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# Equality Action Plan Design Guide

Guidance for building a more inclusive sport  
movement



Equip for Equality in Practice

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# Equality Action Plan Design Guide

This Equality Action Plan Design Guide is intended to guide sport organisations in defining and implementing actions to become more equal, equitable and inclusive.

## Roadmap

p. 2-6

The roadmap consists of 6 phases that guide you through the process of achieving change. It provides inspiration, questions to be answered and links to external resources.

## Equality Action Plan Canvas

p. 7-8

This template collects all the information you have been gathering in a clear plan. It helps you to keep an overview of the change you want to achieve.

## Equality Action Plan Workflow

p. 9-10

This template helps you in cutting down the action into feasible tasks and to track your progress.

## Annexes: Example Action Plan Canvas & Workflow

p. 11-14

To help you complete the Equality Action Plan Canvas and Workflow, an example of each is provided.

# Roadmap

The roadmap consists of 6 phases that guide you through the process of achieving change. It provides inspiration, questions to be answered and links to external resources.



## Phase 1: Understand (in)equalities in society

Before starting to create an action plan, it is important to gain knowledge on certain key concepts, policies and facts and figures related to inequality. To help you with this process, an Index of Top policies and Practices was created within the [EQUIP project](#). You can find the Index [here](#). The Index consists of an overview of legislation related to equality on the European level and in Belgium, Greece, Italy, The Netherlands, Portugal and Sweden. Additionally, the Index consists of good practises in sport, which can be of inspiration for your sport organisation.

In addition to consulting the Index, you can use other literary sources to research the situation in your country or get in touch with experts within your country to help understand the key concepts and facts and figures in a better way.

## Phase 2: Understand (in)equalities in your organisation

It is important to understand the current situation in the organisation regarding equality. Here are some questions that could help you with reflecting on current practices:

- Which groups are currently participating in your organisation? Which groups are currently excluded/underrepresented?
- What does your board look like? How diverse is your coaching staff?
- Are your existing policies addressing equality topics?
- Does your organisation have specific practises to address equality topics? If so, how effective are they?
- Are you evaluating the inclusivity of your existing procedures, such as using inclusive language (e.g. parents rather than mother and father), images etcetera?
- Can you adapt the sports infrastructure to be more inclusive (e.g. changing rooms, toilets, signage, etc.)?
- What is the inspiration for your organisation to take action for equality?
- What is the culture of your organisation and how does this impact on how welcome people feel?

- A self-assessment tool on diversity and equality can be found [here](#). Whilst it is not sport specific, some of the categories can be relevant for your sport organisation.
- Do you want to focus specifically on increasing the diversity of your staff? A helpful self-assessment form can be found [here](#).
- Do you want to ensure gender equality in your sport organisation? The self-assessment forms in the Guidelines for Gender-responsive Sport Organizations of UN Women can be helpful. You can find them [here](#).

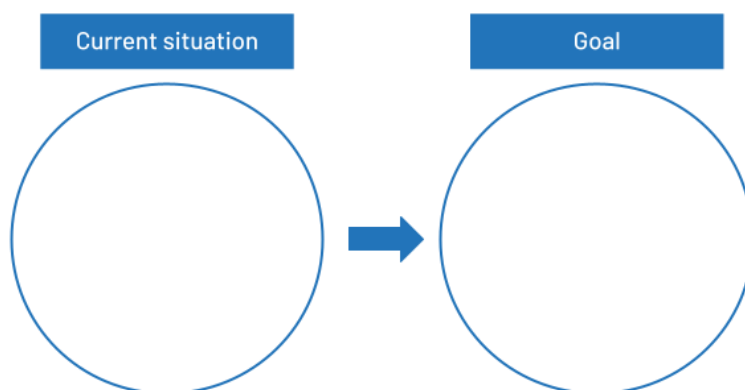
## Phase 3: Set goals for change

Aim to set SMART goals for your organisation to increase equality. SMART stands for Specific, Measurable, Achievable, Relevant and Time-Bound.



1. Which equality topic will you address? This should be based on your needs analysis during Phase 2 above and the strategic objectives of your organisation. Remember that improving equality demands specific action, which depends on the equality topic you choose to work on. It is important to understand and then address the specific barriers an excluded group faces. Keep in mind that multiple inequalities can intersect and might require a specific approach in addressing them. Indicate which inequality issue(s) your action plan will address.
  - Gender
  - Sexual orientation
  - Disabilities
  - Socio-economic status
  - Racial and ethnic discrimination
  - Other ...
2. In which areas of your organisation or sport delivery would you like to implement change?
  - Participation
  - Representation in management/ governance and leadership
  - Representation in coaching and refereeing
  - Fighting discrimination (racism, sexism, homophobia, ablism, ...)
  - Other ...

- What change will you like to see? If this change affects participation or representation, visualise through pie charts, indicating the current and desired situation.



- What are all the actions you could take to achieve this change? The table below can help you in the brainstorming session.

Goal	Short term action	Mid-term action	Long term action

- Which one would you like to move forward with next and why?
- What form does the action take?
  - Awareness Raising
  - Educational material
  - Strategy and policy change
  - Code of conduct
  - Sports programme
  - Infrastructure and equipment
  - Other ...
- What impact could this action have on your club? What are the KPIs (key performance indicators) for this action? How will you know if you are on the right track with achieving the change, or indeed if you have achieved the change?
- What are the potential risks/challenges and how will you deal with them?
- What are the assumptions you have about the impact on equality of the action you want to take forward? Why do you think it will work? Have you consulted the beneficiaries of the action you will be taking? See phase 4 for more information on mapping stakeholders.
- When do you want to achieve it?
 

→ If you want to create a visual timeline, have a look at these [templates](#).

## Phase 4: Map stakeholders and resources

An Equality Action Plan is all about positively impacting people, and wider society through your organisation, whether directly or indirectly. Identify who will benefit from your actions and who can help you stay on course. Consider the gaps you have in skills, expertise or resources and where you might find them, as well as engaging or consulting the target group. Try to consult with the potential beneficiaries as early as possible into the process.

- Can you engage some role models within your organisation?
- Who do you need to involve at the governance level of your organisation?
- How will you keep everyone informed?

→ The worksheet 'Finding others to work with' of the Social Enterprise Institute can be helpful to map your stakeholders. You can download it [here](#). Other useful templates can be found [here](#).

Consider the human resources you will need to deliver on your action plan. Map the staff and/or volunteers in your organisation. What skills and expertise is required? How much time will it take? Who in your organisation will be involved in implementing the action plan? Remember that your goal must be achievable and therefore should match the resources available.

In order to achieve change, a budget will be required. Think about all the activities you will be doing and what they will cost. Remember to consider the need for any one-off resources such as subcontractors, room hire, materials, etc. that will have a cost associated with them.

→ The worksheet 'Preparing a project budget' ([link](#)) of the Social Enterprise Institute can help you. Do you need to find funding to implement your action plan? Have a look at the worksheet 'Finding the Funding you need' ([link](#)).

## Phase 5: Design and implement action

The core of this Equality Action Plan Design Guide is the Equality Action Plan Canvas and Workflow, which will help you design and implement your action plan. You can find instructions for completing these templates as well as the templates themselves in the next section. The Equality Action Plan collects and builds on all the information you have been gathering in the previous phases.

## Phase 6: Monitor and evaluate

The last phase of the roadmap consists of the monitoring and evaluation of your equality action plan.

In order to monitor the progress of your equality action plan, it is helpful to specify outcomes (i.e. the specific impact you want to have) and indicators (i.e. how you will know when it has been achieved). Outcomes are specific, measurable statements that describe specific changes in your knowledge, attitudes, skills, and behaviours. In measuring outcomes, indicators have a very important role. Indicators can be defined as signs or signals demonstrating whether a project or program is achieving desired results.

Plan how (specifically with what tool) and when your organisation will gather the relevant data. When determining the indicators, it is important to consider what kind of data can be collected from the implementation of your equality action plan, such as demographic data of participants; the attendance data of specific activities; feedback data which indicates the quality and perceptions of an experience; outcome data relating to the difference being made through a project; and impact data which signifies a difference made in the long-term.

- The worksheet 'Setting monitoring indicators' ([link](#)) of the Social Enterprise Institute can help you to identify performance indicators.
- Need a step-by-step overview of the monitoring, evaluation and learning process? Check out this overview of Goodpush Alliance ([link](#)).
- More frameworks and tools for monitoring and evaluation can be found [here](#).
- Do you want to integrate a gender dimension in the monitoring and evaluation process? You can find some best practices [here](#).

Ultimately the monitoring and evaluation of your action plan will lead to learnings and greater accountability. The following questions can help you to learn from the implementation of your equality action plan and to move forward with these learnings.

- To which degree do you believe your equality action plan contributes to solving the (in)equality challenge you identified? What is the evidence (quantitative or qualitative data collected via surveys, interviews, etc.) you have for this claim?
- How have the lives of your target group been affected because of your work?
- How will the action plan, or the solution your organisation has introduced, continue after this phase? What will the long term plan include?
- What are the most significant challenges faced in the development and delivery of your equality action plan?
- What are the most noteworthy successes of your equality action plan? What change did these successes lead to within your organisation of your beneficiaries?
- What are the greatest learnings for your organisation? What learnings could be relevant for other organisations working on the same inequality?

# Instructions for the Equality Action Plan Canvas

## Define your Goal and Action

You may have one big goal, or a couple of very specific goals, or a whole series of short, mid- and long-term goals. Take the time to carefully define the goal you want this Action Plan to serve – see Phase 3 of the roadmap above. The **goal** should describe the change you want to see in your organisation. Make sure it strikes the right balance of ambition and focus. The **action** will describe how you want to get there. Both of these statements together should provide a clear purpose to your organisation, team and Equality Action Plan.

## Define where you will implement the action (Topic, Area and Type)

In these sections you are clarifying where your **action** will take place within the structure of your organisation and with regards to the wider theme of addressing inequality in sport. Indicate here which **Equality Topic** your action plan will address. The **Area** is where in the organisation you will deliver your action to create change; and the **Type** of action is an indication of the style of initiative you will implement, in the context of your organisation.

## Identify the Stakeholders

Here you should identify **direct beneficiaries** of your action, i.e. who will you specifically have in mind when fighting to become more inclusive. Next, list any **indirect beneficiaries**, i.e. people who you may not be directly targeting, but who will, as a result, also benefit from the change you are implementing. Finally, this is also a space where you can identify any people or organisations external to yours that can become **partners** to deliver on your action plan. Refer to Phase 4 of the roadmap to help you define the stakeholders.

## Specify the Outcomes and Indicators

The **outcomes** and corresponding **indicators** should be listed here to remind you of the specific impact you want to have and how you will know when it has been achieved. The indicators should be specific sets of data that will tell you that you have achieved your desired outcome. Refer to Phase 6 of the roadmap to help you define the outcomes and indicators.

## List Resources

This section asks you to identify the **people**, **money** and **time** required to implement the action plan. Carefully think about and find a balance between the resources that are available to you and the resources required to ensure the Action Plan is a success.

Be specific by providing the names and positions of the people who will be involved, an exact figure of your total budget and an exact number of days that your team will be able to work.

## Define the Timeline and Stages

Once you have defined your **goal**, as well as the specific **action** you want to take – you need to start breaking this down into manageable **stages** or work packages. This will help you envision a path for reaching your goal, and will also help you manage the workload. Be aware that the stages might take place one after the other; or they may be implemented simultaneously. Whatever makes sense for you, your team and your goal.

Considering the different stages of work, as well as the time that has been afforded to the Action Plan under resources – indicate a **timeline** for the project, i.e. a start and an end date that you will commit to.

## Consider any Risks and Preventative Measures

A lot of work will go into implementing your Action Plan, so take the time to anticipate anything that might threaten the success of your plans. List those **risks** that are most likely to happen and those that will have the biggest negative impact. Then consider which **preventative measures** you can take now or in the future to reduce those risks.



# EQUALITY ACTION PLAN CANVAS

## The goal

What is the change you want to see?

## The action

What action will you take to reach your goal?

### Equality topic

What topic of equality will your action address?

### Area

Where in the organisation will the action take place?

### Type of action

What form does the action take?

## Resources

Which people will help you implement this action plan?

### Timeline

When do you expect to start the action?

What budget is available to implement this action plan?

How much time will you allocate to this action plan?

When do you plan to complete the action?

## Stakeholders

Who will directly benefit from this action?

Who will indirectly benefit from this action?

Who will you partner with to make this action plan a success?

## Stages

Break the action down into 4 to 5 stages.

## Outcomes

What are the specific changes you want to see?

1

2

3

## Indicators

How will you know if you have achieved each of these?

1

2

3

## Risks

What might threaten the success of your action plan?

1

2

3

## Preventative measures

What can you do to minimise the risks?

1

2

3

# Instructions for the Equality Action Plan Workflow

Once you have defined the different **stages** in your Canvas you can transfer these into the Workflow template - and break them down further into the specific tasks required to deliver each stage of the Action Plan. This will provide you with a detailed workflow that will allow you to monitor progress and keep you and your team on track, focussed and accountable.

Once you have listed the tasks - indicate who will be responsible for each task and what other resources are required to complete each task. Finally, set realistic deadlines for each task. Make sure everyone is aligned with these deadlines especially as many tasks may build off one another and one person's responsibilities can be interconnected to the next.

Once you start working on the tasks you can update the progress column of the workflow, by selecting the percentage of completion.

Once you have used the Workflow template to plan the work ahead, save it in a shared place and update it regularly so that it can support you and your team throughout the implementation of your action.

## EQUALITY ACTION PLAN WORKFLOW

GOAL							
ACTION							
#	Task	Who	Budget	Start date	Due date	Progress 25% 50% 100%	Notes
1							
1.1							
1.2							
1.3							
1.4							

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# Annexes

## Example Action Plan Canvas & Workflow



## ANNEX 1

### EQUALITY ACTION PLAN CANVAS

<b>The goal</b> What is the change you want to see? Increase the number of women on the board of directors of our basketball club.			<b>The action</b> What action will you take to reach your goal? Encourage and invite women directly to apply to become board members and stand for election.		
<b>Equality topic</b> What topic of equality will your action address? Gender	<b>Area</b> Where in the organisation will the action take place? Governance/leadership/m:	<b>Type of action</b> What form does the action take? Other: Outreach	<b>Resources</b>		
			<b>Which people will help you implement this action plan?</b> Jessie (CEO); Sam (Communications Officer); Jan (Events Manager); Current board members	<b>Timeline</b> When do you expect to start the action? 01/07/2022 When do you plan to complete the action? 30/09/2022	
<b>Stakeholders</b>					
<b>Who will directly benefit from this action?</b> Women who aspire to be on the board and/or have the competencies required, but have not yet taken the steps to apply for one reason or another.	<b>Who will indirectly benefit from this action?</b> All current and future staff and members - as future decisions taken by the board will reflect a greater diversity of perspectives.	<b>Who will you partner with to make this action plan a success?</b> - Former female athletes - National Basketball Federation - Sports department of local government	<b>What budget is available to implement this action plan?</b> €350 (+ staff time)	<b>How much time will you allocate to this action plan?</b> approx. 24 hours (2 hrs/week for 12 weeks)	
<b>Stages</b> Break the action down into 4 to 5 stages.					
1. Understand concerns/barriers stopping women applying 2. Publish vacancy 3. Identify potential candidates 4. Contact potential candidates 5. Organise information/Q&A session					
<b>Outcomes</b> What are the specific changes you want to see? 1 Increased number of women applying to be on the board 2 Increased number of women on the board 3		<b>Indicators</b> How will you know if you have achieved each of these? 1 Minimum of 5 women standing for election 2 Minimum of 3 women elected onto the board 3			
		<b>Risks</b> What might threaten the success of your action plan? 1 None of the candidates apply 2 Candidates might be further disheartened by non-selection 3		<b>Preventative measures</b> What can you do to minimise the risks? 1 Ask candidates on their intentions to apply 2 Provide constructive feedback and keep contact after elections 3	

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### EQUALITY ACTION PLAN WORKFLOW

GOAL		Increase the number of women on the board of directors of our basketball club.					
ACTION		Encourage and invite women directly to apply to become board members and stand for election.					
#	Task	Who	Budget	Start date	Due date	Progress 25% 50% 100%	Notes
1	UNDERSTAND CONCERNS/BARRIERS	Jessie		01/07/22	22/07/22	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
1.1	Speak to current female board members	Jessie			11/07/22	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
1.2	Consult non-board members	Jessie			11/07/22	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Organise focus group with female staff, volunteers, athletes, +
1.3	List changes required to recruitment/election process	Sam		11/07/22	15/07/22	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
1.4	Attain permission from the board for changes	Jessie		15/07/22	22/07/22	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
2	PUBLISH VACANCY	Sam	€20.00		29/07/22	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Budget for social media promotion of vacancy (Task 2.3)

2.1	Draft role description	Sam			22/07/22	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
2.2	Implement new recruitment processes	Sam			18/07/22	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
2.3	Publish vacancy on website and share link with network	Sam			26/07/22	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
3	IDENTIFY CANDIDATES	Jessie		27/07/22	12/08/22	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
3.1	Consult partners	Jessie		27/07/22	12/08/22	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
3.2	Create list of candidates	Jessie		27/07/22	12/08/22	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
4	CONTACT CANDIDATES	Jessie		12/08/22	31/08/22	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
4.1	Share vacancy with candidates and schedule 1:1 call	Sam		12/08/22	19/08/22	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
4.2	Call each candidate	Jessie		19/08/22	31/08/22	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
4.3	Invite candidates to information session	Jan		19/08/22	31/08/22	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
5	ORGANISE INFORMATION SESSION	Jan	€200	29/07/22	15/09/22	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Invite Board members for Q&A session
n°						<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
n°						<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
ACTION COMPLETE							

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