



Comprehensive Action Plan on the Green Transition

UNIVERSITY OF MONTENEGRO

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For HEIs and other institutions

Main challenges for Green Transition indicated by project participants	
Universal: <ul style="list-style-type: none">• Insufficient institutional capacity, lack of capital for investments.• Low awareness or motivation among staff and students, lack of systems for monitoring and evaluating progress in sustainability areas, lack of an overall long-term strategy. Transitioning to a culture of sustainability among students, staff, and stakeholders is slow and gradual.• Policy and Regulatory Gaps – National and low level policies often lag behind sustainability needs.• Technological Barriers – Access to advanced technologies may be limited or costly.	Individual (most common): <ul style="list-style-type: none">• Lack of systems for monitoring and evaluating progress.• Decentralised structure, lack of professional capacity to implement changes.• Funding Availability – Institutions in developing regions may have limited access to green financing.• Disciplinary Balance – Integrating sustainability across diverse faculties (STEM, social sciences, arts) requires tailored approaches.• Stakeholder Engagement – Varying levels of awareness and interest among students, faculty, and local communities.

Priorities for advancing Green Transition in HEIs and other institutions

Main priorities identified in each of the main thematic areas

Waste Management:

- Minimising waste generation
- Maximising waste sorting and reuse

Energy & Green Infrastructure:

- Energy efficiency audits for buildings and facilities
- Green infrastructure investments and modernisation

Public Procurement, Catering:

- Conscious and informed procurement procedures
- Reduction of plastic use for catering

Mobility & Transport:

- Availability of green transport measures on campus
- Promotion of green transport for work travel

Water Management & Biodiversity:

- Water-saving and efficiency in water use
- Engagement with local ecosystem

Education & Awareness:

- Modernisation of curricula
- Information campaigns

External Cooperation:

- Active collaboration with both private and public sector
- Active engagement with local community

Staff & Student Engagement:

- Awareness campaigns
- Programs encouraging sustainable practices

Solutions and suggested indicators for advancing the main priorities for each respective thematic area

Waste Management

Medium and Big HEIs

- Introduce simple monitoring practices (e.g. regular audits or basic reporting tools) to better understand waste flows and identify areas for improved sorting and reduction.
- Establish internal reuse platforms for furniture, ICT and lab equipment, with options for inter-faculty or inter-university sharing.
- Launch campus-wide awareness campaigns combined with visible infrastructure (composters, colour-coded bins, digital signage).

Small HEIs

- Partner with local waste management companies that guarantee high levels of sorting and reuse at low administrative cost.
- Create small-scale reuse initiatives (e.g. furniture exchange boards, repair workshops) to extend the life of university assets.
- Focus on targeted awareness sessions for staff and students to reduce food and chemical waste in daily operations.

Other institutions (research centres, associations, NGOs, etc.)

- Prioritise procurement from contractors that provide reuse and recycling guarantees, and report transparently on outcomes.
- Facilitate asset-sharing networks with nearby universities or organisations to maximise reuse of scientific and office equipment.
- Organise thematic campaigns or pilot projects (e.g. “zero waste week”) to raise visibility and engage stakeholders in practical solutions.

Indicators

- Quantity of assets reused or shared (number of items redistributed instead of purchased new).
- Number of awareness events/campaigns on waste reduction held annually.
- % reduction in total waste generated per year.

Energy & Green Infrastructure
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Medium and Big HEIs

- Carry out regular energy audits across multiple buildings and use the results to prioritise high-impact upgrades such as insulation, smart lighting, and automated HVAC systems.
- Invest in large-scale renewable solutions (e.g. solar panels on campus rooftops, geothermal systems) and integrate them into sustainability strategies.
- Communicate audit results and infrastructure improvements to staff and students to

increase awareness and engagement.

Small HEIs

- Conduct basic energy assessments focused on key facilities (e.g. student housing, libraries) to pinpoint the most urgent efficiency upgrades.
- Prioritise affordable improvements with quick returns, such as LED lighting, insulation of smaller buildings, or motion-sensor systems.
- Use campus visibility (notice boards, events) to showcase implemented energy-saving measures and build a culture of sustainability.

Other institutions (research centres, associations, NGOs, etc.)

- Undertake targeted energy audits of office and research spaces to identify specific areas for energy savings.
- Invest in modest but visible green solutions (e.g. solar-powered lighting, small green areas, efficient IT equipment) to set an example.
- Share good practices and results from audits with partner organisations to inspire wider adoption of green infrastructure.

Indicators:

- Number or % of buildings with recent energy audits.
- Installed capacity of renewable energy on campus (kW).
- Number of awareness campaigns or communications on energy efficiency per year.

Public Procurement & Catering

Medium and Big HEIs

- Integrate sustainability criteria (e.g. Fairtrade, life-cycle costing, energy efficiency) into procurement processes for catering and equipment.
- Collaborate with local and regional suppliers to reduce transport emissions and support seasonal food sourcing.
- Phase out single-use plastics in canteens and events by introducing reusable or compostable alternatives at scale.

Small HEIs

- Use simplified procurement guidelines that prioritise local and seasonal products to ensure conscious purchasing without excessive administrative burden.
- Gradually replace disposable items in catering with reusable sets or biodegradable alternatives.
- Encourage small pilot initiatives (e.g. “plastic-free events”) to raise awareness and test scalable solutions.

Other institutions (research centres, associations, NGOs, etc.)

- Include ethical and environmental standards (e.g. certified products, low-carbon options) in catering and procurement contracts.
- Partner with local suppliers and caterers that guarantee reduced plastic packaging and sustainable practices.

- Lead by example through awareness campaigns on sustainable procurement and by publicly reporting on progress.

Indicators

- % of procurement contracts including sustainability criteria (e.g. Fairtrade, local suppliers).
- % reduction in single-use plastic items purchased.
- Number of awareness campaigns on sustainable procurement/catering per year.

Mobility & Transport

Medium and Big HEIs

- Expand campus infrastructure for sustainable mobility (e.g. bike lanes, secure storage, e-charging points) to reduce reliance on cars.
- Introduce incentive schemes for staff and students to choose green transport for work-related travel, such as subsidies for rail or shared transport.
- Regularly monitor and report on transport usage patterns (parking, bike use, public transport uptake) to guide further improvements.

Small HEIs

- Provide basic but visible facilities such as sheltered bike racks and carpool coordination platforms to promote greener commuting.
- Encourage the use of regional and cross-border train connections for staff travel by offering partial reimbursement or information campaigns.
- Organise awareness events (e.g. “bike to campus days”) to build a culture of sustainable mobility.

Other institutions (research centres, associations, NGOs, etc.)

- Facilitate shared mobility solutions (bike-pooling, carpooling) adapted to smaller communities or office settings.
- Prioritise trains and other low-emission options for domestic and regional work travel by adjusting internal travel policies.
- Demonstrate leadership by promoting visible green mobility practices (e.g. staff cycling allowances, low-emission vehicle use).

Indicators

- Number of bike racks or e-charging stations installed.
- % of work-related trips made by train vs. air.
- Number of green mobility awareness events or campaigns per year.

Water Management & Biodiversity

Medium and Big HEIs

- Develop comprehensive water management strategies supported by regular audits to

track consumption and identify efficiency gains.

- Install water-saving technologies at scale (e.g. low-flow taps, smart irrigation, water fountains) across large facilities.
- Create biodiversity zones on campus by planting native species and setting up habitat features (ponds, bird boxes, pollinator gardens).

Small HEIs

- Focus on affordable water-saving measures, such as aerators, leak checks, and efficient use of water in student housing.
- Promote simple biodiversity initiatives, like planting native shrubs or maintaining small green areas without pesticides.
- Engage staff and students through workshops or volunteering days on water conservation and local ecosystem protection.

Other institutions (research centres, associations, NGOs, etc.)

- Adopt responsible water-use practices in offices and laboratories, supported by awareness campaigns for staff.
- Collaborate with local communities and authorities to support conservation projects (e.g. river clean-ups, tree planting).
- Showcase biodiversity-friendly practices (e.g. native plant gardens, bird feeders) to set a visible example for partners and stakeholders.

Indicators

- % reduction in water consumption per building/user.
- Number of buildings equipped with water-saving fixtures.
- Number of biodiversity-supporting features installed (e.g. bird feeders, pollinator gardens).

Education & Awareness

Medium and Big HEIs

- Systematically review and update curricula to integrate sustainability across disciplines, ensuring consistent coverage of environmental, economic, and social aspects.
- Develop new interdisciplinary courses and programmes co-taught by multiple faculties to reflect the complexity of sustainability challenges.
- Run large-scale awareness campaigns (e.g. sustainability weeks, lecture series) to engage the whole academic community.

Small HEIs

- Introduce targeted sustainability modules or case studies into existing courses to modernise teaching with minimal structural change.
- Offer optional workshops or short courses for students and staff to build practical knowledge on sustainability.
- Promote sustainability through small-scale but visible campaigns, such as poster series or themed events on campus.

Other institutions (research centres, associations, NGOs, etc.)

- Provide specialised training and seminars on sustainability topics relevant to their field of activity.
- Collaborate with universities and local communities to deliver joint awareness campaigns and events.
- Use digital platforms (newsletters, webinars, social media) to spread information on sustainability practices and engage stakeholders.

Indicators

- Number or % of courses/programmes revised to include sustainability content.
- Student/staff participation rate in sustainability-related courses or events.
- Number of awareness campaigns or sustainability events held annually.

External Cooperation

Medium and Big HEIs

- Establish strategic partnerships with public and private actors to co-develop sustainability research, policies, and pilot projects.
- Engage in international networks and consortia to exchange methodologies and influence sustainability strategies beyond the national level.
- Involve local communities in large-scale outreach initiatives such as open lectures, living labs, or joint environmental campaigns.

Small HEIs

- Partner with local authorities, SMEs, and NGOs on applied sustainability projects with visible community benefits.
- Share academic expertise by offering guest lectures or workshops for the wider public on practical sustainability topics.
- Build long-term ties with the local community through joint volunteering actions (e.g. clean-ups, biodiversity projects).

Other institutions (research centres, associations, NGOs, etc.)

- Collaborate with both public institutions and private companies on knowledge transfer and applied sustainability solutions.
- Support local communities by providing training, awareness events, or participatory projects that highlight sustainability practices.
- Act as facilitators connecting universities, businesses, and civic groups to create cross-sector sustainability networks.

Indicators

- Number of partnerships with public, private, and NGO actors in sustainability projects.
- Number of community-focused sustainability initiatives/events organised per year.

- Number of joint projects/policies influenced through external cooperation.

Examples of external cooperation from project participants:

International networks:

- Visegrad Fund (“Accelerating and Enhancing Green Transition”)
- Green Economic Development (GED) – UNDP
- UNAI SDG7 Hub – Energy Community
- REPper – Repair Perspective
- EHP/Norway Funds
- RECETOX–Örebro University Collaboration
- UN-Habitat
- Science and Innovation Park
- Green AURA - AR-Enhanced Living Lab for Decarbonization
- WE.Circular – Circular Economy Support for Female Entrepreneurs

University networks:

- EDUC Alliance (Erasmus+ Alliance)
- Una Europa Joint Bachelor in Sustainability (BASUS), Una Europa university alliance
- Utrecht Network
- ECOBIAS – Environmental Monitoring Curriculum Development
- Compostela Group
- Sustainable Blue Economy Partnership
- ISEP (International Students Exchange Programme)
- The Hague Network
- European Urban Initiative
- European Digital UniverCity (EDUC Alliance)
- Sustainability Platform of Hungarian Universities (MEFP)
- Leader of International Cooperation for Green Transition (UJ degree) - Key to the Future – Comprehensive Programme for the Development of Education for the Needs of Key Industries at Jagiellonian University

National/regional networks:

- South Moravian Region, Statutory City of Brno, South Moravian Innovation Centre (JIC), South Moravian Centre for International Mobility (JCMM), UNILEAD I & II.
- The City of Pécs, Pécs–Baranya Chamber of Commerce and Industry, Baranya County Government & National Agricultural Chamber, Baranya County (Regional Government), Ökováros–Ökorégió Alapítvány, Pécsi Környezetvédelmi Kft., Tettye Forrásház Zrt., H2SCALE – Green Hydrogen Ecosystems in the Danube Region, Energy Community Concept in Energy Law Training.
- Urban Transformation Project Sarajevo (UTPS), Climate City Contract – Sarajevo Functional Urban Area, Pioneer Partnership – Climate Actions in the Balkans (MOU between UNSA’s School of Economics and Business, GORD - Gulf Org. for Research & Development -, Economic institute Sarajevo, and Rimor Company).
- Carpathian Convention, City of Kraków, Polish National Agency for Academic Exchange.

Students & Staff Engagement

Medium and Big HEIs

- Launch recurring campus-wide campaigns (e.g. “Sustainability Month”) combining lectures, challenges, and exhibitions to engage large student and staff populations.
- Develop structured programmes (e.g. sustainability ambassadors, green labs, eco-volunteer networks) that allow staff and students to actively contribute.
- Offer incentives (certificates, recognition, small grants) for initiatives that demonstrate measurable sustainable practices.

Small HEIs

- Organise interactive workshops and seminars tailored to the scale of the institution, ensuring high participation rates.
- Encourage small but impactful initiatives (e.g. “bring your own cup” campaigns, local volunteering days) to build daily sustainable habits.
- Establish simple recognition schemes (e.g. “green office” or “green classroom” awards) to motivate staff and students.

Other institutions (research centres, associations, NGOs, etc.)

- Provide training sessions and awareness events on sustainability relevant to the organisation’s specific field of expertise.
- Involve staff and volunteers in sustainability programmes, such as reducing office waste or supporting local eco-projects.
- Share success stories and best practices through newsletters or online platforms to inspire wider engagement.

Indicators

- Number of sustainability workshops, seminars, or campaigns organised annually.
- % of students and staff participating in engagement programmes.
- Number of initiatives led by student/staff sustainability ambassadors or volunteers.