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INSPIRE**

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## INTRODUCTION

In this evaluation tool for sports clubs, we aim to help the sports clubs understand and measure their social impact in their own communities. In essence, the definition of social impact means a significant or positive change that solves, or at least addresses, social injustices and challenges. By using this evaluation tool, the clubs can develop and improve in their activities, promote their members' wellbeing, and become more sustainable in the community.

The three different surveys have been created as part of the Villages on the Move Go initiative, and the partners hope that especially small sports organizations can utilize the material when assessing their social impact. The material can be distributed to the respondents and stakeholders on paper, online, or both. The three surveys explore the sports club's profile and activities. The surveys focus on evaluating the social impact as perceived by all the relevant actors:

- The sports club's owner/leader/board members (Survey 1)
- The sports club's employees/staff and volunteers (Survey 2)
- The sports club's members/fans/audience (Survey 3)

Our suggestion for sports clubs is to conduct their social impact analysis through these surveys every year, in order to track their progress in each section of the surveys. The ultimate objective is for each sports club to observe the progress in its methods at the organizational level. The results can lead to innovative solutions to address social challenges and mobilize ideas, resources, and environments required to attain social transformation. It might get the club leaders to recognize new opportunities to serve their mission in the community, and engage in the process of innovation, adaptation, and learning.

At the end, this tool provides a guide as a reference point for interpreting the options in some questions and the definition behind some ranges and values. This guide serves as complementary material to the surveys for the club owners, leaders or board members to be able to comprehend the results collected. This Evaluation tool for sports clubs on the move is one of the three handbooks provided by the Villages on the Move Go initiative, and it can be used as the starting point for the development work in a sports club. In the other handbooks you can find ideas for co-creation work with your members and athletes and get inspired from the case-studies collected from 7 European countries.



The project VOMGO aims to contribute towards promoting awareness and HEPA, one of the main objectives of EU sports policy. It focuses on supporting and enhancing voluntary activities in sports, together with social inclusion and equal opportunities for rural citizens, immigrants and refugees so that sports are available to all.

## CIRCLE OF DEVELOPMENT

*The stories and survey of the Fire Souls inspire sport clubs to start development work in rural areas of Europe*



Marita Mattila, Juvenia / South-Eastern Finland University of Applied Sciences

## Improving Social Purpose for Sports Clubs

Each sports club has its social purpose, which it aims to serve. Providing sports clubs with the tools to monitor their social impact has numerous organizational benefits that can contribute to the sustainability of the sports clubs, thus creating a culture of learning and innovation. Such benefits include:

**Professional development**

**Better and more meaningful communication**

**Increased reputation for transparency**

**Trust and efficacy promoting sustainability**

**Measuring outcomes** can also assist organizations and enterprises in appealing to funders and donors, increasing organizational legitimacy and communicating and celebrating achievements. Communicating the results from the surveys will help the sports club to describe the social impact factors of the club for politics and policy, advocates and supporters. Creating a trusted profile for the sports club can lead to positive exposure among stakeholders. Social impact factors are becoming increasingly important to many people. They evaluate sports clubs and decide what they choose to purchase. Undoubtedly, diversity and inclusion are important. Sports clubs influence their athletes, fans, volunteers and the general public. However, social impact appears in the direct positive consequences these parties provide to society.

## Sports Club Community Challenges

**If we think about** the sustainability of sports clubs, one of the main challenges that sports clubs face is how they can boost their activities and make them more attractive for young people. The best information channels depend on each community, but for young people the social media channels are often the most effective ones. Another significant factor that a sports club faces is the lack of knowledge and teaching skills. Sports clubs do not have enough teachers who know the technical skills in detail and know how to pass them on to the youth. The national federations of different sports disciplines can provide the sports clubs effectively with this kind of knowledge and skills. Third, it's worth mentioning how crucial it is to succeed in attracting new actors and volunteers and especially young volunteers. Without the work and support from them, the club will cease to be sustainable.

## Volunteering in Sports Clubs

**There is a wide variety** of volunteering roles in sports clubs. Volunteers help and support the club, and it's profitable to fund courses to develop the skills needed to perform the voluntary role. People choose to volunteer for many reasons. Volunteering in sports is a rewarding way to contribute to the local community and gain skills for personal development. Volunteers are the lifeblood of community sport – without them, a large proportion of grassroots sport and physical activity would not happen. Organizations rely on their skills, passion, and commitment, but we know that 70% of clubs have a shortage of volunteers. It's essential that organizations learn to recruit new volunteers as well as inspire, manage, and support those already helping.



**Volunteers contribute** to the social and economic value of sport, especially at the community level. Many sports organizations would not be able to run without volunteers, who fill many critical roles, including a coach, official, manager, administrator or a board and committee member. It's profitable to train young volunteers to a point where they do not need any more orientation, but they can act independently, particularly in cases of special, unexpected situations. After succeeding in gathering the volunteers and training them, there is the matter of their retention. Once they "get hooked" and have the knowledge and skills to help out, keeping them involved in the long run guarantees the sustainability of the club. A more experienced person can guide the young volunteers, and through "learning by doing", they learn the gist of their job. The main motivational factors to continue volunteering for an association are "feeling good" and "feeling useful". Therefore it's important to create a good atmosphere and organize extra activities too, like excursions, parties, and pubbing.

## Sustainable Sports Clubs and the Sustainable Development Goals

**Making a difference** in the world is always important. No matter how small the effort is, sports clubs can also affect sustainable development in many ways. Sports clubs can go through the United Nations Sustainable Development Goals (SDG) and make decisions to promote good health and wellbeing, quality education and gender equality. In addition, environmental aspects can be adopted by sports clubs. When one component of society thrives, many other aspects of life flourish. This can lead to bigger and better change. Sports clubs can consciously choose sustainable ways to operate, With social impact in mind, sports clubs can choose to create opportunities that are otherwise unavailable to minority groups or the underprivileged. Sports clubs can also create social impact in their communities by promoting quality education, gender equality, and skills development in volunteering, therefore providing better opportunities in the labor market.

It's beneficial for your health

You gain real-world experience


You make real connections

**Some reasons to volunteer**

It boosts your career opportunities

You can have fun

You gain a whole new perspective



## SOCIAL IMPACT EVALUATION TOOL

**The following section** presents the three surveys developed in the Villages on the Move Go -project to support small sports clubs in evaluating their social impact on the communities around them. These surveys can be distributed to the relevant stakeholders on paper or online, as long as the sports club owner/leader/board members team has access to the results and can track the club's progress over time. The ultimate objective is to observe progress in actions and methods at the organizational level. The three surveys examine the sports club's profile and activities in order to evaluate its social impact as perceived by all the relevant actors: the sport club's owner/leader/board members (Survey 1); the sport club's employees/staff and volunteers (Survey 2); the sport club's members/fans/audience (Survey 3). Finally, a guide is offered as a reference point for interpreting the options, and the definition behind some of the ranges and values, provided in some of the questions. This guide serves as complementary material to the surveys for the club owner/leader/board members to be able to comprehend the results collected.

## **SURVEY 1** Evaluating Social Impact: Survey for Sport Club Leaders

### **SECTION A**

By answering Section A of this survey, respondents will be able to record basic information about the following:

- The characteristics of their sport club (e.g., its type, capacity, and time of operation)
- The number and type of people it serves (e.g., athletes and/or other followers)
- The respondents' experience in managing a sport club.

#### **Question A1**

What is the type of your sport club?

- Instructional (overall education)
- Recreational
- Competitive

#### **Question A2**

How many athletes can you host at the same time?

- 1-30
- 31-60
- 61-90
- More than 91

#### **Question A3**

How many passers-by/spectators can you host at the same time?

- 1-30
- 31-60
- 61-90
- More than 91

#### **Question A4**

How long has the club been in operation?

- 1-5 years
- 6-10 years
- More than 10 years

#### **Question A5**

What age groups does your sport club serve?

- 1-10
- 11 to 18
- 19-30
- 31-64 years
- 65 years and older

**Question A6**

What is the highest Degree or level of education that you have completed?

- No Degree
- Professional Certification
- Undergraduate Degree
- Master's Degree
- Doctoral Degree

**Question A7**

How many years of experience do you have in this field?

- 1-5 years
- 6-10 years
- More than 10 years

**Question A8**

Do you have volunteering registration?

- Yes
- No

If not, why?

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**SECTION B**

Section B consists of questions that aim to identify which, if any, are the main challenges that the respondent's sport club faces. These challenges are identified through three main perspectives:

**Q.B1** seeks to identify the satisfaction levels with the sport club over other competitors. In this comparative perspective, the sport club's assessment and operation are contextualized within the local sport business sector.

**Q.B2** aims to identify challenges that may be faced from the perspective of the athletes using the sport club. By doing so, the question explores, what obstacles may exist for members, who might use the sport club and its facilities regularly.

**Q.B3** prompts the respondent to locate challenges at the level of passers-by and followers. This enables an assessment of activities relevant to that group of sport club stakeholders.

**Q.B4** introduces a business perspective to the assessment by asking respondents to consider strategic responses that would potentially help their sport club grow.

### Question B1

Compared to other local competitors:

**a) Are you satisfied with the location of your sport club?**

- Very satisfied
- Satisfied
- Neutral
- Unsatisfied
- Very unsatisfied

**b) Are you satisfied with the size of your sport club?**

- Very satisfied
- Satisfied
- Neutral
- Unsatisfied
- Very unsatisfied

**c) Are you satisfied with the number of people you can host at your sports club?**

- Very satisfied
- Satisfied
- Neutral
- Unsatisfied
- Very unsatisfied

**d) Are you satisfied with the number of staff employed in your sports club?**

- Very satisfied
- Satisfied
- Neutral
- Unsatisfied
- Very unsatisfied

### Question B2

**What kind of challenges (if any) are identified by your athletes?**

- Access (transport, distance, physical barriers)
- Facilities (location, access ramps, safety lights)
- Affordability (cost of participation – fees, memberships, equipment)
- Awareness (how to get involved, how to join)
- Willingness (not interested / do not have time)
- No challenges
- Other

If you chose option "other", please elaborate:

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**Question B3**

**What kind of challenges (if any) as identified by passers-by/spectators do you feel that need to be addressed?**

- Access (transport, distance, physical barriers)
- Facilities (location, access ramps, safety lights)
- Affordability (prices of the sports club: event entrance, food & drinks)
- Awareness (sports club existing information, event information)
- Willingness (not interested / do not have time)
- No challenges
- Other

If you chose option "other", please elaborate:

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**Question B4**

**How do you increase the number of your sport club's members?**

- Organize Open Sports days at my club
- Organize volunteering events
- Social media promotions
- Local press and sport clubs informed on upcoming events
- Networking with others in my area
- I do not want to increase my membership
- Other

If you chose option "other", please elaborate

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**Question B5**

**How do you minimize the club membership turnover at your club?**

- Encourage people to become a member throughout the entire year
- I give my members a gift
- I organize matches and events in different towns and neighborhoods
- Fans can become members
- I organize an annual special event
- I do not do anything to address this

If you chose option "I do not do anything to address this", please elaborate.

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## SECTION C

Section C of the questionnaire aims to explore the current practices of the sport club in relation to the following social impact factors: diversity, sustainability, environmental awareness and action, sport education, gender equality, social inequalities, hygiene. By answering these questions, respondents will be able to identify both gaps and good practices in the operation of their sport club. In addition, the broad range of social impact registers allows a better understanding of how a local sport club can have a positive impact on the surrounding community, at many different levels.

### Question C1

What is the primary impact, as a sport club, that you want to have on your stakeholders (athletes, spectators, community)?

- Developmental benefits
- Emotional benefits
- Social benefits

### Question C2

Do you promote diversity in your sport club's environment and activities?

- Yes
- No

If not, why?

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### Question C3

How do you promote diversity in your sports club's environment and activities?

- Focus on creating an environment that fosters inclusion
- Opportunity for discussion of issues related to inclusion and discrimination
- Effective management strategies to deal with inappropriate behavior
- Educate and train the staff
- I do not promote diversity

If you chose option "I do not promote diversity", please elaborate.

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### Question C4

Do you promote the term "sustainability" in your sport club's environment and activities?

- Yes
- No

If not, why?

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**Question C5**

What type of sustainability do you think impacts your audience through your sport club's activities?

- Human sustainability
- Environmental sustainability
- Economic sustainability
- Social sustainability

**Question C6**

Do you advocate for the protection of the environment?

- Yes
- No

If not, why?

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**Question C7**

How does your sport club promote environmental awareness or protect the environment?

- I recycle properly
- I shop second-hand
- I use fewer chemicals
- I use less water
- I conserve electricity
- I do not promote awareness/protect the environment

If you chose option "I do not promote awareness/protect the environment", please elaborate:

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**Question C8**

Do you encourage cleanliness/hygiene in your club?

- Yes
- No

If not, why?

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**Question C9**

**How do you encourage cleanliness/hygiene in your club?**

- I restock hygiene products regularly
- I train my staff on the importance of cleanliness and hygiene
- I put up signs as reminders
- I place cleaning supplies at easy to access locations around the facility
- I do not encourage cleanliness/hygiene at my club

If you chose option "I do not encourage cleanliness/hygiene at my club", please elaborate:

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**Question C10**

**Do you promote Sport Quality Education in your club's environment and activities?**

- Yes
- No

If not, why?

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**Question C11**

**What types of activities do you implement to provide Sports Quality Education in your sport club?**

- Appropriate skills development
- Gender parity
- Provision of relevant sport club infrastructure
- Appropriate sport equipment
- Educational material
- Sports scholarships
- Teaching force
- I do not promote Sports Quality Education

If you chose option "I do not promote Sports Quality Education", please elaborate:

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**Question C12**

Do you promote No Poverty in Sports in your sport club environment or activities?

- Yes
- No

If not, why?

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**Question C13**

How do you promote No Poverty in Sports in your sport club and among your club members?

- We raise funds and gather major stakeholders acting for a better Sports environment.
- We use sports to raise the voice of the deprived to defend their rights
- We support and reinforce competencies and values through the sport club's actions
- I do not promote No Poverty in Sports

If you chose option "I do not promote No Poverty in Sports", please elaborate.

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**Question C14**

Do you support and promote gender equality in your sport club's environment and activities?

- Yes
- No

If not, why?

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**Question C15**

What actions do you take to promote gender equality in your sport club?

- Support mothers and parents
- I reject inappropriate behavior in my sport club
- I help men and women to gain mental strength
- I hire staff from diverse backgrounds
- I pay my team the same salary for equal work
- I do not take any actions to promote gender equality

If you chose option "I do not take any actions to promote gender equality", please elaborate.

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## **SURVEY 2** Evaluating Social Impact: Survey for Sport Club Employees and Volunteers

**1. How satisfied are you with the number of tasks you are responsible for in the sport club?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
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**2. How satisfied are you with your ability to achieve the tasks you are assigned at the sport club?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
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**3. How satisfied are you with your duties and responsibilities at the sport club?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
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**4. How satisfied are you with your health and safety at the sport club?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
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**5. How satisfied are you with your level of pay?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
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**6. How satisfied are you with your relationships with other people at the sport club?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
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**7. How satisfied are you with the quality and quantity of supervision you receive at the sports club?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
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**8. How much do you feel a sense of belonging towards the sport club?  
(0 = not at all, 5 = very much)**

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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**9. How respected do you feel for the job you do (or the role you have) from other people at the sports club?(0 = not at all, 5 = very much)**

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

**10. To what degree do you feel you fit in the sports club?**

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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If you indicated a low score in any of the questions above, please explain your choice and elaborate.

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Feel free to add more comments:

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## **SURVEY 3** Evaluating Social Impact: Survey for Sport Club Members and Fans

**1. How satisfied are you with the respect to your attendance at the sport club?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
---	--------------------------------------	----------------------------------	------------------------------------	---

**2. How satisfied are you with the respect and the ability express who you are at the sport club?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
---	--------------------------------------	----------------------------------	------------------------------------	---

**3. How satisfied are you with your relationships with the other sport club members?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
---	--------------------------------------	----------------------------------	------------------------------------	---

**4. How satisfied are you with the activities organized by the sport club?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
---	--------------------------------------	----------------------------------	------------------------------------	---

**5. How satisfied are you with the Sustainable Development actions that the sport club is taking?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
---	--------------------------------------	----------------------------------	------------------------------------	---

**6. How satisfied are you with the Quality of Education that the sport club offers?**

<input type="checkbox"/> Very unsatisfied	<input type="checkbox"/> Unsatisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
---	--------------------------------------	----------------------------------	------------------------------------	---

**7. How much do you feel that you belong to something you would call a sports community? (0 = not at all, 5 = very much)**

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------



**8. How much do you tend to trust people that you meet at the sport club?  
(0 = not at all, 5 = very much)**

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

**9. How much do you feel you are able to contribute to the community and society through your attendance at the sport club? (0-not at all, 5 very much)**

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

If you indicated a low score in any of the questions above, please explain your choice and elaborate.

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Feel free to add more comments:

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## EVALUATION GUIDE

This guide is offered for the club owner/leader/ board members to be able to comprehend the results collected from the surveys. It serves as complementary material to the surveys and it's a reference point for interpreting the options, and the definition behind some of the ranges and values, provided in some of the questions.

Some of the explanations can be added in the survey sheets for the respondents, if the sports club's owners/leader/board members think, it's profitable to do so. It's also possible edit the sheets according to the needs of the club – skip questions that are not relevant for the club or add something important or current for the club. After analyzing the results in your sports club (by the club owner/leader/ board members) with this guide book, remember to:

- 1) make decisions, on which challenges you start to work with**
- 2) choose suitable working methods – you can get inspired by the examples published in the Handbook for Sport clubs on the Move available on [www.villagesonmove.com](http://www.villagesonmove.com)**
- 3) inform your club athletes, members and stakeholders about the survey results and the activities that you have started according to the results. It can be done in social media, www-pages, newsletter etc.**
- 4) ask your club members to join the development work by using suitable co-creational methods – you can get inspired by the Co-creation guide for Sport Clubs on the Move available on [www.villagesonmove.com](http://www.villagesonmove.com)**
- 5) share your best ideas on Villages on the Move map application available on [www.villagesonmove.com](http://www.villagesonmove.com) and be part of international movement of Villages on the Move.**



## **SURVEY 1: Evaluating Social impact: Analyzing the survey for the sports club's owner/leader/board members**

### **SECTION A**

#### **Question A1**

**What is the type of your sport club?**

- a) Instructional (overall education)
- b) Recreational
- c) Competitive

<b>Instructional</b>	<b>Recreational</b>	<b>Competitive</b>
The Sports club teaches members basic skills and develops an interest in that sport. Members enjoy the recreational and social fellowship of sport and recreation.	The Sports club holds practice sessions in which members compete with other members of the same club to develop and refine existing skills and enjoy the recreational and fellowship of sport and recreation.	The Sports club competes against other teams or university clubs at the local, regional, or national levels.

#### **Question A2**

**How many athletes can you host at the same time?**

- a) 1-30
- b) 31-60
- c) 61-90
- d) More than 91

<b>1-30</b>	<b>31-60</b>	<b>61-90</b>	<b>More than 91</b>
<b>Small</b>	<b>Medium</b>	<b>Large</b>	<b>Huge</b>

**Question A3**

**How many passers-by/spectators can you host at the same time?**

- a) 1-30
- b) 31-60
- c) 61-90
- d) More than 91

**Question A4**

**How long has the club been in operation?**

- a) 1-5 years
- b) 6-10 years
- c) More than 10 years

1-5 years	6 -10 years	More than 10 years
Starting	Developing	Mature

**Question A7**

**How many years of experience do you have in this field?**

- a) 1-5 years
- b) 6-10 years
- c) More than 10 years

1-5 years	6 -10 years	More than 10 years
Starting	Developing	Mature

## SECTION B

### Question B2

**What kind of challenges (if any) as identified by your athletes do you feel that you need to address?**

- a) Access (transport, distance, physical barriers)
- b) Facilities (location, access ramps, safety lights)
- c) Affordability (cost of participation – fees, memberships, equipment)
- d) Awareness (how to get involved, how to join)
- e) Willingness (not interested / do not have time)
- f) No challenges
- g) Other

More than 5 challenges	4 challenges	2-3 challenges	1 challenge	No challenges
Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied

### Question B4

**How do you increase your sport club's members?**

- a) Organize Open Sports days at my club
- b) Organize volunteering events
- c) Social media promotions
- d) Local press and sport clubs informed of upcoming events
- e) Networking with others in my area
- f) I do not want to increase my membership
- g) Other

I do not boost it	1 option	2 options	3 options	More than 4 options
Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied

### Hold an Open Day

It sounds simple but holding a sporting event that showcases what your club can do and invites anyone to attend, watch and join in can do wonders for your membership numbers. Jam-pack the day with sporting events alongside drink and snack breaks and you'll be seen as fun and inviting. A recommendation is to keep a clipboard or a tablet in a visible place and encourage people to sign-up to become a member, or at the very least join your email newsletter group.

### **Volunteer at an Event**

Whether it is packing bags at your local supermarket, washing cars or holding a charitable event, volunteering not only will help others but will put your club's name out there as a group of people who are both fun and kind. Make sure to wear your kit or matching t-shirts with the club name on them. Plus, flyers with information about the club and instructions on how people can sign-up are always good to have on hand.

### **Set Up Social Media Promotions**

Most clubs now have some form of WhatsApp or Facebook group for members to communicate and share updates. For example, if a session is cancelled for one week, or rearranged. However, an outward-facing page may not have crossed your mind. Setting up social accounts for your club is a free form of marketing, especially if you join in with group conversations. Also, if you wanted to put a small amount of money behind social ads, you could put a message of your choice in front of hundreds of potential club members and raise awareness considerably. You could even create your hashtag and encourage existing members to use it, and tag your club page when sharing photos online.

### **Share Club Updates in the Local Press**

For example, most villages, towns and cities now have a local newspaper or magazine, whether in print form or online and getting a feature in these shouldn't cost much. Writers will include your story for free if they think it is good enough. So, the next time your team wins a competition, a member places well at a tournament, or you're having any form of event, reach out. You've got nothing to lose, and potentially a lot to gain.

### **Network with others in your area**

Remember, you don't have to do things alone. Have you thought about attending your local sports awards to meet with other local clubs and community groups? There could be an opportunity to collaborate with them to help promote your club wider. You may also want to consider running a taster session at the local school to give children a chance to try out your sport in a less formal setting. Remember to take flyers with you so that pupils can take them home to their parents with details on how to join.

## **Question B5**

### **How do you minimize the club membership turnover at your club?**

- a) Encourage people to become a member throughout the entire year
- b) I give my members a gift
- c) I organize matches and events in different towns and neighborhoods
- d) Fans can become members
- e) I organize an annual special event
- f) I do not do anything to address this

I do not encourage cleanliness/hygiene	1 option	2 options	3 options	More than 4 options
Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied

## SECTION C

### Question C1

**What is the primary impact, as a sport club, that you want to have on your stakeholders (athletes, spectators, community)?**

Developmental benefits	Emotional benefits	Social benefits
Development from sport goes beyond learning new physical skills. Sport helps children develop better ways to cope with the highs and lows of life. When they're playing sport, children learn to lose. Being a good loser takes maturity and practice. Losing teaches children to bounce back from disappointment, and cope with unpleasant experiences and is an important part of becoming resilient. Playing sport helps children learn to control their emotions and channel negative feelings in a positive way. It also helps children to develop patience and understand that it can take a lot of practice to improve both their physical skills and what they do in school.	Physical activity has been shown to stimulate chemicals in the brain that make you feel better. So playing sport regularly improves children's overall emotional well-being. Research shows there's a link between playing sport and self-esteem in children. The support of the team, a kind word from a coach, or achieving their personal best will all help children to feel better about themselves.	Playing in a team helps children to develop many of the social skills they will need for life. It teaches them to cooperate, to be less selfish, and to listen to other children. It also gives children a sense of belonging. It helps them make new friends and builds their social circle outside school. An important part of playing in a team is accepting discipline. Playing sport means children are expected to follow rules, accept decisions and understand that they could be penalized for bad behavior. It teaches them to take directions from the coach, referees and other adults. Sport also teaches them about teamwork.

### Question C3

**How do you promote diversity in your sports club's environment and activities?**

- Focus on creating an environment that fosters inclusion
- Opportunity for discussion of issues related to inclusion and discrimination
- Effective management strategies to deal with inappropriate behavior
- Educate and train the staff
- I do not promote diversity

I do not promote	1 option	2 options	3 options	4 options
Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied

### Diversity goals

- Focus on creating an environment that fosters inclusion
- Focus on creating an environment that fosters inclusion from the very beginning
- Encourage coaches and players to learn about each other's cultural backgrounds, lives, and interests outside of athletics.
- Organize collective meals where everyone can learn about one another's cultures by sharing food.
- Opportunity for discussion of issues related to inclusion and discrimination

**Open, effective communication optimizes the opportunity for discussion of issues related to inclusion and discrimination:**

- Ensure all athletes have the opportunity to take part in decision-making and planning for diverse social activities.

- Model inclusive language and communication between athletic staff, parents, peers, and athletes.
- Effective management strategies to deal with inappropriate behavior
- Implement strategies to deal with inappropriate behavior, and effective procedures for managing conflict, so that a positive, welcoming and safe environment is promoted and maintained.
- Have a plan for dealing with prejudicial or discriminatory language/behavior.
- Be aware of, or develop policies and procedures for creating an inclusive environment for various specific cultural identities.

### Educate and train the staff

- An educational approach can help to negate many fears that people have when it comes to addressing diversity
- Prioritize educational sessions about diversity issues and cultural awareness, perhaps with outside speakers.
- Recognize, acknowledge, and educate about special days and events such as International Day of Persons with Disabilities, International Day to End Racism, Gay Pride celebrations.

### Question C5

#### What type of sustainability do you think impacts your audience through your sport club's activities?

Human Sustainability	Environmental Sustainability	Economic Sustainability	Social sustainability
Human sustainability covers the development of skills and human capacity. The organization can get more developed processes and get more sustainable if they promote human sustainability of their staff and volunteers. At the same time, they can promote wellbeing in communities.	Environmental sustainability is the process of maintaining development without compromising the future of our environment. The exploitation of resources, technological development, improving infrastructure, or any other development should be done in a way that does not exhaust the earth's resources.	Economic sustainability refers to practices that support the long-term economic development of a company or nation while also protecting environmental, social, and cultural elements.	Social sustainability is a process for creating sustainable successful places that promote well-being, by understanding what people need from the places they live and work.

### Question C6

#### Do you advocate for the protection of the environment?

Environmental education is a fundamental approach to resolving and avoiding conflicts between the environment and sport. Environmental issues have now become part of the curricula of schools, higher education institutions, civic bodies, local authorities, and numerous sports organizations. Schools carry special responsibility as far as environmental education is concerned. Developing mindsets in a structured framework will enable young minds to confront ecological problems and find solutions systematically for a lifetime, individually, for society and the country.

Sport can contribute to bringing about the model of sustainable development. To achieve this, sports organizations, and others must discuss and apply this model intensively in their work.

The rising number of users and the more lavish and intense use of nature and resources (land, energy, water etc.) have undeniably increased the damage to nature and the environment by sport. At the same time, however, the range of strategies and measures for avoiding and resolving conflicts between sport and nature conservation and environmental protection is broader than often recognized.



**Question C7**

**How does your sport club promote environmental awareness or protect the environment?**

- a) I recycle properly
- b) I shop second-hand
- c) I use fewer chemicals
- d) I use less water
- e) I conserve electricity
- f) I do not promote awareness/protect the environment

I do not promote	1 option	2 options	3 options	More than 4 options
Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied

**Upcycle more:** Get creative with your useless or unwanted items by upcycling— basically, turning trash into treasure. Creating something new such as artwork, toys or jewelry is both satisfying and one of the best ways to protect the environment. Not only does it keep items out of the trash, but it can also prevent having to purchase new items, which require lots of resources to produce. Children love making things; so instead of heading to the craft store, check out your recycle bin first and let their imaginations soar!

**Shop second-hand:** Did you know it takes over 700 gallons of water to grow enough cotton to make just one plain t-shirt? Instead of heading to the mall to buy new clothes, consider looking first in a thrift store or vintage shop, or trading clothes with friends. You can breathe new life into your wardrobe without wasting the precious resources needed to produce new clothing.

**Use fewer chemicals:** Want to protect the environment? Use fewer harmful chemicals and you'll be on the right track. It's hard to be sure about the long-term negative effects chemicals can have, both on our bodies and on the planet, so it's best to avoid them if possible.

**Use less water:** Conserving water at home is one of the easiest ways to protect the environment. Think of all the times you consume water, both inside and outside your home; then, make adjustments as you can. For example: Turn off the tap while you brush your teeth.

**Fix leaky faucets:** Make your water use more efficient by aerating faucets, using sprinklers that reduce runoff and installing low-flow toilets and efficient shower heads. Collect and use rainwater for watering plants.

**Conserve electricity:** As you can guess, we're quite fond of this method of protecting the environment! Anytime you can use less electricity, it's a win for the planet. Try some of these quick ways to conserve energy around your home:

Trade incandescent bulbs for more energy-efficient CFLs or LEDs.

Use smart power strips, which turn off the power to electronics when they're not being used. (Or, simply unplug power cords from the wall when items aren't in use.)

Use a programmable or smart thermostat.  
Maintain your heating, ventilating, and air conditioning (HVAC) system.  
When it's time to buy a new appliance, choose an Energy Star-certified model.  
Seal air leaks around doors and windows.  
Make sure your home is properly insulated to the recommended level of heat resistance ("R-value") for where you live.  
Use ceiling fans to circulate warm air in the winter and cold air in the summer.

### Question C8

#### Do you encourage cleanliness/hygiene in your club?

A clean workplace should be your number one priority when running a business. A clean work environment far outweighs any costs involved, and you will ensure that your employees, clients and visitors are happy and well.

### Question C9

#### How do you encourage cleanliness/hygiene in your club?

- a) I restock hygiene products regularly
- b) I train my staff on the importance of cleanliness and hygiene
- c) I put up signs as reminders
- d) I place cleaning supplies at easy to access locations around the facility
- e) I do not encourage cleanliness/hygiene at my club

I do not encourage cleanliness/hygiene	1 option	2 options	3 options	More than 4 options
Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied

#### Benefits of cleanliness/hygiene in your club

**Prevents illness and sickness:** germs and diseases can spread far more quickly in an unclean environment. The health and safety of your employees are essential, and a vital part of that is preventing the spread of any harmful bacteria or germs. Sport clubs that fail to keep a clean work environment may see an increase in sick days and absences among staff, which can damage overall productivity.

**Good for employee wellbeing:** Employee wellbeing has become a hot topic in recent years, and it is more important than ever for managers and directors to ensure the happiness of those working for them. Cluttered and dirty environments can lead to stress and a lack of focus - when your surroundings are not clean, it can be hard to focus your mind.

**Increases productivity:** On a related note, a super-clean environment is one of the best routes to success in business. Your employees will feel more relaxed and focused - the perfect combination for increasing productivity. We can quickly become distracted by thoughts hitting us from all directions, but at least your employees will not be worrying about the mess!

**Ensures safety:** A dirty environment has the potential to cause illness. It can also cause injury! Cluttered workplaces can lead to trips and slips, while spillages that go uncleaned are a severe safety hazard. To avoid any incidents, you must take health and safety seriously and ensure that your workplace adheres to high standards.

**Creates a good impression for visitors:** A clean working environment is a simple and effective marketing tool for your visitors. First impressions (and lasting impressions) are crucial, and if clients are greeted with an impressively clean and tidy workplace, they will know that they are in capable hands. The benefits of a clean work environment are numerous, and it is essential to make sure that your workplace is hygienic, safe and clear of clutter. We hope you feel inspired to take some action in your work environment!

### Question C10

#### Do you promote Sport Quality Education in your club's environment and activities?

Quality education improves people's lives and helps them in achieving sustainable development. Access to inclusive and sustainable education enables reduction of poverty and awareness of the phenomenons of the world. Everyone should have equal access to education. Physical activity and sport can play a major role in childhood and youth, as different skills are developing in early ages.

### Question C11

#### What types of activities do you implement to provide Sports Quality Education in your sport club?

- a) Appropriate skills development
- b) Gender parity
- c) Provision of relevant sport club infrastructure
- d) Appropriate sport equipment
- e) Educational material
- f) Sports scholarships
- g) Teaching force
- h) I do not promote Sports Quality Education

<b>I do not promote Sport Quality Education.</b>	<b>1 option</b>	<b>2 options</b>	<b>3 options</b>	<b>More than 4 options</b>
<b>Very Unsatisfied</b>	<b>Unsatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very Satisfied</b>

- a) Education about Sports is the most important tool for the betterment of humanity as well as to develop modernization in civilization. In every government, education is considered to be the most essential pillar that holds the whole nation together and leads the state towards ultimate success. Education is at the heart of both personal and community development; its mission is to enable each of us, without exception, to develop all our talents to the full and to realize our creative potentiality, including responsibility for our own lives and achievement of our aims.
- b) Quality education enables students to develop all of their attributes and skills to achieve their potential as human beings and members of society.
- c) Quality education, therefore, implies looking into what desirable changes the educational institution wants to make in each student. Setting a high standard and helping the students work toward them.
- d) Quality education is a human right and a public good, governments and other public authorities should ensure that a quality education service is available free to all citizens from early childhood into adulthood.
- e) Quality education provides the foundation for equity in society.
- f) Quality education not only enlightens but also empowers citizens and enables them to contribute to the maximum extent possible to the social and economic development of their communities.
- g) A quality education focuses on the whole — the social, emotional, mental, physical and cognitive development of each student regardless of gender, race, ethnicity, socioeconomic status or geographic location. It prepares the child for life, not just for only learning outcomes.
- h) Quality education provides resources and directs policy to ensure that each child enters school healthy and learns about and practices a healthy lifestyle; learns in an environment that is physically and emotionally safe for students and adultj) Quality
- i) Quality education provides the outcomes needed for individuals, communities, and societies to prosper. It allows schools to align and integrate fully with their communities and access a range of services across sectors designed to support the educational development of their students.
- j) Quality education is supported by three key pillars: ensuring access to quality teachers; providing use of quality learning tools and professional development; and the establishment of safe and supportive quality learning environments.

### Question C13

**How do you promote No Poverty in Sports in your sport club and among your club members?**

- a) We raise funds and gather major stakeholders acting for a better Sports environment.
- b) We use sports to raise the voice of the deprived to defend their rights
- c) We support and reinforce competencies and values through the sport club's actions
- d) I do promote No Poverty in Sports

I do not address and promote No Poverty	1 option	2 options	3 options	More than 4 options
Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied

The sport could be a strong vehicle for individuals to help them escape the poverty trap. Often confronted with the lack of adequate opportunities, individuals suffering from poverty do not always have the opportunity to practice sport. The barriers to participating in sports practice are very high in some regions of the world depriving individuals of participation.

These barriers can be inadequate access to public facilities, the impossibility to practice sport due to conflicts, the lack of equipment, or the costs incurred by the sports practice. Nevertheless, participation in sports, physical education and physical activity could represent an opportunity for these individuals to develop their skills, competence, and social networks. Supporting and reinforcing the competencies and values of players through teamwork, cooperation, fair play, and goal-setting, sports can help individuals to develop transversal skills which they can utilize in the labor market and/or in education.

In addition, sport can also play a role in leveraging the voices of the most deprived in order to defend their rights, advocate for better living conditions or access social security. The efforts made in sport are self-spoken for participants to defend their cause ranging from women's rights to participation in the labor market. Decision-making platforms are not usually accessible for individuals living in deep poverty, but sport gives them a unique chance to raise their voices and speak out on a similar level to more privileged members of society.

Sport can also be a very efficient driver to alleviate poverty by raising funds and gathering major stakeholders acting for a better world. Sports initiatives can raise and generate funds for poverty programs ensuring the empowerment of deprived individuals. Mega sports events could be drivers for private organizations to raise money for charities as well as field projects supporting the local population.

### Question C15

**What actions do you take to promote gender equality in your sport club?**

- a) Support mothers and parents
- b) I reject inappropriate behavior in my sport club
- c) I help men and women to gain mental strength
- d) I hire staff from diverse backgrounds
- e) I pay my team the same salary for equal work
- f) I do not take any actions to promote gender equality

<b>I do not promote gender equality</b>	<b>1 option</b>	<b>2 options</b>	<b>3 options</b>	<b>More than 3 options</b>
<b>Very Unsatisfied</b>	<b>Unsatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very Satisfied</b>

The provision of designated spaces for women's and girls' sports activities can have practical benefits but also a symbolic character, especially if these areas are public. Should women and girls frequent these community spaces, they are usually allowed to do so under specific conditions (e.g. While being accompanied by a male family member). Experience shows that by women and girls claiming public space, the community may become slowly accustomed to seeing women and girls sharing public space with men and boys.

Besides infrastructure, sports programs for women and girls have been shown to require organizational structure as well. Well-planned and implemented programs that support women and girls to take action in leading positions, aim to achieve equity participation in decision-making and strategic planning are likely to be successful in producing lasting change in the self-perception and self-confidence of female participants in such programs.

Successful sports programs for women and girls have been shown to have paid careful attention to categories of sports, such as sport vs. Games; contact vs. Low-contact vs. Non-contact sports; mixed vs. Single-sex sports activities; team vs. Double vs. Single sports; etc. Careful consideration of these aspects can support female sports participation. Research conducted on perceptions of sport in the US has shown that basketball is seen as a "rough" sport, while similar research shows that basketball is considered a "feminine" sport, indicating that an understanding of the community's perception of different sports is required.

Sports programs in developing countries are usually run by sports coaches who work on a voluntary basis. Sports projects have shown to require specialized and trained staff in order to reach the desired outcomes. Research shows that added incentives must be provided (such as remuneration, transferable skills, equipment, further education, media exposure, travel opportunities or other resources) to get adequately skilled people who can support girls' and women's participation in sports and make the program sustainable.

Sports programs that have proven most effective thus far in promoting gender equity are those that are well-integrated into the community and context in which the program takes place. Experience has shown that programs implemented with resistance from the community are less likely to continue activities once the program comes to an end. The programs that have used available knowledge and resources from the community tend to be more effective in maintaining the longer-term impact of the initiative.

Share household chores and childcare equally.

## SURVEY 2: Evaluating Social Impact: Survey for Sport Club Employees and volunteers

Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
The annoyed feeling that you get when something is not as good as you expected it to be.	Feeling that something is not enough or not good enough:	We define neutral effect as feeling indifferent, nothing in particular, and a lack of preference one way or the other	Pleased or content with what has been experienced or received	If you're very satisfied, you're contented, and you don't need anything more.
1	2	3	4	5

## SURVEY 3: Evaluating Social Impact: Survey for Sport Club Members and Fans

Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
The annoyed feeling that you get when something is not as good as you expected it to be.	Feeling that something is not enough or not good enough:	We define neutral effect as feeling indifferent, nothing in particular, and a lack of preference one way or the other	Pleased or content with what has been experienced or received	If you're very satisfied, you're contented, and you don't need anything more.
1	2	3	4	5



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*The partners of the Villages On The Move Go project developed tools for rural sports clubs in the spirit of experimental culture.*

*1 January 2020–31 August 2022.*



*The other publications produced by the product are available at [www.villagesonmove.com/handbooks](http://www.villagesonmove.com/handbooks)*

*Handbook for sport clubs on the move  
Evaluation tool for sports clubs on the move*

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