



Deliverable B.2.1

Procedures and tools for the new
governance

Version 1.0

Project supported by:



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FEDERAZIONE ITALIANA GIUOCO CALCIO



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LIFE17 GIE/IT/000611 – T.A.C.K.L.E. PROJECT

Deliverable B.2.1: Procedures and tools for the new governance.

Actions B2: environmental governance of European Football Federations

Objective

Within the TACKLE project, actions B2 focuses on the **environmental governance of National Football Associations**, with particular reference to the partner federations of Italy (FIGC), Romania (FRF) and Sweden (SvFF). The action aims at tackling the lack of systemic environmental governance within NFAs: NFAs in EU typically lack personnel appointed to environmental or sustainability duties, have not established environmental procedures or environmental responsibilities in the job descriptions of employees, do not perform environmental training. Therefore, the action aim at designing and implementing governance initiatives or tools aimed at supporting federations in the management and monitoring of the most salient environmental aspects, and in the improvement of their environmental performance.

Method

The identification of potentially applicable environmental governance actions relied an organizational analysis conducted by SSSA researchers with the support of the various project partners, by means of interviews with representatives of different departments and organizational units in the three federations, with the aim to identify the most significant areas for improvement. The interviews aimed at understanding and collecting information on existing governance mechanisms, procedures and practices regulating environmental issues in NFAs, in order to identify potential areas of improvement and governance practices to be implemented in those areas. To conduct interviews, SSSA developed, with the support of all partners, a set of five interview protocols to collect information on the most salient aspects of environmental governance, namely:

1. *Mission, strategy and policy;*
2. *Roles, responsibilities and training;*

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3. *Procurement (tenders and purchasing) and selection of facilities;*
4. *Operational management (sites, offices, sports centers), mobility and logistics;*
5. *Organization of sporting events;*
6. *External communication;*
7. *Marketing, Sales & Sponsorship;*

Each NFA identified the best informants for each interview protocol and scheduled an online interview. Interviews lasted around 60 minutes and were recorded for facilitating note-taking. Accordingly, 11 interviews were conducted with 15 NFAs' organizational members from various departments. Specifically, 6 interview were conducted with FIGC members, 4 with FRF and 2 with SvFF.

Procedures and tools for new governance

The present document presents the output of the interviews conducted in each NFA, i.e. the new environmental governance initiatives and tools identified as potentially implementable within NFAs to address their most salient governance needs. Accordingly, the document is divided in 3 sections, one per each NFA, i.e. FIGC, SvFF and FRF. For each potential governance initiative, the documents details the area for improvement, the objective of the initiative, a preliminary development and implementation plan, and the NFAs' departments involved. Each potential governance initiative has been discussed with, and evaluated by, each NFAs' top management and involved departments in order to identify and select the most interesting initiatives to be planned and implemented within the TACKLE project. Based on NFAs' evaluation, the last section of the document lists the new governance initiatives or tools selected by each NFA for implementation.

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1) Analysis of the governance of FIGC and identification of possible improvement actions

Environmental governance actions and tools identified:

1. Environmental audit of the sports center of Coverciano

Area for development: Operational management (sites, offices, sports centers)

Objective: the objective of the action is to conduct an environmental audit on the Coverciano site in order to assess the site's compliance with environmental legislation and the current environmental management methods adopted. The activity would also take the form of an action aimed at assessing the site gap with respect to obtaining an ISO 14001 certification and could subsequently be extended to other locations.

Development: a team of researchers from SSSA will travel to the Coverciano site for a day. Documents relating to the management of regulatory compliance (e.g. waste, wells, air conditioning, fire prevention systems), to the ongoing environmental management procedures (procedures, interviews) and to the operating procedures (boiler management, medical waste management, etc.) will be examined on the basis of a pre-established audit plan. An audit report, whose will be confidential and intended only for FIGC, will be issued at the end of the analysis.

Department involved: organization of events

2. Improvement of environmental management of digitization and dematerialization activities

Area for development: Operational management (sites, offices, sports centers)

Objective: the action aims to improve the environmental governance of digitization and dematerialisation activities through: a) an awareness campaign for employees aimed at reducing the environmental impact generated by office work activities; b) the definition of indicators aimed at quantifying the saving of resources and the energy saving of these activities; c) the definition of improvement objectives on an annual basis.

Development: SSSA will assist the information systems office in: a) organization of a training / awareness-raising course to encourage the efficient use of personal workstations and office equipment by employees and in the drafting of "good environmental practices" to be disseminated through posters, emails and other internal communication tools; b) definition of a dashboard of environmental indicators aimed at quantifying the "delta" in terms of savings in consumption (e.g. paper, toner) and energy deriving from the implementation of dematerialisation and digitization activities; c) definition of annual improvement objectives that are based on the quantification of the environmental impact monitored by the indicators defined in the previous point.

Department involved:

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For the definition of the environmental impact monitoring indicators, improvement objectives and awareness campaign: Information Systems and Research Office.

For the participation in the training course and for the drafting of good environmental practices: all functions involved in the use of office equipment.

3. Definition of "travel tips" / guidelines for the sustainable mobility of fans

Area for development: *Operational management (sites, offices, sports centers)*

Objective: the goal of the action is to encourage fans that follow the team playing either at home or away to use sustainable means of transport to go to the place of the event, providing them with clear travel directions for each game. The activity aims, firstly, to reduce the environmental impact generated by the mobility of fans and, secondly, to raise fans' awareness on the use of sustainable means of transport. "Travel tips" could also include suggestions of "green" hotels or accommodation facilities should any fan stay overnight in the city where the match takes place.

Development: SSSA will support the travel office in the drafting of the "travel tips" related to the first cases/matches in order to explain the methods and sources for identifying the info to be included. Once fully operational, for each game played away, guidelines on the sustainable mobility of fans will be drawn up by the Travel Office and will be promoted through external communication channels (website, social media, ticket channels). The guidelines will show the fastest and cheapest routes connecting to the stadium, that allow the use of vehicles with low environmental impact, such as trains, metro, bicycles, or green hotels and accommodation facilities (e.g. with environmental certification, sustainable tourism programs, etc.) For home games the guidelines will remain the same, excluding periodic improvements, and will be constantly advertised. This action could also be experimented in a "simulated" mode, by virtually starting the "exercise" in a location where national team matches are frequently held.

Department involved: Travel Office

4. Mapping of the environmental management characteristics of the stadiums that can host the matches of the national football team

Area for development: *Organization of sporting events*

Objective: The national team matches can be hosted in 12 different stadiums on the national territory. The objective of this action is to carry out a mapping of the environmental practices of these stadiums in order to support the decision-making process of the venue in which the national team can play also from an environmental point of view.

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Development: the environmental practices adopted by each stadium that can host national team matches will be investigated through a simple questionnaire. For example, the presence/absence of practices such as: recycling, LED stadium lighting, food donation of the hospitality area, easy access by public transport, etc. will be checked. This mapping could also give a score to each environmental practice in order to summarize the result through a number that would allow the comparison among the different possible host venues.

Department involved: *Organization of events*

5. Survey on the environmental opinion of football players of the senior national team, women and Under 21

Area for development: *Roles and responsibilities*

Objective: detection of the environmental opinion of football players belonging to the senior national team, the women and the under 21 teams, aimed at probing their involvement in environmental awareness initiatives for promoting environmental responsibility in the world of football.

Development: SSSA researchers will develop a questionnaire for the detection of opinions and attitudes related to environmental topics and will support FIGC in the administration of the questionnaire to a representative sample of footballers belonging to the senior national team, women and under 21. The data analysis will be performed by researchers from SSSA and communicated exclusively to FIGC in respect of the anonymity of the respondents. The questionnaire can be completed online through the smartphones by players who may be invited to fill it in during training camps.

Department involved: Research office, Communication area.

6. Definition and formalization of environmental responsibilities in employee job descriptions

Area for development: *Roles and responsibilities*

Objective: formalization of the main skills and responsibilities in the field of environmental management in the "job descriptions"

Development: a team of SSSA researchers will support FIGC in mapping the federation employees' environmental skills and responsibilities. Subsequently, the most relevant skills and responsibilities from an organizational perspective will be formalized, with the support of SSSA, in the reference job descriptions.

Department involved: Social responsibility

7. Definition of methods for collecting feedback on the management of environmental aspects by employees

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Area for development: Roles and responsibilities

Objective: the objective of the action is to involve all employees in the process of improving environmental governance, through a stable and documented system of collecting proposals and suggestions for improvement. The activity aims to implement any improvement actions that emerged from employees' proposals, and also to increase their awareness of environmental sustainability.

Development: the social responsibility office will design an adequate method of collection, periodic examination, planning and possible implementation of the suggestions for improvement that employees will propose regarding the management of the environmental aspects of FIGC. Systems could range from the "classic" box (IT) of suggestions to more structured ways in order to favor the *bottom up* emergence of possible improvement actions.

Department involved: for the design and implementation of the system for collecting proposals from employees: social responsibility office.

For the voluntary participation in providing suggestions for improvement: all functions.

8. Guidelines on green purchasing and training of employees of the purchasing office

Area for development: Procurement and purchases

Objective: the objective of the action is to increase the use of green criteria in the qualification and selection of suppliers of goods, products and services.

Development: There are many ways to achieve this, depending on the function. From the drafting of a brief and general green purchasing guideline for some aspects (e.g. to clarify what the different environmental certifications on the market are), to more specific actions aimed at supporting the integration of environmental criteria to the internal procedure (or the preparation of an *ad hoc* procedure on green purchases). This procedure, for example, could specify which services or products it applies to (e.g. not all but only those with environmental relevance), which green criteria to consider in selecting the supplier, the relationship between these criteria and "traditional" criteria (e.g. rewarding score, optional retention etc.). A training course for employees of the purchasing office could be organized to inform them of what has been done and more generally to inform them on green procurement.

Department involved: Purchasing office.

9. Environmental awareness of football fans through social networks by involving players of the women's national football team and/or of Serie A women's clubs, whose football clubs have joined the TACKLE project.

Area for development: External communication

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Objective: the objective of the action is to raise fans' environmental awareness and increase their attention on issues related to environmental sustainability, conveying messages to protect the environment and natural resources through the social profiles of female national football players.

Development: In collaboration with the communication office, environmental awareness content (texts, images, etc.) to be posted on social networks (Facebook posts, tweets, Instagram stories) will be designed. The dissemination of contents on social networks will take place according to the methods and times established by the communication office through the involvement of female national team players or female Serie A clubs.

Department involved: Communication office

10. Discussion table on the definition of environmental improvement objectives with partners and sponsors of the Federation.

Area for development: Marketing & Sponsorship

Objective: Start a discussion table within the FIGC with some sponsors and partners in order to: a) communicate the ongoing activities of the TACKLE project; b) discuss possible common environmental initiatives to be adopted at events where sponsors are involved.

Development: A first phase could include an internal discussion between SSSA and FIGC in order to identify the sponsors to be involved and the possible actions. Subsequently, a common table where the initiative is presented and the sponsors are invited to join could be convened. A final implementation phase will foresee the adoption of the actions (or some of them) emerged from the discussion table.

Department involved: Sales

11. Integration of environmental sustainability as a strategic objective in the mission and vision of the Federation

Area for development: Mission, strategy & organisational policies.

Objective: Integrate environmental sustainability into FIGC mission and strategic documents

Development: Identification of the documents/processes on which to focus this activity. Propose a way to emphasize the environmental theme in these documents/processes.

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2) Analysis of the governance of SvFF and identification of possible improvement actions

Environmental governance initiatives and tools

1. Further integration of environmental management issues in Social Responsibility activities and competence development (training, seminars etc.)

Area for development: Roles, responsibilities & training

Objective: the objective is to further the integration of environmental sustainability in SvFF social responsibility (SR) and internal competence development activities, by designing training modules and seminars on environmental management issues addressed to SvFF employees;

Development: with the support of SSSA researchers, SvFF could develop training modules and internal seminars focusing on environmental management in football, to be integrated within training activities and seminars concerning SR and employees' competence development. The training and seminars could serve as a first attempt to merge environmental management and SR, to spread awareness about environmental challenges of football, showcasing the environmental management practices currently implemented by SvFF, raising awareness about environmentally-friendly behaviours in the workplace, and providing guidelines to employees on how to reduce the environmental impact of work activities.

Involved departments: HR; CSR

2. Designing formal environmental management duties in facility managers' job description

Area for improvement: Roles, responsibilities & training

Objective: designing formal environmental management duties in facility manager's job description to facilitate management of environmental aspects in the SvFF facilities

Development: SSSA researchers will assist SvFF in identifying and mapping environmental management competencies and duties associated with the management of the federation's facilities and infrastructure, especially in relation with water and energy management, waste management and procurement of cleaning and maintenance products, with the aim of formalizing the most relevant environmental management competencies within the facility manager's job description and responsibilities.

Involved departments: HR; Facility management

3. Integrating environmental criteria in site visit checklists for the selection of stadia for extra-UEFA matches

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Area for improvement: *Operational management; Organization of games*

Objective: Design a set of environmental criteria / indicators to be integrated in the checklists utilised in the selection and evaluation of stadia for non-UEFA football matches. Environmental criteria will complement existing checklist criteria, supporting SvFF in the selection of stadia.

Development: SSSA researchers will assist SvFF in designing a set of environmental criteria to be included in the checklists utilised during site-visits for the selection of stadia. Environmental criteria may include the following: implementation of waste recycling practices; use of LED lighting in the stadium; connection with public transportation; water efficiency measures; food donation etc. The checklist could also associate a score to each environmental criteria in order to create an aggregate index based on which to compare different possible host locations.

Involved departments: *Event*

4. Specifying environmental requirements (e.g. use of certified products etc.) in procurement contracts for cleaning services.

Area for improvement: *Procurement*

Objective: designing environmental requirements to include in procurement contracts for cleaning services

Development: SSSA researchers will assist SvFF in specifying formal environmental requirements in procurement contracts for cleaning services, which will require the contracting company to use environmentally-friendly or certified materials and products in the performance of duties.

Involved departments: Procurement, Facility Management

5. Environmental sustainability communication plan

Area for improvement: *External communication*

Objective: designing and implementing a communication plan, with two aims: 1) communicating to the public the efforts towards sustainability (e.g. environmental management practices implemented in the stadia) of the federation; 2) providing suggestions and recommendations to supporters and fans on environmentally-friendly behaviours during football matches (including travel tips, waste management etc.)

Development: SvFF could design a communication plan, ranging from online communication to on-site communication during matches, aimed at raising awareness about sustainability challenges of football, showcasing the federation's initiatives and practices about sustainability, as well as foster more environmentally-friendly behaviors at the stadia. SSSA will assist SvFF in selecting and collecting the most appropriate and relevant information to disclose.

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Involved departments: Communication; Social Responsibility

6. Profiling / Mapping potential sponsors and partners according to environmental indicators or criteria

Area for improvement: Sponsorship & Sales

Objective: Integrating environmental indicators or criteria in the profiling / mapping of potential sponsors and partners. Environmental indicators will support SvFF in the selection of potential sponsorships.

Development: SSSA researchers will assist SvFF in selecting and compiling appropriate and relevant environmental indicators to integrate existing mapping of potential partners. The indicators will serve as a proxy of partners’ environmental risks and environmental responsibility. Potential indicators may account for the following aspects: economic sector; adoption of certifications or management systems; sustainability reporting initiatives; sustainability ratings; participation in sustainability initiatives and projects.

Involved departments: Marketing & Sales

7. Sustainability “round table” with SvFF’s selected partners and sponsors

Area for improvement: Sponsorship & Sales

Objective: Engaging selected sponsors and partners within a “round table” in order to: a) communicate the ongoing activities within the TACKLE project; b) engage sponsors and partners in sustainability initiatives / environmental improvement objectives, to be designed and implemented within the framework of the collaboration with SvFF.

Development: SvFF will select sponsors and partners to engage within the “round table”. SSSA researchers will assist SvFF in designing sustainability / environmental improvement initiatives to be discussed with selected sponsors and partners, with the aim of planning and implementing the initiatives within the framework of the collaboration.

Involved departments: Marketing & Sales

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3) Analysis of the governance of FRF and identification of possible improvement actions

Environmental governance initiatives and tools

1. Integrating environmental criteria and perspective into the existing guidelines

Area for development: Organisation of games, procurement

Objective: Enhancing existing Guidelines used by various departments through amending and expanding them with environmental criteria

Development: although FRF has existing Guidelines in place they don't contain any environmental criteria. The TACKLE technical partners will therefore, define a set of environmental criteria with FRF and integrate them into the existing Guidelines. Since FRF never had any of these, this exercise will rather look at some basic criteria, with some of them even being voluntary. The Guidelines, checklists and procedures this exercise would target are especially the National Team Management Guidelines (selecting hotels, transportation providers, stadiums), Events Guidelines (caterers, food and beverage providers, cleaning services). Procurement Guidelines (for various services and goods) and Sponsorship Guidelines (for various technical sponsorships). These improved Guidelines will reflect in more environmentally-friendly choices and reasoning when organising games, managing the national team and many other operations. This exercise would eventually also include a procedure which would enable FRF to verify if these "green rules" were respected during the tender process but also throughout the contract period.

Involved departments: Events, National Team Management, Procurement, Sponsorships

2. Environmental audit of FRF's training camps and stadiums

Area for improvement: Facilities, organisation of games

Objective: Assessing FRF training camps' environmental performances as well as the 5 stadiums the national team plays at

Development: The TACKLE technical with FRF's support will run an audit of the training camps and 5 stadiums in order to assess their environmental performances. This will give a valuable intelligence to FRF and its operations (game organisations, facilities management). This intelligence would reflect in two ways:

- FRF will be able to identify the environmental performance of its training camps and have the possibility to improve them
- understanding the environmental performance of the 5 stadiums "eligible" to host the games of the national team will help FRF when choosing one of them for the home games but at the same time provide these stadiums with certain needs for improvement

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The audits would primarily look at energy, waste and water management, products used in cleaning and other basic facility management and housekeeping operations (e.g. pitch management). One important feature of this exercise will be mapping of best practices which would give an added value to the exercise and help FRF rethink and adapt their decision-making processes.

Involved departments: National Team Management, Events, Facility Management

3. Defining Key Performance Indicators (KPIs) for implementing and assessing the future CSR projects

Area for improvement: External communication, CSR

Objective: Giving FRF's CSR projects a new environmental perspective

Development: While FRF has several CSR projects in place there are none in the field of environment. While these CSR projects reflect the FRF's Strategic Plan, the TACKLE technical partners will look into environmental KPIs which would bring an added value to them in terms of sustainability. This exercise doesn't have the objective to change or force FRF to drastically change their strategic choices but will rather enhance those that are in place with the environmental perspective. The KPIs that will be defined together with FRF will enable the CSR department to monitor their project's achievements and make them more environmentally friendly, even if the projects deal with completely different objectives (childcare, inclusion, human rights, health etc.). One added value this exercise would bring to the CSR department is also the new possibility to communicate these KPIs and the achievements externally towards their sponsors, local authorities and fans.

Involved departments: CSR, Communication

4. Mapping potential stakeholders for enhancing FRF's environmental expertise

Area for improvement: CSR

Objective: Providing the CSR and other departments with skills and know-how in environmental management and sustainable development

Development: This particular exercise is closely linked to the exercise 3, as it accompanies the expansion of environmental perspectives in the CSR department. This exercise would see an acquisition of necessary expertise and skills in terms of defining KPIs, monitoring them, but also building a network of local and national stakeholders in the field of sustainable development (NGOs, professionals, campaigns etc.). This exercise would start with a mapping of these stakeholders and bringing them together. The benefits would be mutual – FRF would receive knowledge and expertise from them, while the local stakeholders would be eventually included in some of FRF's CSR projects. The added value of this exercise, as the CSR

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department said, would also be a self-assessment of FRF's current knowledge on environmental topics. A strong feature of this exercise in knowledge acquisition through trainings and workshops.

Involved departments: CSR

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4) Selection of new environmental governance initiatives and tools

The present section lists the new environmental governance initiatives and tools selected by each NFA after internal discussion and evaluation in terms of feasibility and expected results.

NFA	Area for improvement	Action	Objective
FIGC	Operational management (sites, offices, sports centers)	Environmental audit of the technical center of Coverciano	The objective of the action is to conduct an environmental audit on the Coverciano site in order to assess the site's compliance with environmental legislation and the current environmental management methods adopted. The activity would also take the form of an action aimed at assessing the site gap with respect to obtaining an ISO 14001 certification and could subsequently be extended to other locations.
FIGC	Operational management (sites, offices, sports centers)	Mapping of the environmental management characteristics of the stadiums that can host the matches of the national football team	The national team matches can be hosted in 12 different stadiums on the national territory. The objective of this action is to carry out a mapping of the environmental practices of these stadiums in order to support the decision-making process of the venue in which the national team can play also from an environmental point of view.
FIGC	Procurement and purchases	Guidelines on green purchasing and training of employees of the purchasing office	The objective of the action is to increase the use of green criteria in the qualification and selection of suppliers of goods, products and services.
FIGC	External communication	Environmental awareness of football fans through social networks by involving players of the women's national football team and/or of Serie A women's clubs, whose football clubs have joined the TACKLE project.	The objective of the action is to raise fans' environmental awareness and increase their attention on issues related to environmental sustainability, conveying messages to protect the environment and natural resources through the social profiles of female national football players.

FIGC	Marketing & Sponsorship	Discussion table on the definition of environmental improvement objectives with partners and sponsors of the Federation.	Start a discussion table within the FIGC with some sponsors and partners in order to: a) communicate the ongoing activities of the TACKLE project; b) discuss possible common environmental initiatives to be adopted at events where sponsors are involved.
SvFF	Roles, responsibilities & training	Further integration of environmental management issues in Social Responsibility activities and competence development (training, seminars etc.)	The objective is to further the integration of environmental sustainability in SvFF social responsibility (SR) and internal competence development activities, by designing training modules and seminars on environmental management issues addressed to SvFF employees;
SvFF	Roles, responsibilities & training	Designing formal environmental management duties in facility managers' job description	Designing formal environmental management duties in facility manager's job description to facilitate management of environmental aspects in the SvFF facilities
SvFF	Operational management; Organization of games	Integrating environmental criteria in site visit checklists for the selection of stadia for extra-UEFA matches	Design a set of environmental criteria / indicators to be integrated in the checklists utilised in the selection and evaluation of stadia for non-UEFA football matches. Environmental criteria will complement existing checklist criteria, supporting SvFF in the selection of stadia.
SvFF	Procurement	Specifying environmental requirements (e.g. use of certified products etc.) in procurement contracts for cleaning services.	Designing environmental requirements to include in procurement contracts for cleaning services

SvFF	External communication	Environmental sustainability communication plan	Designing and implementing a communication plan, with two aims: 1) communicating to the public the efforts towards sustainability (e.g. environmental management practices implemented in the stadia) of the federation; 2) providing suggestions and recommendations to supporters and fans on environmentally-friendly behaviours during football matches (including travel tips, waste management etc.)
SvFF	Sponsorship & Sales	Profiling / Mapping potential sponsors and partners according to environmental indicators or criteria	Integrating environmental indicators or criteria in the profiling / mapping of potential sponsors and partners. Environmental indicators will support SvFF in the selection of potential sponsorships.
SvFF	Sponsorship & Sales	Sustainability “round table” with SvFF’s selected partners a sponsors	Engaging selected sponsors and partners within a “round table” in order to: a) communicate the ongoing activities within the TACKLE project; b) engage sponsors and partners in sustainability initiatives / environmental improvement objectives, to be designed and implemented within the framework of the collaboration with SvFF.
FRF	Organisation of games, procurement	Integrating environmental criteria and perspective into the existing guidelines	Enhancing existing Guidelines used by various departments through amending and expanding them with environmental criteria.
FRF	Facilities, organisation of games	Environmental audit of FRF’s training camps and stadiums	Assessing FRF training camps’ environmental performances as well as the 5 stadiums the national team plays at.