



# Mentoring Guidelines

## Driving Gender Equality On and Off the Field

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# Introduction

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## What is in these guidelines?

These guidelines provide a framework for effective mentoring, drawing on practices implemented during the **GEIN project**, which focused on mentoring with themes around **sports and gender equality**. They include practical advice and recommendations to help mentors and mentees engage meaningfully with these themes.

Below, you will find strategies for building trust, setting clear goals, maintaining strong communication, and fostering inclusive environments within sports contexts. The guidelines also address common challenges—such as time constraints, cultural sensitivity, and gender bias.

By giving insight and explaining how different aspects , these guidelines aim to support mentoring relationships that empower individuals and promote systemic change toward equality in sports leadership.

## Who are these guidelines for?

These guidelines are designed for **mentors, mentees, and organizations** involved in sports or leadership development.

They are particularly relevant for individuals committed to advancing **gender equality and inclusion** in sports. Whether you are an experienced mentor guiding future leaders, a first-time mentee seeking growth, or a program coordinator designing mentoring initiatives, these guidelines provide insights and tools to strengthen your role.

They help ensure that mentoring experiences are impactful, equitable, and aligned with broader diversity goals—making them valuable for anyone working to create fair and inclusive sports environments.

## How should these guidelines be used?

Think of these guidelines as a flexible toolkit rather than a rigid rulebook. They can be adapted to different contexts and stages of the mentoring journey.

Mentors and mentees are encouraged to review them at the start of their relationship, revisit them regularly, and use them to guide discussions, set expectations, and resolve challenges.

Organizations can integrate these guidelines into training programs, workshops, or policy frameworks to promote consistency and quality in mentoring practices. By applying these principles, mentoring becomes a structured yet adaptable process that supports personal growth, professional development, and gender equality in sports.



# Core Good Practices

**Mentoring is a multifaceted process that supports personal growth, professional development, and inclusive leadership.**

These guidelines focus on key themes explored in our project:

Principles of mentoring:

- Building blocks for personal growth and professional development
- Understanding roles and responsibilities
- Setting goals in the mentoring relationship
- Interaction skills and communication
- Model of a mentoring meeting
- Potential challenges in mentoring



**We also highlight mentoring in sports and the unique role of women in mentoring**

While these topics provide a strong foundation, mentoring is a broad and evolving practice. There are many other areas—such as cultural diversity, digital mentoring, and long-term impact—that can enrich the experience.

These guidelines are intended as a starting point, offering practical insights for mentors and mentees as they engage with themes of gender equality and inclusion in sports.

The themes presented here represent essential elements of effective mentoring, but they are not exhaustive. Mentoring is dynamic, and its success depends on continuous learning, adaptation, and openness to new ideas.

We encourage mentors, mentees, and organizations to use these guidelines as a flexible framework, expand on them with additional resources, and tailor them to their unique contexts.

**By starting with these principles and themes, we can build stronger, more inclusive mentoring relationships that promote growth and equality in sports and beyond.**

# Building Blocks of Personal Growth and Professional Development



## Introduction

Mentoring is more than a professional arrangement—it is a relationship that fosters growth, learning, and confidence.

Coaching or supervision focus on short-term performance, while mentoring emphasizes holistic development, addressing both personal and professional dimensions. This is especially relevant in sports leadership, where success depends on resilience, decision-making, and inclusion.

For women, mentoring is a powerful tool to overcome barriers, build confidence, and access leadership opportunities.

## Key insights

Mentoring is designed to support comprehensive growth, helping mentees develop personally and professionally rather than focusing solely on tasks. It goes beyond technical skill-building to foster confidence, resilience, and leadership qualities that prepare individuals for long-term success.

Contrary to coaching or supervision, which often concentrate on immediate performance, mentoring creates space for reflection, learning, and strategic development.

Effective mentoring relies on trust, respect, and open communication, ensuring that mentees feel supported and empowered to share challenges and aspirations. This safe environment encourages honest dialogue and builds strong relationships that sustain progress over time.

In sports leadership, mentoring plays a transformative role. It provides access to networks, advocacy, and strategies to navigate gender-based challenges, helping women and underrepresented groups overcome systemic barriers.

Mentors can champion inclusion by promoting equitable opportunities and creating pathways for advancement.

When implemented thoughtfully, mentoring becomes a catalyst for diversity and organizational success. It strengthens team culture, fosters collaboration, and drives progress toward gender equality in sports.

By combining personal guidance with broader advocacy, mentoring equips individuals to lead with confidence and integrity—both on and off the field

## Why this matters

Understanding the basics of mentoring sets clear expectations and distinguishes it from coaching or supervision.

This clarity helps both mentor and mentee focus on long-term growth, build trust, and create a supportive environment—especially in sports leadership, where empowering women strengthens teams, organizations, and the broader community.



- Encourage reflection and self-assessment.
- Identify strengths and areas for improvement.
- Provide opportunities for skill-building and networking.
- Celebrate milestones and progress.

# Understanding Roles and Responsibilities

## Introduction

Clear roles and responsibilities are the cornerstone of a successful mentoring relationship.

When expectations are defined early, both mentor and mentee can work confidently toward shared goals without confusion or misalignment.

To achieve this, it's important to establish responsibilities upfront, agree on time commitments and communication channels, ensure mutual understanding of expectations, and revisit roles when circumstances change.

In sports leadership and gender equality initiatives, clarity is even more critical. Defined roles help mentors advocate for inclusion and empower women to access leadership opportunities

## Key insights

Roles and responsibilities create structure, prevent misunderstandings, and promote accountability.

The process begins by defining mentor and mentee responsibilities early. Mentors provide guidance, feedback, and support, while mentees actively engage, set goals, and follow through on agreed actions.

Once roles are clear, agree on time commitments and communication channels.

Consistency in scheduling and clarity in communication—whether through email, virtual meetings, or in-person sessions—maintains momentum and avoids frustration.

Beyond logistics, expectations should include confidentiality, boundaries, and scope. These elements build trust and ensure a safe space for learning.

Discuss how progress will be measured and what success looks like for both sides.

Mentoring relationships are dynamic. Career shifts, workload changes, or evolving goals may require adjustments to responsibilities or meeting frequency.

Proactively revisiting roles keeps the relationship relevant and effective.



Mentoring relationships are dynamic. Career shifts, workload changes, or evolving goals may require adjustments to responsibilities or meeting frequency.

Proactively revisiting roles keeps the relationship relevant and effective.

In sports and gender-focused mentoring, mentors should explicitly commit to promoting inclusion, challenging bias, and supporting equitable access to opportunities. These responsibilities strengthen diversity and leadership pipelines.

## Why this matters

Clear roles prevent confusion and ensure accountability. Knowing who does what creates structure and trust, making the relationship more effective—especially in sports leadership, where empowering women and fostering inclusion drives team and organizational success.



- Define mentor and mentee responsibilities early.
- Agree on time commitments and communication channels.
- Ensure both parties understand expectations.
- Revisit roles if circumstances change.



# Setting Goals in the Mentoring Relationship

## Introduction

Setting clear goals is a cornerstone of a successful mentoring relationship.

Goals provide direction, create motivation, and help both mentor and mentee measure progress effectively.

To ensure goals are meaningful and achievable, it's important to use SMART criteria, align objectives with the mentee's aspirations, break down long-term goals into manageable steps, and review them regularly to stay on track.

In sports leadership and gender equality initiatives, goal-setting ensures progress toward inclusion, resilience, and leadership development.

## Key insights

Goal-setting provides structure, direction, and a shared sense of purpose.

The process begins with an open conversation where mentor and mentee articulate expectations, priorities, and desired outcomes.

Goals should follow the SMART framework—Specific, Measurable, Achievable, Relevant, and Time bound—for clarity and accountability. For example, a mentee might aim to improve strategic decision making within three months, while the mentor commits to providing feedback and resources.

Goals must align with the mentee's long-term aspirations and current challenges, ensuring they are practical and motivating. Breaking goals into smaller, actionable steps creates early wins that build confidence.

Regular check-ins help monitor progress, address obstacles, and adjust objectives as circumstances evolve.

Mentors strengthen this process by offering tools, resources, and constructive feedback, while mentees take ownership by tracking progress and reflecting on lessons learned.



Celebrating achievements—big or small—reinforces motivation and commitment.

In sports and gender-focused mentoring, goals should explicitly include leadership development, equitable access, and strategies to overcome barriers. This ensures mentoring drives inclusion and diversity while supporting personal growth.

## Why this matters

Goals matter because they provide direction and measurable progress. Without them, mentoring can become unfocused and less impactful—especially in sports leadership, where clear objectives help empower women and foster inclusive teams.



- Use SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound).
- Align goals with the mentee's aspirations.
- Break down long-term goals into smaller steps.
- Review and adjust goals regularly.

# Interaction Skills and Communication

## Introduction

Effective communication is the backbone of any successful mentoring relationship.

It creates trust, fosters understanding, and ensures that both mentor and mentee feel heard and supported.

To achieve this, it's important to practice active listening and empathy, provide constructive and actionable feedback, use open-ended questions to encourage dialogue, and remain culturally sensitive and inclusive throughout the process.

In sports leadership and gender equality contexts, communication must also challenge bias, promote inclusion, and empower diverse voices.

## Key insights

Strong interaction skills and clear communication build productive, respectful mentoring relationships.

The foundation begins with active listening and empathy, allowing mentors to fully understand the mentee's perspective and respond thoughtfully. This creates an environment where mentees feel valued and supported, fostering trust and openness.

Equally important is providing constructive, actionable feedback. Feedback should be specific, focused on behaviors rather than personal traits, and paired with practical steps for improvement.

For example: instead of saying, "Be more confident," a mentor might suggest, "Prepare three key points before your next presentation to feel more prepared."

To keep conversations engaging, mentors should use open-ended questions that invite dialogue and encourage reflection. Questions like, "What strategies have worked best for you so far?" promote critical thinking and self awareness.



Finally, effective communication requires cultural sensitivity and inclusivity, respecting differences in background, values, and perspectives.

In sports and gender-focused mentoring, this means actively addressing stereotypes, ensuring equal participation, and creating space for diverse viewpoints.

By integrating these practices—listening actively, offering constructive feedback, asking thoughtful questions, and honoring diversity—mentors build trust, promote growth, and create a safe space for honest exchanges that drive long-term development.

## Why this matters

Strong communication skills ensure trust, clarity, and inclusion. They make feedback actionable and conversations meaningful—especially in sports leadership, where empowering women and diverse voices strengthens teams and organizations.



- Practice active listening and empathy.
- Provide constructive, actionable feedback.
- Use open-ended questions to encourage dialogue.
- Be culturally sensitive and inclusive.



# Model of a Mentoring Meeting

## Introduction

A well-organized mentoring meeting is essential for maintaining focus and ensuring progress.

Structured sessions help mentors and mentees stay aligned, address challenges, and set actionable goals.

To achieve this, start with a clear agenda, review progress, explore new topics, and conclude with agreed actions and timelines.

In sports leadership and gender equality contexts, structured meetings also ensure accountability for inclusion and development goals.

## Key insights

A productive mentoring meeting begins with a clear agenda that sets expectations and allows both mentor and mentee to prepare in advance.

This structure ensures time is used effectively and that discussions remain focused on priorities.

The next step is reviewing previous progress and challenges. Reflecting on accomplishments and identifying obstacles reinforces accountability and helps maintain continuity between sessions.

Celebrating successes, even small ones, builds confidence and motivation.

After addressing past actions, introduce new topics and define next steps aligned with the mentee's development plan. This stage is ideal for brainstorming solutions, sharing resources, and exploring opportunities for growth.

It also provides space for mentors to offer guidance and for mentees to voice concerns or aspirations.

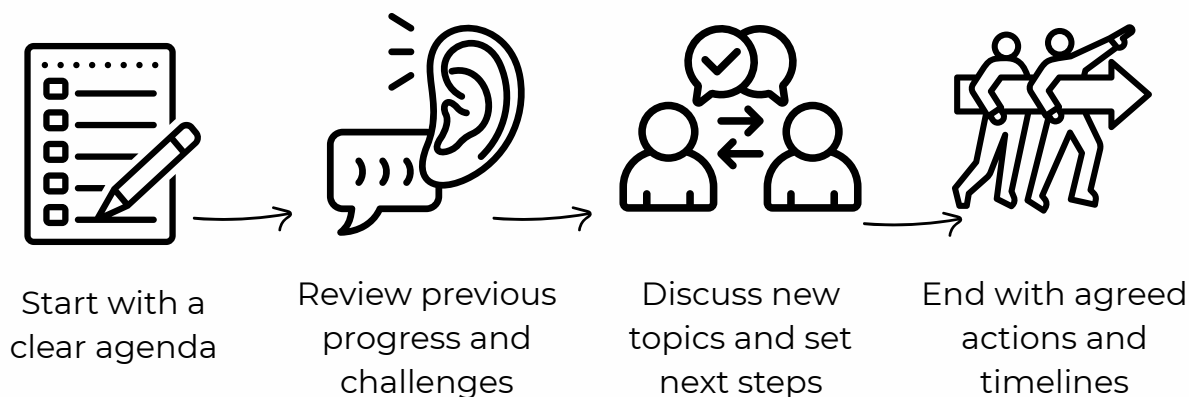
Finally, conclude with agreed actions and timelines. Documenting responsibilities and deadlines creates clarity and provides a reference for future meetings, ensuring momentum is sustained.



In sports and gender-focused mentoring, meetings should include checkpoints for inclusion goals, leadership development, and strategies to overcome barriers such as bias or limited access to networks.

This intentional approach ensures progress toward diversity and equitable opportunities.

By following this structured model, mentoring meetings become purposeful and results-driven—fostering trust, continuous learning, and professional growth while advancing gender equality in sports leadership.



## Why this matters

A structured meeting model keeps discussions productive and goal-oriented, ensuring time is used effectively—especially in sports leadership, where clear agendas help advance inclusion and empower women in leadership roles.

# Potential Challenges in Mentoring



## Introduction

Mentoring relationships can face challenges that, if left unaddressed, may hinder progress and trust.

Common issues often stem from mismatched expectations or logistical constraints.

To maintain a healthy and productive partnership, it's important to address time constraints early, clarify expectations, manage power dynamics, and seek support when conflicts persist.

In sports leadership and gender equality contexts, these challenges can include bias, lack of representation, and unequal access to opportunities—making proactive solutions essential.

## Key insights

Mentoring relationships, even when well-intentioned, can encounter obstacles that affect the mentoring process. Recognizing these challenges early is essential for maintaining momentum.

Time constraints and scheduling conflicts are among the most common issues, often leading to frustration and disengagement.

Addressing these concerns upfront by agreeing on realistic meeting frequencies, setting priorities, and allowing flexibility helps ensure continuity.

Equally important is clarifying expectations around goals, responsibilities, and boundaries. Transparency at the outset prevents misunderstandings and fosters a shared sense of purpose.

Managing power dynamics is another critical factor—mentoring should feel collaborative rather than hierarchical, creating an environment of mutual respect and psychological safety where ideas can be exchanged freely.

When challenges persist despite these efforts, mentors and mentees should seek support from program coordinators or organizational resources to mediate and realign expectations.

In sports and gender-focused mentoring, additional barriers such as unconscious bias, limited access to networks, and cultural norms can complicate progress.

Mentors play a vital role in addressing these issues by advocating for inclusion, promoting equitable opportunities, and creating safe spaces for diverse voices.

Ultimately, proactive communication and adaptability are key to overcoming hurdles.

By addressing potential challenges thoughtfully and early, mentoring partnerships remain constructive, resilient, and focused on growth—empowering individuals and advancing gender equality in sports leadership.

## Why this matters

Recognizing challenges early prevents breakdowns in the relationship. Addressing issues proactively ensures mentoring remains positive, inclusive, and sustainable—especially in sports leadership, where diversity strengthens teams and organizations.



- Address time constraints and scheduling conflicts early.
- Clarify expectations to avoid misunderstandings.
- Manage power dynamics and maintain equality.
- Seek support if conflicts persist.



# Mentoring in Sports

## Introduction

Mentoring in sports goes beyond improving athletic performance—it shapes character, leadership, and inclusivity.

Effective sports mentoring balances technical skill development with personal growth, promotes teamwork and resilience, addresses gender equality and diversity, and encourages role modeling for younger athletes.

These elements ensure that athletes not only excel on the field but also thrive as leaders and positive influences in their communities.

## Key insights

Sports mentoring is a dynamic process that combines performance enhancement with holistic personal development.

At its core, it requires balancing technical skill development with personal growth, helping athletes refine abilities while cultivating discipline, confidence, and emotional intelligence.

Beyond individual progress, mentoring should promote teamwork and resilience—essential traits for success in competitive environments. Teamwork fosters collaboration and trust, while resilience equips athletes to handle setbacks and maintain focus under pressure.

Equally important is addressing gender equality and diversity. Mentors play a vital role in creating inclusive environments where all athletes feel valued and respected, regardless of gender, background, or ability.

This commitment strengthens team culture and reflects broader societal values of fairness and representation.



Finally, effective sports mentoring should encourage role modeling for younger athletes, inspiring the next generation through positive behavior, leadership, and integrity. When experienced athletes demonstrate professionalism and respect, they set a standard that shapes future sports communities.

By integrating these principles, sports mentoring becomes more than a performance-driven practice—it evolves into a transformative experience that empowers athletes to excel both on and off the field, fostering leadership, inclusion, and lifelong growth.

## Why this matters

Sports mentoring matters because it builds character, leadership, and inclusion—preparing athletes for life beyond the game.



- Balance technical skill development with personal growth.
- Promote teamwork and resilience.
- Address gender equality and diversity in sports contexts.
- Encourage role modeling for younger athletes.

# Women in Mentoring

## Introduction

Women often encounter unique challenges in leadership and sports, from stereotypes to underrepresentation.

Mentoring is a powerful tool to overcome these barriers by offering guidance, support, and opportunities for growth.

Key strategies include providing female role models, addressing systemic obstacles, creating safe spaces for dialogue, and advocating for policies that promote gender equality.

## Key insights

Mentoring plays a critical role in empowering women, especially in fields like leadership and sports where representation remains limited.

One of the most impactful approaches is to provide female role models and leadership opportunities. Visible examples of success inspire confidence and show what is possible, countering stereotypes and helping mentees envision themselves in similar roles.

Equally important is addressing systemic barriers such as bias and lack of representation. Mentors can challenge stereotypes, offer practical advice for navigating male-dominated environments, and promote inclusive practices that open doors for advancement.

Creating safe spaces for open discussion is essential. Women need environments where they can share experiences, voice concerns, and seek guidance without fear of judgment. These conversations foster trust and allow mentors to provide tailored support.



Finally, mentoring should extend beyond individual relationships to advocate for organizational policies that support gender equality—such as equitable hiring, flexible work arrangements, and anti discrimination measures.

Combining personal guidance with systemic advocacy transforms mentoring into a force for cultural change.

Through these efforts, women gain the confidence, skills, and opportunities needed to thrive in leadership and sports.

## Why this matters

Promoting gender equality through mentoring strengthens representation and inclusion. It empowers women to overcome barriers, access leadership roles, and contribute fully to teams and organizations.



- Provide female role models and leadership opportunities.
- Provide female role models and leadership opportunities.
- Create safe spaces for open discussion.
- Advocate for policies that support gender equality.



# Mentoring to Close the Gender Gap in Sport



## Understanding the Gender Gap in Sport

Gender inequality in sport is complex and deeply rooted. It is not only about who plays but also about who leads, who coaches, and who makes decisions.

While participation rates for girls and women have improved in many countries, the gap widens as we move up the hierarchy. Women are significantly underrepresented in coaching positions, officiating roles, and leadership positions within federations and clubs.

This imbalance influences everything—from policy decisions and funding priorities to how athletes are portrayed in the media.



- For example, European research shows that women make up roughly one-third of sports federation members, yet only a small fraction serve as presidents or senior executives.

In coaching, the numbers are even lower, with women often concentrated in grassroots roles and rarely seen at elite levels.

These disparities are not accidental; they reflect systemic barriers such as limited access to training, lack of sponsorship, and cultural stereotypes that discourage women from pursuing leadership roles.

Understanding these dynamics is the first step toward creating mentoring programs that address real needs rather than surface-level symptoms.

## Gathering Data in a Sports Context

To implement effective mentoring processes, it is essential to have context. These few questions could help guide how to interpret the current situation in your organisation, region, or country:



- How many women hold leadership positions?
- What percentage of coaches and referees are women?
- Are women equally represented on committees that allocate resources or set rules?

Data can come from membership records, coaching certifications, and governance reports. External benchmarks, such as the [All In Plus project](#) by the Council of Europe, provide comparative insights across countries and sports disciplines.

These reports highlight trends in participation, leadership, and policy development, offering a valuable reference point.

However, numbers alone do not tell the full story. Qualitative data—interviews with female athletes, coaches, and administrators—reveals barriers such as lack of networking opportunities, cultural stereotypes, and limited access to professional development.

Combining quantitative and qualitative data gives a holistic view of the challenges women face and the opportunities that mentoring can unlock.

## Considering Cultural Influences in Sport

Sport reflects society, and cultural norms shape participation and leadership. In some regions, women may face resistance to playing certain sports or pursuing leadership roles.

Even within the same country, differences can exist between urban and rural communities or between sports disciplines.

For example, football may have more established pathways for women than cycling or combat sports, where traditional gender norms remain strong.

Cultural attitudes also influence how mentoring is perceived. In some contexts, women may hesitate to seek mentors for fear of being seen as dependent or less capable.

In others, informal networks—often dominated by men—serve as gateways to leadership, leaving women excluded.

Recognizing these cultural nuances helps tailor mentoring programs to local realities rather than applying a one-size-fits-all approach.

It also underscores the importance of creating safe, inclusive spaces where women feel empowered to learn and grow.

## Building Mentoring Relationships in Sport

Mentoring in sport can take many forms:



- A senior coach guiding a young female coach through certification and career planning.
- A federation leader mentoring an aspiring administrator on governance and policy.
- Peer mentoring among athletes transitioning to coaching roles.

A successful mentee approaches the relationship with clear goals—such as improving technical skills, gaining confidence to apply for leadership positions, or learning how to navigate federation politics.

They take ownership of their development and remain open to feedback.

A good mentor commits to supporting growth, listens actively, and offers both guidance and challenge.

They understand that mentoring is not about creating a clone but helping someone find their own path.

In sport, sponsorship is critical: mentors can recommend mentees for coaching clinics, introduce them to influential committees, or nominate them for leadership programs.

This advocacy often makes the difference between advice and real opportunity.

## Why Mentoring Matters in Sport

Mentoring is a powerful tool for breaking down barriers in sport.



- It helps women build confidence, develop technical and leadership skills, and gain visibility in spaces where decisions are made.

Over time, mentoring programs can change organizational culture, making federations more inclusive and equitable.

When combined with sponsorship - where mentors actively advocate for mentees - the impact is even greater. This is how we move from participation to leadership and from equality on paper to equality in practice.

Research supports this approach. Studies show that mentoring improves retention, accelerates career progression, and increases representation in leadership roles.

In sport, where informal networks often determine access to opportunities, structured mentoring programs provide a critical counterbalance. They create pathways for women to enter and thrive in roles that have historically been closed to them.

## Measuring Impact in Sport

Evaluation ensures that mentoring programs deliver results. Define success early:



- Are more women becoming certified coaches?
- Has female representation on boards increased?
- Are women staying longer in administrative roles?

Use both numbers and stories. Track promotions, certifications, and committee appointments, but also collect testimonials from mentees about how mentoring helped them overcome barriers.

Share these results widely—within your organization and with stakeholders—to build momentum and secure ongoing support.

Impact measurement should go beyond individual outcomes. Look at cultural shifts: Are meetings more inclusive? Are policies being reviewed through a gender lens?

These changes signal that mentoring is not just helping individuals but transforming systems.



# Additional Resources

## Inspiration

These guidelines were inspired and shaped by insights gathered during our workshops with mentors and mentees, incorporating some real experiences and practical lessons learned throughout the project.

Their voices and stories provided valuable perspectives that helped us identify what truly matters in effective mentoring for gender equality in sports.

In addition, two key resources informed the structure and content of these guidelines. These books offered frameworks, strategies, and best practices that complement our own findings and may serve as helpful references for mentors seeking to deepen their understanding and enhance their approach.

- Garvey, B., Stokes, P., & Megginson, D. (2022). Coaching and mentoring: Theory and practice (4th ed.). SAGE Publications.
- Gupta, S. U. (2018). Mentoring 2.0: A practitioner's guide to changing lives. SAGE Publications Pvt. Ltd

## Websites and Projects

Mentoring is a universal practice that spans multiple disciplines, from business and education to creative industries and beyond.

Online resources such as courses and toolkits can provide structured guidance, practical strategies, and conversation frameworks that strengthen mentoring relationships regardless of the field.

While the examples below are not specifically focused on sport or gender equality, they offer valuable insights and tools that can be applied to any mentoring context.

### [SALTO-YOUTH Mentoring Resources](#)

- A collection of useful resources, which should support you in mentoring your volunteers and guide them through their learning journey.
- SALTO-YOUTH stands for Support, Advanced Learning and Training Opportunities for Youth.
- It works within the Erasmus+ Youth and the European Solidarity Corps programmes.

### [Mentor on the Move - Online Training Course](#)

- Mentor on the Move (MOTM) is an Erasmus+ Sport project that supports clubs, NGOs and community organisations to create safe, welcoming mentoring opportunities for women with migrant backgrounds through sport and movement.



# Project Overview



## Female Sport Leaders Promoting Gender Independent Physical Activity (GEIN)

The project “Female Sport Leaders Promoting Gender Independent Physical Activity ” (GEIN), funded by the Erasmus+ program 2024 - 2025, is designed to empower sport actors in Albania and Kosovo.

It focuses on promoting gender equality and leadership skills through a structured learning program and mentorship.

This initiative directly addresses the underrepresentation of women in sports leadership roles, predominantly dominated by men, by fostering awareness and skill development across all genders.

## Project Deliverables

During this project, different outputs were developed for the impact of this project to reach a broader audience

- **Development and piloting of a learning course** tailored for female sport leaders and coaches.
- **Organization of workshops and mentoring** at both national and international levels, including para-sports.
- **Creation of a network of mentors** to support ongoing gender equality efforts in the sports sector.
- **Compilation of a video compendium** showcasing projects and initiatives created by mentees.
- **Production of mentoring guidelines** to provide a structured framework that guides both mentors and mentees.

This project aims not only to empower individuals but also to instill broader societal change towards gender equality in sports, aligning with **UN Sustainable Development Goal 5** on gender equality.



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**Equal play, equal say.**