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Sustainability in Sport for Sports Organizations in Southeastern Europe





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INTRODUCTION

Sport has the power to unite communities, promote health, and inspire positive social change. At the same time, sports organizations also have an environmental footprint through energy use, transport, waste generation, water consumption, procurement practices, and the organization of events and activities. In Southeastern Europe, these challenges are even more urgent due to issues such as air pollution, inefficient energy systems, and limited integration of sustainability into everyday organizational practice.

The SCORE GREEN project was created to support sports organizations in addressing these challenges by integrating climate action and sustainability into sports operations and activities.

This toolkit offers practical guidance, strategies, and easy-to-use tools to help sports organizations understand and reduce their environmental impact while continuing to deliver high-quality sports programs. It is designed especially for sports clubs, grassroots organizations, community-based associations, and women-led sports organizations in Southeastern Europe.

The toolkit promotes a realistic and accessible approach to sustainability. It does not assume that organizations need large budgets or advanced technical expertise. Instead, it focuses on clear steps, gradual improvement, and building a culture of environmental responsibility in and through sport.

OBJECTIVES OF THE TOOLKIT

The toolkit aims to:

- Help sports organizations understand their environmental impact
- Provide practical strategies to reduce carbon emissions in sport
- Support the integration of sustainability into sports management and decision-making
- Promote environmentally responsible sports events and activities
- Encourage collaboration between sports organizations and environmental stakeholders
- Support women-led sports organizations in becoming leaders of climate action initiatives

WHO THIS TOOLKIT IS FOR

This toolkit is designed for a diverse range of actors working in the sport sector who aim to create positive social and environmental impact. It is particularly relevant for grassroots and community sports organizations, which play a key role at the local level and are well positioned to introduce practical sustainability actions that directly influence their communities.

It also targets local sports clubs and federations, which have the capacity to integrate sustainable practices into their structures, policies, and competitions, setting standards across wider networks. Youth sport organizations will find the toolkit especially useful, as they can use sport as a powerful tool to educate and inspire young people to adopt more responsible and environmentally conscious behaviors.

A special focus is given to women-led sports organizations, recognizing their strong role in promoting inclusive leadership and driving sustainable change within communities. The toolkit encourages these organizations to take an active leadership role in climate action in sport.

In addition, sport for development organizations can use this resource to better align environmental sustainability with their broader social missions, such as inclusion, education, and well-being.

The toolkit is intended for the individuals who make sport happen every day - managers, coaches, coordinators, and volunteers. It provides them with practical guidance and tools to integrate sustainability into their daily work, making green practices accessible and achievable in all sporting contexts.

WHY SUSTAINABILITY MATTERS IN SPORT

Sports organizations are closely connected to the environment. Clean air, safe water, healthy communities, and functional public spaces are all conditions that support sport and physical activity. When environmental problems worsen, sports activities are directly affected. Poor air quality can reduce participation and harm health. High energy costs can place financial pressure on organizations. Unsustainable events can generate large amounts of waste and emissions.

By becoming more sustainable, sports organizations can:

- Reduce operating costs over time
- Improve health and safety for participants
- Strengthen their public image and credibility
- Attract new partners and funding opportunities
- Educate young people and communities through positive example
- Contribute to broader local and global climate goals

KEY AREAS OF SUSTAINABILITY IN SPORT

This toolkit focuses on the following core areas:

1. Energy Use

- Sports facilities often consume large amounts of electricity and heating. Organizations can reduce this through energy efficiency, better maintenance, and smarter use of facilities.

2. Transport and Mobility

- Travel by teams, staff, and supporters can be a major source of emissions. Encouraging public transport, car-sharing, cycling, and local participation can make a big difference.

3. Waste Management

- Training sessions, matches, and events often generate waste, especially from plastic bottles, food packaging, and promotional materials. Reducing, reusing, and recycling should become standard practice.

4. Water Use

- Water is often wasted in sports facilities, especially in changing rooms, bathrooms, and field maintenance. Simple monitoring and conservation measures can reduce unnecessary use.

5. Sustainable Procurement

- Organizations make daily choices about what they buy, from sports equipment to catering and office materials. Choosing local, durable, reusable, and eco-friendly products reduces environmental harm.

6. Green Events

- Sports events can model sustainability through waste reduction, responsible transport planning, energy-saving measures, and environmental messaging.

7. Education and Awareness

- Sustainability is not only about infrastructure but also about culture. Coaches, athletes, staff, and volunteers should be engaged in understanding and promoting greener practices.

PRACTICAL PRINCIPLES FOR SPORTS ORGANIZATIONS

The **SCORE GREEN** toolkit is based on a few simple principles:

1

START WITH SMALL, REALISTIC ACTIONS

2

MEASURE WHAT YOU CAN AND IMPROVE GRADUALLY

3

INVOLVE STAFF, COACHES, ATHLETES, AND VOLUNTEERS

4

**BUILD SUSTAINABILITY INTO REGULAR MANAGEMENT,
NOT AS A SEPARATE EXTRA TASK**

5

**PARTNER WITH LOCAL ACTORS SUCH AS MUNICIPALITIES, SCHOOLS,
AND ENVIRONMENTAL GROUPS**

6

**ENSURE WOMEN AND UNDERREPRESENTED GROUPS
ARE ACTIVE IN LEADERSHIP AND DECISION-MAKING**

7

SHARE SUCCESS STORIES AND INSPIRE OTHERS



MODULE 1

UNDERSTANDING SUSTAINABILITY IN SPORT

MODULE OVERVIEW

This opening module introduces trainers to the core concepts of sustainability in sport and prepares them to facilitate learning with sports organizations, clubs, federations, community groups, and women-led sports initiatives. It gives trainers both the conceptual foundation and the practical language needed to explain why sustainability matters in sport, especially in the context of Southeastern Europe.

This module should help participants move from seeing sustainability as an abstract environmental topic to understanding it as a concrete part of sports management, event organization, facility use, inclusion, and leadership.

PURPOSE OF THE MODULE

The purpose of this module is to equip trainers with the knowledge, confidence, and facilitation approach needed to introduce sustainability in sport to different target groups. It establishes a shared understanding of the main concepts, explains the connection between sport and environmental impact, and prepares participants to reflect on the realities of their own organizations.

LEARNING OBJECTIVES

By the end of this module, trainers will be able to:

- explain the concept of sustainability in simple and practical language
- describe the relationship between sport and environmental impact
- identify the main environmental challenges connected to sports organizations and activities
- explain why sustainability is especially relevant in Southeastern Europe
- introduce the idea of climate action in sport in a way that is relevant to grassroots organizations
- facilitate discussion and reflection on environmental responsibility within sports settings
- encourage sports organizations to see sustainability as part of good governance and quality management
- highlight the role of women-led sports organizations in promoting climate action and community leadership

KEY MESSAGES OF THE MODULE

The trainer should make sure that participants leave with several clear messages:

- sport depends on healthy environments and healthy communities
- sports organizations have an environmental footprint, even when they are small
- sustainability is not only about protecting nature, but also about health, efficiency, responsibility, and long-term resilience
- climate action in sport can start with small practical steps
- every sports organization can improve, regardless of its size or budget
- sustainability should be integrated into management, events, infrastructure, and everyday habits
- women-led sports organizations can play a strong leadership role in driving green change

WHAT IS SUSTAINABILITY?

The trainer should introduce sustainability as the idea of meeting present needs without harming the ability of future generations to meet theirs. In the sports context, this means organizing sport in ways that are environmentally responsible, socially inclusive, and economically realistic.

The trainer should emphasize that sustainability has three connected dimensions:

Environmental sustainability

- Reducing pollution, energy waste, carbon emissions, resource use, and environmental harm.

Social sustainability

- Ensuring inclusion, health, fairness, gender equality, community well-being, and access to sport.

Economic sustainability

- Managing resources responsibly so the organization remains viable and resilient over time.

For this toolkit, the focus is mainly on environmental sustainability, while still recognizing links to inclusion, health, and good governance.

WHY SUSTAINABILITY MATTERS IN SPORT

Sport is often seen as positive by definition, but sports organizations also consume resources and produce emissions. The trainer should help participants recognize that sport is not outside the environmental crisis. It is part of it, but also part of the solution.

Examples include:

- energy use in halls, gyms, offices, and stadiums
- water consumption in showers, toilets, and field maintenance
- transport emissions from training, competitions, and events
- waste from plastic bottles, food packaging, and promotional materials
- procurement of uniforms, equipment, banners, and office materials
- pollution and poor air quality affecting athletes and communities

The trainer should also stress that climate change and environmental degradation directly affect sport. Extreme heat, poor air quality, water shortages, and degraded public spaces can reduce participation, affect health, and increase costs.

CLIMATE ACTION IN SPORT

Trainers should introduce climate action in accessible terms. Climate action in sport means reducing the negative environmental impact of sports activities and making organizations more responsible, efficient, and resilient.

This can include:

- reducing energy consumption
- cutting unnecessary travel emissions
- improving waste management
- choosing more sustainable materials and suppliers
- educating participants and communities
- embedding sustainability in planning and leadership

The trainer should make clear that climate action is not only for large stadiums or international federations. Small clubs and local associations also matter.

THE ROLE OF SPORTS ORGANIZATIONS AS COMMUNITY ACTORS

Sport has public visibility and educational influence. Trainers should help participants see sports organizations as role models within the community.

Sports organizations can:

- teach children and youth responsible habits
- influence families and supporters
- partner with schools, municipalities, and environmental groups
- use events as platforms for public awareness
- model good practices in local communities

This is especially important for organizations working with young people and marginalized groups.

WOMEN-LED CLIMATE LEADERSHIP IN SPORT

This section should highlight that women-led sports organizations are not just participants in sustainability efforts, but can be strong leaders in shaping them.

Trainers should discuss:

- the importance of women's leadership in climate and community action
- the value of inclusive and participatory leadership models
- the need to ensure women are visible in green decision-making in sport
- the opportunity for women-led organizations to become examples of sustainable practice

This section should be handled in an empowering and practical way, not as a symbolic add-on.

TRAINING SESSION STRUCTURE

SESSION 1: OPENING AND FRAMING

Duration: 10 minutes

Aim: To introduce the topic and create a shared starting point.

Trainer Actions:

- Welcome participants
- Introduce module purpose
- Facilitate brainstorming on “sustainability” and “sport”

Suggested Discussion Prompt:

- “What does sustainability in sport mean in your organization’s daily reality?”

Expected Result:

- Participants connect the topic to their own experience.

Activity Recommendation:

- Open brainstorming with flipchart mapping

SESSION 2: CORE CONCEPTS OF SUSTAINABILITY

Duration: 20 minutes

Aim: To explain sustainability in simple and practical terms.

Trainer Actions:

- Present sustainability definition
- Explain environmental, social, economic dimensions
- Provide sport-related examples

Suggested Discussion Prompt:

- “Which sustainability practices already exist in your organization?”

Expected Result:

- Participants understand and contextualize sustainability.

Activity Recommendation:

- Interactive presentation with Q&A

SESSION 3: MAPPING ENVIRONMENTAL FOOTPRINT

Duration: 25 minutes

Aim: To identify environmental impacts of sports organizations.

Trainer Actions:

- Organize group work
- Provide guiding questions
- Facilitate presentations
- Summarize key findings

Suggested Discussion Prompt:

- “Where does your organization have the biggest environmental impact?”

Expected Result:

- Participants recognize key impact areas.

Activity Recommendation:

- Group mapping exercise

TRAINING SESSION STRUCTURE

SUGGESTED PARTICIPATORY METHODS

For ToT delivery, the following methods are recommended:

- brainstorming / small group work
- local problem mapping
- mini case examples
- peer exchange

MATERIALS NEEDED

- projector and presentation slides
- flipchart or whiteboard, sticky notes or cards and markers
- printed handouts with key concepts of case example sheet or local scenario cards

TRAINER NOTES

The trainer should:

- use practical language, not technical jargon and avoid making participants feel judged or blamed
- emphasize progress, not perfection and encourage local examples from clubs and communities
- validate small organizations that may feel they have limited power
- keep linking sustainability to health, efficiency, cost savings, quality, and responsibility

The trainer should avoid:

- speaking only about global policy without local relevance
- overwhelming participants with statistics in the first module
- presenting sustainability as expensive or only for advanced organizations
- treating gender inclusion as separate from sustainability leadership

KEY DEFINITIONS FOR TRAINERS

Sustainability - Organizing present activities in ways that do not damage future well-being, resources, and opportunities.

Environmental impact - The effect an organization or activity has on the natural environment through energy use, emissions, waste, water use, and resource consumption.

Climate action - Measures taken to reduce environmental harm and respond responsibly to climate-related challenges.

Carbon emissions - Greenhouse gases released through activities such as transport, heating, electricity use, and production.

Sustainable sport management - Planning and running sports activities in ways that are environmentally responsible, socially inclusive, and economically viable.

SUGGESTED TAKE-HOME ASSIGNMENT FOR TOT PARTICIPANTS

Choose one sports organization you know well.

- Write a short note identifying main environmental impacts, one challenge it faces in becoming greener and one simple sustainability action it could realistically start with

MODULE 2

ASSESSING ENVIRONMENTAL IMPACT

MODULE OVERVIEW

This module builds on the foundational understanding of sustainability in sport by introducing practical methods for assessing environmental impact within sports organizations. It focuses on simple, accessible tools that enable organizations to identify, reflect on, and evaluate their environmental footprint across key operational areas.

Rather than relying on complex data or technical expertise, this module promotes the use of structured observation, guided reflection, and basic self-assessment techniques. Trainers are equipped to support organizations in understanding where and how their activities affect the environment, and to identify priority areas for improvement. This module represents a critical transition from awareness to action. It prepares participants for subsequent modules by helping them clearly understand their starting point.

PURPOSE OF THE MODULE

The purpose of this module is to equip trainers with the knowledge, tools, and facilitation approaches needed to guide sports organizations through a structured process of environmental self-assessment.

The module aims to:

- support organizations in identifying their main environmental impacts
- promote awareness through practical reflection rather than theoretical analysis
- introduce simple and replicable assessment tools
- help organizations prioritize areas for improvement
- prepare participants for action planning and implementation

LEARNING OBJECTIVES

By the end of this module, trainers will be able to:

- explain the role of environmental assessment in sustainability efforts
- guide participants through structured self-assessment processes
- use simple checklists to evaluate environmental practices
- support organizations in identifying environmental “hotspots”
- facilitate reflection and discussion on current practices
- help participants define realistic priorities for improvement

KEY MESSAGES OF THE MODULE

Trainers should ensure that participants leave with the following key messages:

- understanding impact is the first step toward improvement
- environmental assessment does not require complex tools
- small organizations can successfully evaluate their practices
- identifying priority areas is more important than precise measurement
- assessment is a learning process, not a judgement
- awareness leads to better decision-making and action
- every organization has opportunities to improve, regardless of size

WHY ASSESS ENVIRONMENTAL IMPACT?

Environmental assessment is a key step in the sustainability journey of any sports organization. It allows organizations to understand how their daily operations affect the environment and where improvements can be made. Trainers should emphasize that assessment is not about collecting perfect data or producing technical reports. It is about developing awareness and making informed decisions. By assessing their environmental impact, organizations can identify areas of high resource use, recognize inefficient or harmful practices, understand patterns in energy, water, and material consumption and make better operational and strategic decisions.

KEY AREAS OF ENVIRONMENTAL IMPACT IN SPORT

This module focuses on five main areas where sports organizations typically have the greatest environmental impact:

Energy Use - Includes lighting, heating, cooling, and the operation of sports facilities and equipment.

Waste Management - Includes waste generated from training sessions, competitions, and events, especially plastic and packaging.

Water Use - Includes water consumption in showers, toilets, and maintenance of sports facilities.

Transport and Mobility - Includes travel by athletes, staff, and supporters to training sessions, competitions, and meetings.

Procurement Practices - Includes purchasing decisions related to equipment, clothing, materials, and services.

INTRODUCTION TO SIMPLE ASSESSMENT TOOLS

Trainers should introduce participants to simple tools that can be used without technical expertise, such as:

- checklists
- guided questionnaires
- scoring systems (e.g. 0–2 scale)
- group reflection exercises

USING SELF-ASSESSMENT IN PRACTICE

Participants are guided through a structured process of evaluating their organization using a checklist tool. The focus should remain on learning and improvement, not accuracy or perfection. The aim is to identify existing practices, recognize gaps and stimulate discussion and reflection

IDENTIFYING ENVIRONMENTAL HOTSPOTS

After completing the assessment, participants should identify:

- areas with the highest environmental impact
- practices that require improvement
- opportunities for quick and simple changes

TRAINING SESSION STRUCTURE

SESSION 1: INTRODUCTION TO ENVIRONMENTAL ASSESSMENT

Duration: 15 minutes

Aim: To introduce the importance of assessing environmental impact.

Trainer Actions:

- Introduce concept of assessment
- Link to Module 1
- Ask participants about current practices

Suggested Discussion Prompt:

- “How do you currently understand or measure your environmental impact?”

Expected Result:

- Participants recognize the need for structured assessment.

Activity Recommendation:

- Guided discussion

SESSION 2: KEY IMPACT AREAS

Duration: 30 minutes

Aim: To explain energy, waste, water, transport, procurement.

Trainer Actions:

- Present key areas
- Provide examples
- Encourage interaction

Suggested Discussion Prompt:

- “Which of these areas is most relevant in your organization?”

Expected Result:

- Participants understand the main environmental areas.

Activity Recommendation:

- Interactive presentation

SESSION 3: SELF-ASSESSMENT EXERCISE

Duration: 60 minutes

Aim: To apply the checklist tool.

Trainer Actions:

- Distribute checklist
- Guide group work
- Support discussions

Suggested Discussion Prompt:

- “What did you discover about your organization?”

Expected Result:

- Participants identify strengths and gaps.

Activity Recommendation:

- Group self-assessment

TRAINING SESSION STRUCTURE

ENVIRONMENTAL IMPACT SELF-ASSESSMENT TOOL

For each statement, choose:

SCORE	MEANING
0	Not in place
1	Partially in place
2	Fully in place

TOTAL SCORE: ____ / 50

REFLECTION

- WHAT ARE YOUR TOP 3 ENVIRONMENTAL IMPACT AREAS?
- WHAT IS ONE QUICK IMPROVEMENT YOU CAN IMPLEMENT IMMEDIATELY?

Energy Use

Statement	0	1	2
Lights are switched off when not in use			
Energy-efficient lighting is used			
Heating/cooling is used efficiently			
Equipment is switched off properly			
Energy use is monitored			

Waste Management

Statement	0	1	2
Recycling options are available			
Single-use plastics are reduced			
Reuse practices are encouraged			
Waste is minimized during events			
Participants are aware of waste practices			

TRAINING SESSION STRUCTURE

Water Use

Statement	0	1	2
Water is not wasted unnecessarily			
Facilities are checked for leaks			
Participants are encouraged to save water			
Water use is monitored			
Efficient fixtures are used where possible			

Transport

Statement	0	1	2
Carpooling is encouraged			
Public transport is promoted			
Travel distances are minimized			
Online meetings are used			
Travel impact is considered in planning			

Procurement

Statement	0	1	2
Reusable materials are prioritized			
Local suppliers are used			
Sustainable products are considered			
Unnecessary purchases are avoided			

SUGGESTED PARTICIPATORY METHODS

- guided self-assessment
- small group work
- facilitated discussion
- reflection exercises
- peer exchange
- case-based learning

MATERIALS NEEDED

- printed self-assessment checklist
- flipchart or whiteboard
- markers
- pens and notebooks
- projector (optional)

TRAINER NOTES

The trainer should:

- keep the process simple and practical
- encourage honest reflection
- avoid technical complexity
- emphasize progress over perfection
- use local and relatable examples

The trainer should avoid:

- overwhelming participants with data
- creating a sense of judgement or criticism
- focusing only on problems without solutions

KEY DEFINITIONS FOR TRAINERS

Environmental assessment - A process of identifying and understanding the environmental impact of activities.

Environmental footprint - The overall effect of an organization's activities on the environment.

Self-assessment - A method where organizations evaluate their own practices.

Environmental hotspot - An area where environmental impact is particularly high.

Resource use - The consumption of energy, water, and materials.

SUGGESTED TAKE-HOME ASSIGNMENT FOR TOT PARTICIPANTS

- apply the checklist to a real sports organization and identify:
 - three main environmental impacts
 - two areas for improvement
 - one immediate action

MODULE 3

GREENING SPORTS FACILITIES AND OPERATIONS

MODULE OVERVIEW

This module focuses on practical, everyday actions that sports organizations can take to reduce their environmental impact within facilities and operations. It translates the findings from Module 2 (assessment) into concrete improvements across offices, gyms, halls, stadiums, and training spaces.

The module emphasizes realistic, low-cost, and achievable measures that can be implemented by organizations of all sizes. It encourages participants to integrate sustainability into daily routines, facility management, and operational decisions.

Trainers are equipped to guide organizations in making gradual but meaningful changes that improve efficiency, reduce waste, and promote responsible resource use.

PURPOSE OF THE MODULE

The purpose of this module is to enable trainers to support sports organizations in implementing practical sustainability measures in their facilities and daily operations.

The module aims to:

- translate environmental assessment into concrete actions
- provide practical solutions for reducing environmental impact
- support organizations in improving efficiency and reducing costs
- encourage sustainable habits among staff, coaches, and participants
- promote a culture of environmental responsibility

LEARNING OBJECTIVES

By the end of this module, trainers will be able to:

- identify practical actions for greening sports facilities
- guide organizations in improving energy, water, and waste practices
- support the integration of sustainability into daily operations
- suggest low-cost and high-impact improvements
- facilitate discussions on operational change
- encourage behavior change among staff and participants

KEY MESSAGES OF THE MODULE

Trainers should ensure participants leave with the following messages:

- sustainability starts with everyday practices
- small changes can have a significant impact over time
- improving efficiency can reduce both costs and environmental impact
- facilities are a key area for sustainability action
- everyone in the organization has a role to play
- sustainable habits are as important as infrastructure changes
- progress is more important than perfection

FROM ASSESSMENT TO ACTION

This module builds directly on Module 2. Trainers should emphasize that once organizations understand their environmental impact, the next step is to take action.

Participants should be encouraged to:

- focus on priority areas
- start with simple improvements
- build gradually over time

GREENING ENERGY USE

Energy efficiency is one of the most impactful areas for improvement.

Practical actions include:

- switching to energy-efficient lighting (e.g. LED)
- turning off lights and equipment when not in use
- optimizing heating and cooling systems
- using natural light where possible
- scheduling activities to reduce unnecessary facility use

Trainers should highlight that many of these actions require behavioral change rather than investment.

IMPROVING WASTE MANAGEMENT

Reducing waste is visible, practical, and easy to implement.

Actions include:

- introducing recycling bins
- reducing single-use plastics
- encouraging reusable bottles and containers
- minimizing waste at events
- using digital communication instead of printed materials

Participants should be encouraged to involve athletes and youth in waste reduction efforts.

EFFICIENT WATER USE

Water-saving practices can be simple but effective.

Actions include:

- fixing leaks promptly
- installing water-saving fixtures where possible
- encouraging shorter showers
- raising awareness among participants
- monitoring water use informally

SUSTAINABLE FACILITY MANAGEMENT

Facility management decisions have long-term impact.

Key practices include:

- regular maintenance of equipment
- improving insulation where possible
- organizing space efficiently
- reducing unnecessary use of large facilities
- integrating sustainability into facility policies

SUSTAINABLE OPERATIONAL PRACTICES

Daily operations should reflect sustainability principles.

Actions include:

- reducing paper use
- organizing shared transport
- planning efficient schedules
- using digital tools for communication
- assigning responsibility for sustainability within the organization

ENGAGING PEOPLE IN SUSTAINABLE PRACTICES

Sustainability is not only technical but behavioral.

Trainers should emphasize:

- involving coaches, staff, and participants
- promoting awareness through simple messages
- leading by example
- encouraging youth participation
- supporting women-led leadership in sustainability



TRAINING SESSION STRUCTURE

SESSION 1: FROM ASSESSMENT TO ACTION

Duration: 15 minutes

Aim: To connect assessment with action.

Trainer Actions:

- Recap Module 2
- Introduce action focus

Suggested Discussion Prompt:

- “What practical changes can you make immediately?”

Expected Result:

- Participants shift to solution thinking.

Activity Recommendation:

- Guided discussion

SESSION 2: PRACTICAL ACTIONS BY AREA

Duration: 45 minutes

Aim: To present practical solutions.

Trainer Actions:

- Present examples (energy, waste, water)
- Encourage interaction

Suggested Discussion Prompt:

- “Which actions are most feasible for you?”

Expected Result:

- Participants identify realistic actions.

Activity Recommendation:

- Interactive presentation

SESSION 3: ACTION PLANNING EXERCISE

Duration: 60 minutes

Aim: To define concrete actions.

Trainer Actions:

- Facilitate group planning
- Provide template

Suggested Discussion Prompt:

- “What can you implement in the next month?”

Expected Result:

- Participants define actionable steps.

Activity Recommendation:

- Group planning

PRACTICAL ACTION PLANNING TOOL

Step 1: Identify Priority Areas

Based on Module 2, select your top 3 areas:

1. _____
2. _____
3. _____

Step 2: Define Actions

Area	Action	Type (Quick / Long-term)	Responsible Person	Timeline

Step 3: Identify Challenges

- _____
- _____
- _____

Step 4: Support Needed

- _____
- _____
- _____

Step 5: "What is the first action we will take next week?"

- _____
- _____

SUGGESTED PARTICIPATORY METHODS

- problem-solving exercises
- group work
- case-based discussions
- peer exchange
- action planning
- reflection exercises

MATERIALS NEEDED

- flipchart or whiteboard
- markers
- action planning templates
- pens and notebooks
- projector (optional)

TRAINER NOTES

The trainer should:

- focus on practical and achievable actions
- adapt suggestions to local realities
- emphasize low-cost solutions
- encourage participation and discussion
- highlight positive examples

The trainer should avoid:

- suggesting expensive or unrealistic solutions
- overloading participants with too many actions
- presenting sustainability as complicated

KEY DEFINITIONS FOR TRAINERS

Energy efficiency - Using less energy to perform the same activity.

Waste reduction - Minimizing the amount of waste produced.

Resource efficiency - Using resources in a responsible and effective way.

Sustainable operations - Running daily activities in an environmentally responsible way.

SUGGESTED TAKE-HOME ASSIGNMENT FOR TOT PARTICIPANTS

Participants are asked to:

- select one sports facility they are familiar with and identify:
 - three practical improvements
 - one behavior change initiative
 - one low-cost action to implement immediately

MODULE 4

SUSTAINABLE SPORTS EVENTS

MODULE OVERVIEW

This module focuses on planning and delivering sports events in a more environmentally responsible way. It builds on previous modules by applying sustainability principles to tournaments, matches, community events, and other sports-related gatherings.

Sports events, regardless of their size, can generate significant environmental impact through transport, waste, energy use, water consumption, and procurement. At the same time, they offer strong opportunities to promote sustainability, raise awareness, and model good practices within the community.

This module equips trainers with practical tools and strategies to support sports organizations in organizing greener events that are efficient, responsible, and aligned with sustainability principles.

PURPOSE OF THE MODULE

The purpose of this module is to enable trainers to guide sports organizations in integrating sustainability into the planning and implementation of sports events.

The module aims to:

- support organizations in reducing environmental impact during events
- introduce practical strategies for greener event planning
- encourage responsible behavior among participants and audiences
- promote events as platforms for environmental awareness
- support the integration of sustainability into standard event management practices

LEARNING OBJECTIVES

By the end of this module, trainers will be able to:

- identify key environmental impacts of sports events
- guide organizations in planning sustainable events
- suggest practical measures for reducing waste, energy use, and emissions
- support the integration of sustainability into event logistics
- facilitate awareness-raising activities during events
- help organizations evaluate and improve their event practices

KEY MESSAGES OF THE MODULE

Trainers should ensure participants leave with the following messages:

- every event has an environmental impact, regardless of size
- sustainable events are achievable with simple planning decisions
- prevention is more effective than managing impact afterward
- participants and audiences play an important role in sustainability
- events can serve as powerful platforms for awareness and education
- sustainability improves the quality and reputation of events
- small improvements can make a big difference

ENVIRONMENTAL IMPACT OF SPORTS EVENTS

Sports events can have multiple environmental impacts, including:

- waste generation (especially plastic and food packaging)
- transport-related emissions
- energy use (lighting, sound systems, facilities)
- water consumption
- procurement of materials and equipment

Trainers should help participants understand that even small events can have significant impact when repeated frequently.

PRINCIPLES OF SUSTAINABLE EVENT PLANNING

Sustainable event planning should focus on:

- reducing unnecessary resource use
- minimizing waste and emissions
- promoting responsible behavior
- using local and sustainable resources
- planning efficiently

The emphasis should be on prevention, not only management.

GREENING KEY EVENT AREAS

Waste Management

- reduce single-use plastics
- provide recycling bins
- use reusable materials
- plan waste collection

Transport

- encourage carpooling and public transport
- promote local participation
- reduce unnecessary travel

Energy

- use facilities efficiently
- switch off equipment when not needed
- use energy-efficient solutions

Water

- avoid unnecessary water use
- promote responsible consumption

Procurement

- use local suppliers
- avoid unnecessary materials
- choose reusable and durable items

COMMUNICATION AND AWARENESS

Events are an opportunity to promote sustainability.

Organizations can:

- display sustainability messages
- engage participants and spectators
- involve volunteers in awareness activities
- use announcements and signage

ROLES AND RESPONSIBILITIES

Assigning responsibility improves implementation.

Organizations should:

- designate a “green responsible person”
- involve volunteers
- integrate sustainability into roles and tasks

MONITORING AND EVALUATION

After the event, organizations should reflect on:

- what worked well
- what could be improved
- what can be repeated in future events



TRAINING SESSION STRUCTURE

SESSION 1: INTRODUCTION TO SUSTAINABLE EVENTS

Duration: 15 minutes

Aim: To introduce event sustainability.

Trainer Actions:

- Present concept
- Provide examples

Suggested Discussion Prompt:

- “What impacts do events create?”

Expected Result:

- Participants recognize event impact.

Activity Recommendation:

- Guided discussion

SESSION 2: KEY IMPACT AREAS

Duration: 30 minutes

Aim: To identify event challenges.

Trainer Actions:

- Present areas
- Facilitate discussion

Suggested Discussion Prompt:

- “What is the biggest challenge in your events?”

Expected Result:

- Participants identify key issues.

Activity Recommendation:

- Group discussion

SESSION 3: EVENT PLANNING EXERCISE

Duration: 60 minutes

Aim: To design sustainable events.

Trainer Actions:

- Facilitate group work

Suggested Discussion Prompt:

- “How would you organize a greener event?”

Expected Result:

- Participants create event plans.

Activity Recommendation:

- Group exercise

TRAINING SESSION STRUCTURE

SUSTAINABLE EVENT PLANNING TOOL

Step 1: Event Information

Event name:

Location:

Number of participants:

Step 2: Environmental Considerations

Area	Planned Actions
Waste Transport Energy Water Procurement	

Step 3: Responsibilities

Task	Responsible Person

Step 4: Communication

How will you inform participants about sustainability?

Step 5: Evaluation

How will you evaluate the event?

SUGGESTED PARTICIPATORY METHODS

- event planning simulation
- group work
- case studies
- brainstorming
- peer feedback

MATERIALS NEEDED

- flipchart or whiteboard
- markers
- event planning templates
- pens and notebooks
- projector (optional)

TRAINER NOTES

The trainer should:

- focus on practical solutions
- encourage realistic planning
- emphasize prevention
- use local examples

The trainer should avoid:

- overly complex solutions
- focusing only on large-scale events
- ignoring participant engagement

KEY DEFINITIONS FOR TRAINERS

Sustainable event - An event organized in a way that minimizes environmental impact.

Event footprint - The environmental impact of an event.

Waste reduction - Minimizing waste generation during events.

Green logistics - Planning event operations in an environmentally responsible way.

SUGGESTED TAKE-HOME ASSIGNMENT FOR TOT PARTICIPANTS

Participants are asked to:

- design a simple sustainable event plan and include:
 - three sustainability measures
 - one awareness activity
 - one improvement for future events

MODULE 5

SUSTAINABLE LEADERSHIP AND MANAGEMENT

MODULE OVERVIEW

This module focuses on integrating sustainability into the leadership, governance, and management structures of sports organizations. While previous modules addressed practical actions and operational improvements, this module ensures that sustainability becomes a consistent and long-term part of how organizations are led and managed.

Sustainability is most effective when it is embedded in policies, planning processes, budgeting decisions, and staff responsibilities. This module supports trainers in guiding organizations to move beyond individual actions and toward a more strategic and structured approach.

It emphasizes leadership commitment, shared responsibility, and the integration of sustainability into everyday decision-making.

PURPOSE OF THE MODULE

The purpose of this module is to equip trainers with the tools and approaches needed to support sports organizations in embedding sustainability into their management systems and leadership practices.

The module aims to:

- support organizations in integrating sustainability into policies and strategies
- promote long-term planning rather than one-time actions
- encourage leadership commitment and accountability
- clarify roles and responsibilities related to sustainability
- support the alignment of budgeting and resource allocation with sustainability goals

LEARNING OBJECTIVES

By the end of this module, trainers will be able to:

- explain the importance of leadership in sustainability
- guide organizations in integrating sustainability into policies and planning
- support the definition of roles and responsibilities
- help align budgeting with sustainability priorities
- facilitate strategic thinking and decision-making
- encourage accountability and continuous improvement

KEY MESSAGES OF THE MODULE

Trainers should ensure participants leave with the following messages:

- sustainability must be integrated into leadership and management
- policies and planning are essential for long-term impact
- leadership commitment drives organizational change
- sustainability should be a shared responsibility
- budgeting reflects priorities and values
- small organizations can still adopt structured approaches
- consistency is more important than complexity

THE ROLE OF LEADERSHIP IN SUSTAINABILITY

Leadership is essential for embedding sustainability in an organization. Without leadership commitment, sustainability actions often remain isolated and temporary.

Trainers should emphasize that leaders:

- set priorities
- influence organizational culture
- allocate resources
- ensure accountability

Sustainability should be seen as part of good governance and responsible management.

INTEGRATING SUSTAINABILITY INTO POLICIES

Organizations should include sustainability in their formal or informal policies.

This can include:

- mission and vision statements
- internal rules or guidelines
- event and operational procedures

The goal is to make sustainability a clear and visible commitment.

SUSTAINABILITY IN PLANNING PROCESSES

Sustainability should be integrated into planning at all levels.

This includes:

- annual plans
- activity planning
- event planning
- project development

Trainers should encourage participants to ask:

- “How can sustainability be included in this activity?”

BUDGETING FOR SUSTAINABILITY

Budget decisions reflect organizational priorities.

Sustainability can be integrated by:

- allocating resources for sustainable solutions
- considering long-term savings
- prioritizing efficient and durable investments

Trainers should emphasize that sustainability does not always require large budgets, but it does require intentional decisions.

ROLES AND RESPONSIBILITIES

Clear roles improve implementation.

Organizations should:

- assign responsibility for sustainability (e.g. green focal point)
- involve staff, coaches, and volunteers
- include sustainability in job roles where possible

This ensures sustainability is not “someone else’s responsibility.”

MONITORING AND CONTINUOUS IMPROVEMENT

Sustainability is an ongoing process.

Organizations should:

- review progress regularly
- reflect on actions taken
- adjust plans when needed
- celebrate small achievements

INCLUSIVE AND WOMEN-LED LEADERSHIP

This module also highlights the importance of inclusive leadership.

Trainers should emphasize:

- the role of women in leading sustainability initiatives
- participatory and inclusive decision-making
- equal opportunities in leadership roles



TRAINING SESSION STRUCTURE

SESSION 1: LEADERSHIP AND SUSTAINABILITY

Duration: 15 minutes

Aim: To introduce leadership role.

Trainer Actions:

- Facilitate discussion

Suggested Discussion Prompt:

- “What role does leadership play?”

Expected Result:

- Understanding leadership importance.

Activity Recommendation:

- Guided discussion

SESSION 2: POLICIES AND PLANNING

Duration: 30 minutes

Aim: To explore integration.

Trainer Actions:

- Present examples

Suggested Discussion Prompt:

- “How can sustainability be integrated?”

Expected Result:

- Participants understand integration.

Activity Recommendation:

- Interactive discussion

SESSION 3: PLANNING EXERCISE

Duration: 60 minutes

Aim: To develop strategy.

Trainer Actions:

- Facilitate planning

Suggested Discussion Prompt:

- “What should be your priorities?”

Expected Result:

- Basic strategy defined.

Activity Recommendation:

- Group planning

SUSTAINABLE MANAGEMENT PLANNING TOOL

Step 1: Define Commitment

Write one sentence describing your organization's commitment to sustainability:

Step 2: Identify Priorities

List your top 3 sustainability priorities:

1. _____
2. _____
3. _____

Step 3: Define Actions

Priority	Action	Responsible Person	Timeline

Step 4: Budget Consideration

How will you support these actions financially?

Step 5: Monitoring

How will you track progress?

SUGGESTED PARTICIPATORY METHODS

- group discussion
- planning exercises
- case studies
- reflection activities
- peer learning

MATERIALS NEEDED

- flipchart or whiteboard
- markers
- planning templates
- pens and notebooks
- projector (optional)

TRAINER NOTES

The trainer should:

- connect sustainability with leadership responsibility
- use practical examples
- emphasize achievable changes
- encourage participation

The trainer should avoid:

- overly complex strategic frameworks
- focusing only on large organizations
- presenting sustainability as separate from management

KEY DEFINITIONS FOR TRAINERS

Sustainable leadership - Leadership that integrates environmental responsibility into decision-making.

Governance - The way an organization is directed and controlled.

Policy - A set of principles or rules guiding decisions.

Strategic planning - Setting long-term goals and actions.

Accountability - Responsibility for actions and decisions.

SUGGESTED TAKE-HOME ASSIGNMENT FOR TOT PARTICIPANTS

Participants are asked to:

- review one sports organization and identify:
 - one policy improvement
 - one leadership action
 - one budgeting change

MODULE 6

COMMUNITY PARTNERSHIPS AND ADVOCACY

MODULE OVERVIEW

This module focuses on the role of sports organizations as active community actors that can build partnerships and promote sustainability beyond their own operations. It highlights the importance of collaboration with municipalities, schools, NGOs, environmental organizations, and other stakeholders in advancing climate action and sustainable practices in sport.

While previous modules focused on internal changes, this module expands the perspective to external engagement. It supports trainers in helping organizations connect with local actors, share knowledge, and contribute to broader community impact.

The module also introduces the concept of advocacy, encouraging sports organizations to use their visibility and influence to promote environmental awareness and responsible behavior.

PURPOSE OF THE MODULE

The purpose of this module is to equip trainers with the tools and approaches needed to support sports organizations in building partnerships and engaging in sustainability advocacy.

The module aims to:

- encourage collaboration with local stakeholders
- support the development of community partnerships
- promote the role of sport in environmental education and awareness
- introduce basic advocacy approaches
- strengthen the social impact of sports organizations

LEARNING OBJECTIVES

By the end of this module, trainers will be able to:

- explain the value of partnerships in sustainability
- identify potential stakeholders and partners
- guide organizations in building and maintaining partnerships
- support the design of community-based sustainability initiatives
- facilitate basic advocacy activities
- encourage sports organizations to act as community role models

KEY MESSAGES OF THE MODULE

Trainers should ensure participants leave with the following messages:

- sustainability is stronger when done together
- partnerships can increase impact and resources
- sports organizations are influential community actors
- collaboration creates opportunities for innovation and learning
- advocacy can be simple and practical
- awareness starts at the local level
- every organization can contribute to community change

THE ROLE OF SPORT IN THE COMMUNITY

Sports organizations are not only service providers but also community actors with influence and visibility.

They can:

- bring people together
- promote positive values
- reach young people and families
- influence behaviors and attitudes

Trainers should emphasize that sport can play a key role in promoting sustainability at the community level.

WHY PARTNERSHIPS MATTER

Partnerships help organizations:

- share resources and knowledge
- increase reach and impact
- access expertise
- strengthen credibility
- create new opportunities

Sustainability challenges are complex and require collaboration.

IDENTIFYING POTENTIAL PARTNERS

Trainers should guide participants to identify relevant stakeholders, such as:

- municipalities and local authorities
- schools and educational institutions
- environmental NGOs
- local businesses
- community groups
- environmental experts

Participants should reflect on existing and potential connections.

BUILDING AND MAINTAINING PARTNERSHIPS

Effective partnerships require:

- clear communication
- shared goals
- mutual benefits
- trust and transparency
- defined roles and expectations

Trainers should emphasize that partnerships can start small and grow over time.

COMMUNITY-BASED SUSTAINABILITY INITIATIVES

Sports organizations can collaborate with partners to:

- organize clean-up events
- promote active transport
- run awareness campaigns
- deliver educational activities
- support local environmental initiatives

These activities can combine sport, education, and community engagement.

INTRODUCTION TO ADVOCACY

Advocacy means promoting ideas, values, or actions that support positive change.

In the context of sport, this can include:

- promoting environmental responsibility
- encouraging sustainable behavior
- raising awareness during events
- sharing messages through communication channels

Advocacy does not need to be complex or political. It can be simple, local, and practical.

COMMUNICATION AND VISIBILITY

Effective communication strengthens impact.

Organizations can:

- use social media
- display messages at events
- involve participants in campaigns
- share good practices

WOMEN-LED AND INCLUSIVE PARTNERSHIPS

Trainers should emphasize:

- the role of women in leading partnerships
- inclusive collaboration approaches
- equal participation in decision-making

TRAINING SESSION STRUCTURE

SESSION 1: ROLE OF SPORT IN COMMUNITY

Duration: 15 minutes

Aim: To explore influence.

Trainer Actions:

- Facilitate discussion

Suggested Discussion Prompt:

“How does your organization influence the community?”

Expected Result:

- Awareness of role

Activity Recommendation:

- Guided discussion

SESSION 2: MAPPING PARTNERSHIPS

Duration: 30 minutes

Aim: To identify stakeholders.

Trainer Actions:

- Guide mapping

Suggested Discussion Prompt:

- “Who could you collaborate with?”

Expected Result:

- List of partners

Activity Recommendation:

- Stakeholder mapping

SESSION 3: PLANNING EXERCISE

Duration: 60 minutes

Aim: To design initiatives.

Trainer Actions:

- Facilitate planning

Suggested Discussion Prompt:

“What initiative could you create?”

Expected Result:

- Partnership idea

Activity Recommendation:

- Group work

PARTNERSHIP AND ADVOCACY PLANNING TOOL

Step 1: Identify Stakeholders

List 3 potential partners:

1. _____
2. _____
3. _____

Step 2: Define Collaboration Idea

What activity or initiative could you develop together?

Step 3: Roles and Contributions

Partner	Role	Contribution

Step 4: Communication Plan

How will you communicate the initiative?

Step 5: Expected Impact

What do you want to achieve?

SUGGESTED PARTICIPATORY METHODS

- stakeholder mapping
- group work
- brainstorming
- case studies
- peer exchange
- planning exercises

MATERIALS NEEDED

- flipchart or whiteboard
- markers
- mapping templates
- pens and notebooks
- projector (optional)

TRAINER NOTES

The trainer should:

- encourage practical and local partnerships
- emphasize mutual benefits
- use real-life examples
- promote inclusive participation

The trainer should avoid:

- focusing only on formal partnerships
- overcomplicating advocacy
- ignoring smaller organizations

KEY DEFINITIONS FOR TRAINERS

Partnership - A collaborative relationship between organizations working toward a common goal.

Stakeholder - An individual or organization with an interest or role in an activity.

Advocacy - Actions aimed at promoting awareness and encouraging change.

Community engagement - Involving local people and organizations in activities and decision-making.

SUGGESTED TAKE-HOME ASSIGNMENT FOR TOT PARTICIPANTS

Participants are asked to:

- identify one potential partner and propose:
 - one joint activity
 - one awareness message
 - one expected impact

MODULE 7

WOMEN-LED CLIMATE ACTION IN SPORT

MODULE OVERVIEW

This module highlights the important role of women-led sports organizations and gender-responsive leadership in advancing sustainability and climate action in sport. It builds on previous modules by placing a specific focus on inclusion, leadership, and the added value that women bring to environmental initiatives.

Women-led organizations often demonstrate strong community connections, participatory leadership approaches, and a commitment to social impact. These qualities position them as key drivers of sustainable change in sport.

The module supports trainers in promoting gender equality within sustainability efforts, ensuring that women are not only included but are actively leading and shaping environmental action.

PURPOSE OF THE MODULE

The purpose of this module is to equip trainers with the knowledge and tools to promote gender-responsive sustainability and to support women-led leadership in climate action within sport.

The module aims to:

- highlight the role of women in sustainability leadership
- promote gender equality in environmental decision-making
- support women-led organizations in leading climate initiatives
- encourage inclusive and participatory leadership approaches
- strengthen the connection between gender and sustainability

LEARNING OBJECTIVES

By the end of this module, trainers will be able to:

- explain the importance of gender-responsive sustainability
- identify the role of women-led organizations in climate action
- support inclusive leadership practices
- facilitate discussions on gender and sustainability
- encourage women's participation in decision-making
- promote equitable opportunities within sports organizations

KEY MESSAGES OF THE MODULE

Trainers should ensure participants leave with the following messages:

- gender equality strengthens sustainability outcomes
- women are key leaders and change-makers in climate action
- inclusive leadership leads to better decision-making
- sustainability and inclusion are interconnected
- women-led organizations can serve as role models
- equal participation improves community impact
- leadership opportunities should be accessible to all

GENDER AND SUSTAINABILITY IN SPORT

Sustainability is not only an environmental issue but also a social one. Gender equality plays an important role in how sustainability is understood, implemented, and led.

Trainers should emphasize that:

- inclusive approaches lead to stronger and more sustainable outcomes
- diverse perspectives improve problem-solving
- gender equality is part of responsible and sustainable development

THE ROLE OF WOMEN-LED ORGANIZATIONS

Women-led sports organizations often:

- have strong community engagement
- promote inclusive participation
- adopt collaborative leadership styles
- focus on social impact

These qualities position them as leaders in sustainability and climate action.

BARRIERS AND CHALLENGES

Trainers should facilitate reflection on challenges such as:

- underrepresentation of women in leadership roles
- limited access to decision-making spaces
- unequal distribution of resources and opportunities

The aim is not to criticize, but to recognize and address barriers constructively.

GENDER-RESPONSIVE LEADERSHIP

Gender-responsive leadership means:

- ensuring equal participation in decision-making
- creating inclusive environments
- valuing diverse perspectives
- promoting fairness and respect

This approach strengthens both organizational culture and sustainability outcomes.

WOMEN AS CLIMATE LEADERS

Women can play key roles in:

- leading sustainability initiatives
- educating communities
- influencing behavior change
- building partnerships

Trainers should highlight real-life examples and encourage participants to see women as leaders, not only participants.

CREATING INCLUSIVE ORGANIZATIONS

Organizations can promote inclusion by:

- encouraging women's participation in leadership roles
- ensuring equal opportunities
- supporting capacity-building
- creating safe and inclusive spaces

LINKING INCLUSION WITH SUSTAINABILITY ACTION

Trainers should emphasize that:

- inclusive organizations are more effective
- participation improves ownership of sustainability actions
- diversity strengthens innovation



TRAINING SESSION STRUCTURE

SESSION 1: GENDER AND SUSTAINABILITY

Duration: 15 minutes

Aim: To introduce topic.

Trainer Actions:

- Facilitate discussion

Suggested Discussion Prompt:

- “What role do women play?”

Expected Result:

- Awareness of the importance of the topic

Activity Recommendation:

- Guided discussion

SESSION 2: BARRIERS AND OPPORTUNITIES

Duration: 30 minutes

Aim: To explore challenges.

Trainer Actions:

- Guide discussion

Suggested Discussion Prompt:

- “What barriers exist?”

Expected Result:

- Identified challenges

Activity Recommendation:

- Group discussion

SESSION 3: LEADERSHIP EXERCISE

Duration: 60 minutes

Aim: To define actions.

Trainer Actions:

- Facilitate discussion

Suggested Discussion Prompt:

- “How can leadership be improved?”

Expected Result:

- Defined actions

Activity Recommendation:

- Group work

INCLUSIVE LEADERSHIP ACTION TOOL

Step 1: Current Situation

How inclusive is your organization?

Step 2: Identify Gaps

What needs to improve?

Step 3: Define Actions

Action	Responsible Person	Timeline

Step 4: Support Needed

Step 5: Expected Impact

SUGGESTED PARTICIPATORY METHODS

- guided discussion
- reflection exercises
- group work
- case studies
- peer exchange

MATERIALS NEEDED

- flipchart or whiteboard
- markers
- reflection templates
- pens and notebooks
- projector (optional)

TRAINER NOTES

The trainer should:

- create a safe and respectful environment
- encourage open discussion
- use inclusive language
- focus on practical solutions
- highlight positive examples

The trainer should avoid:

- making assumptions
- creating discomfort or conflict
- treating gender as a separate issue from sustainability

KEY DEFINITIONS FOR TRAINERS

Gender equality - Equal rights, responsibilities, and opportunities for all genders.

Gender-responsive leadership - Leadership that considers and addresses gender differences and promotes inclusion.

Women-led organization - An organization where women hold key leadership and decision-making roles.

Inclusion - Ensuring all individuals have equal opportunities to participate.

SUGGESTED TAKE-HOME ASSIGNMENT FOR TOT PARTICIPANTS

Participants are asked to:

- assess one organization and identify:
 - one barrier to inclusion
 - one leadership improvement
 - one action to support women-led climate initiatives

MODULE 8

ACTION PLANNING AND MONITORING

MODULE OVERVIEW

This final module supports sports organizations in translating learning from all previous modules into a structured and practical green action plan. It focuses on setting clear goals, defining actions, assigning responsibilities, and monitoring progress over time.

While earlier modules introduced concepts, assessment tools, and practical actions, this module brings everything together into a coherent planning and tracking process. It enables organizations to move from individual actions to a more strategic and consistent sustainability approach.

The module emphasizes simplicity, realism, and continuous improvement. It encourages organizations to start with achievable goals and gradually build their sustainability efforts.

PURPOSE OF THE MODULE

The purpose of this module is to equip trainers with the tools and methods needed to support sports organizations in developing and monitoring a sustainability action plan.

The module aims to:

- support the development of structured green action plans
- promote goal setting and prioritization
- define clear roles and responsibilities
- introduce simple monitoring and tracking methods
- encourage continuous improvement and reflection
- strengthen accountability and commitment

LEARNING OBJECTIVES

By the end of this module, trainers will be able to:

- guide organizations in setting realistic sustainability goals
- support the development of action plans
- help define indicators and monitoring methods
- facilitate planning and evaluation processes
- encourage accountability and follow-up
- support long-term sustainability integration

KEY MESSAGES OF THE MODULE

Trainers should ensure participants leave with the following messages:

- planning turns ideas into action
- simple and realistic goals are more effective than complex plans
- monitoring helps track progress and improve over time
- sustainability is a continuous process
- accountability strengthens commitment
- even small organizations can create structured plans
- progress should be visible and celebrated

FROM ACTION TO STRATEGY

This module brings together all previous modules and supports organizations in structuring their sustainability efforts.

Trainers should emphasize that:

- planning helps ensure consistency
- actions should be organized and prioritized
- sustainability should be integrated into daily operations

SETTING SUSTAINABILITY GOALS

Organizations should define clear and realistic goals.

Goals should be:

- specific
- achievable
- relevant
- time-bound

Examples include:

- reducing energy use
- minimizing waste
- promoting sustainable transport
- increasing awareness

DEFINING ACTIONS AND RESPONSIBILITIES

Each goal should be supported by concrete actions.

Organizations should:

- define what will be done
- assign responsible persons
- set timelines

This ensures accountability and clarity.

MONITORING PROGRESS

Monitoring helps organizations understand whether actions are working.

Simple methods include:

- tracking activities completed
- observing behavior changes
- collecting feedback
- reviewing progress regularly

Monitoring should be simple and practical.

USING INDICATORS

Indicators help measure progress.

Examples:

- reduction in waste
- number of sustainability actions implemented
- level of participation in initiatives
- awareness activities conducted

Indicators do not need to be complex.

REVIEWING AND IMPROVING

Sustainability is an ongoing process.

Organizations should:

- review progress regularly
- identify challenges
- adjust plans
- build on successes

BUILDING A CULTURE OF SUSTAINABILITY

Trainers should emphasize that:

- sustainability should become part of organizational culture
- staff and participants should be engaged
- leadership should support and promote actions
- progress should be communicated



TRAINING SESSION STRUCTURE

SESSION 1: INTRODUCTION TO PLANNING

Duration: 15 minutes

Aim: To introduce planning importance.

Trainer Actions:

- Facilitate discussion

Suggested Discussion Prompt:

- “Why is planning important?”

Expected Result:

- Understanding value

Activity Recommendation:

- Guided discussion

SESSION 2: GOAL SETTING

Duration: 30 minutes

Aim: To define goals.

Trainer Actions:

- Guide process

Suggested Discussion Prompt:

- “What goals are realistic?”

Expected Result:

- Defined goals

Activity Recommendation:

- Group work

SESSION 3: ACTION PLAN DEVELOPMENT

Duration: 60 minutes

Aim: To create plan.

Trainer Actions:

- Facilitate

Suggested Discussion Prompt:

- “What actions will you take?”

Expected Result:

- Action plan created

Activity Recommendation:

- Planning exercise

GREEN ACTION PLAN TEMPLATE

Step 1: Define Goals

Goal	Timeframe

Step 2: Define Actions

Goal	Action	Responsible Person	Timeline

Step 3: Define Indicators

Action	Indicator

Step 4: Monitoring Plan

How will you track progress?

Step 5: Review Plan

When will you review progress?

SUGGESTED PARTICIPATORY METHODS

- planning exercises
- group work
- reflection
- peer feedback
- case-based discussion

MATERIALS NEEDED

- flipchart or whiteboard
- markers
- action planning templates
- pens and notebooks
- projector (optional)

TRAINER NOTES

The trainer should:

- keep planning simple and practical
- encourage realistic goals
- support discussion and reflection
- emphasize continuous improvement
- celebrate small achievements

The trainer should avoid:

- overly complex planning tools
- unrealistic expectations
- focusing only on long-term goals without immediate action

KEY DEFINITIONS FOR TRAINERS

Action plan - A structured set of goals and actions.

Indicator - A measure used to track progress.

Monitoring - The process of tracking implementation and results.

Evaluation - Reviewing outcomes and effectiveness.

Sustainability strategy - A long-term approach to integrating sustainability.

SUGGESTED TAKE-HOME ASSIGNMENT FOR TOT PARTICIPANTS

Participants are asked to:

- develop a simple green action plan for one organization include:
 - three goals
 - three actions
 - one monitoring method

EXAMPLE OF PRACTICAL ACTIONS

To keep the toolkit high-level but useful, include simple examples such as:

- Replace disposable plastic bottles with refill systems
- Encourage walking, cycling, or carpooling to training sessions
- Switch off lights and heating when facilities are not in use
- Use digital materials instead of printed handouts where possible
- Organize waste sorting at events
- Buy durable sports equipment instead of low-cost single-use items
- Partner with local environmental organizations for awareness campaigns
- Include sustainability topics in coach and volunteer training
- Appoint a green focal point within the organization

SPECIAL FOCUS ON SOUTHEASTERN EUROPE

Sports organizations in Southeastern Europe operate within a specific environmental, economic, and institutional context that shapes both the challenges they face and the opportunities available to them. While many of the sustainability issues addressed in this toolkit are shared globally, the regional realities of Southeastern Europe require a tailored and context-sensitive approach.

One of the most pressing challenges in the region is environmental quality, particularly in urban areas where air pollution remains a significant concern. Poor air quality directly affects the health and safety of athletes, coaches, and participants, especially during outdoor activities. In addition, many sports facilities in the region are located in older buildings that were not designed with energy efficiency in mind. As a result, they often consume more energy than necessary, leading to higher operational costs and increased environmental impact.

Water management can also present challenges, particularly in areas where infrastructure is outdated or inefficient. Similarly, waste management systems are not always fully developed or consistently implemented, which can limit opportunities for recycling and responsible disposal during sports activities and events.

Another important factor is the level of public investment in green infrastructure and sustainability initiatives. In many parts of Southeastern Europe, sports organizations operate with limited financial resources and rely heavily on volunteers and community support. This can make it more difficult to implement large-scale or technology-driven sustainability solutions. However, it also highlights the importance of practical, low-cost approaches that can be integrated into everyday operations.

Institutional support and environmental awareness also vary across the region. While there is growing recognition of the importance of sustainability, not all organizations have access to training, tools, or guidance on how to implement environmentally responsible practices. This creates a need for accessible resources that can support organizations at different stages of their sustainability journey.

The SCORE GREEN toolkit is designed to be practical, adaptable, and grounded in local realities. It focuses on actions that are achievable without requiring significant financial investment or technical expertise. The emphasis is on small, manageable steps that can be implemented immediately, while also encouraging gradual improvement over time. This approach ensures that even smaller organizations with limited capacity can actively participate in sustainability efforts.

At the same time, the regional context offers important opportunities. Strong community ties, a culture of collaboration, and the presence of grassroots initiatives provide a solid foundation for collective action. Sports organizations in Southeastern Europe often have close relationships with local communities, schools, and municipalities, which can be leveraged to promote sustainability and raise awareness.

Regional cooperation and peer learning are particularly valuable in this context. By sharing experiences, challenges, and solutions, organizations can learn from each other and avoid working in isolation. Networks, partnerships, and joint initiatives can help amplify impact, build capacity, and create a sense of shared responsibility across the region.

Furthermore, aligning local actions with broader European and global priorities, such as the European Green Deal and the Sustainable Development Goals, can strengthen the relevance and visibility of sustainability efforts in sport. It also opens opportunities for collaboration, funding, and participation in wider initiatives.

Sustainability in sport in Southeastern Europe should not be seen as a limitation, but as an opportunity for innovation and leadership. By adopting practical, community-based approaches and fostering collaboration across the region, sports organizations can contribute to environmental improvement while strengthening their own resilience and impact.

This toolkit aims to support that process by providing clear guidance, adaptable tools, and a realistic pathway toward sustainability, one that reflects the specific needs, challenges, and strengths of Southeastern Europe.

WOMEN-LED SPORTS ORGANIZATIONS AND CLIMATE LEADERSHIP

Women-led sports organizations play a vital and increasingly recognized role in advancing sustainability and climate action within the sport sector. Their contribution goes beyond participation; they often bring distinct leadership approaches, strong community engagement, and a deep commitment to social impact that position them as key drivers of meaningful and lasting change.

In many contexts, women-led organizations are closely connected to their communities. They tend to work at grassroots level, engaging directly with young people, families, and local stakeholders. This proximity allows them to better understand community needs and to design sustainability actions that are practical, inclusive, and relevant. As a result, their initiatives often combine environmental responsibility with social value, reinforcing the idea that sustainability is not only about protecting the environment, but also about strengthening communities and improving quality of life.

A defining characteristic of many women-led organizations is their emphasis on inclusive and participatory leadership. Decision-making processes are often more collaborative, allowing for diverse perspectives and shared ownership of initiatives. This approach is particularly valuable in sustainability, where complex challenges benefit from collective thinking and engagement. By involving coaches, athletes, volunteers, and community members, women-led organizations create stronger commitment to environmental actions and increase the likelihood of long-term success. Furthermore, women-led sports organizations frequently demonstrate a holistic understanding of sustainability. They are more likely to connect environmental action with issues such as health, education, equality, and community development. This integrated perspective aligns closely with broader European and global priorities, including the Sustainable Development Goals, where environmental, social, and economic dimensions are interconnected.

Despite their potential, women remain underrepresented in leadership and decision-making roles within the sport sector. This limits the diversity of perspectives and reduces opportunities for innovative and inclusive solutions. Promoting women's leadership in sustainability is therefore not only a matter of equality, but also a strategic priority for achieving more effective and impactful climate action.

This toolkit encourages sports organizations to actively support and strengthen women-led leadership in sustainability. This can be done by creating opportunities for women to take on decision-making roles, ensuring equal participation in planning and implementation processes, and recognizing and valuing their contributions. It also involves fostering environments where women feel empowered to lead, innovate, and influence change.

At the same time, women-led sports organizations are encouraged to see themselves as leaders in the field of climate action. Their work can serve as a model for others, demonstrating how sustainability can be integrated into everyday practice in a way that is inclusive, practical, and community-oriented. By sharing experiences, building partnerships, and engaging in advocacy, they can amplify their impact and contribute to wider systemic change.

Importantly, climate leadership in sport does not require large-scale resources or complex strategies. It begins with clear commitment, consistent action, and the ability to inspire others. Women-led organizations are well positioned to lead this process by combining strong values with practical approaches, and by building trust within their communities.

In this context, gender equality and sustainability should not be seen as separate priorities, but as mutually reinforcing dimensions of responsible sport management. Empowering women in leadership roles strengthens organizational capacity, enhances decision-making, and contributes to more inclusive and effective sustainability outcomes.

Through this toolkit, women-led sports organizations are encouraged not only to participate in green change, but to actively lead it. Their leadership is essential for shaping a more sustainable, inclusive, and resilient future for sport and for the communities it serves.

This includes:

- Supporting women in decision-making positions on sustainability
- Promoting gender-responsive environmental planning
- Recognizing women as community educators and role models
- Encouraging equal access to green skills, knowledge, and leadership opportunities





CONCLUSION

Sustainability in sport is no longer optional. It has become an essential component of responsible management, community well-being, and the long-term viability of sport itself. As environmental challenges continue to intensify, ranging from climate change and resource scarcity to pollution and declining public health, sports organizations are increasingly called upon to recognize their role not only as participants in society, but as active contributors to positive change. Sport is uniquely positioned to lead by example. It reaches diverse communities, engages young people, and promotes values such as teamwork, respect, and responsibility. These same values can and should be extended to environmental stewardship. By integrating sustainability into their daily operations, decision-making processes, and community engagement efforts, sports organizations can help shape more responsible behaviors and contribute to broader societal transformation.

Throughout this toolkit, sustainability has been presented not as a complex or resource-intensive obligation, but as a practical and achievable process. From understanding environmental impact and assessing current practices, to implementing concrete improvements, building partnerships, and developing structured action plans, the approach promoted by SCORE GREEN is based on gradual progress and realistic action. It recognizes the diverse capacities of sports organizations, particularly in Southeastern Europe, and provides tools that are adaptable, accessible, and grounded in everyday realities.

A key message of this toolkit is that meaningful change does not require perfection. Small, consistent actions, such as reducing energy use, minimizing waste, encouraging sustainable transport, or making more responsible procurement decisions, can collectively lead to significant impact over time. When these actions are supported by strong leadership, inclusive practices, and community collaboration, they become part of a broader culture of sustainability that extends beyond individual organizations.

Equally important is the recognition of people as central to this process. Coaches, athletes, staff, volunteers, and community members all play a role in shaping sustainable practices. The toolkit also highlights the importance of inclusive and gender-responsive leadership, particularly the contribution of women-led sports organizations in driving climate action and community engagement. Empowering diverse voices and perspectives strengthens both the effectiveness and the reach of sustainability efforts.

The SCORE GREEN toolkit is designed not only as a learning resource, but as a practical guide for action. It provides a structured pathway, from awareness to assessment, from action to strategy, and from individual efforts to collective impact. By following this pathway, sports organizations can develop their own sustainability journeys, tailored to their context, capacities, and ambitions.

Looking forward, the role of sport in sustainability will continue to grow. Sports organizations that embrace this responsibility will not only reduce their environmental impact, but also strengthen their credibility, resilience, and relevance within their communities. They will be better positioned to respond to future challenges, attract partnerships and funding, and inspire others to follow their example. In this context, sustainability becomes more than a goal, it becomes a way of working, leading, and engaging with the world. Through practical action, collaboration, and committed leadership, sports organizations can make a meaningful contribution to climate action while enhancing the quality, inclusiveness, and long-term sustainability of their own work.

The SCORE GREEN toolkit is here to support that journey. It offers the guidance, tools, and inspiration needed for sports organizations to take the next step with confidence, clarity, and purpose.

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