



HUNGARIAN
OLYMPIC
COMMITTEE

CASE STUDY

Hungarian Olympic Committee
(HU NOC)



ABOUT



National Olympic Committee
Not a confederation



Its mission is to advance, promote and protect the growth of the Olympic Movement, in accordance with the Olympic Charter.



[Institutional website](#)



[Brand website](#)

Staff



23

full-time staff
members



2

part-time



1

maternity leave
replacement

Members



127 (maximum number)¹



National Olympic
Sport Federations
(74 members)



Other sport and expert
organisations and
associations
(53 members)

Infrastructure/ buildings



- No sport infrastructure



- Headquarters (1129 m²) with storage space and parking lots - rented
- Sharing the space with National Competitive Sport Organisation, International Fair Play Committee, and Hungarian Olympic Academy



- An apartment (294m² + garage + storage) – own property
- 2 warehouses – rented

Activities²



²Beyond general administration, participation to Olympic events, communications, marketing, international relations, and public affairs – beyond what every NOC does and has to do

¹According to the Statutes of 28 May 2022

SUSTAINABILITY STRATEGY

What does sustainability mean to HU NOC?

HU NOC's vision is to transform its organisation into one that:

- Reduces CO2 emissions linked to its operation
- Is climate positive
- Contributes to the reconstruction of ecosystems
- Procures every single product and service from an ethical source, maximizing positive and minimizing negative environmental and social impact
- Manages every single product and material as a valuable resource that can be reused multiple times
- Provides a safe and inclusive work environment.
- Allows every person to thrive
- Sets an example in the area of sustainability for other Olympic movement organisations
- Supports, wherever its impact reaches, the building of prospering communities and enables all of its partners to act in the interest of people and the planet

Sustainability principles and values



Why a sustainability strategy?



To follow the positive examples and good practices of the IOC and other NOCs, IFs and other sport organisations



To improve sustainability performance and credibility of the organisation in as many areas as possible



To play a flagship role and act as a catalyst in the area of sustainability within the Hungarian sports movement



Strategy in PDF 

THE PROCESS

Internal process

Structure

- Responsible unit: Sport department – two staff members
- Funding: Erasmus + (ASAP project) and Olympic Solidarity
- To increase the capacities of the small internal team, it was decided, mid-way through the process, to seek an external assistance. A small consultancy specialised in sustainability was hired to guide the organisation and assist the internal team with the analysis and the creation of the strategy

Training

- ASAP Training for Sustainability Managers

Internal consultations

- Questionnaire for staff members, the Board and the General Assembly
- Two sets of extensive internal workshops on values mapping and on the draft strategy (3h or more, groups of five people)
- In-depth consultation with the Secretary General (approx. 10 hours in total)
- Consultation with FI NOC (ASAP mentor) and the other ASAP Team members

External process

Consultations

- 35 interviews with various internal and external stakeholders
- Questionnaires for different stakeholders groups including sponsors/partners

Involved stakeholders

- President, Executive Board members, Secretary General
- NOC Commissions' members
- IOC member
- National federations (leadership)
- Presidents of sport clubs
- Former and active athletes
- Sponsors/partners
- Facility managers of the HU NOC's office building

Main steps

2020

- ASAP Training for Sustainability Managers
- Initial organisational screening
- Planning the strategy drafting process
- Meetings with various NGOs (environment and nature)
- Translation to Hungarian of the “Aspects of Sustainability” manual of the Swedish Sport Confederation
- Translation to Hungarian of several IOC documents on the topic

January – April 2021

- Internal conversation about further steps in the strategy creation process
- Meetings with external experts
- Creation of an overview of internal procurement processes
- Preparation and initial discussions with external experts
- Decision by the Secretary General to hire a small consultancy specialised in sustainability to assist with the process

April 2021

- Collecting information, sharing and review of all the research and analysis thus far

May – June 2021

- External stakeholders analysis
- Further internal research and analysis
- Setting-up of interviews and selecting people to be interviewed
- 35 interviews with stakeholders
- Preparation of questionnaires for various stakeholders groups
- Evaluation of the interviews and questionnaires
- 3 „Value Map” workshops with staff members
- 2 consultations with ASAP Team members
- First outputs finalised at the end of June

July 2021

- One consultation with ASAP Team members
- Drafting of the strategy
- Presentation of the first draft of the strategy

October 2021

- Finalisation of the strategy and of the implementation plan
- Editing and proofreading

November 2021

- Discussion about the strategy at the Executive Board level

December 2021

- Translation of the strategy to English

August – September 2021

- In-depth consultation with the General Secretary (10h)
- 3 workshops/focus groups based on the draft of the strategy with NOC staff (1 in August, 2 in September)
- Two consultations with ASAP Team members (September)
- One consultation with the Secretary General to finalise the content of the strategy
- The draft strategy document transferred to the [NOC Sustainability Strategy Template](#)
- Continuous communication between the consultancy and the responsible unit

January 2022

- Adoption of the strategy by the Executive Board (pending the formal approval by the General Assembly).³

Summer 2022

- Graphical and editorial design of the Strategy

³Note: there was a change in the NOC's leadership in the first months of 2022 (new President and Secretary General). The "sustainability process" has slowed down and some uncertainties remain as to the concrete implementation of parts of the Strategy.

RECOMMENDATIONS AND TIPS



Involve top management in the strategy creation process from the very beginning and keep them fully engaged throughout the whole process.



Inform and fully involve staff members in the process. Use their suggestions and creativity in shaping the sustainability action plan, in particular in the areas for which they are responsible.



Help from external sustainability expert(s) with the strategy creation process can be very beneficial.



Use and adapt to your needs good practices from other national or international (sport) organisations.



Make sure that your strategy and its implementation plan are realistic. Be ambitious, but do not overpromise. Focus on the real needs and possibilities of your organisation.



Do not be discouraged by member organisations' (e.g. national federations) low awareness of and little interest in sustainability. You will just need to put in some extra work to involve them.



Focus on the young generation. After all, sustainability is all about their future and as data and experience show, they are more vocal about sustainability issues and want to get engaged more than older generations.



Be curious. Regularly follow news and latest developments in the area of sustainability (in sport) and share them with your stakeholders.



Even if you cannot reach "big" objectives just yet, every (small) step and activity counts and will always be more than doing nothing.

“MINI” IMPLEMENTATION REPORT⁴

Priority area	Objective	Activity
<p>Workplace</p>	<p>Sustainable office</p>	<ul style="list-style-type: none"> • Waste separation containers and bins installed. • Increased use of certified, 100% recycled paper in all activities. • “Fewer plastic bottles” policy implemented. • Procurement, including for the participation to Olympic events, rethought and re-planned. • Water and energy saving initiated.
<p>Events</p>	<p>Cooperation with organising committees of international sports events taking place in Hungary</p>	<ul style="list-style-type: none"> • Exchange of sustainability-related information, manuals, and methods. • Organisation of side events, educational and other activities. • Shared communications.
<p>Education</p>	<p>NOC contributes to increasing children’s physical activity levels and their sustainability awareness</p>	<ul style="list-style-type: none"> • Implementation of an upper elementary and high school educational programme (in selected schools) focused on the development of physical and cognitive skills through games in nature. • In cooperation with the National Education Office, delivery of presentations and publication of articles on the topic of sustainability and sport primarily targeting middle- and high-school teachers.