

SPORTS AS VALUE

Sustainable guidelines

for the organisation, implementation and
evaluation of a joint program to promote
value in sport

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The following guidelines have been prepared thanks to the Sports As Value Erasmus+ project which aims to enhance the importance of grassroots sports in the Western Balkans region. Many organisations struggle with a lack of workforce or small resources to implement their events. For this purpose, we would like to offer this document as a help for the event organisers to make their task easier when organising local, national or international events, even with cross-border cooperation. We hope that this guideline can provide a structure for their event management and the tips can help to avoid anything forgotten or missing.



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1. Values in sports

Values are an important part of everyday life and help us make the right decisions. Sports is a great tool to share various values like equality, inclusion, discipline, fair play and many more among the population through physical activity and thus contributes to the development of soft skills of the participants. The core values of the Olympic Movement are excellence, friendship and respect, and these values serve as the foundation of the NOC's activities to promote sport, culture and education in the Olympic spirit.

During the Sports As Value project we had several National Olympic Committees working together, aiming for the same goal: contribute to peace through sports. They were also willing to share their experience.

1.1 Comparative analysis

The strategic documents for grassroots sports development in Albania, Kosovo, Bosnia and Herzegovina, and Montenegro reflect a collective commitment to fostering inclusivity, expanding participation, and enhancing sports infrastructure. Despite facing challenges such as funding limitations and infrastructure deficiencies, efforts are underway to address these obstacles through collaboration, targeted initiatives, and strategic planning. Financial resources are diversified, with support from government institutions, international federations, and grants. Monitoring and evaluation mechanisms ensure progress towards objectives, while tailored programs cater to the needs of various demographic groups. Overall, these countries demonstrate a proactive and multifaceted approach to grassroots sports development, aiming to promote participation, excellence, and inclusivity across their respective sports landscapes.

You can find the full **comparative analysis** of the Western Balkans region which shows which are the main challenges in grassroots sports. The comparative analysis details the challenges from three different points of view: from the sports ministries, national federations and beneficiary perspectives. In the research, 42 [federations](#), 3 [sports ministries](#), and 231 [amateur athletes or students](#) participated.

1.2 Good practices

During the Sports As Value project one of our aims was to collect good practices from the Western Balkan countries and also through an extended European grassroots sport network. The collection focuses on value promotion through sports segments across different regions. We activated our European network to bring added value to this task,

which ultimately will act as inspirational work to construct the other project results and for the event organisers to spark ideas for different types of events. You can find the document [here](#).

1.3 Sustainability as an element of value creation

The United Nations address sustainability as the main global goal through the Agenda 2030 – Agenda for Sustainable Events may follow under Goal 9 of the SDGs – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. In other words, according to the targets from Goal 9, sustainable infrastructure and innovation favour people's well-being, accessibility and economic development. Therefore, sustainability must be considered whenever event organizers aim to plan and implement small, medium and large events.

Broadly speaking, sustainability encompasses three dimensions:

Environmental Sustainability – “It is the ability to preserve and protect the natural environment over time through appropriate practices and policies...without compromising the availability of resources in the future” [ENEL] (e.g. Waste management, etc.)

Economic Sustainability – It refers to the practices that support long-term economic growth without negatively impacting social, environmental and cultural aspects of the community. [Uni of Mary Washington] and [ASVIS] (e.g. Cost-benefit and budgeting, enough financial resources, etc.)

Social Sustainability – There is not a common definition of social sustainability. However, according to different sources, it can be defined as a set of policies, rules and principles defining the minimal social requirements that allow decent livelihoods and accessibility to resources and services [Social Sustainability – Concepts and Benchmarks] p.25 (e.g. Local pride and inclusion, internal - external branding, Increased participation in sport, satisfying citizens' needs, etc.)

Act sustainability is one of the most important but also one of the biggest challenges nowadays.

1.4 Sustainability at small-scale events

The IOC has developed a document, called Sustain Essentials which highlights the attention to sustainability in small-scale sports events.

“The main elements to consider are:

- how people are going to travel to the event and access the venue;
- how to manage the venue to minimise use of resources and other impacts (e.g. energy efficiency measures, waste management and avoiding spills and leaks that could cause pollution);
- how to use opportunities to demonstrate sustainability through food and beverage, recycling and communications channels;
- how to ensure local communities are supportive and not inconvenienced (by litter, noise and congestion); and
- how to ensure a safe and secure atmosphere for all (participants, officials, media, workforce and the public).”

“Sustainable events - Top Tips

The following tips were originally developed by the London 2012 Organising Committee expressly for smaller-scale, individual events such as conferences, seminars, promotional launches and celebrations, as well as sports events:

Access - Ensure communication methods and physical access facilities mean everyone is welcome.

Local area - Look after your local community. Try to reduce congestion, litter and noise.

Energy and water - Adopt measures to reduce your energy and water usage.

Transport - Walking, cycling and public transport are healthier and more sustainable ways to travel to an event.

Reduce and reuse - Buy only what is needed, and hire/reuse everything else.

Responsible sourcing - Try to support local businesses and socially responsible organisations.

Food and beverage - Try to showcase local, seasonal produce, and provide vegetarian options and free drinking water.

Keepsakes - Ensure giveaways are useful, reusable and/or recyclable.

Make it easy to recycle - Try to provide recyclable packaging and provide recycling and general waste bins.

Health, safety and security - A safe environment is a happy environment. Assessing and managing the risks in advance can help ensure that everyone can enjoy the event. “

Creating sports events aimed at promoting values through sports with an emphasis on sustainability is undoubtedly an integral part of the management of every sports organisation these days. We hope this guide will inspire you and help you make your event a reality.

1.5 Dual career as part of social sustainability

When it comes to athletes and sustainability, one of the most important aspects, which includes elements of a social and economic dimension, is the focus on dual careers. A dual career is defined as the combination of elite sport and education. Since most professional athletes focus primarily on their sports performance, they sometimes forget that there is still life after their sports career. Therefore, it is necessary to support them on their sports journey in the field of education and job opportunities and achieve success outside of sports as well.

A dual career offers several advantages, such as:

- Balancing two or more aspects of life without sacrificing the main goals,
- Health and psychological benefits – reducing stress and increasing well-being,
- An opportunity to improve current skills and become more versatile,
- The possibility of expanding the social network,
- Improve employment prospects with transferable skills,
- Prevention of identity crisis.

A dual career does not mean that athletes have to give up their sports dreams. It is more or less perceived as a transitional bridge to integration into society after the end of a sports career.

To pursue a dual career, a supportive environment is necessary, which encompasses different stakeholders that have to establish a continuous and effective dialogue acting at the meso (e.g., parents, coaches, sport managers, teachers/employers, peers, and tutors, which have constant, strong and direct relationships with the athlete), the macro (e.g., sports clubs/federations, educational institutions, and companies, which have strong but not necessarily direct and frequent relations with the athlete) and the global (e.g., national and European education and sport governing bodies, which have dual career responsibilities through specific policies and financial support) levels of dual career paths. To help actors having the most proximal relationship with the athletes, an online and multilingual educational platform has been developed to help parents support the dual career of their children (<https://edu.empatiasport.eu/eng/>) and a European Dual Career Toolkit is available for dual career support providers, who can have a tutoring role at the education and sports levels (<https://starting11.eu/>). In particular, the educational platform for parents presents four parts named WHY (a parent should know and support dual career), WHAT (is the role of parents in supporting the dual career of their children), HOW (practical pieces of advice to support a dual career athlete), and WHERE (to find studies, different official documents & suggested further reading). For the dual career service

providers, a manual can help navigate among the sixteen tools of the toolkit, which are organized in the MANAGE, TRAIN, and COUSEL parts.

2. Event Planning Process

Based on the previous recommendations, guidelines and values, we advise the following to keep in mind when you plan a grassroots sports event:

- Keep in mind the purpose of the event
- Define the type of the event: fixed place or roadshow, simultaneously happening at various places, already existing or new, etc.
- Choose your target audience before advertising the event and do it specifically aiming at them. (marketing – e.g. social media, newsletters, bus stops, posters, etc.)
- Choose a venue and a date. Consider other sports events happening parallel and national holidays when you pick the timing.
- Define the number of participants, and the expected number of staff, volunteers, and spectators.
- Identify your partners and stakeholders, and split the tasks and responsibilities. Feel free to write a consensus agreement about it, at least in an email to have it written in case any argument may arise later.
- Keep in mind your available resources, and consider the availability of your staff members for the implementation period.
- Do an activity plan of the activities on event day detailing who, where, when, with whom, and what will be done exactly. Have a meeting before the event day all together with all involved partners and stakeholders to go through this plan and clarify all details.
- Get additional financial support via sponsors and funding opportunities.
- Consider charity actions which can be done during the event or with the help of the participants.
- Invite media, and create something which can be interesting for them to showcase.

An event planning template can be found here which can be a good base for the planning period to gather all necessary information:

EVENT PLANNING - TEMPLATE

WHO

TITLE

OBJECTIVES

WHAT

WHERE

RESOURCES
(materials/human resources)

COMMUNICATION PLAN

TARGET

WHEN

FEBRUARY	MARCH	APRIL	MAY

HOW

OUTCOMES

S (space)	T (time)	E (equipment)	P (people)

Building an activity plan with the required actions on the event day helps you to get prepared for the main day, but also in the coordination of the event onsite as you can make sure nothing has been missed which was planned. You can also use the following example of a daily activity plan for the event period:

Local Time	Activity	Stakeholders				Location
		Host Organiser	Venue Team	Municipality	Other	

2.1 Location and venue

The organizer should brainstorm a list of locations to find the ideal one for the event. Both the location and the venue need to be appropriate to the needs of events and participants.

Some key points worth considering are the following:

- POSITION/SETTING – the location/venue must be easily reachable not only by car but also by using public transport or on foot.
- CAPACITY – To find out the capacity and how many people can attend the event safely.
- QUEUING & ENTRANCE – Make guests register online to know in advance how many people will attend the event. At the event, there should be a check-in moment and multiple desks to let people enter in a short time in order to avoid long queues. You may prepare tickets/invitations for each person providing a QR code making it faster. To make it sustainable, advise people not to print the ticket, a digital version is enough.
- CROWD CONTROL – It is fundamental to have a crowd control plan for high-emotional occasions or in case of emergency. To have efficient crowd control, which can vary from face control to a security system in place at the gates. The plan should have a:
 - o Risk assessment plan
 - o Emergency plan
- TRAFFIC FLOW – if the venue is accessible by car make sure you have an area for parking. As cars are valuable items, make sure that you also have security in this area.
- ACCESSIBILITY – Please keep in mind the access for disabled people or those with special needs, you can consider parking places for people with special needs and pregnant women close to the entrance, wheelchair ramps where necessary, braille displays and/or sign languages, free of charge access, accessible restrooms for people with disabilities and nursery corners.
- SECURITY – Please keep in mind that security is very important and has different levels from having ambulances onsite or implementing safeguarding policies to

cyber security, we recommend that you act according to your national legislation and the reality depends on your event.

2.2 Logistics and Infrastructure

Handling the logistics of the event can consider the participants, but also the shipment of material. Green travel is a way which only uses low-emissions transportation for the main part of the travel, for example, a bus, train or car-pooling. The most sustainable version is if we can source our equipment, food, and material locally, but if we can't, we can organize to collect them together in a place where they can ship them all together. We also recommend reusing the material whichever is possible from previous events. For example having a general branding of the event, not year or venue-specific, so it can be reused each year.

Choosing the venue is not only crucial from the transportation and accessibility point of view, but it is worth considering the energy efficiency of the infrastructure. Having solar panels on the building, or thermal water used for heating, and having renewed insulation of doors and windows can help to reduce the cost of the final bill. What sometimes costs an extra is the recycling possibility during an event, because not all facilities have this by default, but we still encourage you to spend on it for the sake of our environment.

2.3 Partners

Organising an event with several partners is more complex but beneficial. Partnerships can be established at the national level or with cross-border cooperation.

Tips for cooperation with partners:

- Cooperation will be effective if communication with partners is planned in advance and information is constantly shared. This method will allow partners to be updated.
- Involve local stakeholders to make them feel closer to the event and support you. The event can also support them in different ways, for example, if they are service providers or the municipality to gain a spotlight on their city.

Bear in mind the benefits each one will get from the others:

- Teaming up with partners abroad can bring broader and more strategic networks.
- It may boost the attendance rate at the event.
- It will bring new ideas and work methods.
- It will bring different and complementary perspectives on the planning and implementation.

2.4 Services

Services can secure the comfort of the attendees.

The list that follows is not exhaustive:

- Food Service (catering, dining options, bars/cafès) but avoid the use of plastic and disposable items. For example, use refill machines for beverages and reusable cutlery and plates.
- Returnable cup system
- Cloak-rooms, baggage storage
- Medical Service (available ambulance, first aid kit)
- Meeting Points and Info Points (if children get lost or to require information)
- Lost and Found point

2.5 Budget

Use the budget efficiently:

- Identify the available budget
- Set the cost items and calculate the expenses
- Make a table to compare estimated costs and actual costs

These steps allow the organizer to make a cost forecasting and keep track of the event expenses.

2.6 Organisational structure

Defining the organisation and structure of job positions is an essential part of the planning process. To begin with, it is important to select which work areas will need to be worked on during the event. Therefore, we have to answer 4 main questions, such as **WHAT**, **WHEN**, **HOW** and **Why** we want to organise. Once this process is clear, the next step is to focus on human resources and decide on the number of regular staff and volunteers needed. At this point, the recruitment process plays the most important role.

The recruitment process for events should include the following steps:

1. Preparation of job description (Staff plan and budget) – determined by department heads,

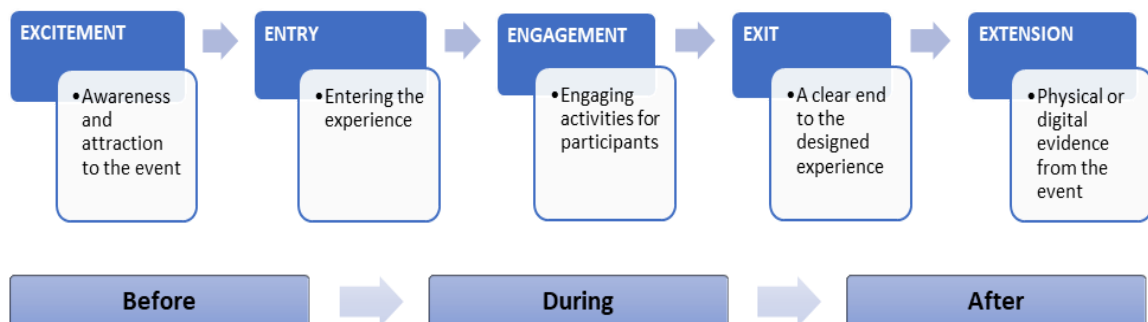
2. Recruitment of paid staff (e.g. by advertising or via agencies),
3. Recruitment of volunteers (e.g. by networking or cooperation with sports and educational institutions),
4. Selection procedure – application forms, interviews, and references,
5. Induction – contract terms and conditions, staff records, induction program, health and safety, etc.

Great attention should be paid to volunteers, who are an irreplaceable part of passing on valuable experience at the event. Since these are unpaid employees, it is important to find a way to motivate and reward them. Motivation can be used in various forms. Some of the volunteers will prioritize freebies, networking, job opportunities etc. and some will simply want to be part of a social group, meet new people, learn about the culture, and make new friendships. The topic of motivation is an inevitable issue in the recruitment process.

2.7 Experience design

If we want to organise an event with added value, it requires focusing on its experience design and the activities associated with it. Experience design is a different approach to design, the main goal of which is to create experiences beyond products or services. The mission is to create a relationship with individuals using all available resources in a unique environment that connects with the customer on an emotional or value level. This action has to trigger the senses and feelings of the participants.

The first step to creating a great experience is creating a unique and audience-interesting theme for the event. Then it is important to focus on the three stages of experience design and activities that will meet the wishes of the target audience **before, during** and **after** the event. Each stage focuses on different parts of the event and activities of the organizer.



2.8 External communication

Setting a communication plan from the publication to the dissemination of the event is a fundamental step to letting people know about it.

1. Identify the objective to communicate:
Why are you organizing this event? The sub-heading may include the main message and it may follow a small paragraph (3-4 lines) to explain what the purpose of the event is and what is the reason behind the idea.
2. Use simple language:
The audience will target dozens/hundreds of people. The communication should be direct, easy, informal and impactful to attract their interest. Use short catchy phrases and attention-grabbing colors and images.
3. Choose the means of communication:
Multiple channels of communication are at our disposal. The organizer has to choose the most impactful and appropriate means which are consistent with the event and the message to deliver.

Some examples:

- Social media channel
- Create a website
- Marketing E-mail
- Advert materials
- Local radio
- Word of mouth
- Infographics and posters

For effective communication, you should know in advance how many people you want to involve, and what your target audience is.

It could be useful to look at the event communication in two phases:

Before the event you are intended to inform people, therefore it may be useful to have:

- An updated mailing list at your disposal (name, surname, tile, mobile number, e-mail address).
- Send virtual invitations which include the name of the event, time and date, the venue, the programme and the logo on the organizer's headed paper.

- Make a website or a social media profile for the event and have a plan for how to stay sustainable after the event. If it is only for one event, maybe it is better to join another website or communicate via articles only.
- Highlight the sustainability of the event.
- Create banners, adverts, flyers and promotional materials environmentally friendly, not have location or year-specific signs
- Sponsorships with partners who represent similar values

After the event, you can disseminate the results:

- Update your social media pages with regular posts and captions
- Create a newsletter and invite people for further online/offline events.
- Ask them to fill out a survey on guest satisfaction and invite them to share opinions about what they liked and what should be improved.
- Following the questionnaires, communicate the results of your event and promote event achievements online and live events. You may use existing events as well as workshops, seminars or any other occasion to tell new people and organisations how the event was, its objectives, achievements, people reached and other relevant information.

2.9 Risk assessment

It is important to prepare a scenario during the planning phase for some potential risks which can cause a delay or a serious issue during the implementation phase, such as the weather forecast or lack of attendance. A risk management plan can be developed with such cases where we measure the likelihood of the possible risk and impact on different target groups and provide a solution with what kind of actions we need to do for each case. Here is a risk assessment matrix template which can help you to categorise your potential risks:

Likelihood	Severity			
	Acceptable <i>Little to no effect on event</i>	Tolerable <i>Effects are felt, but not critical to outcome</i>	Undesirable <i>Serious impact to the course of action and outcome</i>	Intolerable <i>Could result in disaster</i>
Improbable <i>Risk is unlikely to occur</i>	Low	Medium	Medium	High
Possible	Low	Medium	High	Extreme

<i>Risk will likely occur</i>				
Probable <i>Risk will occur</i>	Medium	High	High	Extreme

Actions to be taken in case of certain risk levels:

Low - Ok to proceed

Medium - Take mitigation efforts

High - Seek support

Extreme - Place event on hold

You can build your risk register for the event with a simple template such as this one:

Risk register			
Risk Number	Description of risk	Stakeholders involved	Proposed risk-mitigation measures
1.			
2.			
..			

Performance indicators are as important as a risk management plan in case we would like to ensure the event's success. It is useful to measure certain elements of the event to conduct the learnings for future events and to improve our services, therefore we can define key performance indicators (KPIs) regarding our event.

The list of KPIs can be different by the nature of the event, but here are a couple of examples which can be measured:

- o Number of registered people
- o Attendance number of participants
- o Attendee satisfaction
- o Social media engagement
- o Media attendance
- o Ticket sales number
- o Estimated revenue
- o Return on investment (ROI)
- o Number of sponsors
- o Amount of donations
- o Loyalty of attendees (number of new and/ or returning attendees)

- o Loyalty of sponsors

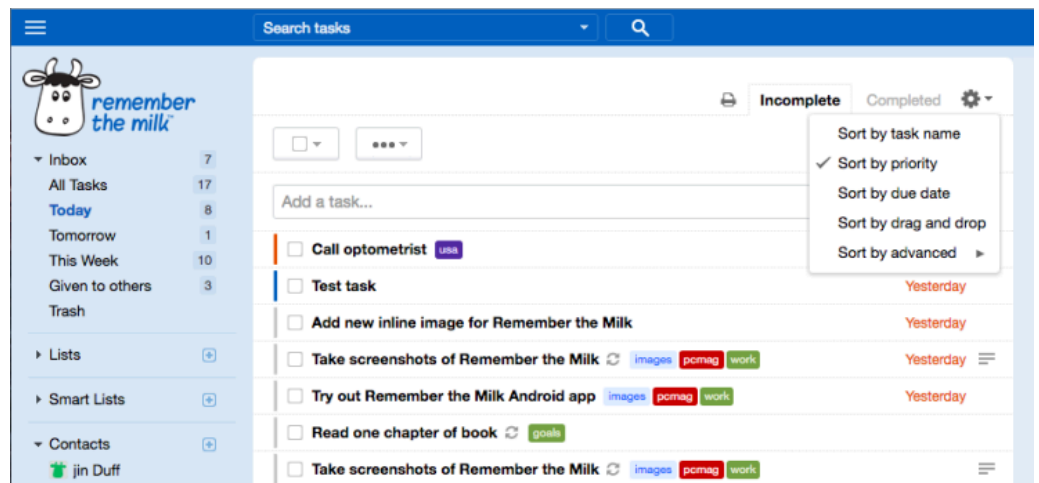
Thanks to the KPIs we can have better decision-making in the future as we have facts which support us to conclude the case of any dilemma or critical discussion with other stakeholders. It will also increase our efficiency as we know where to put more focus on or what is already working automatically.

2.10 Event Management Tools

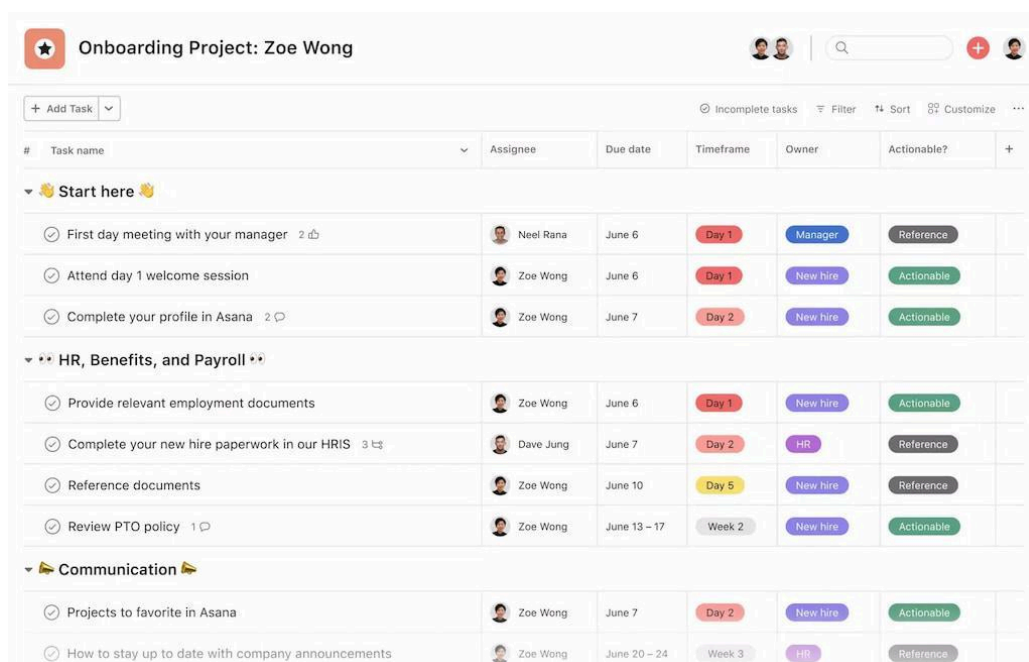
We can also support our event management processes with online management tools. We can choose from a wide selection of these apps, such as Remember The Milk, Asana, Trello, Monday or ClickUp. One of the most useful tools in project management is undoubtedly the Gantt chart, which shows activities/tasks displayed against time.

A Gantt chart is good to use when your project requires more planning than a basic to-do list (e.g. hard deadline, coordination of multiple people or teams, visual timeline of the project, managing workloads of team members, information about the length of each task, etc.).

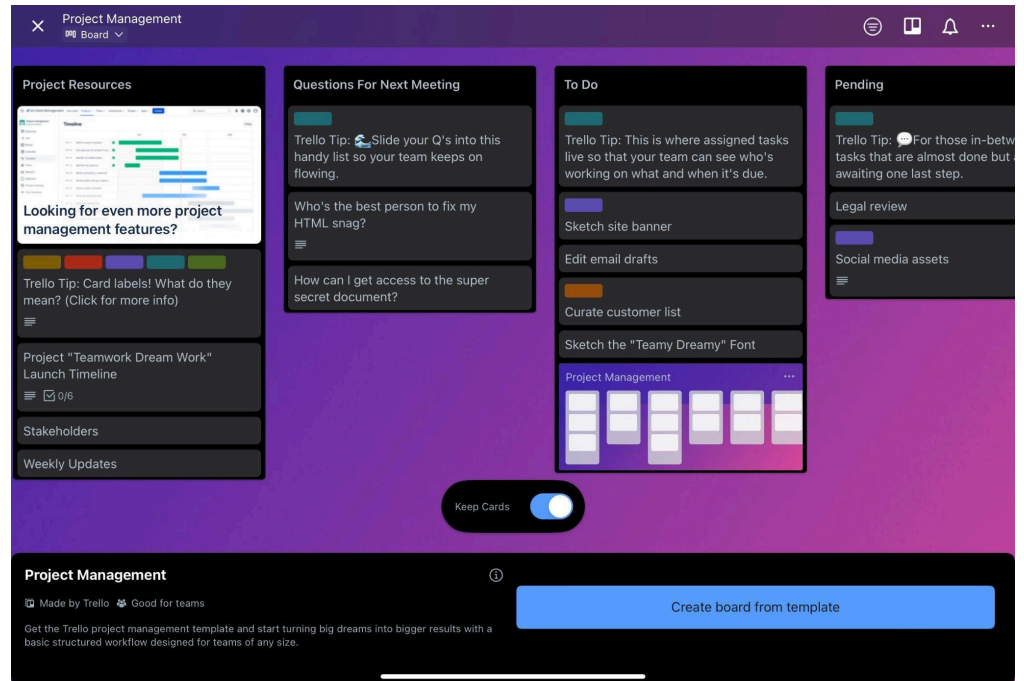
Remember the Milk



Asana



Trello



Gantt Chart



Gantt Chart

All these smart tools can help you to create a comprehensive list of your necessary tasks in depth. For example, you can track how much time you spend on each action point, you can assign different tasks for your staff members or due dates, add comments, flag priority to tasks, create an automatic timeline of the tasks, add subtasks and many more.

The risk management plan, the KPIs and the online management tools are all in your favour to help you ensure the sustainability of all kinds of events.

3. Evaluation and Feedback

The evaluation aims to find out how well the event was planned and implemented. Before we begin to evaluate, we need to be clear about what (purpose) and how (data) we will proceed, which should lead us to the intended conclusion (decision-making).

The evaluation is focused on three main areas such as guest profiling, consumption and quality of experience.

In terms of duration, we can evaluate short-term and long-term goals:

1. Short-term goals - financial results, number of participants/spectators, the experience value, sponsor satisfaction, media coverage, general success of the event implementation;
2. Long-term goals - tourism development, internal/external branding, socio-cultural elements, development of facilities and the event location + community.

The process of working with event evaluation:

1. What should we evaluate and what questions do we use? (focus on goals, quality of experience or other elements?)
2. What data sources should we use? (respondents, observations, etc.) Remember validity and reliability.
3. Collect data and analyze it (e.g. questionnaires, structured, semi-structured and open-ended interviews, Vox pops - interviews with the public, observations).
4. Prepare material to present findings = feedback (e.g. reports, PowerPoint presentations, infographics, meetings, PR materials, etc.).
5. Possible changes to elements of the event or the entire concept.

The above guidelines include general principles regarding the management of small-scale sporting events at the local level in a sustainable manner. We aim to promote values through sport, which can help our society to give importance to real values outside the world of sport as well, especially when it comes to cross-border activities and the role sport can play in building peace.

3.1 Standards of a quality event

Defining quality standards starts with the objectives you want to achieve. It is crucial indeed to know how to set quality standards and how to evaluate them against certain objectives/criteria.

Based on the guidelines, event organisation, preparation and implementation will have quality standards in terms of the following objectives:

- Planning and Preparation

Apart from the templates mentioned in the text at the planning part, here we focus on drawing your attention to the quality standards by using the following questions as guidelines.

The quality standard here will include the detailed template for the daily activity plan template and the general plan of the event mentioning budget, logistics, timeline, organisational structure, risk assessment, and human resources clearly and concisely.

You will evaluate the quality of this standard by using the following questions as guidelines.

As for the general plan of the event:

- Is the activity plan template clear and accessible to all? Does it include all the required info (who, where, when, whom, which role)? (see section 2)
Did you consider the budget allocation for the needed expenses? Crosscheck if the budget still fits the things planned for onsite.
- Did you include green travel? Did you consider travel distance per the available budget?
- Was the amount of time allocated for each activity enough? Would it be better to prioritise one activity than another? You can implement quality control processes such as review of plans, budget, list of invitations, delivery plan and visit the event site various times (in different weather if it is outdoor).
- Were all the risks you considered consistent with the event? Did any risk you did not consider occurred? How did you handle it?
- Did the hired human resources (staff/volunteers) have the necessary skills and competencies for the event? Train and empower your team to be able to make their own, right decisions in case of need. This will also back you up in case you have a dropout in your team on event day.
- Did you work efficiently and collaboratively with other stakeholders? If you choose your partners and stakeholders carefully from the beginning, that is already half-success: check their ratings and customer feedback online

before contacting them. Moreover, pay attention to detail and meet the expectations of stakeholders, partners, and attendees of events, promotional materials, partnership with stakeholders, quality food, services for participants and location.

- Which management tools have you used? Which one was the best and the most efficient? Why?

- Management of participants

The quality standards here will include a smooth process, clear rules, a detailed programme of activities, the number of participants attending the event as well as adequate personnel at the event to support the needs of participants.

To evaluate it ask yourself:

- Was the registration system efficient enough?
- Was the expected number of participants, staff, spectators and volunteers reached? Were you able to reach your minimum number of participants? Were you able to reach the target number? Did you have fewer or more people than expected?
- Were the staff and personnel efficient in supporting the participants? Did each human resource have a specific role and task before and during the event? Did you organize enough meetings to clarify all the doubts and information?
- Was the programme effective and understandable to all?

- Execution of the Event

The quality standard here will include equipment, in terms of functionality and availability for all, the smooth running of the event, a safe and secure venue for everyone, and a respected schedule and programmes.

You can evaluate and measure this standard by checking if:

- the event started on time and ran as planned
- you can list any unforeseen issues that happened and how they were solved
- the crowd control plan was effective
- how long it took to let all the cars park and if the people with special needs had issues/problems in accessing the event.
- you can check if safety issues occurred and how they were handled. What could you improve next time?
- Were all the services functional and available for all? Did you select enough dining options? Did you have vegetarian and vegan options? Was the medical service ready to intervene? Did it have all the required equipment?

Finally, if you already organised this event before, check your debrief points after the previous event and try to improve them.

- Communication

The quality standard here will include efficient and effective online and offline communication before and during the event, such as (newsletters, social media, e-mail, website, flyers and other initiatives to promote the event).

The evaluation will be measured here through the numbers, views, reactions and engagements on online channels as well as the number of people, who learned about the event in previous initiatives, attending the event at the end. Moreover, make sure that the communication plan works in terms of results. In other words, ask yourself:

- Did the communication plan achieve the main objective?
- Was it clear to everyone? How could you confirm the language used was easy for all?
- How many people did you reach through online and offline channels?
- Which communication channel was most effective? Why?
- How many posts on social media did you publish? Was the website/social media page regularly updated?
- Did you have a clear plan on how many people you intended to involve and what was your target audience?
- How was the feedback from participants? How many positive/negative answers did you receive from the surveys and questionnaires you administered?

To sum up, you will identify and evaluate the quality of the standards for each macro area included in the relevant guidelines. How will you do it? By answering all the above-mentioned questions, you will be able to measure each aspect through indicators. This will result in defining the specific and overall level of quality for your event. The guiding questions are just examples, you can add, change or edit them according to your needs.

ABOUT SPORTS AS VALUE PROJECT:

Capacity building of organisations and sport professionals in Balkan grassroots sports movement

Countries from the Balkan region and from the European Union partnered up to build stronger communities and peaceful societies through sports and the promotion of EU values in a historically fragmented region.

One of the main focuses is on the organisational development of sports clubs, organizations and federations within the grassroots sports movement in a structured, dynamic and systematic way. The other objective is about the personal development of sports professionals – coaches, managers, event organisers or club leaders – to learn about how to transfer values through sports activities and how to organise sustainable events with cross-border cooperation and cultural inclusivity.

We hope to create sustainable, long-lasting partnerships in the Balkan region, with skilled and knowledgeable organisers who will successfully promote the positive impact of grassroots sports and the values in sports which will result in stronger, more peaceful and more connected societies.

| *SPORTS AS VALUE*

engso-education.eu/sports-as-value



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PARTNERS:



- Organizzazione per L'educazione allo Sport (OPES)
- Kosovo Olympic Committee (NOC KOSOVO)
- Universiteti i Prishtines (UNI PRISTINA)
- Udrezenje Gradana Olimpijski Komitet Bosne i Hercegovine Sarajevo (NOC BiH)
- Crnogorski Olimpijski Komitet (NOC MONTENEGRO)
- Komiteti Olimpik Kombetar Shqiptar (NOC ALBANIA)
- The European Athlete as Student (EAS)
- Confederação do desporto de Portugal (PSC)
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