



Good Governance Tools

SUCCESS Project – Sport Management and Leadership Training Programme

17 October, Rome, Italy



EU Office

Co-funded by the
Erasmus+ Programme
of the European Union



Structure of presentation



1. Framework on good governance & development of good governance tools
2. Introduction to the SIGGS Project
3. Explanation of the SIGGS self-evaluation tool
4. Future activities

Introductory questions



- ❑ *What is the first thing that comes to your mind when you hear the word “Good Governance”?*
- ❑ *Is there a difference between good governance and good management?*
- ❑ *Is good governance only a topic for European / international federations and not for national federations?*

Introduction



- ❑ Good Governance is more than...
 - Good management
 - A compliance issue
 - A check list of tasks
 - Adopting a number of documents
- ❑ Good governance is about the culture of an organisation – it is a continuous process - it needs to be a mindset

1. Framework



- Starting point: Sport 4 Good Governance (S4GG) Project of the EOC EU Office
 - EU-funded Project: January 2012 – June 2013
 - Objective: awareness-raising on importance of good governance
 - Partner network including 7 NOCs (DK, IT, ES, SK, NL, CY and HR)
 - Outcomes: “Key to Good Governance”



1. Framework



Basic Universal Principles of Good Governance of the Olympic and Sports Movement (2009)

1. Vision, mission and strategy
2. Structures, regulations and democratic process
3. Highest level of competence, integrity and ethical standards
4. Accountability, transparency and control
5. Solidarity and development
6. Athletes' involvement, participation and care
7. Harmonious relations with governments while preserving autonomy

1. Framework

□ Developments following the S4GG Project:

1) EU: Principles of good governance in sport (2013)

1. Clarity of purpose / objectives
2. Code of ethics
3. Stakeholder identification and roles
4. Democracy and minimum standards
5. Delegation and committees
6. Management
7. Judicial / disciplinary procedures
8. Inclusivity and youth engagement
9. Statutes, rules and regulations
10. Accountability and transparency

1. Framework



2) IOC: Olympic Agenda 2020 and 20+20 recommendations (December 2014)

□ Recommendation 27: **Comply with basic principles of good governance**

“All organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement”

1. Such compliance to be monitored and evaluated
2. Organisations responsible for running self-evaluation on a regular basis

1. Framework



3) ASOIF: Governance Task Force (2015-2016)

- ❑ For international federations
- ❑ Development of measurement tool (quantification)
- ❑ Based on BIBGIS methodology (Chappelet)
- ❑ 5 Principles
 1. Transparency
 2. Integrity
 3. Democracy
 4. Solidarity
 5. Control mechanisms

1. Framework



- ❑ Increasing relevance of good governance:
 - ❑ Pressure by sponsors/public authorities: Commitment to good governance is increasingly seen as a pre-condition for receiving financial support
 - ❑ Sports landscape: Implementation good governance will increase efficiency of your organisation (saving resources, better sports results/services for members)
 - ❑ Internal pressure: Good governance is essential in order to achieve sustainability (long-term thinking, risk management)
 - ❑ Pressure by members and stakeholders: Request good governance and become more vocal (inclusive organisation, consultation, decision-making, participation)

1. Framework



- ❑ Implementing governance / change starts by knowing your current situation

=> Introspection: need for regular self-evaluation

- ❑ External versus internal evaluation
 - Pyramidal structure of sport
 - Autonomous self-regulation
 - Government regulation on reporting / transparency
 - External auditing by watchdogs (e.g. Sports Governance Observer)

1. Framework



- Expectations of sport organisations in terms of “good governance tools”
 - Support and guidance on implementing good governance
 - Tailored to specific situation of the organisation
 - Taking into consideration national / sports particularities
 - Contact person for advice
 - Templates and good practice examples

The SIGGS Project



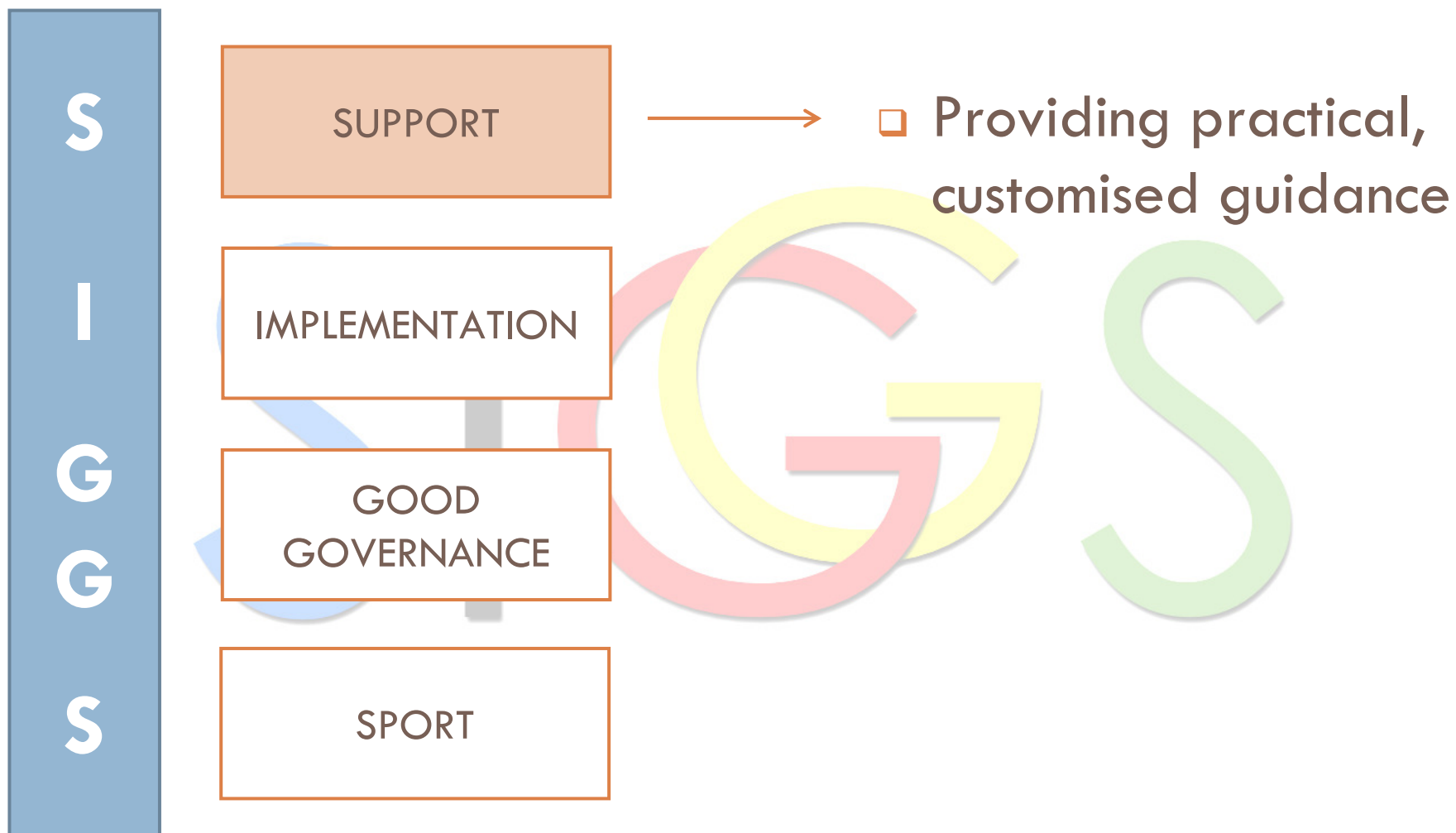
Support the Implementation of
GOOD GOVERNANCE in Sport

2. Introduction SIGGS

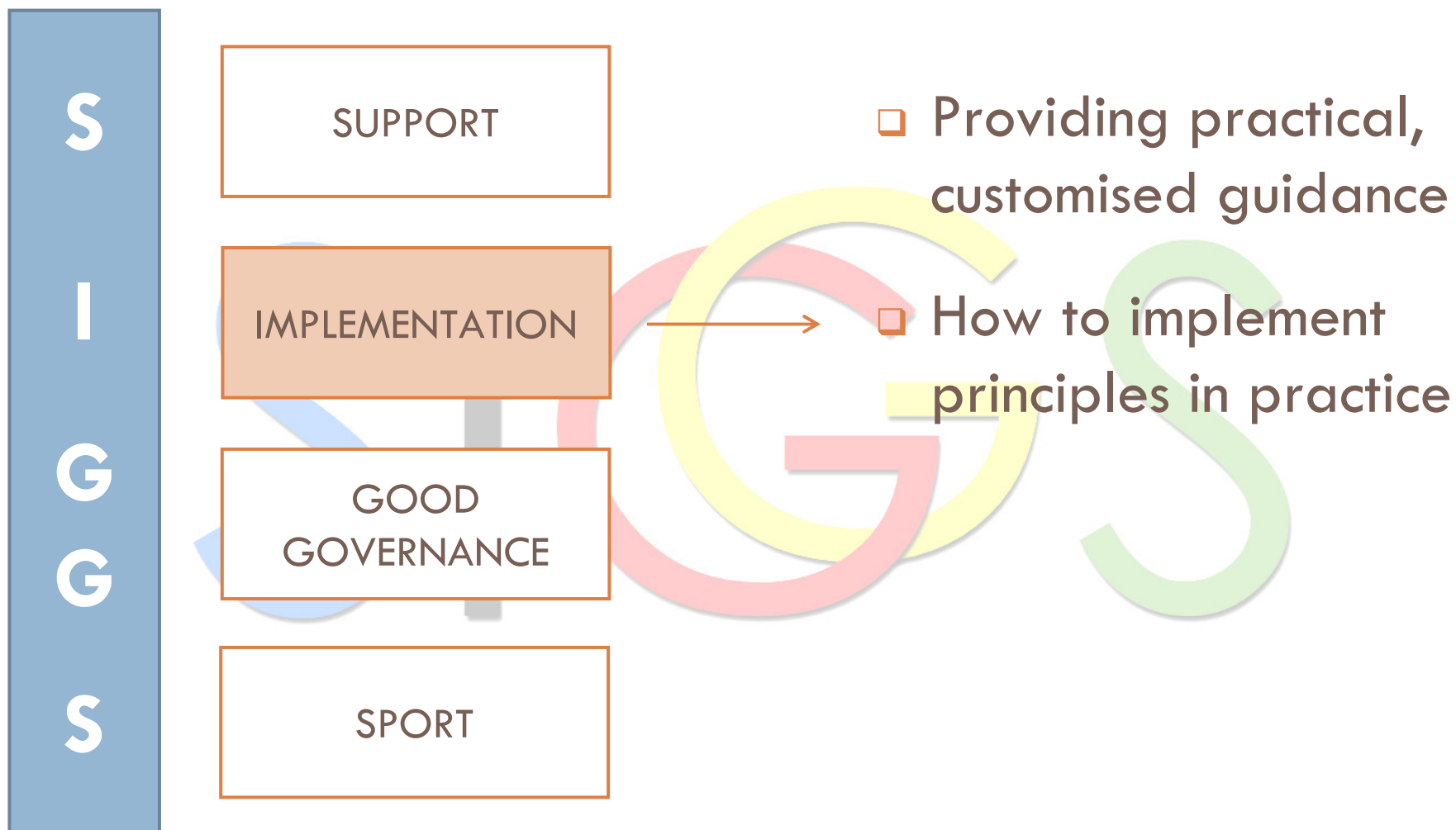


- ❑ Project: Support the Implementation of Good Governance in Sport (SIGGS)
- ❑ Partner network:
 - ❑ Project leader: EOC EU Office
 - ❑ 8 NOCs (BE, NL, DE, PT, LT, SI, LX and TR)
 - ❑ EOSE, Leadership Academy DOSB and UCL
- ❑ Project run time: January 2015 – December 2016
- ❑ Co-financed by the EU (Erasmus+ Sport)
- ❑ Supported by the IOC

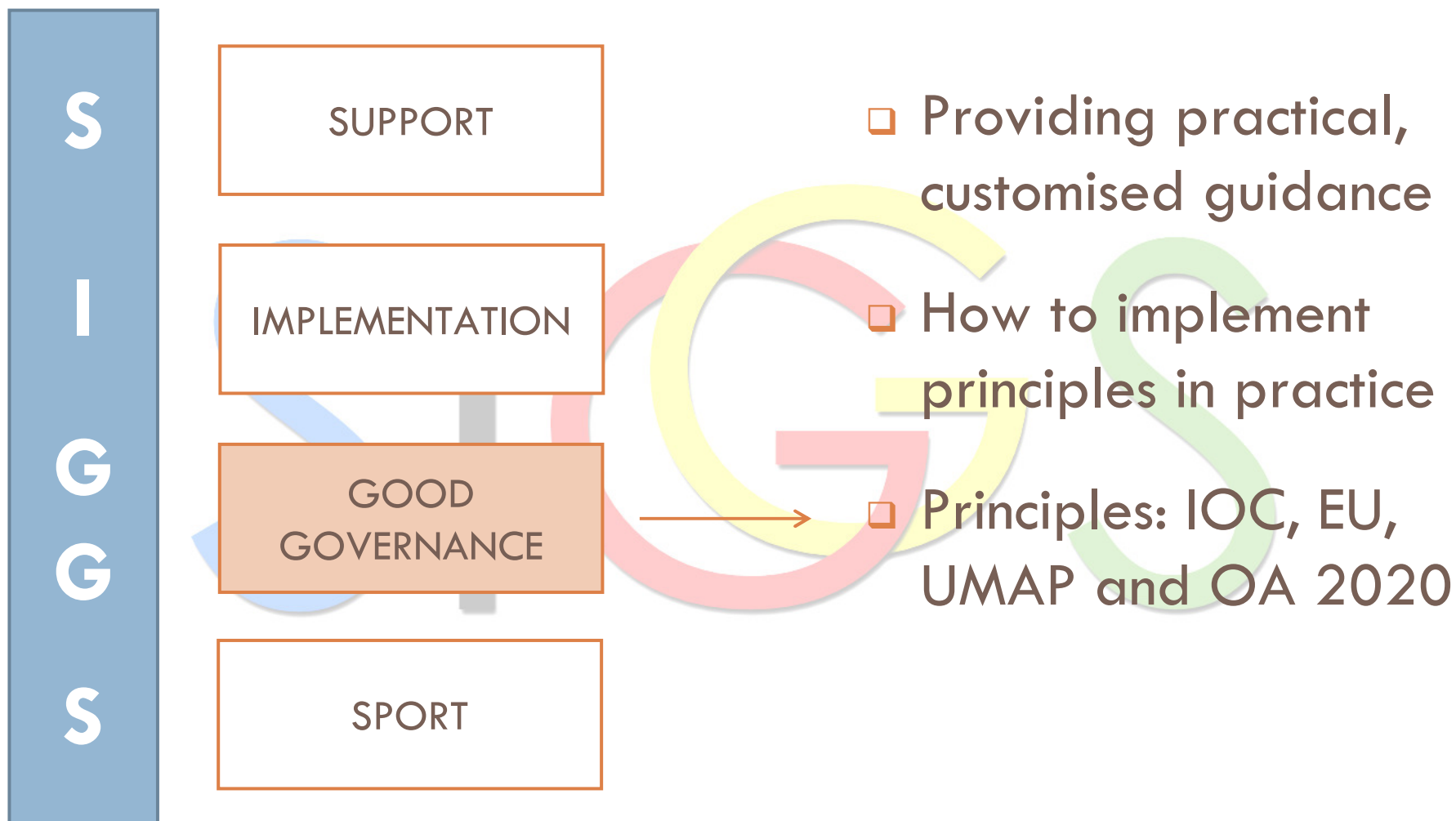
2. Introduction SIGGS



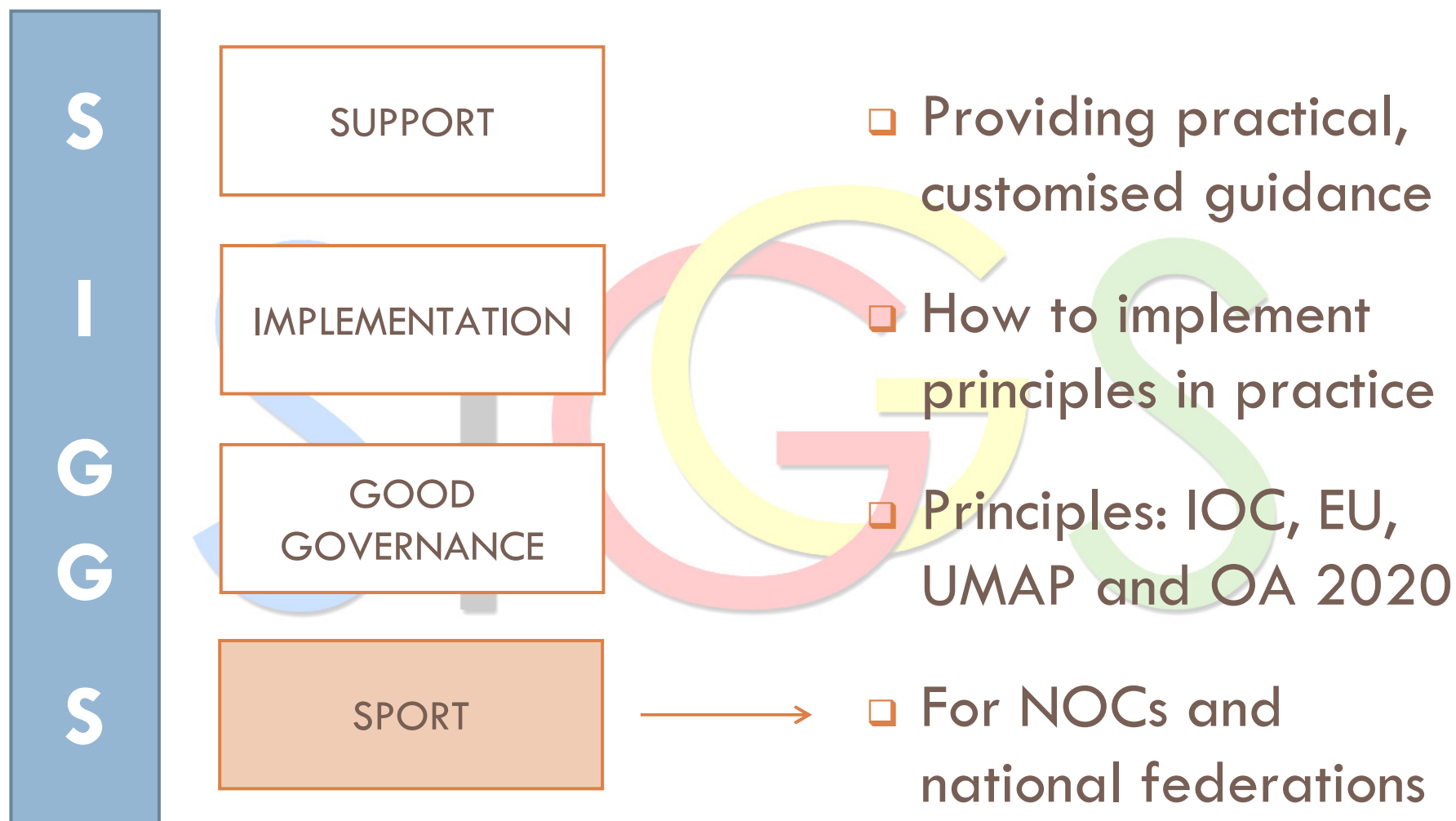
2. Introduction SIGGS



2. Introduction SIGGS



2. Introduction SIGGS



2. Introduction SIGGS



4 PRINCIPLES

20 HEADLINES

5 LEVELS

CUSTOMISED
ACTION PLANS



Based on IOC & EU
Principles of GG in sport:

1. Integrity
2. Accountability and
Autonomy
3. Transparency
4. Democracy, inclusivity
and participation

2. Introduction SIGGS



4 PRINCIPLES

20 HEADLINES

5 LEVELS

CUSTOMISED
ACTION PLANS

Each principle is sub-
divided in 5 Headlines

Roadmap for each
Headline:

1. Explanation and ideal scenario
2. Key instruments
3. Good practice examples
4. Risks
5. Steps to reach next level

2. Introduction SIGGS



1. Integrity	2. Autonomy and accountability	3. Transparency	4. Democracy, participation and inclusivity
1.1 Personal integrity	2.1 Autonomy	3.1 Vision and mission	4.1 Statutes
1.2 Sanctions	2.2 Accountability	3.2 Strategy	4.2 Democratic process and elections
1.3 Risk management	2.3 Responsibilities and clearness of role	3.3 Availability of documents	4.3 Decision-making process
1.4 Human resources management	2.4 Career support for athletes / staff / volunteers	3.4 Internal communication and consultation	4.4 Representativeness and participation of athletes
1.5 Integrity of sport competitions	2.5 Financial aspects	3.5 External communication	4.5 Diversity and inclusivity

2. Introduction SIGGS

4 PRINCIPLES

20 HEADLINES

5 LEVELS

CUSTOMISED
ACTION PLANS

□ 5 level approach
(based on UMAP)

□ According to level or
development Headline

1. Nothing in place
2. Emerging
3. Developing
4. Established
5. Embedded

2. Introduction SIGGS



4 PRINCIPLES

20 HEADLINES

5 LEVELS

CUSTOMISED
ACTION PLANS

- ❑ Self-assessment: 40 questions (strengths and weaknesses)
- ❑ Roadmaps for weakest Headlines
- ❑ Result: Customised Action Plan (combining self-assessment with Roadmap)
- ❑ Combined in online automatic tool

2. Introduction SIGGS



ROADMAPS:

□ General overview for any state of implementation Headline

□ Elements:

1. Definition / explanation
2. Ideal scenario
3. Risks (if no implementation)
4. Instruments and key elements
5. Good practice examples
6. Steps to the next level



ROADMAP PRINCIPLE 4:
DEMOCRACY, PARTICIPATION AND INCLUSIVITY

Headline 4.3: Decision-making processes

1. Definition

The decision-making process is referring to the different steps of the process of preparing, taking, implementing and monitoring political and strategic decisions by an organisation. This notion is covering organisational aspects such as the division of tasks between the different entities of the organisation as well as a clear definition of responsibilities for all actors involved in the decision-making process. In addition, practical aspects, including the channels through which member organisations are consulted and are able to express their views and opinion, are also part of the process. In this regard, an advanced decision-making system is based on the separation of powers between bodies in charge of preparing the decisions, those that take the strategic decisions, those in charge of implementing the decisions and those who control and assess the implementation.

2. Ideal scenario

The organisation has installed a fully-fledged decision-making process covering the various steps from the preparation of the decision, over the actual decision to the implementation and monitoring of the implementation. In this regard, the decision-making process is predictable as it is clearly defined in the statutes of the organisation and as it clearly defines the role and responsibilities of all actors involved, at all stages of the process.

The decision-making process foresees a close collaboration between the various entities of the organisation involved in the preparation of the decisions (e.g. advisory commissions), in the decision-making itself (e.g. Board or the General Assembly), in the implementation of the decision by the management and the monitoring of the decisions. However, proper mechanisms for accountability and separation of powers ensure a balanced relationship between the entities, allow for a fair stakeholders representation and avoid an oversized dominance by the Board.

3. Risks

- Power of decision concentrated within a small number of persons
- Unbalanced decision-making process and lack of representativeness of members' interest
- Inability to implement strategies /decisions
- Democratic deficit
- Lack of expertise and decisions based on luck and goodwill rather than informed decision-making
- Lack of ownership by member federations
- Lack of support for organisation by members
- Difficulties or inability to take decisions due to the lack of information on the content and consequences
- Stakeholders and management team do not endorse the strategy of the organisation

2. Introduction SIGGS



ACTION PLANS:

- ❑ Customised for individual organisation including results self-assessment
- ❑ 3 Headlines out of 5 weakest Headlines
- ❑ Generated automatically by tool
- ❑ Elements:
 1. Current level (= feedback)
 2. Risks if no implementation
 3. Suggested action to reach next level

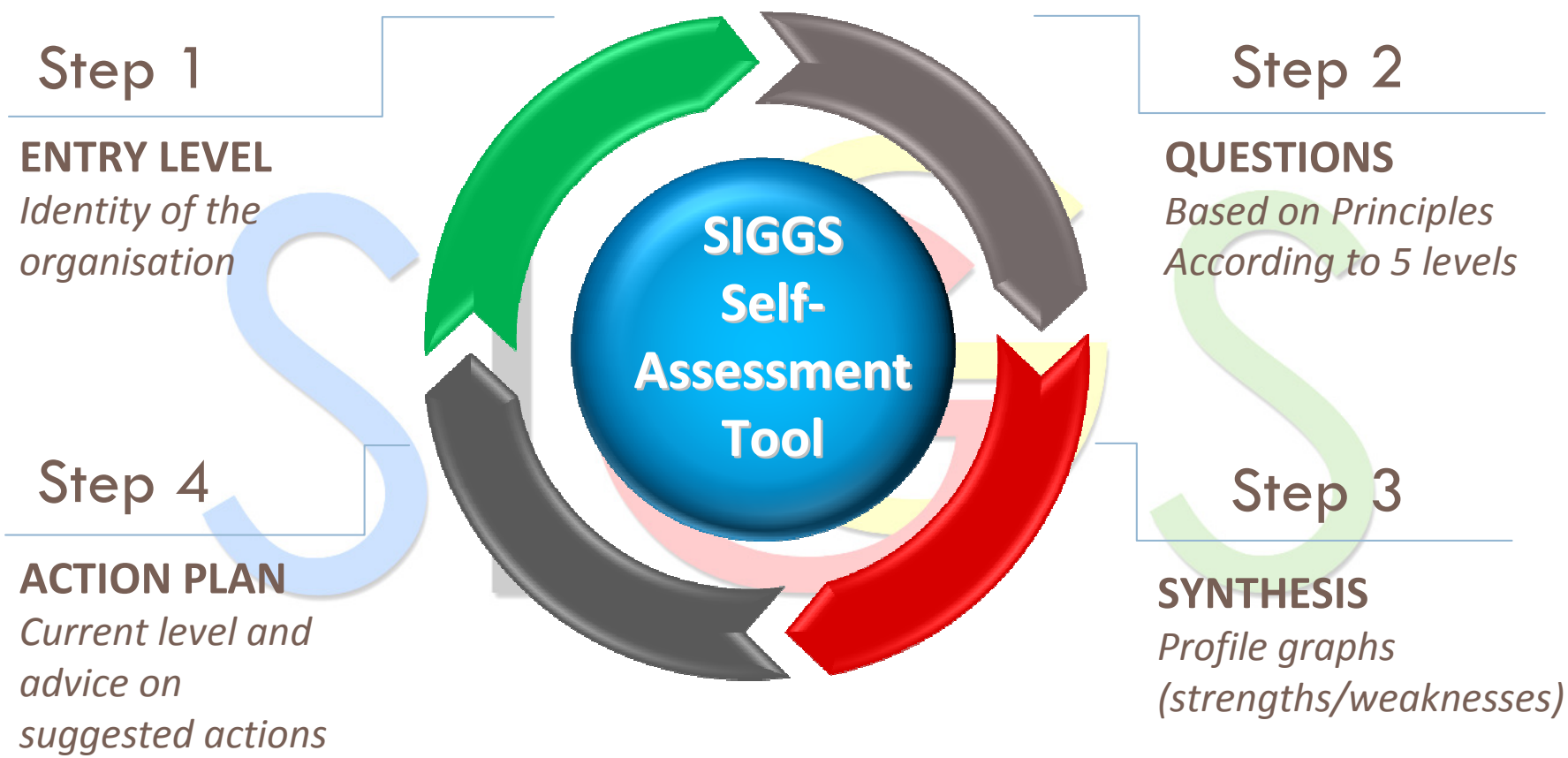


CUSTOMISED ACTION PLAN



Name organisation:	Generated automatically
Name representative:	Generated automatically
Date of issue:	Generated automatically

3. Self-evaluation tool



3. Self-evaluation tool

Step 1

ENTRY LEVEL

*National triathlon
federation of Slovenia*



3. Self-evaluation tool



In which country is your organisation based?

Slovenia

Please indicate the type/category of your organisation

- National Olympic Committee
- National Sport Federation
- National Sport Confederation (if separate body from NOC)

What is the official full name of your organisation?

Name in national language

Name in English

National Triathlon Federation of Slovenia

Which sport(s) your national Federation covers?

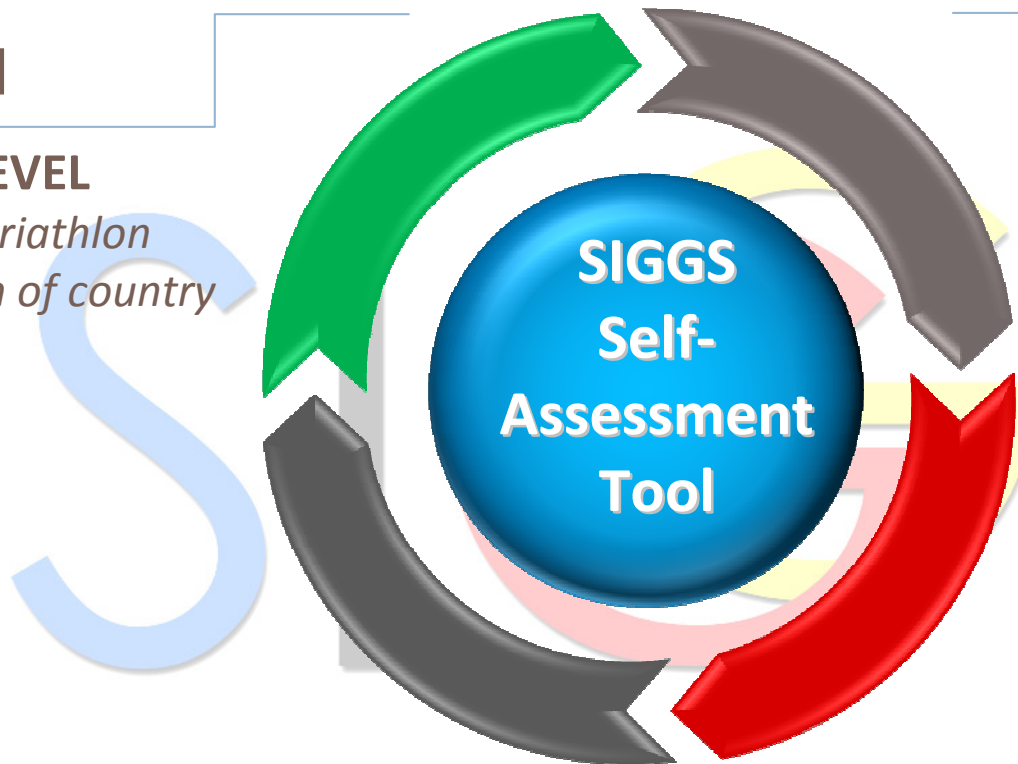
Triathlon ×

3. Self-evaluation tool

Step 1

ENTRY LEVEL

*National triathlon
federation of country
A*



Step 2

QUESTIONS

*Decision-making
process:
“Which structures
support your Board?”*

3. Self-evaluation tool

7/10. What structure(s) support the Board of your organisation?



- Level 1: We have no formal structure that supports the Board of our organisation

- Level 2: We set up informal working groups when required to support the Board

- Level 3: We have a number of sub-committees made up of members that follow the direction of the Board

- Level 4: We have specific commissions responsible for aspects of the work made up of representatives of members

- Level 5: We have an integrated Board and a detailed Commission structure within our organisation. Commissions consist of a mix of members, stakeholders and experts that drive the work in their area

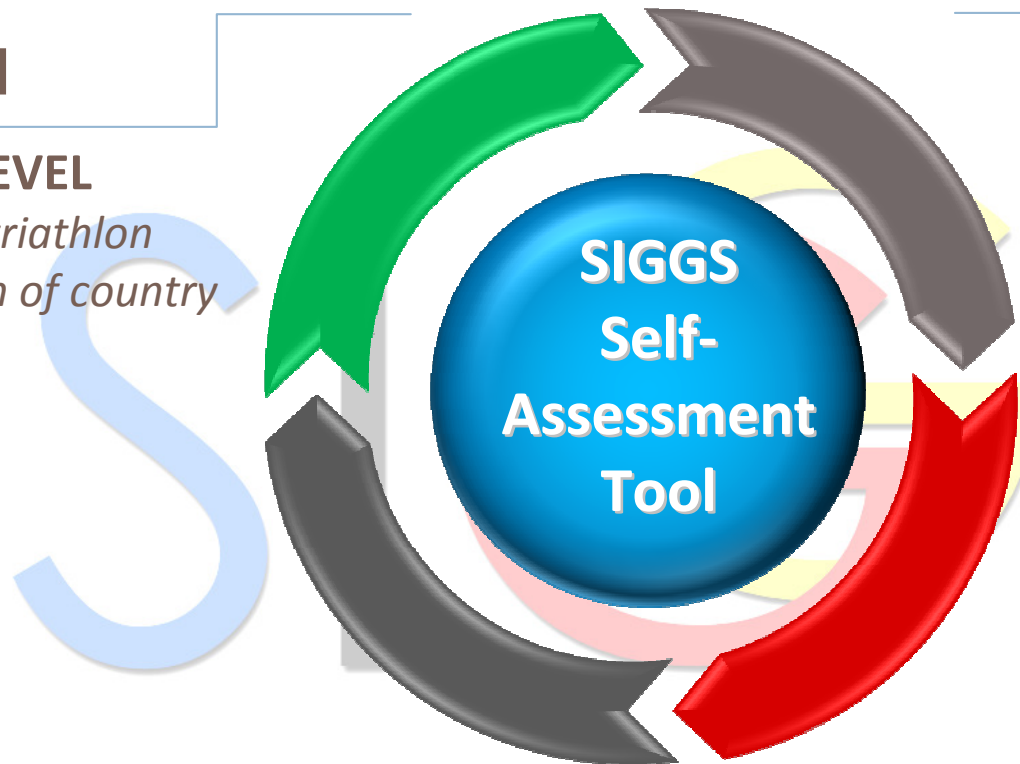
3. Self-evaluation tool



Step 1

ENTRY LEVEL

*National triathlon
federation of country
A*



Step 2

QUESTIONS

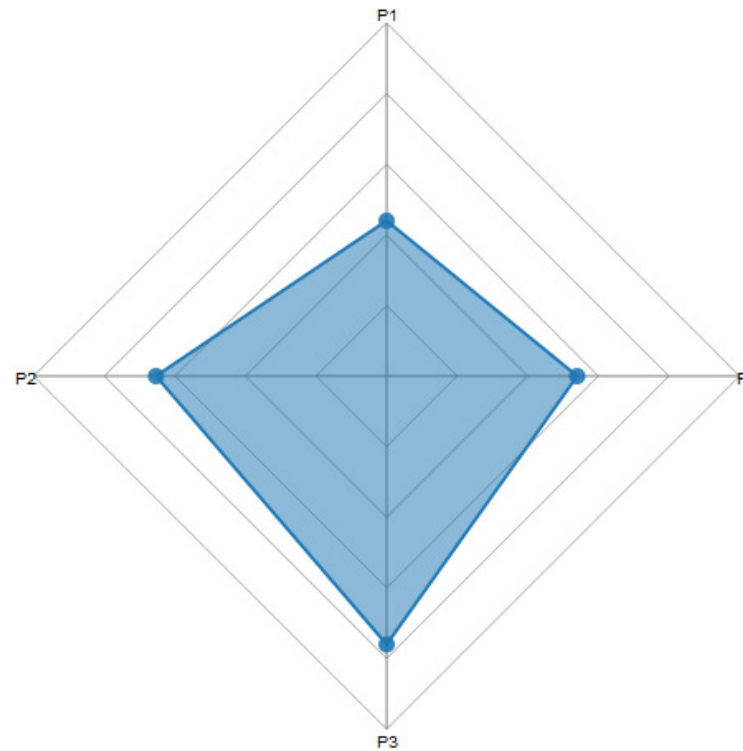
*Decision-making
process:
“Which structures
support your Board?”*

Step 3

SYNTHESIS

- *Answer: only informal working groups (= level 2)*
- *Assessment = weakest*

3. Self-evaluation tool



P1 INTEGRITY - 2.2 Points
P2 AUTONOMY AND ACCOUNTABILITY - 3.27 Points
P3 TRANSPARENCY - 3.8 Points
P4 DEMOCRACY, PARTICIPATION AND INCLUSIVITY - 2.7 Points

You scored highest on:

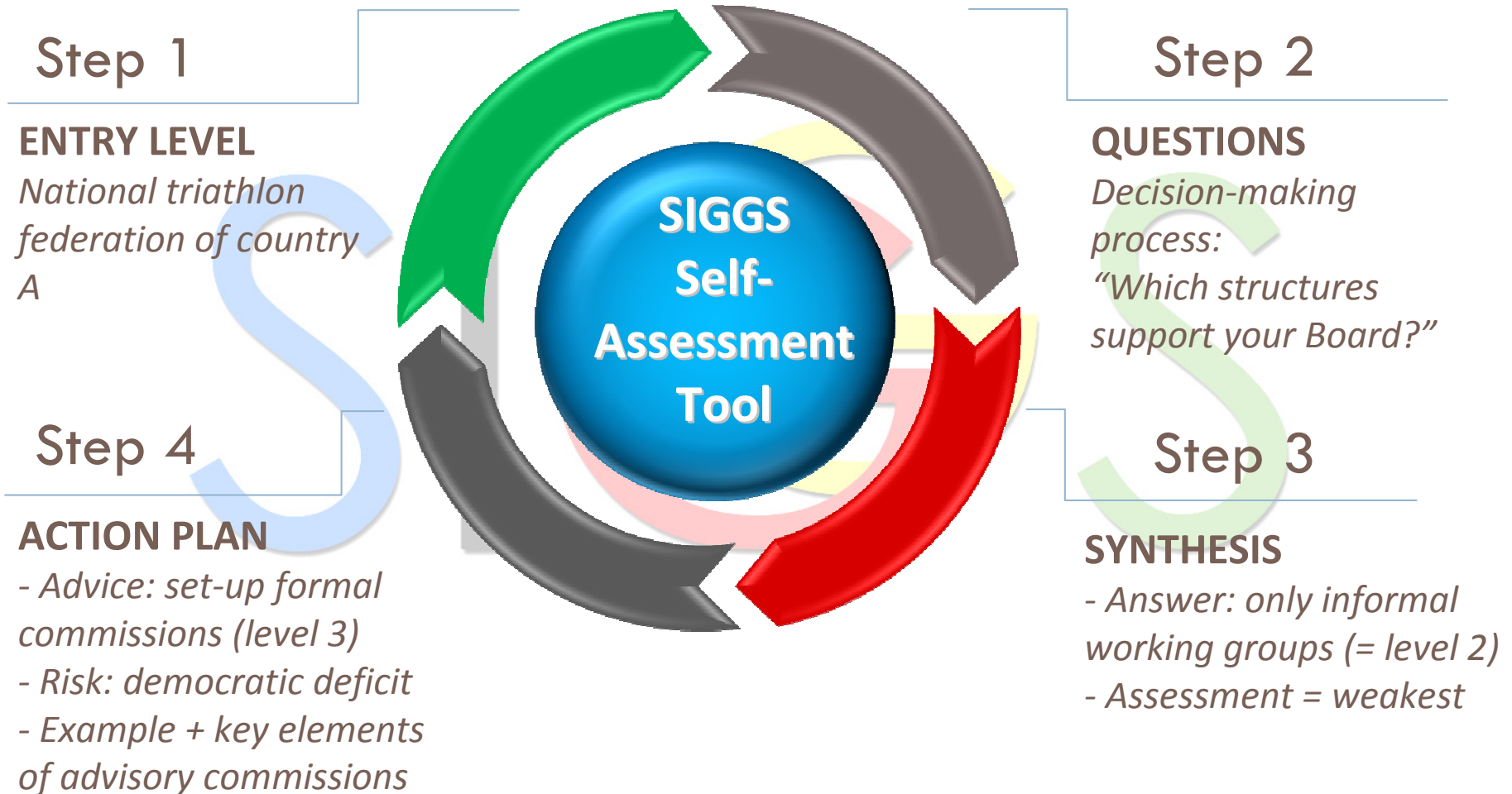
- Autonomy - 4.33 Points
- Internal communication and consultation - 4.0 Points
- External communication - 4.0 Points
- Strategy - 4.0 Points
- Accountability - 4.0 Points

You scored lowest on:

- Diversity and inclusivity - 2.0 Points
- Responsibilities and clearness of role - 2.0 Points
- Risk management - 2.0 Points
- Decision-making process - 1.5 Points
- Integrity of sport competitions - 1.0 Points



3. Self-evaluation tool



3. Self-evaluation tool



CUSTOMISED ACTION PLAN

Organisation Name:	EOC EU Office
Representative Name:	Matthias Van Baelen
Date of issue:	24/05/2016

Decision-making process

1 FEEDBACK	2 RISK WHEN NO ACTION	3 SUGGESTED ACTION
<p>Your current level is "Emerging" (Level 2)</p>	<p>Stakeholders and management team do not endorse the strategy of the organisation</p> <p>Difficulties or inability to take decisions due to the lack of information on the content and consequences</p> <p>Lack of support for organisation by members</p> <p>Lack of ownership by members and member organisations</p> <p>Lack of expertise and decisions based on luck and goodwill rather than informed decision-making</p> <p>Democratic deficit</p>	<p>Include in the minutes of each Board meeting a clear list as an overview of the decisions taken by the Board. List these decisions according to importance and timing of execution</p> <p>Decide on a number of priority areas in which working groups can be set-up to support the work of the Board. Set up the necessary working groups consisting of Board members and representatives of members or member organisations</p>

3. Self-evaluation tool



Instruments

Key elements

Setting up of Commissions:

- Clear description of role, tasks and responsibilities
- Composition of commissions and similar structures and difference between these commissions (e.g. standing vs ad-hoc commissions)
- Clear description of required competencies of members
- Collaboration arrangements and relationship with the Board, Board of Directors, General Assembly, management and other entities
- Incorporation of external experts

Example "Setting-up of Commissions"

Organisation: International Ski Federation (FIS)

Description: The International Ski Federation (FIS) has set-up an extensive system of expert advisory bodies to support the work of the Board ("FIS Council), to advise the Board, to provide recommendations and to assist in technical matters. In particular, they have created the following bodies:

- **Committees:** advisory bodies dealing with topics such as ethics, medical questions or legal affairs. This list of committees also includes an Athletes' Commission. In addition, FIS has committees for various sports that belong to the federation.
- **Sub-committees:** advisory sub-bodies of committees dealing with technical or very specific issues and mainly related to the different sports.
- **Working groups:** groups to discuss more ad-hoc issues

The rules and function of these various bodies have been defined in the "FIS Rules and Terms of reference for committees", which are freely available on website. These rules are subdivided in

4. Future activities



- ❑ National Strategic Workshops in 7 countries
- ❑ Dissemination activities
- ❑ Recommendations for NOCs on implementing good governance and supporting NFs
- ❑ Final Conference on 29 November in Brussels
- ❑ Final self-evaluation tool officially launched at Final Conference (open to all NOCs and NFs in Europe free of charge)

Contact Project Management

EOC EU Office

Avenue de Cortenbergh 52

B-1000 Brussels

Tel: +32 2 738 03 20

More information: www.siggs.eu

Project Manager: Matthias Van Baelen

Email: vanbaelen@siggs.eu



EU Office