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# INTRODUCTION TO SUSTAINABILITY MODEL TRAINING PROGRAMME

for umbrella sports organisations  
and their (sustainability) managers



# WHY

**ORGANISE AN “INTRODUCTION  
TO SUSTAINABILITY” TRAINING  
COURSE/SESSION**



# WHY ORGANISE AN “INTRODUCTION TO SUSTAINABILITY” TRAINING COURSE/SESSION

**1.**

To express commitment to sustainability and responsibility as an organisation.

**2.**

To kick-start the sustainability strategy creation process and/or the transformation of current sustainability activities into a strategic approach.

**3.**

To provide basic knowledge and a clear roadmap to sustainability managers and those staff members, who will be in charge of the strategy creation process (and its implementation).

**4.**

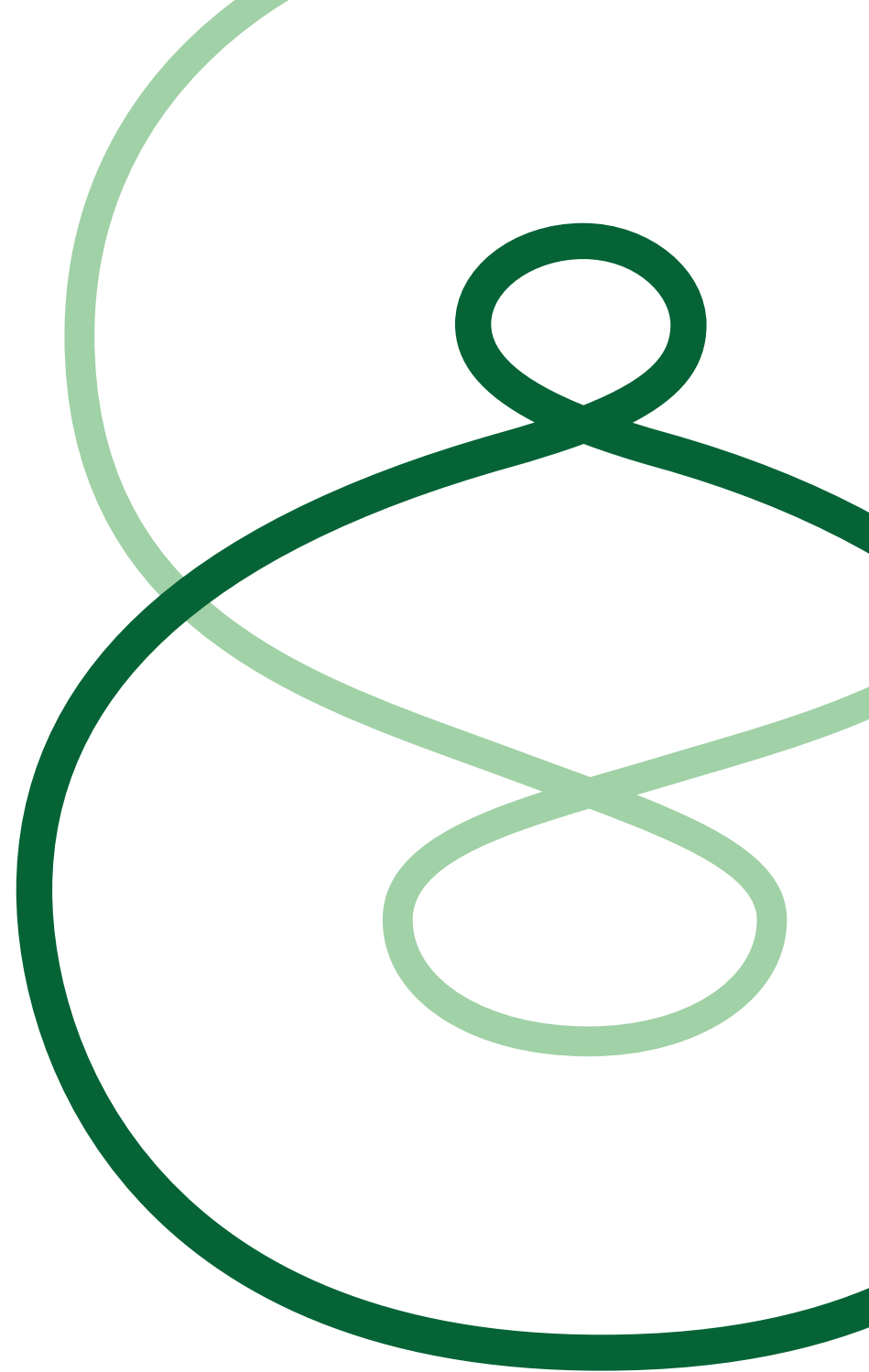
To get a clear picture, including hard data, on the “sustainability” case.

**5.**

To start building new contacts and networks, and expand current partnerships (e.g. with sponsors).



# GENERAL GUIDANCE



# 1. PRACTICAL ARRANGEMENTS

## Location

- Consider what event format - in-person, online, or hybrid - will fit best with the current general situation and specific circumstance of your organisation. If you organise the event for your own staff only, an in-person or hybrid format may be the right choice, while an event for a larger number of organisations may benefit from an online or hybrid approach.
- The suggestions below are mostly shaped to fit an in-person meeting, however, the proposed programme of the training, in particular, would be just as relevant for off-line as for on-line training.

## Duration

- 1 ½ working days and/or 3-4 online blocks spread over a number of days.
- As it is an introductory training course, which may be followed by other topical training sessions, it should be kept concise, practical, and efficient.

## Logistics

- **Information to participants**
  - Together with the event invitation, provide participants with basic information and reading tips on the subject of sport and sustainability (e.g. [IOC Sustainability Essentials](#)).

- **Meeting room**

- **To have:** screens/projector, computer, videoconferencing tools (speakers, microphones, video) if applicable, flip chart(s), highlighters, post-its, pens and paper blocks (if necessary – sourced from sustainable production), high tables (so that people can get up and work standing), local sustainable (possibly plant-based) food.
- **Not to have:** plastic water bottles, food/beverages in plastic wrapping, “unsustainable” presents for speakers and participants etc.

- **Hybrid event solutions**

- **Speakers:** Can join via a remote communications system (Skype, MS Teams...) when relevant and practical, however the technical solution (internet connection and sound in particular) has to be of a very high quality. Their use should be limited to a couple of individual sessions only.
- **Participants:** In the event of some participants joining the training online, it is advised to use a laptop or tablet with Skype/MS Teams open when working in smaller groups.

- **Transport**

- Motivate participants to use low carbon means of transportation (trains, shared cars, hybrid/e-cars, public transport) when coming to the event.
- If you need to arrange accommodation, it should be selected so that it is located as close as possible to the conference/workshop venue and/or is easily accessible (direct line) by public transport. Consider working with accommodation providers with high sustainability credentials.

## 2. PARTICIPANTS

### If only one organisation takes part

- The sustainability manager (or the person designated as one), project and event managers, managers/directors of the individual departments.
- Organisers could also consider involving board members, particularly in the first part of the programme where the “why” of the integrated sustainability approach is discussed.
- Observers/“trainees” from federations, in particular MSc/PhD students-athletes, could also be invited.

### If more organisations take part

- Sustainability managers, those project and event managers and directors who would be the most concerned by the strategy creation process, board members of the host organisation (possibly others).

## 3. SPEAKERS

### General tips

- Strive for a good mix of speakers (internal/external; international/host country; sports sector/outside the sports sector, gender balanced etc.)
- The involvement of speakers from outside of the sports movement is advisable as they can offer a much-needed external perspective and specific expertise.
- When choosing speakers, bear in mind the needs of your organisation, its profile, size, human resources, etc.
- The non-exhaustive list below outlines suggestions for speakers but does not represent a checklist (i.e. you do not have to involve all categories of speakers).



## Internal stakeholders

- **Governance board members/secretary general** – to welcome participants and show commitment to the process.
- **Staff members** – to share any existing experiences with sustainability-related activities and measures.

## Representatives of “sustainability-experienced” sports organisations

- **NOCs and European/international federations** - Consult the [Olympic Movement sustainability case studies](#), get in touch with the IOC or contact the ASAP project team members and others for tips and inspiration.
- **National level** – National federations, clubs, sport events organisers etc. Keep in mind that this initial training should provide participants with a basic understanding and tools to start the sustainability strategy creation process, while later discussions and possible trainings can then focus on the content of the action plan. Therefore, it is not advisable to go into too many details of any of the material areas at this stage (KISS – keep it short and simple – a useful principle to apply).

## Other sport stakeholders

- **Sponsors/partners** – to widen the perspective on sustainability (how is the corporate world dealing with the subject?), and to

explore possible synergies, common interests, and partnerships on sustainability-related matters.

- **Relevant public authorities** (e.g. sports ministries and agencies, municipalities etc.) – to discuss the role of the public sector and the possibilities it offers for assisting the sports sector in becoming more sustainable, and to review existing applicable legislation and policies.

## External experts

- **Sports and sustainability experts** (consultants) - to make the case for sustainability in sports organisations, and to share best practice examples from events and organisations they have worked with.
- **NGOs, foundations, national and international organisations** (environmental NGOs, relevant ministries, UN agencies etc.) – to speak about the “big picture” of sustainability, and to offer any particular expertise.



## 4. WORKING METHODS

### General tips

- Use a combination of several working methods to keep participants engaged throughout the training, and to encourage experiential (hands-on) learning.
- Make sure that:
  - at least half of your programme is composed of interactive sessions;
  - an exchange of best practice examples and discussion of concrete activities and solutions are sufficiently featured in your programme;

### Presentations

- Suggested for: introduction and conclusions, making the case for sustainability, external experts' intervention, and sharing of best practices.
- Instruct your speakers to make their presentations as interactive and as practical as possible.
- Encourage participants to ask questions and present their experiences as a follow-up to what has been presented etc.

### Interactive sessions

- **Moderated discussion** (sharing of best practices and experiences)
  - Suggested for the sustainability strategy creation workshop, possibly for defining what sustainability is.
  - Topic-by-topic discussion, with an introduction to the topic, followed by an open discussion.

- all participants actively participate and get the same amount of time to share their experiences.
- Make the individual sessions rather short with a number of short active breaks in between. You can consider giving participants the task of coming up with ideas for activities during the breaks.
- Physical activity should be an integral part of your meeting (walking breaks, interactive standing sessions etc., round table discussions around high tables etc.).

### Group assignment

- Suggested for organisational screening, possibly for the strategy creation workshop and communications.
- Suggested methods: word café, thematic group work followed by each group's presentation, thematic discussions without a presentation etc.
- **Individual tasks** (or division in small groups by department/organisations)
  - Suggested for self-assessment, preparation of a test action plan and etc.
  - Working on a task (e.g. overview of the current situation in one's organisation regarding waste management) followed by a presentation.

### Networking and informal discussion

- Provide ample time for informal discussions and networking during lunch and coffee breaks to encourage an exchange of ideas and information beyond the framework of the training.



# 5. PROGRAMME

## Introduction

- **Official welcome**
- **Training objectives and outline of the programme**
- **Defining sustainability**
  - Presentation and discussion on a working definition of sustainability to make sure that all participants have the same understanding of the term.

## WHY sustainability? Making the case for sustainable sports organisations

- Big trends of today's world, challenges (including global crises such as COVID-19), and the role of sport.
- Making the case for sustainability in the field of sport.
- Why a strategic integrated approach to sustainability is necessary.

## Integrated approach to sustainability in sports organisations: HOW?

- **Workshop for creating a sustainability strategy - ROADMAP**
  - First step: Participants to present the state of play in their organisation regarding sustainability – a brief description of

the current situation and of their expectations with regard to creating a sustainability strategy (a more detailed assessment will follow later in the programme).

- Second step: Moderated discussion based on the “10 main steps” included in the ASAP Roadmap.
- **Existing sustainability strategies of sports organisations – presentation of examples of good practice**
  - How did the above process look in practice? How did the organisations manage to receive the full support of the executive board and staff? How did they engage stakeholders? etc.
- **Setting up the baseline – organisational screening workshop**
  - Aim: to start the reflection process on the current state of play in the participants' organisation(s) and to test the [ASAP Organisational Screening Tools](#), or any other similar screening/self-assessment document.
  - Method: work in several groups to cover the main topics included in the ASAP Organisational Screening Tools. Each group to present its findings and discuss them with the other participants.
  - If only one organisation participates in the training, groups can be composed of colleagues from the same department/project/event.

- If more organisations take part, participants can be divided by organisation.
- **Individual topics (if relevant)**
  - Keep in mind that a detailed discussion on material areas (including events, headquarters etc.), should take place as an integral part of the strategy creation process and can also be the subject of further training sessions.
  - Examples:
    - Reduction of carbon footprint of the organisation's operations – e.g. transport and travel, energy or procurement.
    - Human resources strategy and aspects of social sustainability
    - Sustainability of funding – diversity of funding sources etc.

## Conclusions and next steps

- A summary of the discussions by the training organisers and an outline of possible next steps (the start of the strategy creation process, announcement of following training sessions on individual topics, etc.).
- Conclusions and official closing of the event by a board member/ secretary general/director of the host organisation.



## 6. EVALUATION

- Conduct an anonymous evaluation of participants' and speakers' satisfaction with the event to be able to reflect the feedback into any future training as well as into the sustainability strategy creation process.
- Methods – examples:
  - **After the event - online:** a simple questionnaire (multiple choice combined with qualitative questions) can be easily created in programmes such as Google Forms.
  - **Part of the event:** At the end of the event, before the official conclusions, distribute the evaluation forms to the participants (can be done online, or on tablets if available, printed handouts should be considered as the last resort), give them some time to fill them out, and then collect them.
- Share your experiences with the Olympic/sports community.
- If applicable, communicate information about the event via your communications channels to raise “sustainability” awareness among the sports community in your country.



# CASE STUDY



# ASAP PROJECT TRAINING FOR SUSTAINABILITY MANAGERS<sup>1</sup>

## TUESDAY 11 FEBRUARY 2020

### 9:30 Welcome and introduction

- *Roman Kumpošt, Vice-President, Czech Olympic Committee*
- *Jana Janotová/Veronika Zemanová, Czech Olympic Committee*

### 10:00 Sustainability of sports organisations - making the case

- *Phil Cumming, Koru Sustainability*

#### View from the corporate world – sport, sustainability and sponsorship

- *Martin Peleška, Country Director, Toyota Central Europe – Czech s.r.o.*

### 11:30 Strategy creation workshop - IOC, Olympic movement and sustainability - moving from ad-hoc activities to a comprehensive strategy

- *Julie Duffus, International Olympic Committee*

### 12:00 Strategy creation workshop – PART I – Committing to the process and starting

- *Vision and values, leadership, governance + drafting processes and structures*

### 12:45 Lunch

### 14:00 Strategy creation – PART II – Stakeholders and methodology

- *Stakeholder engagement, key issues (materiality assessment), scope, objectives and targets*

### Strategy creation – PART III - Ensuring a proper delivery

- *Management system, measuring and reporting*

### 16:30 Practical experience with the strategy creation process

- *Andreas Bold, German Olympic Sport Confederation*
- *Manuel Parga, Spanish Olympic Committee*

## WEDNESDAY 12 FEBRUARY

### 9:00 NOCs' sustainability initiatives and strategies - best practices

- *Bianca Quardokus, German Olympic Sport Confederation*
- *Dorthe O. Andresen, National Olympic Committee and Sports Confederation of Denmark*
- *Karoliina Ketola, Finnish Olympic Committee*

### 10:15 Self-assessment workshop

### 11:45 Internal communications – sustainability

- *Sandra Feltham, Flagship*

### 12:45 Conclusions



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