on 11th November 2017, the specialized know-how to conceive, design, implement and monitor policies and measures to prevent and counter match-fixing and other crimes in sport is proving to be very possibly the crucial factor to put into place.

The high-complexity of these criminal behaviors, including among other components investigation, confidential information gathering through protected reporting, betting monitoring, and a robust cooperation with Law Enforcement Agencies (e.g.: Police, State Prosecutors, AntiCorruption Authority), communication strategies, make it unavoidable for the top management of sport bodies (both at professional and grass-roots level) to master key competences in this field. If not, it will not be possible to activate any serious effective action within the world of sport to prevent and counter the phenomenon.

According to the expertise, knowledge and know-how elaborated within the AMATT project and other intervention programs, it must be avoided the persuasion and temptation that this problem can be effectively addressed without very specific competences by top management, by simply outsourcing dedicated services or applying pret-a-porter models or tools (such as basic information sessions to players/athletes, the formal adoption of code of conducts or the establishment of reporting mechanisms isolated from an integrated and articulated approach).

It must be taken into consideration that access to sport body top decision makers may represent a serious hurdle, if the match-fixing problem is not previously recognized as a priority.



## 3 RISK AREAS

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### THE FOLLOWING RISK AREAS HAVE BEEN IDENTIFIED FOR THE TRAINING ACTIVITIES ADDRESSED TO TOP DECISION MAKERS WITHIN SPORT BODIES.

#### 1. LACK OF FULL AWARENESS

In full good faith a wide number of top decision makers may significantly underestimate the problem of match-fixing. This is to some extent logical and acceptable, given that this is a new challenge and traditionally the world of sports had not to address this typology of risks. Hence the training approaches must consider this very carefully.

#### 2. WEAK SPECIALIZED COMPETENCES BY TRAINERS

In most cases there is the high risk that the Trainers have not a sufficient wide knowledge of the topic, not only theoretical or legal, but also based on pragmatic expertise: this jeopardizes the potential of the intervention.

#### 3. DENYING OF THE PHENOMENON

Specially at grassroots level (but also at professional one) the “first resistance” by top decision makers is to deny the existence of the phenomenon, whether they declare this explicitly or not. They tend to consider it an exception, something which is not diffused, pathological and potentially affecting all sport sector: they keep considering it along the traditional idea that match-fixing is a marginal phenomenon. If the training intervention does not disrupt this bias, it will not be effective.

#### 4. FALSE BELIEF OF HAVING ALREADY ALL NECESSARY KNOW-HOW

It may often happen that top decision-makers have the pre-conceive conviction that they already know what it's required. A typical attitude is: “I don't need to know more, we are in condition to cope with this autonomously, it's a waste of time, they want to teach us things which we already know or that too sophisticated, we can do this all with our basic means”.

#### 5. TRADITIONAL TRAINING BY CONTENTS AND NOT BY PROCESS

If the Training Interventions are conceived and based only or essentially on the simple delivery of contents and information, and not on the learning process by the trainee, i.e. involving them actively. The training should not only be the transmission of data on laws, cases and technical aspects, but involve actively the trainee so that she/he matures a real mastering of the issue. This requires competent trainees.

#### 6. HYPER-SIMPLIFICATION

It's very typical that top decision makers may have a very simplified self-representation of the phenomenon, linking it to only one cause or to very specific conditions, without grasping the complex evolution of the last 20 years which has generated a substantial different phenomenon compared to traditional match-fixing. They may also simply understandably resist to the effort required to understand properly the phenomenon, finding it easier and more comfortable to elaborate a simplified explanation.



### **7. “STAND ALONE” APPROACH OR DERESPONSABILIZATION**

When action oriented, it's also very typical that top decision makers tend to develop policies and programs which they can manage autonomously and which can be put in place quickly, without implying coordination with other entities. It can also happen that they have the tendency to consider this a problem related to public authorities: they recognize the existence of the difficulty, but they don't accept responsibility.

### **8. STANDARD MODELS (THE “MAGIC FORMULA”)**

It's very common and understandable that in most cases top decision makers - one recognized the existence of the problem - expect from the training intervention a “magic formula” to be applied or “standard models” of intervention which require no particular effort.

### **9. SEARCH FOR A SINGLE ELEMENT AS THE “SOLUTION FACTOR”**

Also very diffused is the natural tendency to focus on one single factor to address the problem, instead of working on a “multiple factor approach” and on the environment as a relevant component of the solution.

### **10. FOCUS ON THE SINGLE PERSONS**

A very rooted risk is the focus on the single persons isolated from the context. Instead of being concentrated on the evolution of the organizational culture which has generated or made it possible for the phenomenon to thrive, the natural reaction is to attribute responsibility solely to individuals.

### **11. COMPRESSING THE TRAINING TO THE LEGAL COMPONENT**

Another very rooted risk is the compression of training on the legal component, without linking it robustly to individual psychology, to the history of the phenomenon, to its social dimension, to the communication implications, in other words to its substantial and real dynamics.

### **12. EMOTIONS AND TECHNICALITIES**

A relevant risk area is the adoption in training of approaches which are not connected to successful practices and to the testimonialing by key figures (also through videos).

The learning process by trainees is significantly based also on the emotional components, not only on the technical ones.

At the same time, generating emotional engagement without a substantial transmission of technical specific contents is unproductive.

### **13. LACK OF AWARENESS OR LACK OF INTEREST**

You can still find situations and actors within the world of sport which are still not aware of the problem, or, if they are, they haven't prioritized it.





## 4 KEY RECOMMENDATIONS

**RELATED TO THE ABOVE INDICATED RISK AREAS, THE FOLLOWING KEY RECOMMENDATIONS HAVE BEEN IDENTIFIED TO MAKE THE TRAINING INTERVENTIONS EFFECTIVE.**

### 1. PEER-TO-PEER DIALOGUE

The training should be structurally based on approaches which privilege the dialogue between the trainer and the trainees, along a “peer-to-peer” scheme. An effective learning process by a top decision maker may take place only if the knowledge is generated incorporating in it the elements sourced by her/him; also the attitude of the trainee will be open-minded to receive new information if listened.

### 2. LEARNING BY PROCESS

The focus of the training should combine both content elements (technical information and data about match-fixing and integrity in sport) and a strong component of activation of a process where the trainee is substantially involved, and which will continue autonomously after the training session itself. The learning process should include activities by the trainee, ensuring a real learning.

### 3. CONTINUOUS UPDATING

The training should make clearly evident that match-fixing is a phenomenon in permanent evolution, which experiences the continuous emergence of new morphologies, criminal schemes, typologies. Hence a continuous updating is required.

### 4. SPECIFICITY

No universal or standard formula should be promoted as an easy solution to be implemented. Each situation requires a dedicated assessment and strategic choices around the most functional “measures mix” to be adopted. It’s also crucial that the actors acquire an own capacity to develop tailored tools. Anti Match-Fixing Policies are a global topic which must be locally declined.

### 5. PPP

A structural, coherent and coordinated cooperation among all actors - along PPP (Private Public Partnership) methodologies - is recognized by all International Conventions and indications, and by all experts, as a crucial factor. The orientation to promote “interaction environments” should be possibly the main component of the training intervention.

### 6. ORGANIZATIONAL CULTURES

A clear focus must be dedicated to the internal organizational cultures and mentality within each body. Effective training should not avoid this difficult aspect, given the physiological resistance to work on this dimension in any organization.

Nonetheless it’s crucial to shift the focus from the single person to the dynamics in place around her/him.

### 7. OPEN FORMAT

The training format should be open to be enriched by additional elements during the intervention itself, even more if proposed by the trainee. The format should be ready to incorporate new elements.





## 8. RTA

Directly linked to above 3.2, a systematic use of a training approach based on RTA methodologies (structurally combining and connecting the Research Phase (Data Collection), the Training Phase (Information Transmission and Promotion of competence acquisition) and the Action Phase (Competence Own Elaboration by Doing).

## 9. INFORMAL LEARNING

Formal learning should be accompanied by informal learning, including also gaming, videos, talks, films, visits to key facilities or places, friendly matches.

## 10. BUILDING RELATIONS

Communication is proving every year to be more and more relevant for the effectiveness of policies and actions. The training approach should include this component and all its targets: athletes/players, internal subjects, public opinion, public authorities, media operators.

## 11. TRAINING THE TRAINERS

The competences, the standing, the expertise and the consistency of the Trainer is a key factor to train top decision makers.

If the profile is not appropriate, it's more realistic to address the training towards different targets.

## 12. MENTORING

If the training approach is successful, it must be taken into robust consideration the potential of mentoring (also informally) the trainee after the intervention. Its effectiveness would be limited or even jeopardized if it is not accompanied somehow in the follow-up process.

## 13. GRASSROOTS SPORTS

Evidences show that the problem of match-fixing, as well other crimes in sport, is connected also to the grassroots sport and intermediate levels. Hence the training should not be focused only on professional clubs. In some cases it is at grassroots level where it arises and thrives.

## 14. TESTIMONIALING

Since one of the main difficulties of training about the match-fixing issue is to make it "tangible", "real", the use of Testimonials (also through videos) can be very effective. Also the emotional dimension may play a useful learning role.

## 15. COOPERATION WITH LEAs

Last but not most relevant, very likely: the cooperation with State Authorities, and more specifically the LEAs, is the only consistent way to operate effectively, also given that match-fixing is already a crime in many countries (with the perspective of being criminalized in all EU Member States). This element requires to be strongly highlighted.

In this cooperation it must be considered as potentially significant infos sourced by media operators.

## 16. ROLE OF MEDIA OPERATORS

Include in the training approach elements which enable policy makers to develop specific competences for interacting with journalists, also in the perspective of promoting educational sessions.

*In the training sessions with journalists it has emerged clearly that two clusters exist: the investigative journalists who indicatively master the topic and the chronicle journalists who do not know the issue, hence are subject to potential mistakes or misleading interpretations.*





## ANTI MATCH-FIXING TOP TRAINING

[WWW.AMATT.EU](http://WWW.AMATT.EU)

