



CZECH  
OLYMPIC  
COMMITTEE

# CASE STUDY

Czech Olympic Committee  
(CZ NOC)

# ABOUT



National Olympic Committee  
Not a confederation.



Its aim is to develop, promote and protect the Olympic movement and its ideals in the Czech Republic and to ensure the participation of national team athletes in Olympic events. Its mission is to “awaken in Czechs a passion for movement and sport in accordance with Olympic values.”



## Staff

45  + 5 

full-time staff  
members

part-time

## Members



National Olympic federations



**Representatives of CZ NOC's Committees**  
(Czech Club of Sport Federations, Organisations and Institutions; Czech Olympians Club; Czech Paralympians Club; Czech Fair Play Club; Czech Olympic Academy; Czech Coaches Academy)



**Member (Czech citizen) of the International Olympic Committee**



**Representatives of CZ NOC's Athletes' Commission**

## Infrastructure/ buildings



- No sport infrastructure



- Main headquarters – own property
- Project teams offices – rented



- 1 warehouse – rented
- Olympic Studies and Information Centre and Multimedia Library - rented from the Faculty of Physical Education and Sport of Charles University in Prague

## Activities<sup>1</sup>



<sup>1</sup>Beyond general administration, participation to Olympic events, communications, marketing, international relations, and public affairs – beyond what every NOC does and has to do.

# SUSTAINABILITY STRATEGY

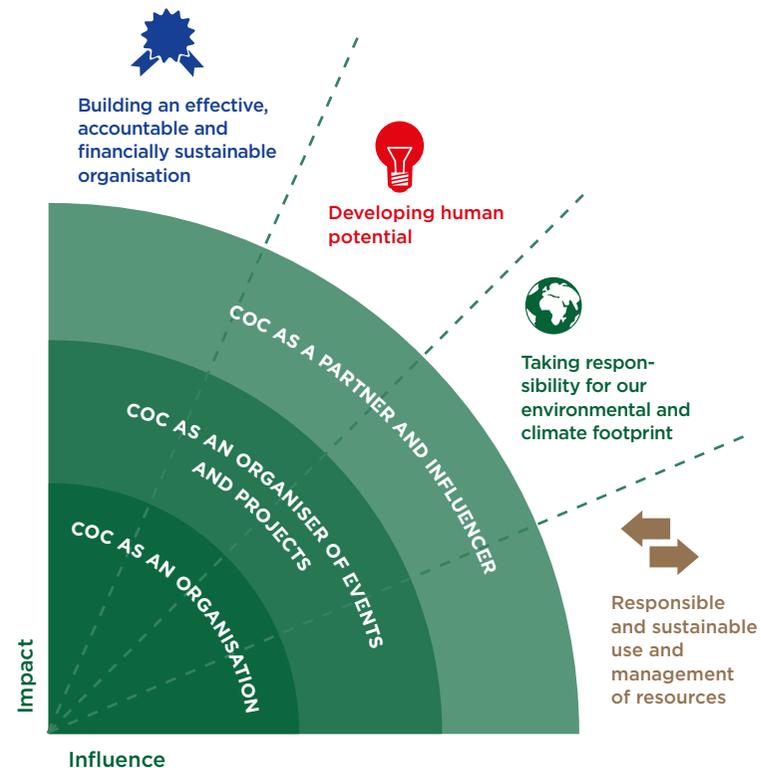
## What does sustainability mean to CZ NOC?

CZ NOC, as a member of the Olympic movement, which, thanks to Jiří Stanislav Guth-Jarkovský, was at the birth of its modern form, has a responsibility to enable sport to play its societal role. We understand that this means much more than traditional social responsibility. We know that we have to start with ourselves. We need to be more attentive to how we treat those around us, including those closest to us - the people we work for and who work for us, the organisations and companies we work with, and the communities in which we operate. At the same time, we recognise that today's changes and challenges present great opportunities for growth and development. If we use these opportunities well, they can help us to "change the world" in a sustainable and long-term way through sport.

### For us, sustainability means:

- Accepting responsibility for the positive and negative impacts of our organisation and its activities on society and the environment.
- Increasing the resilience and readiness of our organisation to meet the challenges of today's world.
- The ability to create and build partnerships, synergies and collaboration.
- The ability of our organisation to fulfil its role now and in the future.

## Scope of the strategy



 [Strategy in PDF](#) 

# THE PROCESS

## External process

### Consultations and involvement

- In-person meetings and consultation with external experts, ASAP Team members and the International Olympic Committee (IOC)
- National sport federations
  - Online questionnaire about sustainability
  - Cooperation on sustainability-related aspects of Olympic Festivals 2020 and 2022
  - Presentation at CZ NOC's conference for federations
- Consultation with KPMG regarding the implementation structure of the strategy
- Involvement of several national sport federations and external experts in the newly created CZ NOC's Sustainability in Sport Commission

### Involved stakeholders

- National sport federations
- Czech Olympic Team (COT) partners
- External experts – public institutions (Ministry of the Environment, United Nations Information Centre in Prague) and consultancies (CIRA Advisory, Flagship, KPMG)
- ASAP Team members and IOC's sustainability experts

## Internal process

### Structure

- Responsible unit: CZ NOC ASAP Team (2 members of the International relations department + 1 member of the Production department)
- Steering structure: "Sustainability Strategy Creation" working group composed of CZ NOC's Secretary General, all directors, HR manager and lawyer

### Training

- ASAP Training for Sustainability Managers

### Internal consultations

- Online "feedback" forms (excel files) open to all staff members to gather their suggestions, ideas and comments on the individual areas and topics
- Regular feedback rounds in the framework of the "Sustainability Strategy Creation" working group
- One-on-one meetings with directors, project and event managers and representatives of CZ NOC's committees and commissions
- Meetings with CZ NOC's President, Vice-presidents and Secretary General

# Main steps

## January – February 2020:

### Start of the process

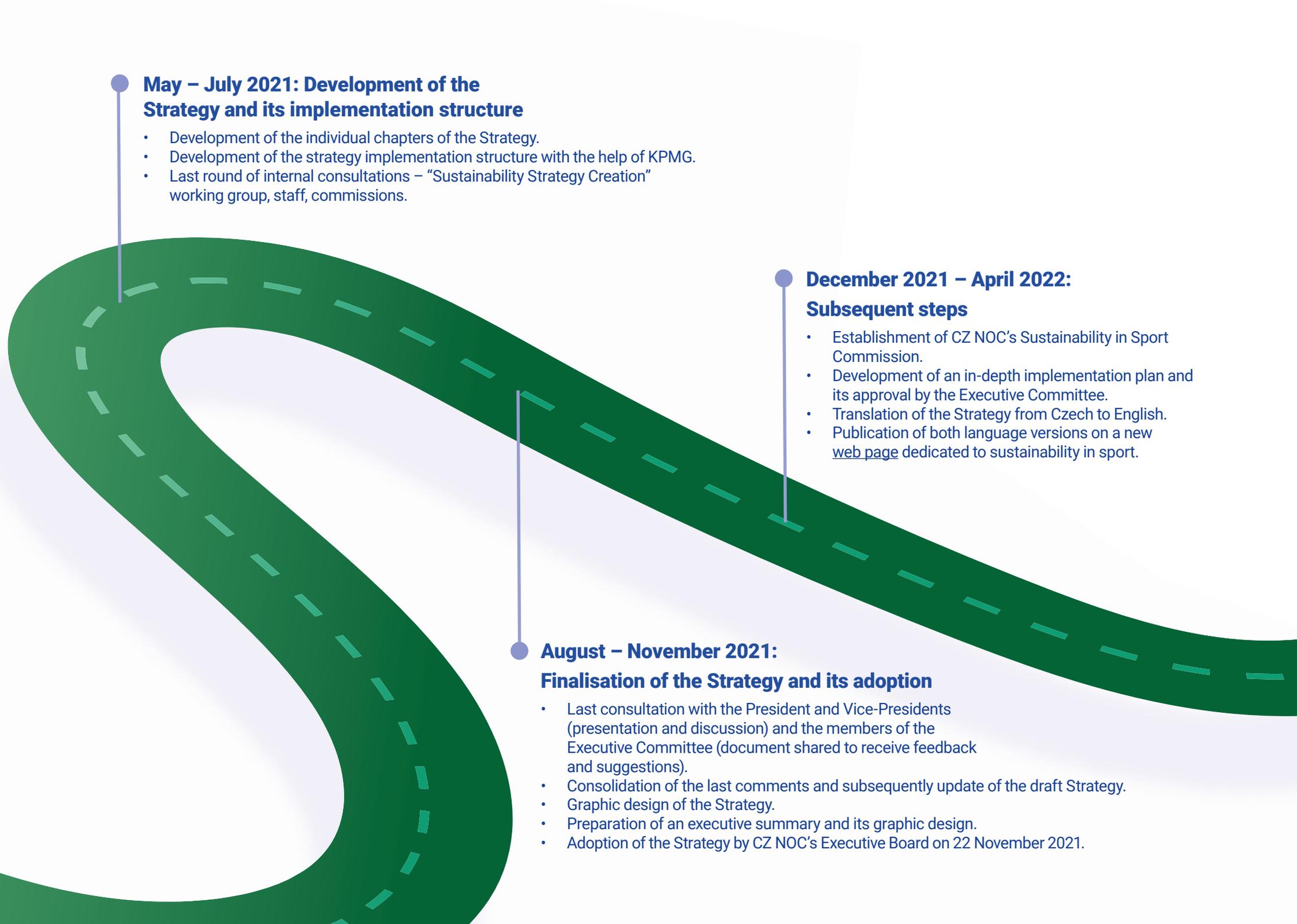
- Start of the ASAP project.
- Organisation of and participation to the ASAP “Introduction to Sustainability” training.

## March – November 2020: Organisational screening

- Scanning of CZ NOC’s activities and procedures by the CZ NOC ASAP Team and several directors – initial information filled in the organisational screening documents.
- Preparation of “feedback” forms (online excel files) based on the screening documents.
- All staff members invited to add their suggestions and information to the online forms to gather as much internal feedback as possible.
- Preparation of an analysis and summary of all the feedback and findings.
- The results of the initial screening prompted the launch of two parallel processes: in-depth good governance self-evaluation and preparation of a Manual for Sustainable Events and Projects (using [DOSB’s Green Champions portal](#) as the main source of inspiration).

## December 2020 – May 2021: Defining priorities, mission and vision and creating an action plan

- Setting-up a “Sustainability Strategy Creation” working group to review the findings.
- Based on the initial findings and using the materiality assessment tools, preparation of a draft framework of the Strategy - priority areas, main priorities, vision and mission.
- Subsequently matching of the actions proposed during the organisational screening stage with the main priorities, and creation of the first draft of the action plan.
- Internal consultation: individual consultation with directors, project managers and chairpersons of CZ NOC’s commissions and in-depth review by the “Sustainability Strategy Creation” working group.
- External consultation: sport organisations (questionnaire), external experts, ASAP Team members, IOC experts.
- Update of the draft framework and of the action plan.
- Presentation of the draft framework to the President and Vice-Presidents and in-depth discussion; subsequently update of the draft documents and its approval.



## May – July 2021: Development of the Strategy and its implementation structure

- Development of the individual chapters of the Strategy.
- Development of the strategy implementation structure with the help of KPMG.
- Last round of internal consultations – “Sustainability Strategy Creation” working group, staff, commissions.

## December 2021 – April 2022: Subsequent steps

- Establishment of CZ NOC’s Sustainability in Sport Commission.
- Development of an in-depth implementation plan and its approval by the Executive Committee.
- Translation of the Strategy from Czech to English.
- Publication of both language versions on a new [web page](#) dedicated to sustainability in sport.

## August – November 2021: Finalisation of the Strategy and its adoption

- Last consultation with the President and Vice-Presidents (presentation and discussion) and the members of the Executive Committee (document shared to receive feedback and suggestions).
- Consolidation of the last comments and subsequently update of the draft Strategy.
- Graphic design of the Strategy.
- Preparation of an executive summary and its graphic design.
- Adoption of the Strategy by CZ NOC’s Executive Board on 22 November 2021.

# RECOMMENDATIONS AND TIPS



Make sure that top management of your organisation is fully involved in the process.



Involve staff members in all phases of the strategy creation process.



Do not underestimate the importance of good internal communications. Keep the top management and staff members well informed about each step.



Involve external experts in all areas where you lack the necessary expertise.



Identify “sustainability advocates” among staff members and top management. They will be your crucial allies during both the strategy creation phase and its implementation.



At the same time, be ready “not to be liked” by everybody, at least not from the outset. Change can take time and not everyone will be 100 % on board.



Use “organisational screening” (internal audit) as an opportunity to thoroughly investigate and “scan” all processes, procedures, documentation and activities of your organisations.



Take your time and do not rush through the process.



Keep your strategy as clear and as easy to grasp as possible.



Your strategy is not a bible. Keep your mind, eyes, and ears open and do not hesitate to come up with new activities and adjust your goals in reaction to future developments, opportunities and challenges.

# “MINI” IMPLEMENTATION REPORT<sup>2</sup>

Priority area	Objective	Activity
<b>Building an effective, accountable and financially sustainable organisation</b>	<b>Ensure that the development of the CZ NOC is based on a long-term strategy based on the fundamental principles of Olympism</b>	<ul style="list-style-type: none"> <li>A working group to revise CZ NOC’s Statutes has been established.</li> </ul>
	<b>Maximise collaboration and increase synergies between projects and events</b>	<ul style="list-style-type: none"> <li>A position of Head of Projects was created and is tasked with implementing this objective.</li> </ul>
	<b>Develop long-term partnerships with commercial partners, which will support the role of sport in sustainable development</b>	<ul style="list-style-type: none"> <li>A “sustainability brief” for current Czech Olympic Team (COT) partners has been developed and discussions are ongoing.</li> </ul>
<b>Developing human potential</b>	<b>Improve safety, security and well-being in the workplace and create conditions for a healthy lifestyle for employees</b>	<ul style="list-style-type: none"> <li>Successful participation of the Chair of Equal Opportunities Commission to the IOC International Safeguarding Officer in Sport Certificate programme.</li> </ul>
	<b>Raise awareness and educate about Olympic values in all our events and projects</b>	<ul style="list-style-type: none"> <li>“EDU Zone” initiative has been tested at the Olympic Festivals 2020 and was successfully implemented at Olympic Festivals 2022.</li> </ul>

Priority area	Objective	Activity
<p><b>Taking responsibility for our environmental and climate footprint</b></p>	<p><b>Reduce greenhouse gas emissions related to logistics (Olympic events, projects and CZ NOC's events)</b></p>	<ul style="list-style-type: none"> <li>A new warehouse has been rented to centralise all storage facilities and streamline logistics processes.</li> </ul>
	<p><b>Raise awareness of climate change and environmental aspects of sustainability in sports</b></p>	<ul style="list-style-type: none"> <li>The topic of „climate change and sport“ has been added to the MPA Sport Diplomacy programme.</li> </ul>
	<p><b>Develop collaboration with partners at national level to strengthen our climate and environmental activities</b></p>	<ul style="list-style-type: none"> <li>Close cooperation with the National Sport Agency on the preparation of the Czech Council of the EU Presidency in the field of sport and its priority „Sustainable and accessible sport infrastructure“.</li> </ul>
	<p><b>Reduce greenhouse gas emissions associated with the organisation and participation (of visitors and participants) in our events and projects &amp; Minimise the potential direct negative impact of projects / events on nature</b></p>	<ul style="list-style-type: none"> <li>New (sustainability) approaches to the organisation/production of sport events for the general public (Olympic Festivals) including in the area of waste management, catering and low-carbon transportation, have been tested.</li> </ul>
<p><b>Responsible and sustainable use and management of resources</b></p>	<p><b>Explore opportunities to work with COT partners and suppliers and others to promote sustainable and responsible consumption</b></p>	<ul style="list-style-type: none"> <li>Cooperation with VISA on the organisation of “ECO Zone” at Olympic Festivals 2020.</li> </ul>
	<p><b>Promote and support the organisation of sustainable sporting events</b></p>	<ul style="list-style-type: none"> <li>Information page on sustainability in sport has been launched. It will serve as a basis for the development of a fully-fledged platform.</li> </ul>