

EPoSM

EVIDENCE-BASED PREVENTION OF SPORTING-RELATED MATCH-FIXING

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WELCOME & INTRODUCTION

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PROF. DR. STEFANO CANEPPELE
LAUSANNE // 15 NOVEMBER 2021

EPOSM OBJECTIVES

- 1. Raising awareness**
about (the prevalence of) sporting-related match-fixing
- 2. Stimulation moral judgment**
regarding the fact that sporting-related match-fixing is wrong
- 3. Sharing and transferring**
knowledge on sporting-related match-fixing

EPOSM ACTIVITIES & OUTPUTS

1. Academic part

- online questionnaire on match-fixing in 7 European countries

2. Training part

- action plans and workshops

3. Dissemination part

- sharing and transferring results and outputs

EPOSM TEAM

Coordinator



Associated partner



Project partners



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EPOSM INTERNATIONAL SYMPOSIUM PROGRAMME

18h **WELCOME AND INTRODUCTION**

Stefano Caneppele (UNIL) & Pierre Zappelli (PI)

18h15 **GLOBAL OVERVIEW OF QUESTIONNAIRE RESULTS**

Stef Van Der Hoeven (UGHENT)

18h40 **DIFFERENT PERSPECTIVES ON MATCH-FIXING “HOW CAN WE MAKE ALL 3 LEVELS STRONGER?”**

Maarten van Bottenburg (UU), Argyro Elisavet Manoli (LU), Severin Moritzer (PFC), Simon De Clercq (ICES)

19h30 **Q & A**

19h40 **“LOOKING TO THE FUTURE: HOW TO MANAGE THE PREVENTION OF MATCH-FIXING”**

Bram Constandt (UGHENT) & Paul Standaert (PI)

CONCLUSIONS

Annick Willem (UGHENT)

20h **NETWORK RECEPTION**



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GLOBAL OVERVIEW OF QUESTIONNAIRE RESULTS

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STEF VAN DER HOEVEN
LAUSANNE // 15 NOVEMBER 2021

PRESENTATION OVERVIEW

1. Background
2. Online questionnaire
3. Results

1. BACKGROUND

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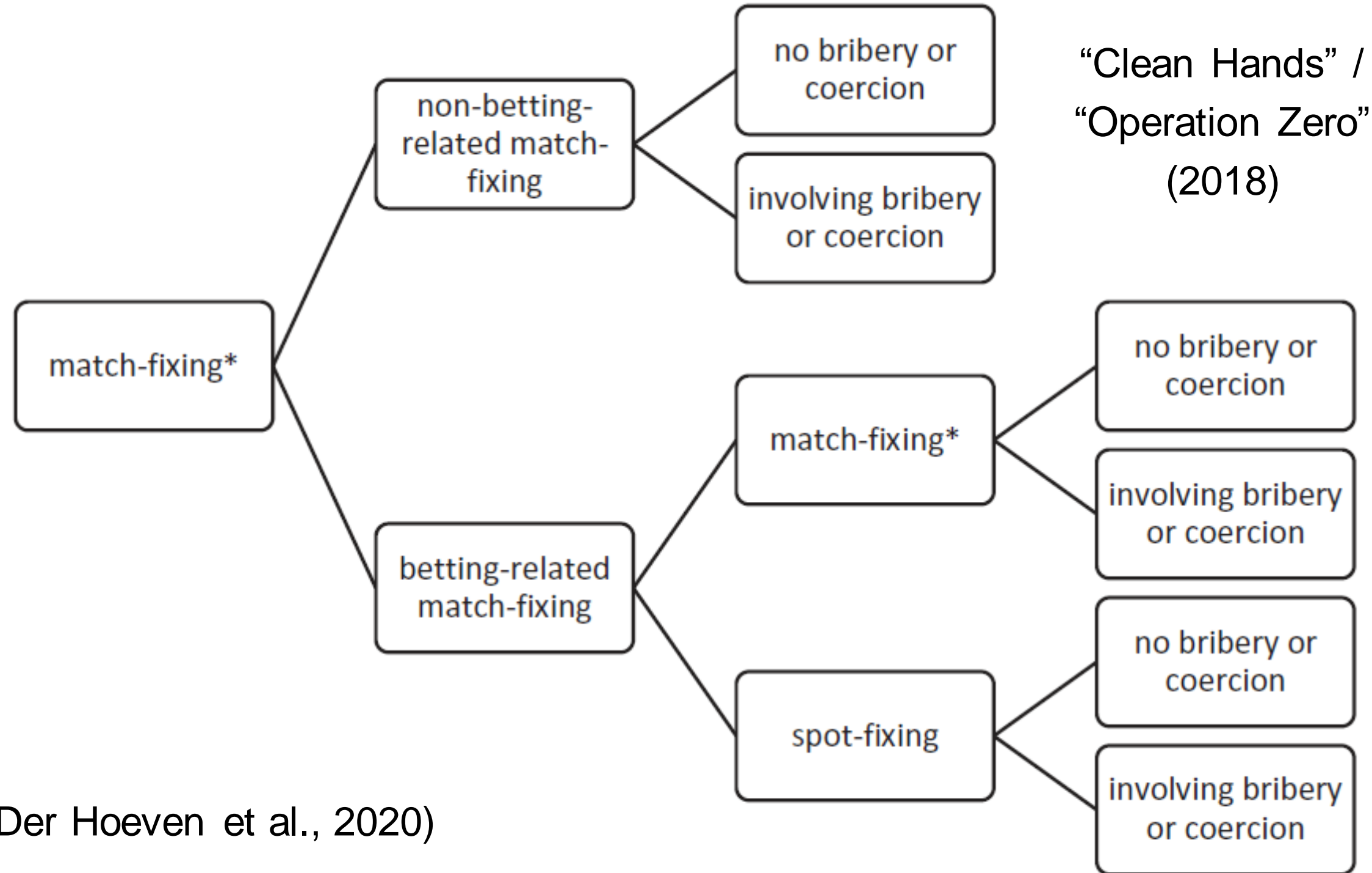
1.1 DEFINITION



“An intentional arrangement, act, or omission aimed at an improper alteration of the result or the course of a sports competition in order to remove all or part of the unpredictable nature of the aforementioned sports competition with a view to obtaining an undue advantage for oneself or for others.”

(Council of Europe, 2014, art. 3.4)

1.2 DIFFERENT TYPES

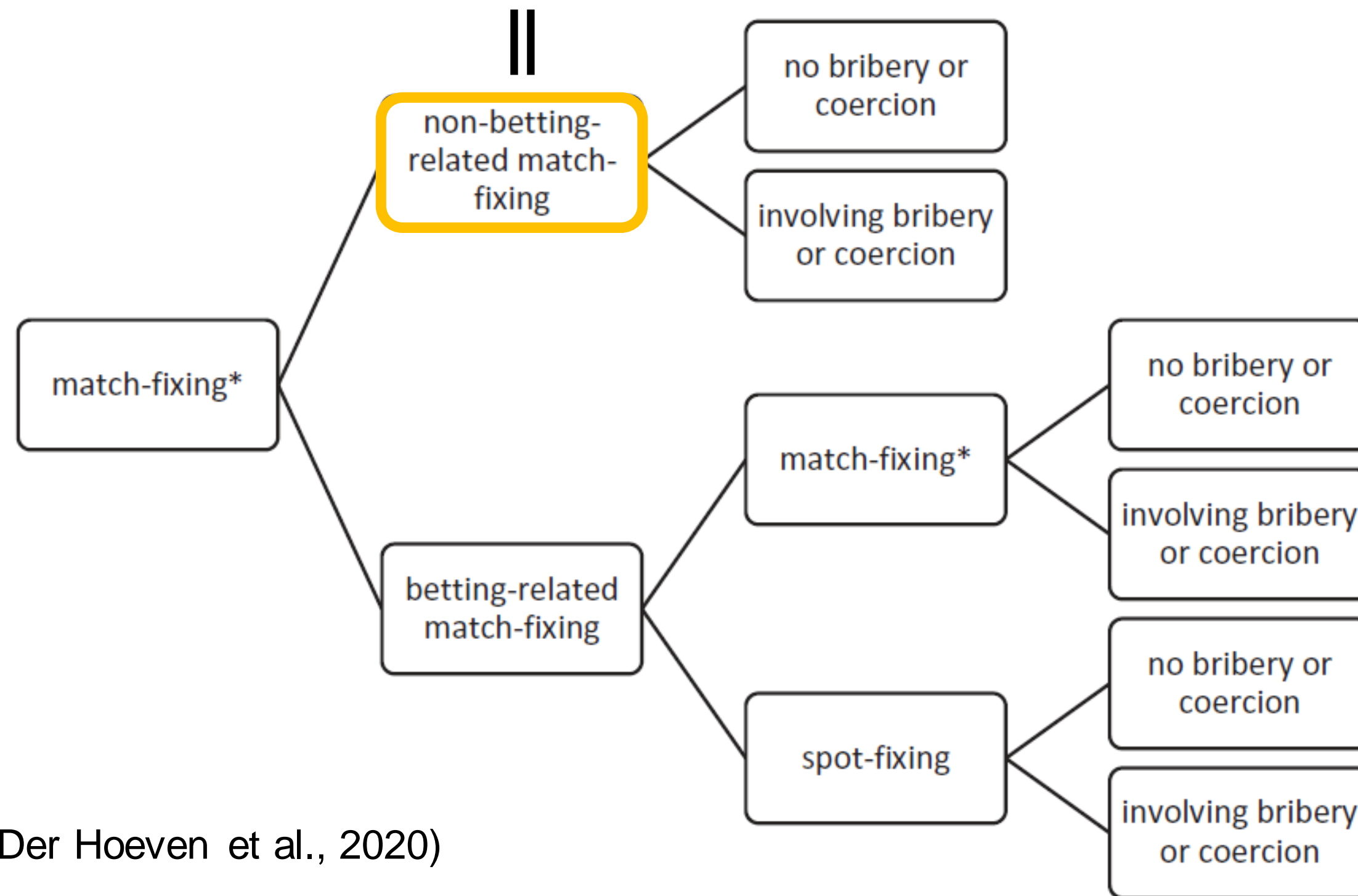


Zheyun Ye (2004/05)



(Van Der Hoeven et al., 2020)

Sporting-related match-fixing



(Van Der Hoeven et al., 2020)

1.3 HOW IT STARTED...

91,7% Sporting-related cases > 8,3% betting-related cases

- Flanders (Belgium)

- Sports:   

ETHICS & BEHAVIOR
2020, VOL. 30, NO. 6, 425–443
<https://doi.org/10.1080/10508422.2019.1667238>

 **Routledge**
Taylor & Francis Group

ORIGINAL RESEARCH ARTICLE

 Check for updates

Match-fixing: Moral challenges for those involved

Stef Van Der Hoeven , Els De Waegeneer , Bram Constandt , and Annick Willem 

Department of Movement and Sports Sciences of Ghent University

ABSTRACT

Match-fixing is a major ethical issue in sports. Although research interest in match-fixing has increased in recent years, we remain largely in the dark regarding how both betting- and non-betting-related match-fixing relate to the moral decision-making of those involved. Drawing on Rest's theory of morality and on the perceptions of a large sample ($n = 567$) of participants in Flemish sports, this study indicates that most match-fixing incidents are non-betting-related, while moral motivation and associated challenges clearly differ according to the type of match-fixing. Therefore, each type of match-fixing requires different preventive measures.

Keywords

match-fixing; moral decision-making; sports ethics








2. ONLINE QUESTIONNAIRE

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2.1 ONLINE QUESTIONNAIRE

						
Football	Football	Football	Football	Football	Football	Football
Basketball	Tennis	Tennis	Tennis	Tennis	Tennis	Tennis
Handball	Basketball	Basketball	Handball	Hockey	Basketball	Cricket

2.2 METHOD

- Ran from May 2020 until November 2020
- Dissemination mainly through email and social media
- Duration: \pm 15 minutes
- Completely anonymous
- Target group: respondents of 18 years or older who are/were involved in one of the selected sport disciplines (i.e., current and former athletes, coaches, board members, referees, and others)

2.3 CORE COMPONENTS

1. Characteristics of the respondents (in relation to their sports discipline)
2. Do you personally know anyone who has been approached to fix a game/match? → If yes, further details
3. Have you yourself ever been approached to fix a game/match?
→ If yes, further details about their last (or only) match-fixing proposal were examined
4. When 2. and/or 3. = yes → Have you ever reported your suspicions or experiences of match-fixing to anyone?
5. Still involved in a sport club?
→ If yes → Does your own club pay attention to match-fixing?

2.4 SAMPLE

	Total (n = 5014)	Football (n = 2952)	Tennis (n = 749)	Basketball (n = 262)	Hockey (n = 545)	Handball (n = 170)	Cricket (n = 126)	Other (n = 210)
Country								
Austria	13,6%	18,7%	1,9%	25,6%	0,0%	14,1%	0,0%	11,0%
Belgium	19,1%	26,9%	9,3%	28,6%	0,0%	0,0%	0,0%	10,5%
Croatia	9,3%	10,2%	10,4%	32,1%	0,0%	0,6%	0,0%	1,9%
France	7,2%	2,7%	4,4%	4,2%	0,0%	81,2%	0,0%	45,7%
The Netherlands	21,2%	2,5%	56,1%	0,0%	100%	0,0%	0,0%	11,0%
Switzerland	4,1%	3,8%	2,8%	9,5%	0,0%	4,1%	0,0%	20,0%
United Kingdom	25,5%	35,2%	15,1%	0,0%	0,0%	0,0%	100%	0,0%
Language								
English	26,2%	35,6%	15,6%	6,5%	0,6%	0,6%	100%	0,5%
German	14,2%	19,7%	2,1%	19,8%	0,0%	15,9%	0,0%	15,7%
French	15,4%	13,0%	6,8%	24,0%	0,0%	82,9%	0,0%	63,3%
Dutch	34,9%	21,4%	65,3%	17,6%	99,4%	0,0%	0,0%	18,6%
Croatian	9,3%	10,2%	10,1%	32,1%	0,0%	0,6%	0,0%	1,9%

2.4 SAMPLE

		Total (n = 5014)	Football (n = 2952)	Tennis (n = 749)	Basketball (n = 262)	Hockey (n = 545)	Handball (n = 170)	Cricket (n = 126)	Other (n = 210)
Gender									
	Man	84,2%	91,7%	65,6%	84,0%	72,5%	72,4%	97,6%	76,7%
	Woman	15,6%	8,1%	34,2%	15,3%	27,5%	27,6%	2,4%	23,3%
	Other	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
	I prefer not to say	0,2%	0,2%	0,3%	0,8%	0,4%	0,0%	0,0%	0,0%
Age: M (SD)		40,5 (15,5)	38,5 (15,2)	45,1 (15,7)	36,3 (14,7)	46,9 (13,5)	31,5 (9,4)	54,5 (14,3)	38,9 (15,0)
How long have you been involved in this sport (in years)? M (SD)		22,9 (14,1)	21,7 (13,7)	24,9 (14,1)	22,0 (13,1)	28,4 (15,2)	18,1 (8,9)	28,4 (18,3)	20,8 (12,8)

2.4 SAMPLE

	Total (n = 5014)	Football (n = 2952)	Tennis (n = 749)	Basketball (n = 262)	Hockey (n = 545)	Handball (n = 170)	Cricket (n = 126)	Other (n = 210)
How are (were) you mainly related to this sport?								
Athlete	59,5%	54,4%	78,2%	53,4%	65,9%	51,2%	61,1%	61,4%
Coach / Trainer / Assistant coach	8,3%	8,1%	5,3%	12,2%	15,6%	1,8%	4,0%	4,8%
Medical staff	0,9%	1,2%	0,7%	0,4%	0,0%	0,0%	1,6%	0,0%
Referee / VAR / (Fourth) official / Jury member	17,2%	21,0%	2,3%	19,8%	9,4%	44,1%	2,4%	22,4%
Board member / Assembly member / Manager of a sport club	5,7%	5,9%	6,9%	8,4%	2,9%	2,9%	4,8%	5,7%
Other	7,3%	8,1%	5,9%	5,3%	6,1%	0,0%	19,8%	5,7%

2.4 SAMPLE

	Total (n = 4469)	Football (n = 2952)	Tennis (n = 749)	Basketball (n = 262)	Hockey	Handball (n = 170)	Cricket (n = 126)	Other (n = 210)
At what level are (were) you mainly involved?								
Professional	11,0%	9,3%	10,4%	29,8%		24,7%	2,4%	7,6%
Semi-professional	16,0%	16,1%	12,0%	25,6%		22,4%	7,1%	16,2%
Amateur	73,1%	74,6%	77,6%	44,7%		52,9%	90,5%	76,2%

3. RESULTS

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3.1 NEARLY 20% OF PEOPLE IN SPORTS HAS BEEN CONFRONTED WITH (IN)DIRECT MATCH-FIXING PROPOSALS

- 17,5% (n = 876)
“I personally know one or more persons who had been approached to fix a match”
- 8,4% (n = 419)
“I have already been approached myself for a match-fixing proposal”

958 respondents indicated
in(direct) match-fixing incidents

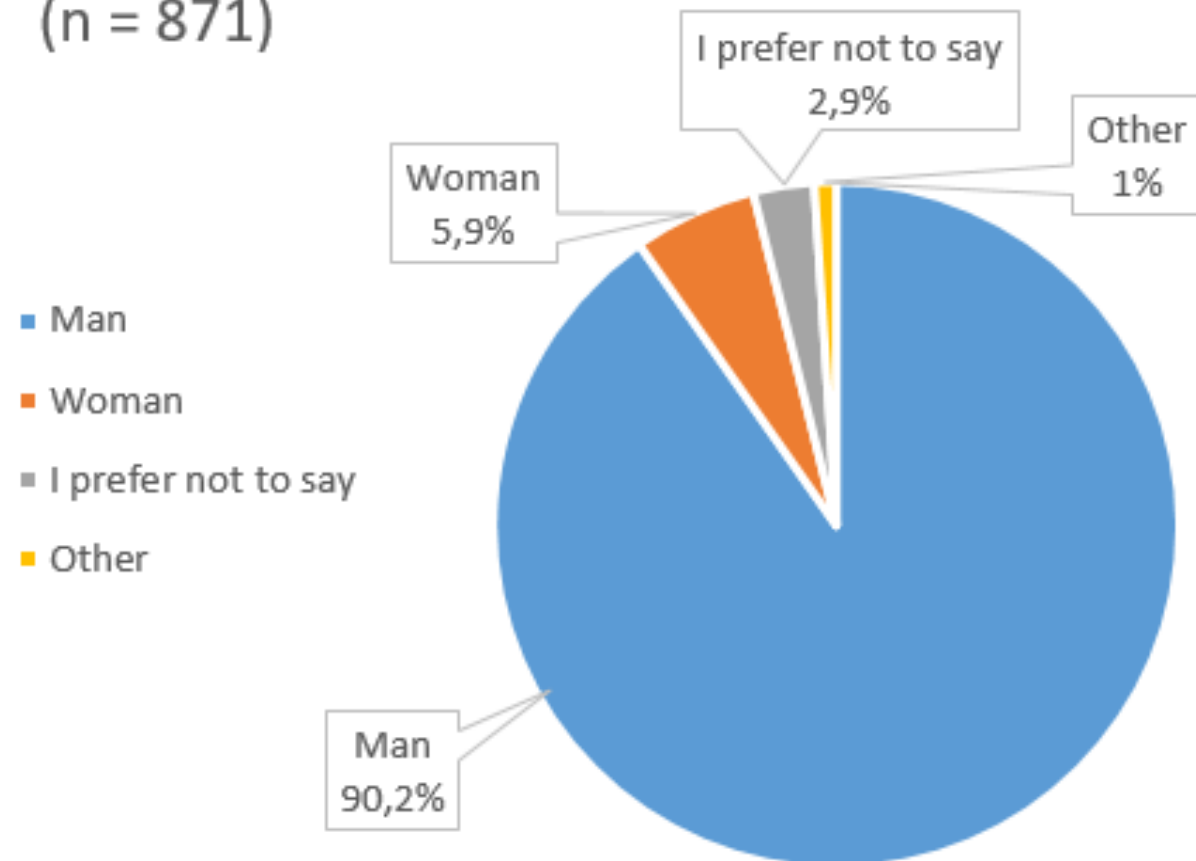
539 respondents knew
one or more persons
(not themselves) who
had been approached
for match-fixing

337 respondents knew
one or more persons
who had been
approached for match-
fixing & acknowledged
to have been
approached personally
for match-fixing

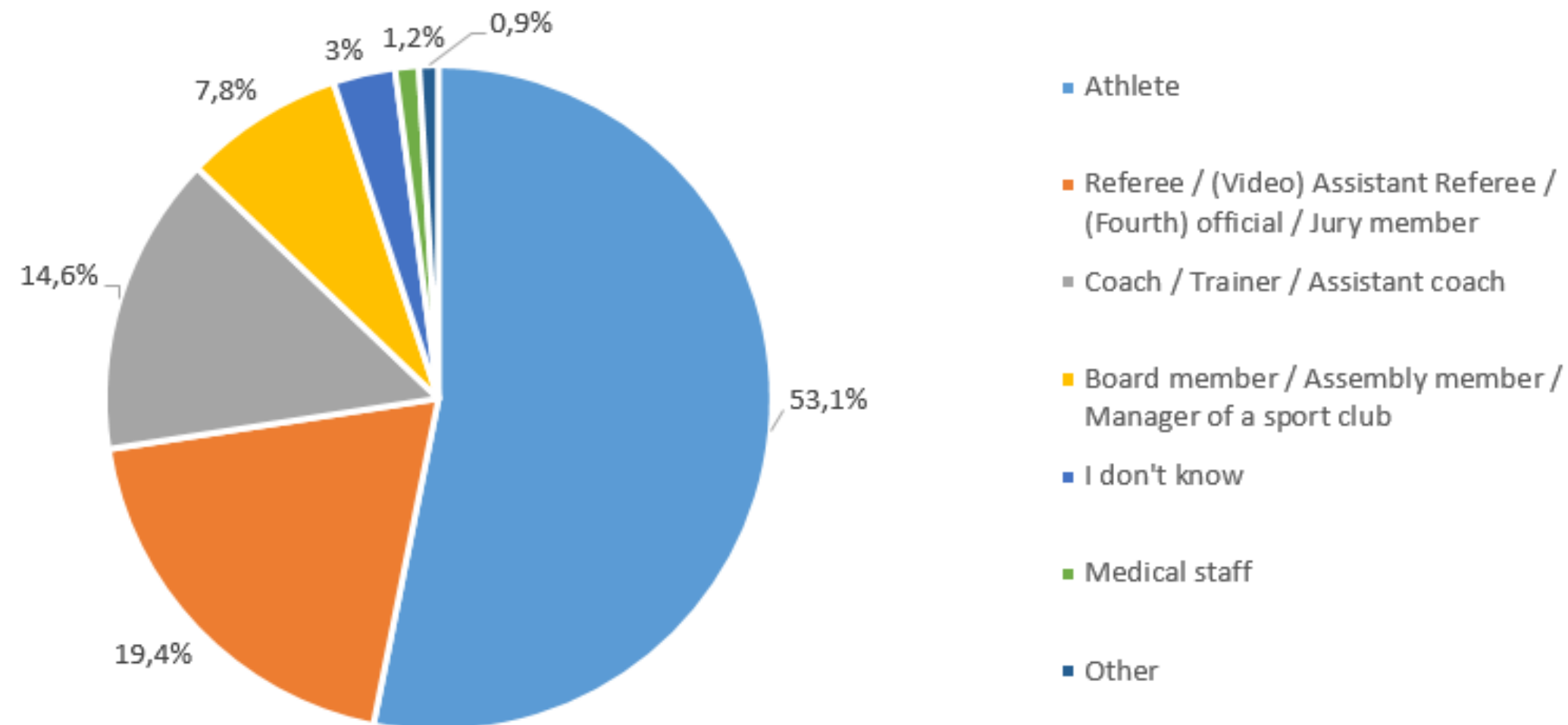
82 respondents
indicated to have been
approached personally
for match-fixing without
knowing of anyone
else who had also
been approached

3.2 KNOWING SOMEONE PERSONALLY WHO HAD BEEN APPROACHED FOR MATCH-FIXING

This person was a:
(n = 871)

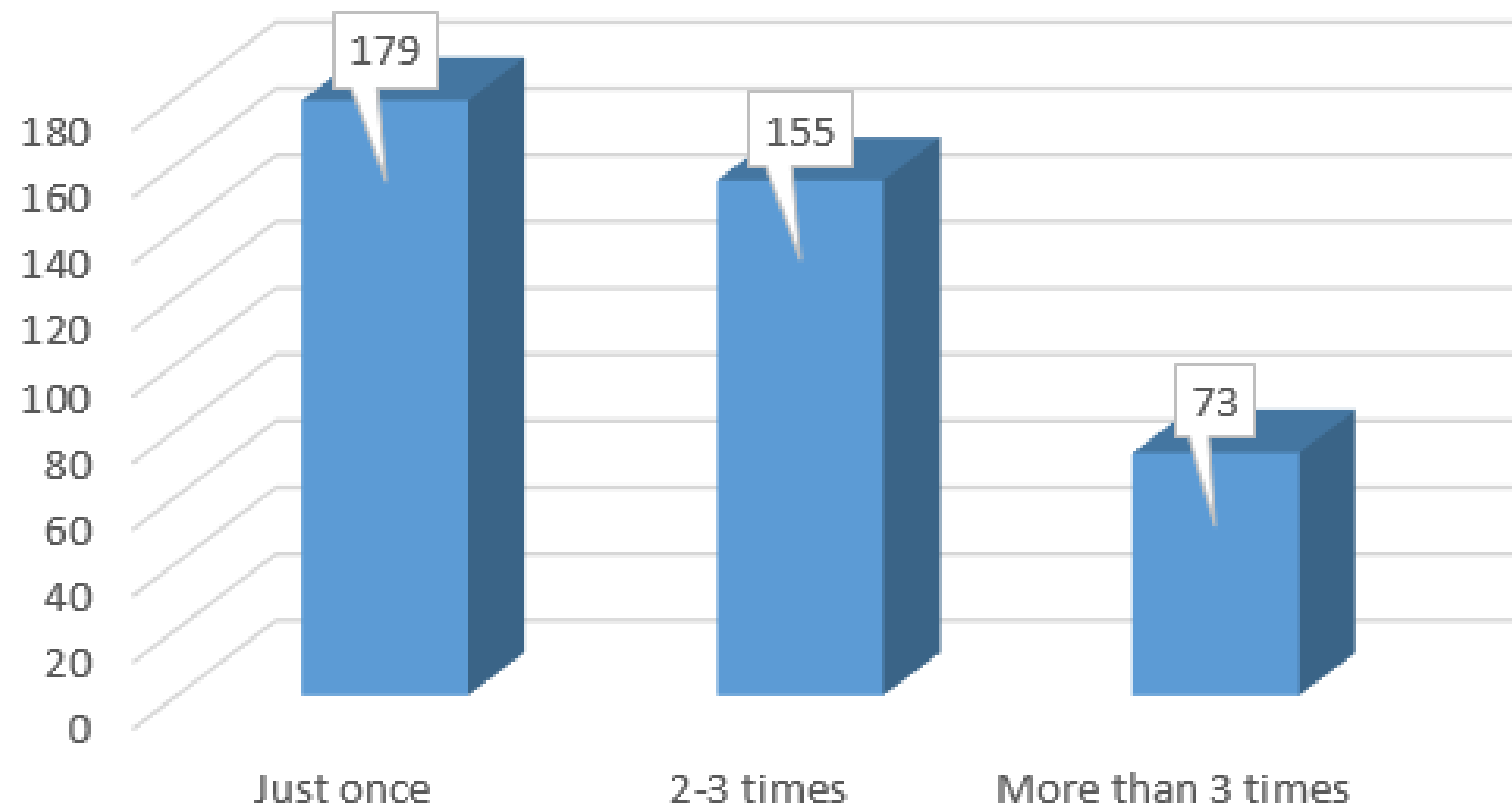


How was he/she related to this sport at the moment of the proposal?
(n = 864)

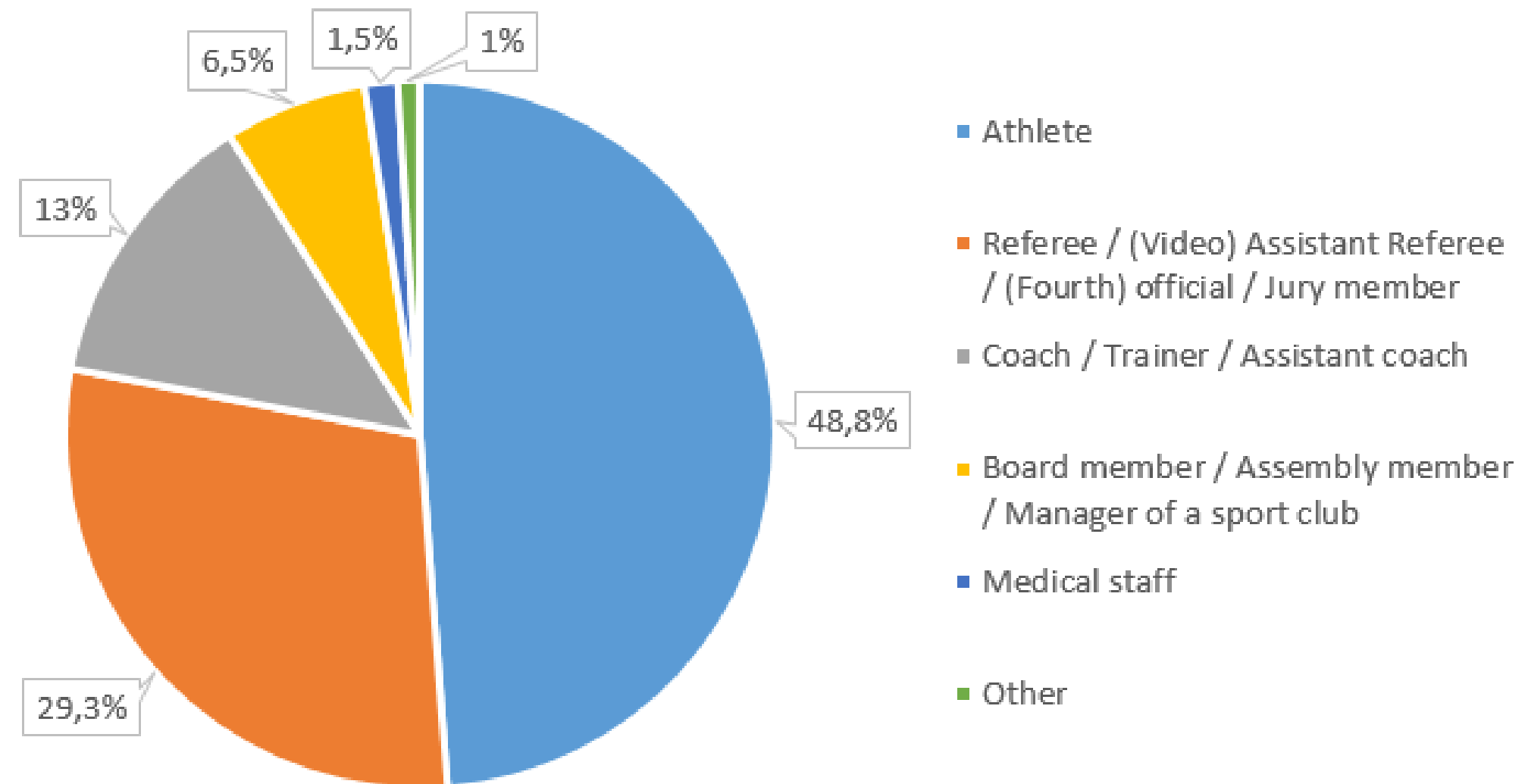


3.3 PERSONALLY APPROACHED FOR MATCH-FIXING

How many times have you been approached to fix a game/match? (n = 407)



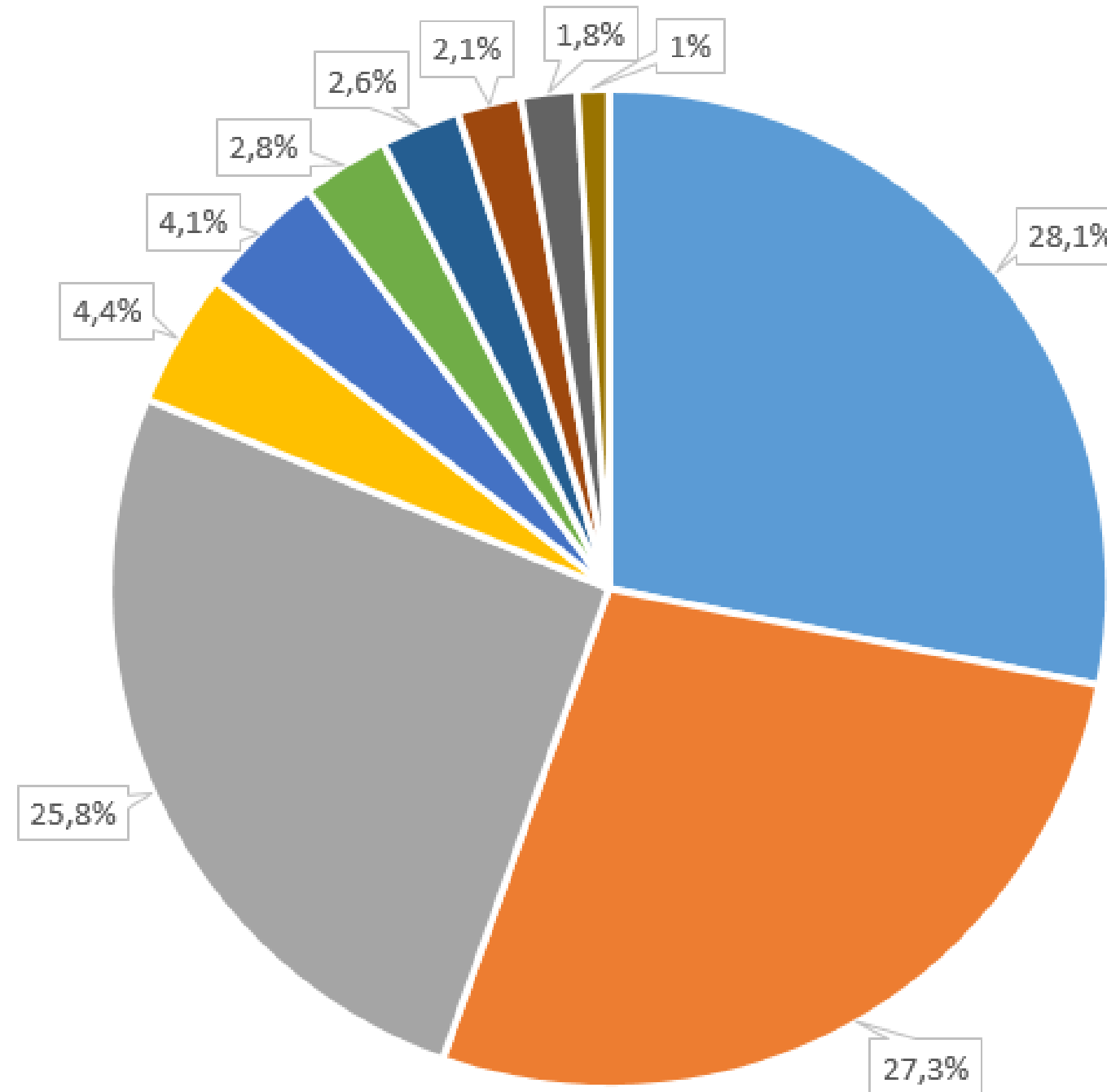
How were you related to the sport, at the moment of that proposal? (n = 400)



3.3 PERSONALLY APPROACHED FOR MATCH-FIXING

Who approached you? (n = 388)

- Athlete(s)
- Board member(s) / Assembly member(s) / Manager(s) of a sport club
- Coach(es) / Trainer(s) / Assistant coach(es)
- Other
- Bettor(s) / Gambler(s)
- Referee(s) / (Video) Assistant Referee(s) / (Fourth) official(s) / Jury member(s)
- Agent(s) of an athlete
- Sponsor(s)
- Former athlete(s)
- Medical staff



3.3 PERSONALLY APPROACHED FOR MATCH-FIXING

Betting- vs. sporting-related match-fixing

	Only betting-related proposal	Only sporting-related proposal
% (n = 397)	9,8% (n = 39)	68% (n = 270)
Motive	“To earn money by betting on the manipulated game/match”	Mainly approached to (1) prevent the relegation of a club or player, or (2) enable a club/player to win the championship
Money and/or inducements	82,1%	68,7% frequently inducements (e.g. beer – luxury gifts)
Threatened or pressured	38,5%	19,2%
Consent	35,9% “because of money or inducements” “experienced financial difficulties”	27,4% Mainly as “a friendly gesture towards another club or athlete”

3.3 PERSONALLY APPROACHED FOR MATCH-FIXING

Focus on the people who indicated **only** sporting-related match-fixing cases (n = 270)

At what level were you involved at that time?	(n = 241)
Professional	14 (5,8%)
Semi-professional	42 (17,4%)
Amateur	185 (76,8%)

+ 29 people involved in hockey

What were these people seeking to influence?	(n = 270)
The outcome of the game/match (who wins/loses)	217
The exact result of the game/match (e.g. 2-0 in football, 0-6 in tennis)	40
Specific events during the game/match	22
Other things	15
I don't know	1

*The sum of the figures exceeds 270, because multiple answers were possible to the question.

3.4 REPORTING SUSPICIONS OR EXPERIENCES

- **48%** (n = 455) of the people who indicated (in)direct match-fixing proposals in the questionnaire, had **never reported** their suspicions or experiences of match-fixing to anyone
- **52%** (n = 493) had **reported** their suspicions or experiences of match-fixing to anyone:

Have you ever reported your suspicions or experiences of match-fixing to anyone?	(n = 493)
Yes, to teammates	229
Yes, to the coach / trainer / assistant coach	141
Yes, to the board members of the sport club	126
Yes, to the sport federation	94
Yes, to someone else	93
Yes, to an anonymous reporting line	23
Yes, to the police	19


*The sum of the figures exceeds 493, because multiple answers were possible to the question.

3.5 PREVENTION IN SPORT CLUBS

3442 respondents were still involved in a sport club

n = 947	No, my sport club does not pay attention to match-fixing
n = 1203	I don't know
n = 1286	Yes

+ 6 missing values



n = 740	There is a code of conduct / ethics with statements on match-fixing in the sport club
n = 433	The sport club provides information (sessions) / training about match-fixing
n = 337	There is a ban to bet on matches within our own competition imposed by the sport club
n = 324	The sport club gives explicit warnings on match-fixing
n = 239	There is a confidential adviser in the sport club to whom cases and / or suspicions of match-fixing can be reported
n = 227	Any suspicious acts are reported to the police by the sport club
n = 114	In another way

*The sum of the figures exceeds 1286, because multiple answers were possible to the question.

DIFFERENT PERSPECTIVES ON MATCH-FIXING

*“HOW CAN WE MAKE ALL 3
LEVELS STRONGER?”*

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SYSTEMATIC CHALLENGES OF TACKLING MATCH-FIXING (MACRO-LEVEL)

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*PROF. DR. MAARTEN VAN BOTTENBURG
LAUSANNE // 15 NOVEMBER 2021*

Introduction

- Bad apples
- Bad barrels
- Bad climate

Rotten Apple or Rotten Barrel?





Individual level (micro)

Match-fixing is caused by individual ethical or moral misbehaviour



Situational level (meso)

Subcultures and organisations can tolerate and incite individual misbehaviour



Systemic level (macro)

The institutional environment can enable or constrain subcultures and organisations to tolerate or incite individual misbehaviour

Systemic complexity

Intersectoral

- Match-fixing has developed from a sport problem into a public issue

Hybrid

- Match-fixing crosses the boundaries between public, private, and societal domains

Transnational

- Match-fixing transcends the jurisdictions of sports organisations and governments while a globally harmonised regulatory and judicial approach to this problem is (still) lacking



Organisational network collaboration

Heterogeneous organisations

Autonomous organisations

Interdependent organisations

Multipolar network

Lack of coordinating authority

Systemic challenges

Sport policy and public policy are unintentionally enabling match-fixing

Sport policy and public policy are insufficiently constraining match-fixing

Unintentionally enabling match-fixing

Governments:
legalisation and
liberalisation of the
gambling market

Sport organisations:
sponsorship
contracts with
betting companies

Insufficiently
constraining
match-fixing

The network governance design does not match the requirements of the problem and the multiplicity of actors involved in the organisational collaborative network

Network governance designs

- Olympic values
 - Coordinated by a leading network organisation
 - **Lead organisation governance**
- Anti-doping
 - Coordinated by a separate, not operationally participating entity
 - **Network administrative organisation governance**
- Match-fixing
 - Coordinated by all (or none or some?)
 - **Shared governance**



Efficiency, effectiveness, and legitimacy of network governance design

		Participant-governed network (shared governance)	Tackling match-fixing network
Efficiency	Network participants	Few	Many
Effectiveness	Network goal consensus	High	High, with conflicting interests and internal inconsistencies
	Trust among participants	Widely shared	Increasing, but accompanied with transparency and accountability issues
	Level of interdependent task requirements	Low	High
	Need for formalisation	Low	Increasing
Legitimacy	(internal) participant satisfaction	Widely distributed	??
	(External) need for policy successes	Relatively low	High



SITUATIONAL CHALLENGES OF TACKLING MATCH-FIXING (MESO-LEVEL)

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PROF. DR. ARGYRO ELISAVET MANOLI
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SPORT ORGANISATIONS' INVOLVEMENT IN MATCH-FIXING

Passively tolerate

- 'Turn the blind eye' and allow match-fixing

Actively participate

- Active participation by organising or participating in match-fixing

SPORT ORGANISATIONS ACTIVELY PARTICIPATE IN MATCH-FIXING

- Symbiosis of greed, aspiration and need
- Ferocious market dynamics
- Lack of regulation and wider control
- Exploitation of power
- In order to survive

SPORT ORGANISATIONS ACTIVELY PARTICIPATE IN MATCH-FIXING

- Betting-related match-fixing
 - Use of position and power
 - Aim to profit
 - Need or greed
 - Reward or punishment

SPORT ORGANISATIONS ACTIVELY PARTICIPATE IN MATCH-FIXING

- Sporting-related match-fixing
 - Use of position and power
 - Aim to profit long-term - exogenous price
 - Insufficient income sources
 - Declining income
- Need to survive

SPORT ORGANISATIONS PASSIVELY TOLERATE MATCH-FIXING

- Heterogeneity of sport organisations
 - Multiple stakeholders
 - Different types of legal entities
 - Variety of structures, processes and actors
- Fit and proper tests are non-existent or enforced
 - Involvement for financial and non-financial issues

SPORT ORGANISATIONS PASSIVELY TOLERATE MATCH-FIXING

- Accentuated and uncontrolled growth and commercialisation
- Organisations and events vulnerable to manipulation (supply-demand)
- Adaptability and creativity of corruptors
- Sophistication of methods
- Re-acting and not acting enough

SPORT ORGANISATIONS PASSIVELY TOLERATE MATCH-FIXING

- Lack of transparency
- Resistance to change
- Established culture of exclusivity
 - ‘Do not rock the boat’
- Illusion of innocence – inherent integrity of sport
- Lack of power, control and tools

EVIDENCED BASED PREVENTION OF MATCH-FIXING

Action plans:

The design and dissemination of carefully created, evidenced-based action plans, tailored for each sport in each participating country.

INDIVIDUAL CHALLENGES OF TACKLING MATCH-FIXING (MICRO-LEVEL)

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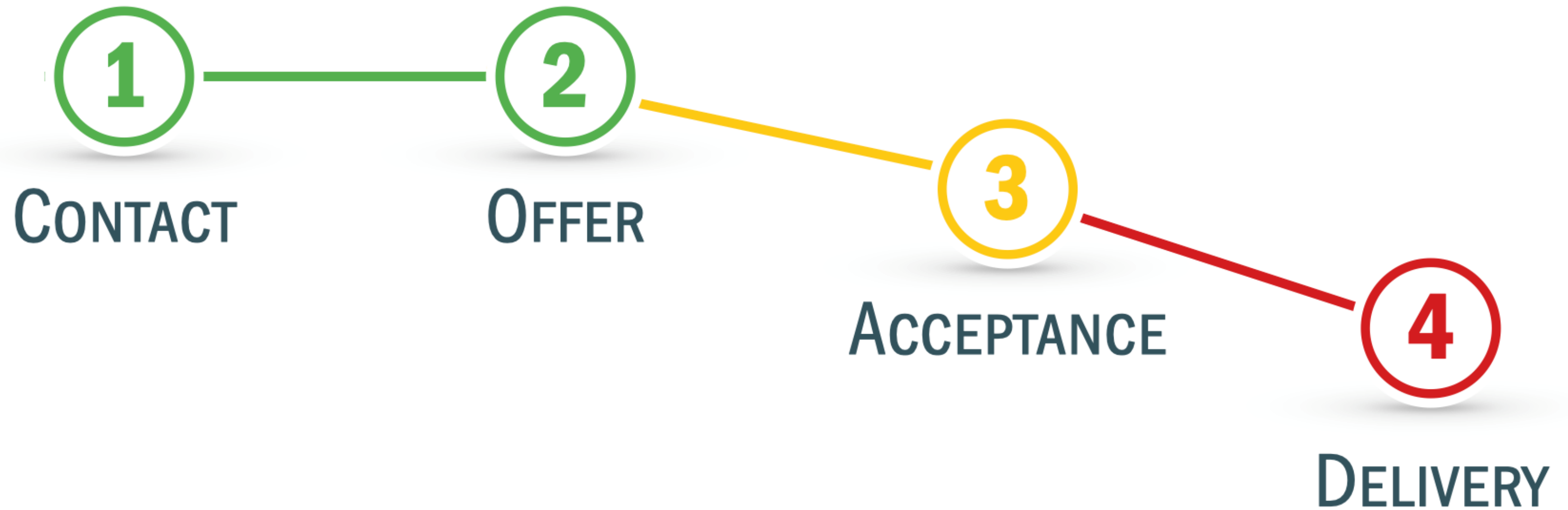


*SEVERIN MORITZER
&
SIMON DE CLERCQ
LAUSANNE // 15 NOVEMBER 2021*

STAKEHOLDERS



STEPS INTO MANIPULATION...



OPERATIONAL ACTIVITIES & IMPACT



PREVENTION

- Do NOT FIX.
- Do NOT BET.
- Do NOT USE INSIDE INFORMATION.
- Do REPORT.

INTERVENTION

- DISCIPLINARY
- LAW ENFORCEMENT

CONSEQUENCES

-  **CRIMINAL LAW (FRAUD)**
-  **LABOUR LAW (DISMISSAL)**
-  **SPORT FEDERATION LAW (SUSPENSION & PENALTIES)**
-  **FINANCIAL CONSEQUENCES (LITIGATION COSTS, INCOME)**
-  **SOCIAL REPUTATION**

THE 3 R's



ERKENNEN
RECOGNIZE



WIDERSTEHEN
RESIST



BERICHTEN
REPORT

WHY INDIVIDUALS DECIDE TO ENGAGE IN MATCH-FIXING?

- Financial advantage
- Sporting advantage
- Compulsion

ENFORCED BY ...

- They think they wouldn't get caught
- 'We don't harm anybody'
- Safe energy

PREVENTION

- Sensitize on the individual level
- Build it up around
 - Recognize
 - Resist
 - Report
- 3R's → EPOSM workshops

1) RECOGNIZE

- Cases
- Macolin convention

2) RESIST

- Why don't engage
 - You **do** harm people and the sport
 - Sanctions
 - Resist firmly

3) REPORT

- Importance
- EPOSM figures



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CASES

- Roll plays
- Debate

EPOSM - INDIVIDUAL

- Sensitize
- Workshop -> further enrol

MICRO → MESO



Q & A

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LOOKING TO THE FUTURE: HOW TO MANAGE THE PREVENTION OF MATCH-FIXING

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DR. BRAM CONSTANDT
LAUSANNE // 15 NOVEMBER 2021

PRESENTATION OVERVIEW

1. The current state of match-fixing research
2. A critical perspective on existing approaches
3. Fix the fixing? Ways forward

1. THE CURRENT STATE OF MATCH-FIXING RESEARCH

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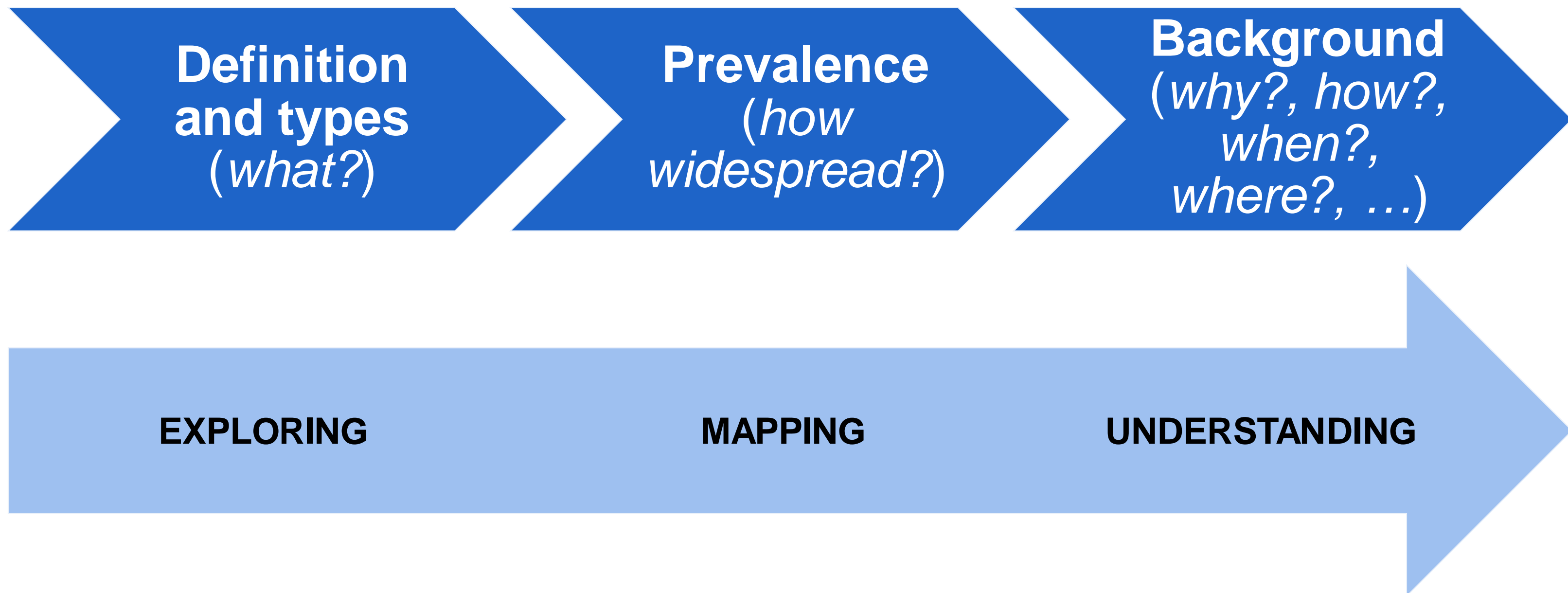


1.1 MATCH-FIXING RESEARCH

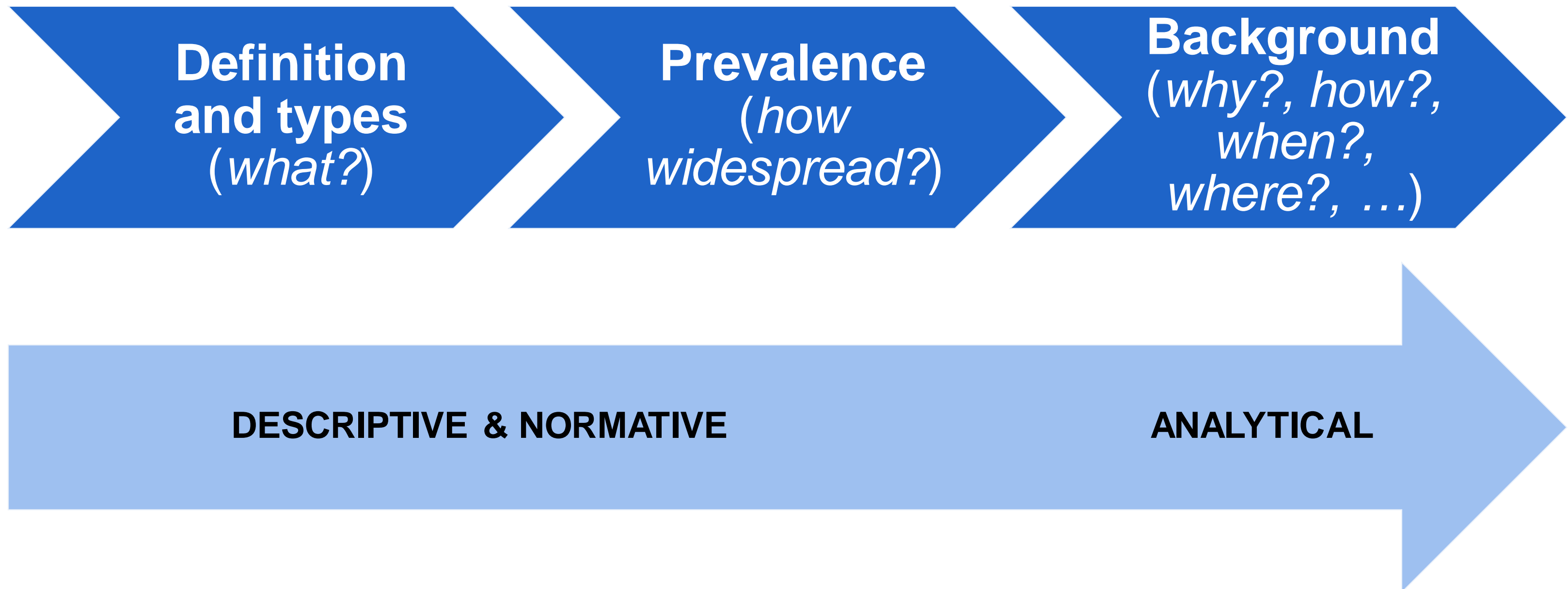
- Seminal **ethnographic** work of Declan Hill (2009, 2010)
- **Distinction** between betting-related and non-betting-related match-fixing
- Numerous **prevalence** studies
- Dominance of **rational choice perspective** → overestimation individual agency (Tak et al., 2018)



1.2 AN EXPANDING FIELD OF STUDY



1.3 COMING OF AGE: FROM DESCRIPTIVE TO ANALYTICAL



2. A CRITICAL PERSPECTIVE ON EXISTING APPROACHES

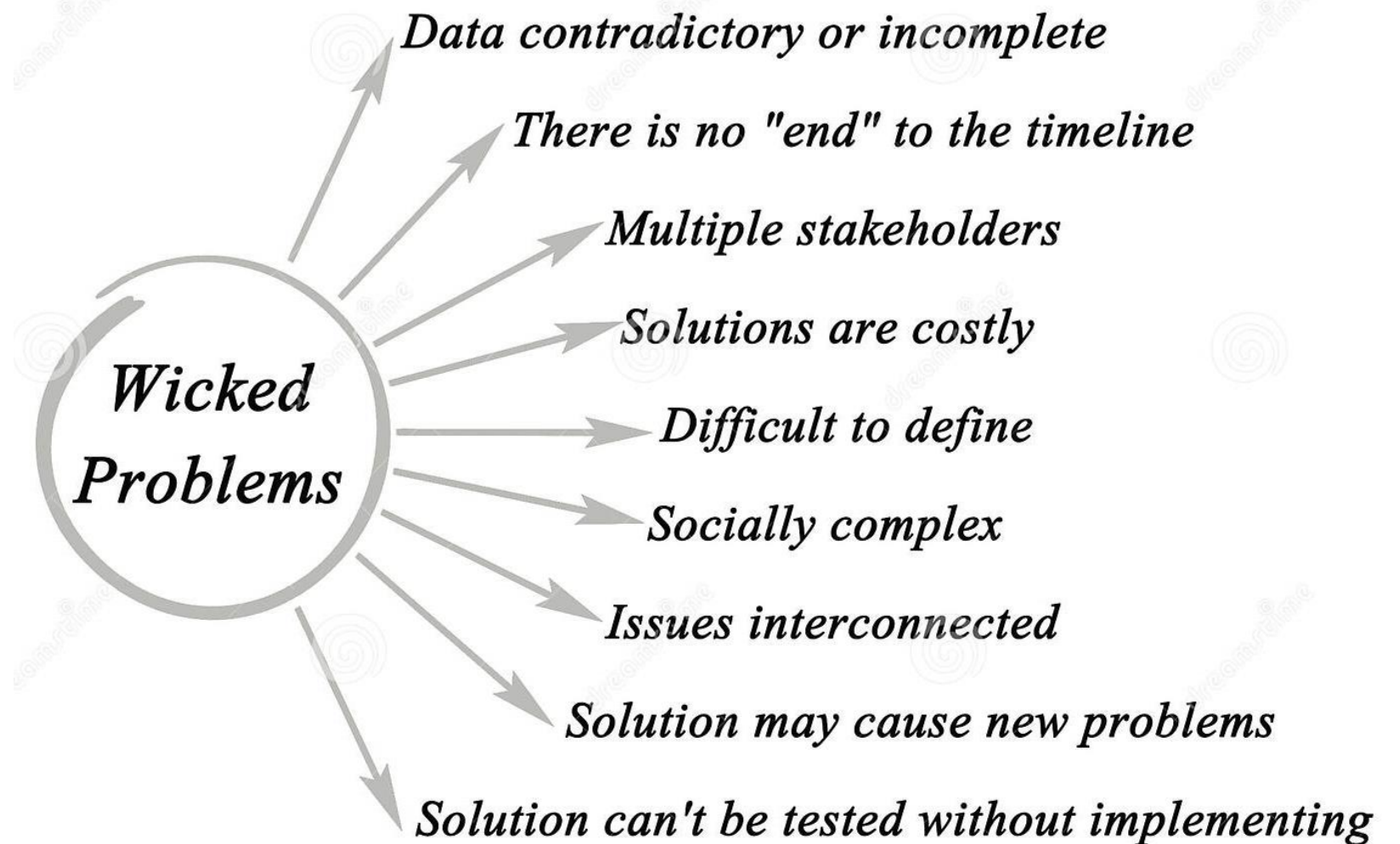
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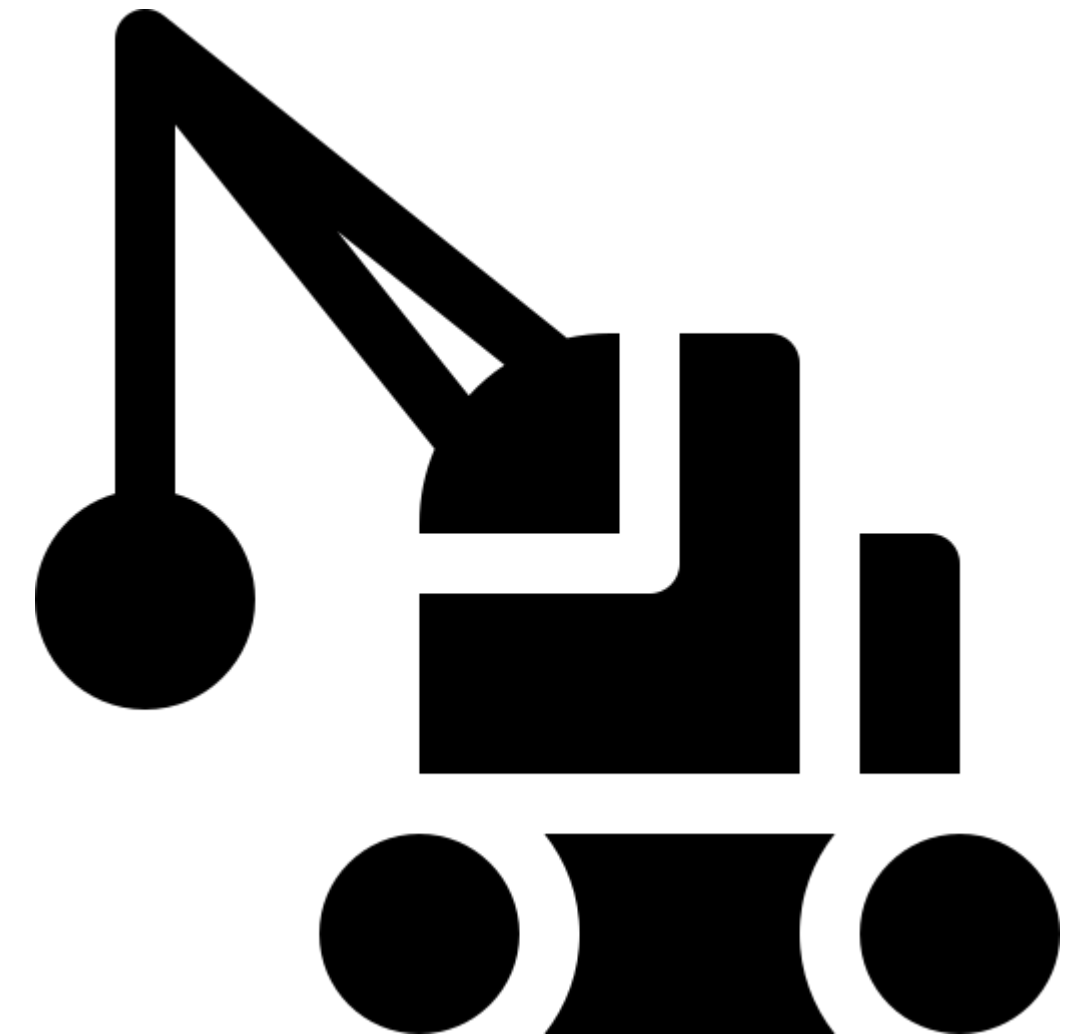
2.1 MATCH-FIXING AS A WICKED PROBLEM?

- Match-fixing → **complex and multifaceted** phenomenon → diverse and robust approaches needed
- Match-fixing as ‘**wicked problem**’? → social issue that is difficult to solve → managing instead of resolving?
- A **holistic approach** (Kihl, 2018), focusing on:
 - *micro* level: individual vulnerabilities
 - *meso* level: organizational vulnerabilities
 - *macro* level: systemic vulnerabilities



2.2 DECONSTRUCTING MATCH-FIXING MYTHS

- **Critical discourse analysis** required to deconstruct myths and **false narratives** such as:
 - *“is always related with (illegal) betting”*
 - *“does not occur in our sport or on our level of play”*
 - *“is always linked with external criminals”*
 - *“there is nothing we can do as a sport organization”*
 - *“educating players will solve the issue”*



Match-fixing → **systemic and shared responsibility**, not merely an individual responsibility of sport stakeholders
(structural failure ≠ individual immorality)

3. *FIX THE FIXING? WAYS FORWARD*

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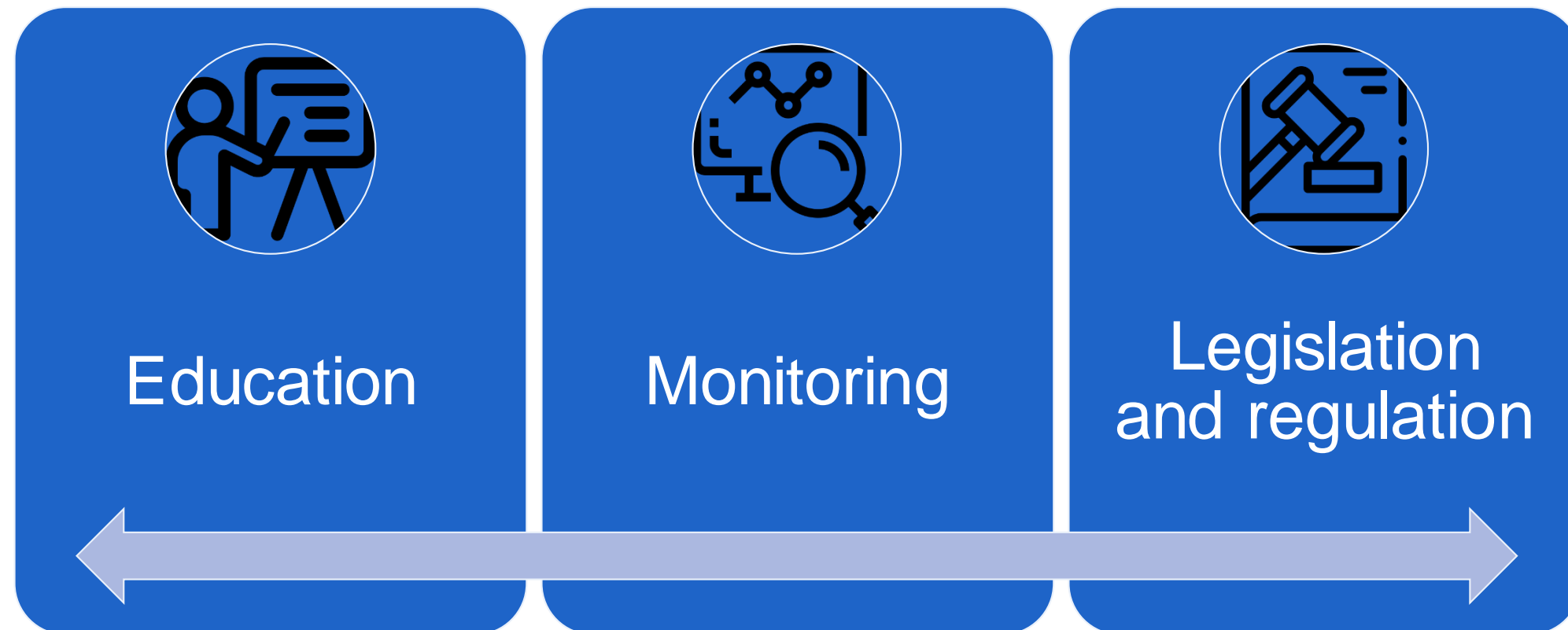
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3.1 EXISTING COUNTERMEASURES

Fix the fixing? Not so easy:

1. **strengthening** and connecting all three types of **countermeasures**
2. **structural prioritization** and **international collaboration**
3. **stop blaming individuals** with window-dressing retorics



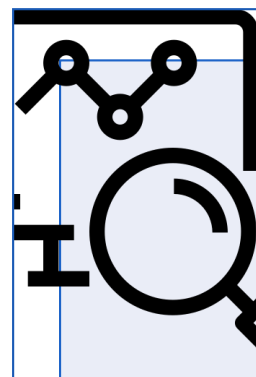
3.2 INTEGRITY MANAGEMENT TO THE RESCUE?



1. Determining and defining integrity



2. Guiding towards integrity



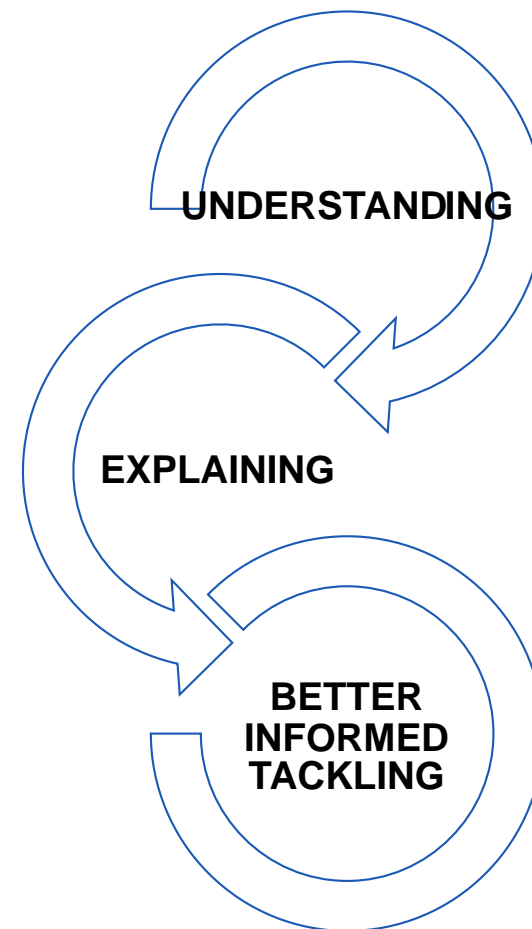
3. Monitoring integrity



4. Enforcing integrity

Maesschalck & Bertok (2009)

3.3 TOWARDS A BETTER UNDERSTANDING



“Understanding match-fixing in sport: Theory and practice” (Routledge, 2022);
edited by Bram Constandt and Argyro Elisavet Manoli



POLICY TO PREVENT AND MANAGE THE (NON-)BETTING- RELATED MANIPULATION OF SPORT COMPETITIONS

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*PANATHLON INTERNATIONAL
LAUSANNE // 15 NOVEMBER 2021*

INTEGRITY MANAGEMENT IN SPORT

- Manipulation of sport competitions is a violation of sports integrity affecting most European countries and various sports
- Manipulation of sport competitions cannot be solved by a single organisation or country. In this perspective, it is crucial to strengthen cooperation between sport actors by helping them to develop their own networks and to coordinate their actions.

INTEGRITY MANAGEMENT IN SPORT

- **Who is accountable** for what in case of match-fixing ?
Who can/should do something to prevent and manage match-fixing? **Considering their legal status and decision making power:**

Sportorganisations

On...

- Individual? Club?
- National federation?
- International
- Federation?

... level

(Sport) Authorities

On...

- Local?
- Regional?
- National?
- International?

... level

INTEGRITY MANAGEMENT IN SPORT

The attention was until now directed mostly to betting related match-fixing and has elicited unambiguous condemnation and appropriate reactions

- The Council of Europe Convention on the Manipulation of Sports Competitions
- Macolin Convention September 2014 National Platforms Network
- Group of Copenhagen: Typology of sports manipulations June 2020
- An Interpol IOC integrity in sport initiative: Handbook on protecting sport from competition manipulation
- Eu Office and European Olympic Committees: Guidelines for single points of contact for integrity in sport

INTEGRITY MANAGEMENT IN SPORT

- **EPOSM figures in 7 European countries reveal that the prevalence of sport related match-fixing is higher than betting related match fixing**
- **Sport-related match-fixing:** EPOSM revealed a conflict between judging it as morally wrong but in practise acting in self- or club interest
- **Betting-related match-fixing:** More confronted with moral challenges related to external inducements and/or pressures.
- **Both types of match-fixing** are different breaches of sports' integrity that require different priority measures

INTEGRITY MANAGEMENT IN SPORT

A successful
integrity management model
should prove its efficiency, flexibility
and manageability

- Maesschalck, J. & Vanden Auweele, Y. (2013). In S. Harvey & R.L. Light, Ethics in Youth Sport. Policy and pedagogical applications (pp. 9-24), New York: Routledge.

The mentioned qualities depend on the models' logic of comprehensiveness, interdependence and synergies between its

- **two objectives and**
- **three pillars**

whatever their specific interpretation and application in each sport discipline and country

INTEGRITY MANAGEMENT IN SPORT

- The “rules-based” objective emphasizes control and penalization; including formal and detailed rules and procedures.
- **However!** A zero tolerance policy may inhibit staff members, referees and players to report

The “values-based” objective focuses on guidance, support, stimulation, training.
managers mustn’t let their staff members and players down and help them with a strong support element in their policy

INTEGRITY MANAGEMENT IN SPORT

The **three pillars** of an efficient match-fixing management framework.

1. Managements' **instruments** can be organized according to the *four functions* that they perform:

determining and defining Match-fixing,

guiding with info and training managers, referees, coaches, and players towards awareness for situations susceptible for match-fixing

monitoring competitions and risk-situations of match-fixing,

enforcing rules and procedures

INTEGRITY MANAGEMENT IN SPORT

2. **processes/roadmap** through which the framework can be gradually developed and maintained within the organisation.
3. **structures/organisational aspect:** 'Who is responsible for what' and 'How to co-ordinate the initiatives of the various integrity officers

INTEGRITY MANAGEMENT IN SPORT

- **Conclusion:** The manipulation of sport competitions is a clear and present danger for sports integrity: it affects the core of sport
- **All levels** in the complex sport landscape should assume their **responsibility**
- A courageous leadership with a ‘balanced policy’ including both hard disciplinary measures and supporting, training and informative measures is most effective.
- An **effective policy** should be more than a series of ad hoc good practices but should include in an interdependent way **instruments, structures and a roadmap** adapted to the specifics of each collaborating country and the targeted sport discipline

INTEGRITY MANAGEMENT IN SPORT

To avoid an implementation deficit, i.e. the threat that dealing with both gambling related and non-gambling related match-fixing will not go beyond lofty ambitions we suggests to stimulate sport managers
to leave their defensive position,
to challenge the critics from significant others
to deal with the moral dilemmas when confronted with the contrast between the Olympic values and the current beliefs, attitudes, values and norms in today's sport.

CONCLUSIONS

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***PROF. DR. ANNICK WILLEM
LAUSANNE // 15 NOVEMBER 2021***

GENERAL CONCLUSIONS



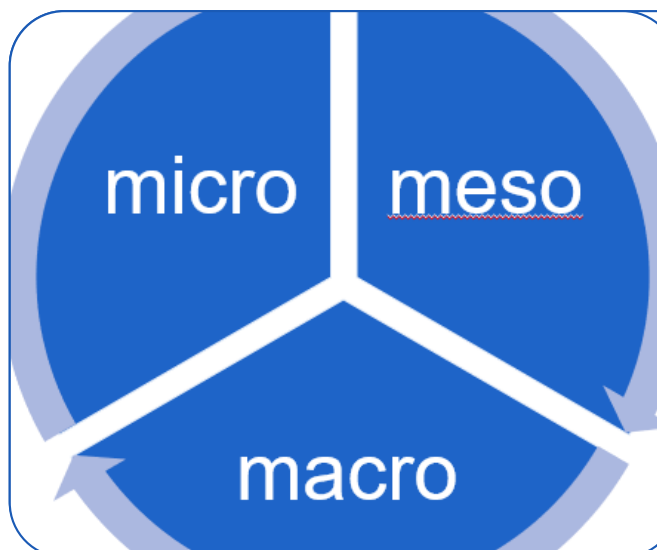
Sporting-related relatively more present than betting-related match-fixing

- also often present in combination
- as problematic
- present in different sports and countries



Few reporting and low awareness

- not reported
- not aware of the obligation to report or where to report



Integrated approach

- workshops for sport federation staff, club managers, board members, referees, athletes, ...
- actions on the level of the individuals, the legislation, and management systems
- including sporting-related match-fixing as important fraud risk in sport fraud prevention actions

THANK YOU!

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