What does Good Governance mean to Grassroots Sport?

Report prepared by ISCA team (Carole Ponchon, Jacob Schouenborg, Mogens Kirkeby and Saska Benedicic Tomat) on behalf of the Good Governance in Grassroots Sport organising partners and with the support of the GGGS participants.

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Foreword

Good Governance is more important than ever before

The last four years the economic crisis has dominated and influenced most societies and citizens. Across Europe all societies are looking for ways to recover and regain economic and societal development. This is a challenging process and for sure it will involve several stakeholders to address and implement the appropriate and sustainable solutions.

Civil society based movements and organisations are part of these solutions. And as the grassroots sport sector is one of the biggest civil society movements in Europe, we should consider ourselves as significant contributors to both the economic development as well as the development of better life conditions for the European citizens.

Not only do the grassroots sport organisations inspire, educate, support the millions of citizens, who are devoting their time and resources on a voluntary basis to run popular sports and recreational activities in any village, town or city – it is also the backbone of a sport sector which significantly contributes to employment and the economic added value across Europe.

This is very clearly pointed out in the “EU Study on Contribution of sports to economic growth” from November 2012. This study shows that sport is an important economic sector in the EU, with a share in the national economies which is comparable to agriculture, forestry and fishing combined. Moreover, its share is expected to rise in the future. In other words the sport sector is a significant sector with growth potential.

The financial crisis started as a result of very bad governance – the recovery of economic and societal development need to be based on good governance. This is one of the reasons why good governance will rank very high on your agenda as leader of a grassroots sport in the coming years. Being an important sector with growth potential, both economic wise and improvement of the life of the citizens in general, comes with expectations to lead and manage the sector in an appropriate way.

It is obvious that good governance in the leadership of grassroots sport is necessary. However, we cannot just introduce a given set of rules and regulations and then consider they will ensure good governance. Good governance depends on your context, competences and capacity - it depends on you and your colleagues’ leadership skills.

We need good governance principles and guidelines for grassroots sport. We need good governance principles and guidelines that fit, guide and motivate, both the volunteer and employed leaders in our sector.

We need to develop and implement good governance principles and guidelines now. The alternative is external regulations, which will limit our governance autonomy and for sure be demotivating for both the volunteers and employees.

Mogens Kirkeby
ISCA President
1. GGGS Project Summary

GGGS is a transnational project that increases organisational capacity for good governance by focusing on transparency and accountability, particularly at the grassroots sport association level and by learning from each other, challenging our perceptions and attitudes as well as getting inspiration from existing good practices all around the world.

It is of crucial importance for our sector to drive towards better governance for good governance in grassroots sport is a prerequisite for organisational legitimacy and ultimately survival.

Indeed if grassroots sport, with its most significant financial contributions stemming from individual members and public authorities, does not govern in an appropriate and legitimate way, it will lose not only reputation-wise, but also in terms of its continued support when it comes to membership and public financial support.

The Good Governance in Grassroots Sport project relied on the key principles of good governance in the EU presented in the 2007 White Paper on Sport and the 2011 Commission Communication on Sport: democracy, transparency, accountability in decision making and inclusiveness in the representation of interested stakeholders.

With the Good Governance in Grassroots Sport (GGGS) project, organisations and partners came together to respond to the challenges of good governance while at the same time recognising the uniqueness of the sport sector.

Project facts

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<th>Project period</th>
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<td>Co-funded by</td>
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<td>Agreement no.</td>
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<td>Total budget</td>
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2. What is Good Governance in sport?

Though the notion of “Good Governance” is relatively new (it surfaced in 1989 in the World Bank’s report on Sub-Saharan Africa) it is nowadays a key issue in discussions relating to the world of politics, economics and finance (see below definition and statement). There is a significant degree of consensus that Good Governance relates to political and institutional processes and outcomes that are deemed necessary to achieve the goals of development. The true test of “good” governance is the degree to which it delivers on the promise of human rights: civil, cultural, economic, political and social rights.

**KEYS FOR DEFINING GOOD GOVERNANCE**

“The institutional capability of public organisations to provide the public and other goods demanded by a country’s citizens or their representatives in an effective, transparent, impartial, and accountable manner, subject to resource constraints.”
Source: World Bank, 2000

“The structures and the quality of governance are critical determinants of social cohesion or social conflict, the success or failure of economic development, the preservation or deterioration of the natural environment as well as the respect or violation of human rights and fundamental freedoms. These linkages are widely recognized throughout the international community and show how governance matters for development.”

“Good governance and sustainable development are indivisible. That is the lesson of all our efforts and experiences, from Africa to Asia to Latin America. Without good governance – without the rule of law, predictable administration, legitimate power and responsive regulation – no amount of funding, no amount of charity will set us on the path to prosperity.”
Source: Kofi Annan (UN) – African Governance Report 2005

It is therefore not surprising to question its impact in the sphere of sport. Indeed sport holds an important place in our societies.

To that extent, Good Governance in sport is thus a pre requisite for sport to fully serve its role as a vehicle of positive values, which contribute to personal development, social cohesion and the bringing together of peoples.

This has led the sport sector as a whole as well as policy makers to recently focus on good governance. With the 21st century many official documents (see below) from both public authorities and sports bodies have embraced this topic and provided a broad picture of the situation.
OFFICIAL DEFINITIONS OF GOOD GOVERNANCE IN SPORTS

“This paper contains a statement of good governance principles to be followed by sport governing bodies in the governance of their sport. [...] This code is not a binding template but instead has focused on key principles that should be capable of acceptance by all”.

It includes statement on the following issues:
- The role of the governing body
- Structures, responsibilities and accountability
- Membership and size of the governing body
- Democracy, elections and appointments
- Transparency and communication
- Decisions and appeals
- Conflicts of interests
- Solidarity
- Recognition of other interests”.

Source: Statement of good governance principles, FIA & EOC, Brussels (2001)

“The process by which the board; sets strategic direction and priorities, sets policies and management performance expectations, characterizes and manages risks, and monitors and evaluate organizational achievements in order to exercise its accountability to the organization and owners”

Source: Sport New Zealand (Formerly SPARC), 2004

“Effective policies and measures of good governance in sport, include as a minimum requirement:
- democratic structures for non-governmental sports organisations based on clear and regular electoral procedures open to the whole membership;
- organisation and management of a professional standard, with an appropriate code of ethics and procedures for dealing with conflicts of interest;
- accountability and transparency in decision-making and financial operations, including the open publication of yearly financial accounts duly audited;
- fairness in dealing with membership, including gender equality and solidarity."

Source: Council of Europe, Recommendation Rec(2005)8 of the Committee of Ministers to member states on the principles of good governance in sport, 2005

“The Commission [...] can [...] help to develop a common set of principles for good governance in sport, such as transparency, democracy, accountability and representation of stakeholders (associations, federations, players, clubs, leagues, supporters, etc.).”

Source: European Commission, EU White Paper on Sport, 2007
As a complex system of interactions, Good Governance has also been modelled by researchers. Their input might help to better assess the multiple dimensions of the issue.

**DIVERSE MODELS OF GOOD GOVERNANCE**

**Bob Tricker, Corporate Governance, 1984**
“If management is about running a business, governance is about seeing that it is run properly.”

**John Carver, Policy Governance Model in Non profit organizations and Boards that Make a Difference (1991)**
“Good governance is a set of concepts and principles that describes the job of any governing board. It outlines the manner in which boards can be successful in their servant-leadership role, as well as in their all-important relationship with management”
“The board’s job is to create the future, not mind the shop”

**Jeffrey A. Alexander and Bryan J. Weiner, The Adoption of the Corporate Governance Model by Nonprofit Organisations, 1998**
“Nonprofit organisations may not be able to adopt corporate governance models because of ‘strong pressures to adhere to traditional values of voluntarism, constituent representation and stewardship”

“It’s not rules and regulations. It’s the way people work together”

**Prof. Antonio Borgogni, dr. Simone Digennaro, dr. Erika Vannini, University of Cassino and Southern Lazio, Italy**
“We should also keep in mind that decision-making is a multidimensional process and that stakeholder analysis is the back-bone of the decision-making process. Thus Good Governance, as process of decision-making is inspired by organisational values and beliefs and is therefore contextual. We need to analyse organisational behaviours (processes and decisions) by referring them to the context.”

**Emmanuel Bayle, Introduction to La gouvernance des organisations sportives, 2007**
“The concept of governance can be defined as all organisational mechanisms which have the effect of delimitate power and influence decisions of managers, that is govern their behaviour and the span of their capacities”.

**Dr. Simone Digennaro, University of Cassino and Southern Lazio, Italy**
“The specific nature of grass roots sport means we need models of good governance that are relevant for our organisations and for our sector! We cannot expect a common, ‘one size fits all’ solution but can offer ‘a lens of investigation’ and develop ideas to find the right solution for your organisation.”
To conclude, GGGS partners would therefore suggest that Good Governance in sport is to lead an organisation effectively to ensure not only that the organisation itself is well run but also that the activity and the environment of the sport can grow and develop in a controlled and sustainable way. Organisational governance is indeed the system by which the elements of an organisation are directed, controlled and regulated.

GGGS partners all agree to use the following definition: “Governance is the system by which organisations are directed and managed. It influences how the objectives of the organization are set and achieved, spells out the rules and procedures for making organisational decisions and determines the means of optimizing and monitoring performance, including how risk is monitored and assessed”. (Source: Governance Principles: A Good Practice Guide, December 2008, www.recsport.sa.gov.au)

**WHAT IS GOOD GOVERNANCE IN SPORT? STATEMENTS BY GGGS PARTICIPANTS**

**Sport organisations**

**Steen Tinning**, Danish Gymnastic Association, Denmark

“In broad terms governance relates to management decision processes. How are decisions made and realised – or not realised? Governance concerns formal organisations as well as various forms of network. In general, good governance is characterised by a high degree of openness, transparency, accountability and democracy.”

**Mihai Androhovici**, Romanian Sport for All Association, Romania

“Good Governance can be defined as the complex of all actions taken by members of the organisation in order to carry out the objectives within the system.”

**Marian Murphy**, Special Olympics Europe/Eurasia, Ireland

“Governance is the board’s legal authority to exercise power and authority over an organisation on behalf of the community it serves.”

**Rado Cvetek**, Sport Union of Slovenia, Slovenia

“Good governance is a concept where all the participants in achieving planned goals, targets... are transparently informed about reached milestones, potential risk waiting and how to manage it.”

**Jacob Schouenborg**, International Sport and Culture Association, Denmark

“Organisations have missions and there is a journey to achieving the mission. Having Good Governance makes the journey efficient. Good Governance is all about safeguarding your organisation’s assets.”
WHAT IS GOOD GOVERNANCE IN SPORT?  
STATEMENTS BY GGGS PARTICIPANTS

Municipalities

Cormac McCann, City of Belfast, Ireland
“Good Governance very much relates to the general areas such as set out in the definition we agreed upon. The one other area for which good governance is vital is Sustainability of programmes/clubs into the future. To get away from the concept of clubs that are here one day and gone the next.”

Maria Paola Bignami, Municipality Casalecchio Di Reno, Italy
“The program guidelines of the Public Administration highlight a few principal requirements that are important for local policy, which can be summarized as:

- Active participation of the citizens in the community life and to the political choices of the city government;
- Solidarity among the community members and equal gender opportunity;
- Valorisation of education, culture and local history;
- Sustainable development of the territory with careful use of natural resources: a correct balance between expansion and protection.”

Universities

Peter Quantick, Cardiff Metropolitan University, UK
“Good Governance might be defined as the open, fair and effective leadership and management of an organisation.”

Simone Digennaro, University of Cassino and Southern Lazio, Italy
“Good Governance is an attitude. Grassroots sport organisations, acknowledging their central role in the society, commit themselves to adopt procedures and implement strategy and policy that can guarantee a sustainable development and the respect of the human rights.”

Judit Farkas, Semmelweis University, Hungary
“Good Governance is part of the “hardware” and “software” of sport organisations. It has physical forms as the principles appear in the fundamental documents of a given organisation. It also has mechanisms when the principles are in action. Good governance does not just happen. It is made, it can be mastered and must be practiced.”

Knowledge partners

Soren Bang, Institute for Sport Studies, Denmark
“We are in line with the definition agreed by the participants. It is rightly focussed on how organisations are directed and managed, and not on their different policies on issues like health or environment– which is not to say that these political topics are insignificant. But Good Governance is about how we play the game, not which games we are playing.”

Loic Alves, Sport and Citizenship, France
“Good Governance is the amount of tools that an organisation should use and respect in order to ensure key principles: democracy, transparency, inclusiveness and representativeness.”
3. **What is Grassroots Sport?**

It is a common understanding that grassroots sport is “participative sport”, a broad term covering non-professional physical activity, sometimes referred to as ‘sport for all’. The so-called concept of the autonomy of sport has lead to the perception that grassroots sport is a social movement beyond the market and the state – a civil movement with its own member-based self regulation and a democratic nature.

Grassroots sport is often praised as an important medium enabling its actors to practice and learn a sense of fair play and justice, conflict resolution as well as generating sociability and collective effort. Indeed the social function of sport relies in the fact that grassroots sport is traditionally organised within voluntary sport associations (mainly small, local sport clubs) where members join a local community hence generating cooperation and collective initiatives and sense of ownership.

We still have to say that defining ‘grassroots sport’ is a difficult exercise most and foremost because sport is a cultural phenomenon. Therefore, as a starting point of the project we had to consider if we do really have a consistent and common definition of grassroots sport. Are we talking about ‘Low level competition’? Do we include in grassroots sport football and other sports? Furthermore, it is also important to consider the kind of structure grassroots sport organisations have as well as their size.

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**OFFICIAL DEFINITION OF GRASSROOTS SPORT**

“‘Grassroots sport’ covers all sport disciplines practiced by non-professionals and organized on a national level through national sport. The definition thus excludes individuals who spend the bulk of their time practicing sport, or who take the bulk of their revenue from the practice of sport.”

Source: European Commission, *European study on funding of grassroots sport in the EU*, 2011
As for the contribution from the academic point of view to our reflection, it is noteworthy that we can learn a lot regarding the grassroots sport sector while having a look at the literature on the non-profit sector in general.

For example David Fishel (2003) described a number of internal characteristics of non-profit organisations that are shared by non-profit sport organisations which have implications for their governance:

- The organisation is not driven solely by financial motives and may have imprecise objectives, consequently making it more difficult to monitor performance than commercial organisations.
- Non-profit sport organisations are accountable to many stakeholders including their members, users, government, sponsors, volunteers and staff.
- Organisational structures can be complex, especially if they have adopted a federated or representative model to facilitate the involvement of a wide range of diverse stakeholders.
- These organisations rely heavily on the input of volunteers for both service delivery and governance roles.
- Non-profit sport organisations are created and maintained on the basis of a set of values or beliefs about the service or opportunities the organisation provides. Conflict over direction or priorities can arise through differing interpretations of these values, making it difficult to govern.
- The relationship between the board and paid staff is potentially difficult if there remains uncertainty over who is in control of the organisation.

Furthermore, the grassroots sport sector as such as been the topics of many studies by academics and researchers who contributed to assess the complexity of the sector and its main characteristics.

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**THE GRASSROOTS SPORT SECTOR AS DEFINED IN RESEARCH**

*About the characteristics of the sector:*

“The institutionalised nature of the governance structures of non-profit sport organisations relies on the universal acceptance of the volunteer board at the top of the hierarchy of authority. The permanency of such structures is based on a shared agreement on the value of the volunteer board and its legitimate decision-making authority has been established and widely adopted across national, regional and local sport organizations."

Source: *Continuity and change in governance and decision making on national sport organisations: institutional explanations*, Journal of Sport Management, Lisa Kikulis, 2000
The diversity of the project partners allowed us to browse the complexity and the broadness of the grassroots sport sector.
WHAT IS GRASSROOTS SPORT?
STATEMENTS BY GGGS PARTICIPANTS

Sport organisations

Paolo Lambertini, Masi Sport Club, Italy
“Grassroots sport is such a slogan for us. It means a participated approach to the sport, where everyone can feel qualified and where everyone can express themselves freely.”

Toni Llop, UBAE, Spain
“Grassroots sport organisations are those which are worried by the practice of non professional sports. The activities organised are based on the community level, including all ages and both genders, and could be organise under the umbrella of sport federations or not. They are generally financed by households and public funds.”

Pippo Russo, UISP, Italy
“With Grassroots Sport we do mean a set of free and/or cheap structures and activities that empowers people in the search for an active sport lifestyle.”

Municipalities

Maria Paola Bignami, Municipality Casalecchio Di Reno, Italy
“Grassroots Sport means the safeguarding of the interests and the needs of the citizens, and also opportunities to practice sport in a framework in which they can find good and positive values, without any discrimination and preclusion due to social state or the physical ability.”

WHAT IS GRASSROOTS SPORT?
STATEMENTS BY GGGS PARTICIPANTS (2)

Universities

Mark Lowther, Cardiff metropolitan University, UK
“Grassroots sport is focused on opportunities, encouragement and participation in the community but with an eye to identifying talent that could develop in a performance environment.”

Knowledge partners

Henrik Brandt, Institute for Sport Studies, Denmark
“In this project, grassroots sport covers all sport disciplines practiced by non-professionals and organised on a national or local level through organisations working primarily on a non-profit basis. In the above definition of grassroots sport, non-professionals are individuals who neither spend the bulk of their time practicing sport, nor take the bulk of their revenue from the practice of sport. Yet, the practice of grassroots sport does include amateur competitions.”

Loïc Alves, Sport and Citizenship, France
“Grassroots sport is all kind of organisations, whatever their size, providing sport activities for all on a non-profit mode. By opposition of elite or professional sports organizations, which business models are based on profits making. However, it is important not to consider those two models as totally independent, because they are interdependent, both of them could not exist without the presence of the other, they need to coexist.”
4. What does good governance mean for grassroots sport in Europe?


In order to understand what is currently at stake when dealing with governance in European grassroots sport, we forced ourselves to try to define the overall situation by assessing/identifying:

- Who is responsible for Governance of Grassroots Sports?
- Is there any actor responsible for empowering the grassroots sport sector in its journey towards Good Governance?
- What are the levers needed to develop Good Governance?

Regarding the question “Who is responsible for Governance of Grassroots Sport?”, the answer is clearly and without any doubt: leaders of grassroots sport organisations themselves.

Grassroots sport organisations' leaders have to preserve the integrity and independence of their sector.

This said we can have a closer look at who are the leaders of grassroots sport:

- MOSTLY VOLUNTEERS: The ‘labour force’ of sport clubs consists of 86% volunteers and only 14% paid staff. (Source: European Non-Governmental Sports Organisation - ENGSO)
- MEN: Volunteering in the sport sector is largely dominated, at all levels, by men. (Source: EU study on volunteering, including a Sector Study on Volunteering in Sport, 2010)
- HIGHER EDUCATED AND EMPLOYED: Generally people with higher education degrees or vocational training are more likely to volunteer in the sport sector than people with lower education or vocational training levels. In relation to socio-professional status, Member States revealed that the majority of volunteers in the sport sector are employed. (Source: EU study on volunteering, including a Sector Study on Volunteering in Sport, 2010)

Regarding the question “Is there any actor responsible for empowering the grassroots sport sector in its journey towards good governance?”, we have to highlight the uniqueness of the Good Governance in Grassroots Sport project.

Indeed we have not identified any specific actor in Europe working specifically on raising the profile of Grassroots Sports in terms of Good Governance.
While the EU experts group on Good Governance gathered well-known personalities and is expected to provide ideas and background info for the future EU policy in this field, grassroots sport seems not to be their priority (the terms “grassroots” is not even mention once in the report from their first meeting, nor in the report from the second meeting neither on the report from the EU Sport Forum Nicosia and only once in the report from the third meeting). Furthermore we are missing at present a dissemination strategy that would allow the discussions held at the European level to be brought back in EU member states and inform the national debate.

Regarding the levers activated to develop good governance, we observed a two side approach in some countries. When developed, the strategy generally includes an organisational support (toolkit and/or programme) as well as conditionality of financial public support for sport to the respect of good governance principles.

### 4.2. GGGS principles

**Principles and definitions**

The GGGS project views Good Governance in the light of four key principles:

- **Democracy** in grassroots sport organisations means the open and frequent access for members of the organisations to influence the political and strategic direction and leadership of the organisation. It entails both the equal right of members to run and vote for political leadership functions, as well as the possibility to debate and influence the key decisions of the organisation.

- **Transparency** in grassroots sport organisations ensure that members as well as stakeholders know how the organisation is operating and have a vehicle to address concerns. In included organisations keeping accounts and ensuring policies and procedures are published.

- **Accountability** in grassroots sport organisations means defining clear responsibilities for the different parts of the organisation, including the board, the management, staff and volunteers/ voluntary committees.

- **Inclusiveness in the representation of interested stakeholders** means that grassroots sport organisations should enable a broad range of groups to be involved in decision making processes. This includes the involvement of underrepresented groups in decisions, the access of these groups to activities, and the inclusion of external stakeholders in decision-making processes.

The consequence of the discussions and the above definition and values is that Good Governance in Grassroots Sport has **two aspects**.

1) An aspect that focuses on **building capacity** for Good Governance in Grassroots sport organisations.

It implies that organisations identify their key challenges in the overall management of their organisations inside the broad definition and principles above. The following natural step is for
organisations to exchange and learn from each other. The method to do so is primarily the identification and valorisation of organisational (good) practices. It is worth noting, that this leg likely shows that a series of broad management issues are addressed, and that the grassroots sport organisations thus acknowledge that Good Governance is intimately tied with the on-going strategic and organisational management decisions of the organisation.

2) An aspect that focuses on compliance. This leg implies that problems in governance such as lack of accountability, financial mismanagement including corruption, misuse of political position etc. should be managed by setting up regulations or standards to which organisations should comply. Monitoring of compliance is a necessary prerequisite for such standards and regulations to be effective. The grassroots sport organisations have to share their standards, regulations and monitoring mechanisms and if possible define shared standards or minimum requirements.

One can view the two aspects as parts of a phased approach, where sharing of experience (the first aspect) can be followed by the subsequent definition of minimum standards (the second aspect). It is also worth noting that in the first aspect, if there is an ambition to define good (or best) practices and not just to share and learn from experience, then this requires also some parameters towards which practices can be measured or evaluated.

Our final comment is related to the non-binding nature of good governance principles which has to be strongly highlighted. Indeed good governance principles have to be implemented on a good will basis and adapted/translated for each organisation on a daily basis: they are not law or regulations but guidelines meant to safeguard the organisation credibility and sustainability.
OTHER GOOD GOVERNANCE PRINCIPLES

Governance Principles as defined by the Australian Sports Commission:

- **Principle 1**: Board composition, roles and powers
- **Principle 2**: Board processes
- **Principle 3**: Governance systems
- **Principle 4**: Board reporting and performance
- **Principle 5**: Member relationship and reporting
- **Principle 6**: Ethical and responsible decision making.


Seven principles of Good Governance as defined by the Sport and Recreation Alliance:

- **Integrity**: Acting as Guardians of the Sport, Recreation, Activity or Area
- **Defining and Evaluating the Role of the Board**
- **Delivery of Vision, Mission and Purpose**
- **Objectivity**: Balanced, Inclusive and Skilled Board
- **Standards, Systems and Controls**
- **Accountability and Transparency**
- **Understanding and Engaging with the Sporting Landscape**

Source: Voluntary code of good governance for the sport and recreation sector, p6-7, Sport and Recreation Alliance

4.3. **Priorities of the European Sport political agenda**

The Expert Group (XG) on Good Governance set up by the European Commission reported in June 2012 that “Good Governance was regarded by the EU institutions as a prerequisite for autonomy of sports bodies”.

This explains why the scope and definition of Good Governance is a critical issue to resolve for the EU.

In fact the issue is not new for the European Commission. The Nice Declaration on the specific characteristics of sport and its social function in Europe in 2000 marked a milestone for the thinking of Good Governance in sport at European level. Indeed it generated a shift from the autonomy of sport to “conditional” autonomy through the respect of principles of good governance (see the emphasis on democracy, transparency, inclusiveness, solidarity between the different levels of sporting practices and ethics).

Ten years later, the Commission Communication on sport (January 2011) stated that “while it is not possible to define a single model of governance in European sport across different disciplines and in view of various national differences, the Commission considers that there are inter-linked principles that underpin sport governance at European level, such as autonomy within the limits
of the law, democracy, transparency and accountability in decision-making, and inclusiveness in the representation of interested stakeholders.”

Yet, when the European Union speaks and thinks about governance in sport, there seems to be a focus on mainly elite sport issues. Indeed the four main topics discussed among the Expert Group are:

- Combating match fixing
- Developing principles of good governance in sport
- Examining ways to supervise the activities of sports agents
- Examining ways to address the issue related to transfers of players: match-fixing and doping.

Therefore the grassroots level is more or less overlooked in the discussions around Good Governance in sport.

Among the XG “there was an agreement that the top-level topics should be clear and simple and include the following principles: **democracy** (also comprising inclusiveness, gender quality, consultation and participation of stakeholders in the decision-making process and diversity), **transparency** and **accountability** (also comprising good financial management). Members and observers agreed that it was important to determine which principles applied to which level of sporting organisations, recalling that the lower levels of sport are often run by volunteers.” (source: Report of the Expert Group 3rd meeting, June 2012)

As for what we can expect in the future from the European Union in this field (as highlighted by the XG reports):

- Guidelines for future action (cannot be expected to deal with current cases of reported weak governance).
- Recommendations of practical use for sport. In this respect EU added value could consist in providing examples of good practices for each of the identified guidelines, possibly by having a list of best practices as an annex to the recommendations.
  
  Note: The Commission will be in charge of identifying, collecting and sharing those good practices, with the assistance of the XG members and observers.

- Considering the topic of conditionality of public support for sport to the respect of good governance principles.

As emphasised by the Chair of the Expert Group in June 2012, there is a need to continue to develop a culture of trust and good governance based on education, identification of best practice and building complementary relationships between sport and public bodies whilst appropriately respecting the autonomy of sport.

Note: Fourth meeting of the Expert Group was held on 13 December 2012 in Brussels.

4.4. What is needed to ensure GGGS to be addressed systematically?

If the principles of Good Governance (transparency, democracy, accountability and inclusion of stakeholders) are to be well known, we have to keep in mind that Good Governance is first and foremost the process according to which organisations are led and managed.

It influences how the objectives of the organisation are set and achieved, how members as well as stakeholders are involved in operations and give them a vehicle to address concerns. It also includes issues about how we can optimise the “procedures” for making decisions and how to manage performance monitoring, including risk monitoring and assessment.

As stated earlier, we do consider that those being responsible for Good Governance in the sport sector and for setting recommendations for Good Governance are (or should be in some case) leaders of grassroots sport organisations themselves.

It is important that legislators and regulators do not start to battle with organisations to control the sport sector. Grassroots sport organisations’ leaders have to preserve the integrity and independence of their sector.

As stated by Henry Bosch in *The Director at Risk* (1995) “The board’s first responsibility is to ensure that the organisation has clearly established goals; objectives and strategies for achieving them; that they are appropriate to the circumstances and that they are understood by management”.

Yet, top political leaders can only do that if they have the right skills and tools. They need to understand and evaluate the role they play and how they can contribute to the organisation. That’s why it is important to provide to top political leaders with training and development scheme to ensure they are adequately informed and confident in their roles. To ensure that Good Governance in grassroots sport is addressed systematically and truly become a new normal, the sector needs to develop a step by step approach with a strong focus on education and long-term capacity building.

Of course, some organisations have already developed interesting tools and measures to foster Good Governance in grassroots sport organisations while especially focusing on the education of volunteers and board members.
LIST OF EXISTING TOOLKITS IN EUROPE:

- **Associative management guide**, French Olympic Committee (Emmanuel Bayle and Maurice Bruezk), 2005 (In French).
- **NGB Support Kit – Chapter One – Governance**, The Irish Sports Council
- **Corporate Governance Checklist**, The Irish Sports Council
- Good practices and transparency in associations. ESSEC (business school), 2008 (In french)
- **Good governance – A code for the voluntary and community sector**, Initiative of several English organisations, 2010
- **Voluntary code of good governance for the sport and recreation sector**, Sport and Recreation Alliance, 2011

LIST OF EXISTING TOOLKITS OUTSIDE EUROPE:

- Guide: “**Nine steps to effective governance- Building high performance organizations, Second Edition**”, Sport and Recreative New Zealand, 2005
- Guide: “**20 questions Directors of not-for-profit organizations should ask about governance**”, Chartered Accountants of Canada, 2006
- **Good governance tool kit**, Vicsport, Australia, 2010
This literature is important for organisations to start thinking about their own governance and for board members to assess where they are, their skills and their needs. Yet toolkits and booklets are not enough for empowering grassroots sport top political leaders. It is also crucial to accompany them through tailored-made programmes.

### TOOLKIT DEVELOPED BY GGGS PARTNER ORGANISATIONS

**Special Olympics Europe/Eurasia**

Special Olympics have developed an internal toolkit to support employees and board members to develop their understanding and skills in strategic leadership. The curriculum/approach is actually made of:

- **Leadership Conference**
  Management and Leadership is a collaborative process. SO brings together each country’s leaders to share best practice and challenges. Workshops on hot topics such as collaborative fundraising, lobbying and leadership are organised.

- **Management Tool and Standards**
  There are 12 components in the management development tool (e.g. governance) to make up the programme. Each component has a matrix which demonstrates whether the organisation is: emerging>>>processing>>>developed>>>advanced.

  [Read more](#)

**DTB, Deutscher Turner Bund, German Gymnastics**

DTB is a large learning organisation which provides forward thinking support to its members in a challenging context where number of volunteers is decreasing in Germany, particularly in leading positions. In order to provide answer to the hot issue “How to attract and recruit new volunteers?”, the DTB has developed the DTB-Certification „Pluspunkt Ehrenamt“. This programme includes 6 workshops x 2 days addressing different topics:

- Social competences – social skills
- Competences of methods – methodical skills
- Project Management
- Basic seminar “Participation – Understanding – Arrangement”
- Politics, networking, strategy – political skills
- Volunteers: find, support and accompany – personal management

  [Read more](#)

**DGI, Danish Gymnastic and Sport Association**

To reach the full potential of high level competences of Board members, they get an education that uses 3 modules:

- The tasks and responsibility of the board of the regional association
- Strategic management
- Organisational communication – communication and branding
Having all this information in mind, GGGS partners developed a two side proposal in order to answer the grassroots sport specific needs in its journey towards better governance. This suggestion is based on an educative programme and a self-assessment tool as described below.

4.5. GGGS EDUCATION PROGRAMME

This unique education programme aimed at ensuring that grassroots sport organisations have a shared understanding of what good governance means and that they can give each other mutual support.

The 3 x 3 days of training during also have pre- and post online learning modules as well as specific preparation requirements and personalised follow-up/coaching of learners afterwards. The target group is top leaders in grassroots sport organisations (board members or directors/top managers), and the maximum group size is set at 20 per edition to ensure maximum interaction and peer learning dynamics.

This special Framework of Curriculum Themes and Content for Top Political Leaders from Grassroots Sport Organisations has a long-lasting impact and extend beyond the project’s lifespan. It might even be a framework for action for the EU in this field. It is in fact designed to be flexible and simple. Find more here: http://www.goodgovsport.eu/educationmodul

The education programme is not a prescriptive approach to governance and as such does not provide a detailed breakdown or a checklist of what is needed. In fact each organisation is different; what may be appropriate for one organisation in terms of the culture of good governance may not work in a different organisation. Therefore the programme rather provides input into the GGGS principles of good governance recognised by the GGGS project partners as well as practical considerations that grassroots sport organisations may wish to consider.

What is the added value of the GGGS tools?

On the training programme

Patrick McGrattan –Belfast City Council- Ireland – GGGS participant

"I have enjoyed the training and a lot of the content has affirmed that we are working within a good governance framework. It has been great to look at some aspects of our work from an academic point of view as this is not something a practical Sports Development Officer gets to do. One area that the training has highlighted is that we don’t currently look at is the effectiveness of the board as a whole. We look at individual roles but not the sum total of these roles and how clubs need to ensure a balance of power on the board and effective operations as a team. This is an element I would like to take back to my work and look more closely at where we can look at this within the existing framework."
It includes three training workshops that are connected to the four GGGS principles and falls into three main topics/areas.

### 4.6. THE GGGS SELF ASSESSMENT TOOL

**What is and why the self-assessment tool?**

The purpose of the Tool is to provide access to a sport specific governance resource that will allow organisations to improve governance practices on their own initiative.

The self-assessment tool is designed to allow organisations go through three steps:

1) Get an overview of what governance issues exist in grassroots sport
2) Get information on what specific governance challenges may exist in the own organisation.
3) Prioritize which issues to address first and find further resources to do so.

The tool is developed as a self-regulatory tool. It has a checklist format, but it is not appropriate or possible for an outside organisation to use the tool to audit another organisation’s performance. The tool relies on self-regulation and self-assessment allowing each organisation to determine how well they are doing.

**How to use the self-assessment tool?**

The tool aims to help organisations change their ethos and behaviours; which will only work if organisations are committed to Good Governance. Self-assessment is thus part of the journey to achieving the best governance possible for an organisation.
We suggest you go through the following steps:

1. Present Good Governance as a potential focus area at a board meeting and discuss how it may contribute to organisational development and fulfilment of your strategic plan.
2. Present the self-assessment tool and seek approval that the board members will go through the self-assessment process.
3. To decide to make the self-assessment of Good Governance in a board workshop. First by individually filling in the tool. Then discuss as a board the results (scoring), differences, challenges and what solutions can be devised.

Find GGGS self-assessment tool here: www.goodgovsport.eu/selfassessmenttool

5. GGGS doubts/dilemmas

Defining and implementing Good Governance is a long journey, one of those that require engagement, commitment and long term thinking and leadership, one of those you will never find a map or GPS to follow but one of those for which it is priceless to get a compass. Indeed governance is a multidimensional and complex issue involving many key areas to think about: policy, people and process. Furthermore, the specific nature of grassroots sport means we need models of Good Governance that are relevant for our organisations and for our sector!

Good Governance might even be something we are addressing without even thinking of it as Good Governance. Indeed it is not that easy to put word on Good Governance since it has most and foremost to deal with a way of being, organizing and thinking!

Yet, those in charge of defining and implementing a Good Governance strategy, members of the board, are facing various dilemmas and doubts while running organisation. Focusing on these dilemmas and being aware of them is already part of thinking Good Governance.

That is the reason why the GGGS project has focused its Education Programme on the identification of dilemmas and challenges faced by organisations to invite participants to think again and reflect on the way they are governing.

Conflict of interest are really common in the daily life of grassroots sport organisations. And do not take us wrong, an allegation of conflict of interest is not a condemnation of a person, it is a rightful concern with a situation. Raising awareness about the situation is therefore crucial and calls for taking the time to consider what a reasonable third party looking at the situation might reasonably perceive.

To launch the process ISCA highlighted some potential governance dilemmas during the project meetings.
Dilemmas related to the Inclusivity principle – Stakeholder involvement in decision making

Dilemma 1
You are partner with the food production company – some of the company’s products are very healthy – some quite opposite. For your organization this was “unthinkable” 10 years ago, but today it is possible.
- What has changed? Your organization, the company, the society?

Dilemma 2
The closest public partner for you/ your sport associations/clubs is the municipality. You have various levels of cooperation such as facilities, projects, etc. The municipality want to make a bid for an international event. This is costly. To promote the bid the mayor use the argumentation that such event will “boost participation” in the sport. You know from facts that this will not happen.
- Do you (your organisation) go public against this “incorrect fact” from the mayor – or do you keep quiet?

Dilemmas related to the Accountability and Democracy principles

Dilemma 1
Your organisation claims to be neutral / non political / non religious, but your organisation is governed by people that as individuals are party politically active persons!
- Is that a problem or why not?

Dilemma 2
Your organisation claims to be neutral / non political / non religious, but it is in your organisation’s DNA to have strong link with the ministry (delegation of power, statutory role!)
- How do you deal with the representative nature and roles of board members? To what degree are you independent?

Dilemma 3
Your organisation has different and sometimes overlapping "categories" of human resources. As example: elected committee members, employed, volunteers (both at political and at administrative levels).
- Do you have a clear, fair and also motivating division the work between your categories of human resources?
### Dilemmas related to the Transparency principle – Open exchange of information

**Dilemma 1**
Your organisation is represented at the board of the national lottery company through your director/president. The national lottery provides resources to your own sector.
- How transparent is the decision processes of the lottery’s management?
- How many persons beside the representative him/herself know which decisions and positions the representatives are involved in?

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Note: An in-depth list of potential dilemmas faced by grassroots sport organisations (undue advantage situations as well as conflicts of interest) are presented in the handbook developed by ISCA and Transparency International Germany. Find more here: [http://www.goodgovsport.eu](http://www.goodgovsport.eu)
6. GGGS challenges

As already stated each organisation is different and what may be appropriate for one organisation in terms of the culture of Good Governance, may not work in a different organisation.

A major dimension of the project has been therefore to identify - alongside the Good Governance dilemmas - challenges faced by organisations in their daily running and work towards specific solution.

<table>
<thead>
<tr>
<th>Challenges for grassroots sport organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessing who we are as well as our environment:</td>
</tr>
<tr>
<td>➢ Who is umbrella organisation and who are members?</td>
</tr>
<tr>
<td>➢ Do we perform risk analysis?</td>
</tr>
<tr>
<td>➢ What are the challenges for the new leaders in sport in an age of concern for finances, lack of mutual trust and low social capital?</td>
</tr>
<tr>
<td>➢ How can sport leaders create a vision that fit to challenges? That guides us in the difficult time. That sets our priorities so that we change societies - not just make activities.</td>
</tr>
</tbody>
</table>

Knowing our environment:
➢ Who are our Stakeholders? How different are they?
➢ What are their expectations?
➢ What are their impacts on our organisation’s decision making?
➢ How do we communicate with them?

Mapping our resources:
➢ How do we raise the awareness?
➢ What are our resources?
➢ Who are our volunteers and staff? What are their skills and competences? What is needed?
➢ What are our funds and what is our funding system?

Being ready to address difficult issues:
➢ Address your bad example, HUG YOUR MONSTER
➢ What are the risks of corruption etc when managing facility constructions in a voluntary club?
➢ Can we lead by example? Good or bad examples?
➢ How to set standards? What type of overall standard and procedures we can use?
We would like to recall here the interesting list of challenges identified in 2004 by Sport New Zealand (formally known as SPARC). This literature indeed provides a wide overview of the situation and is not specific to New Zealand but really highlight common governance challenges.

### 20 common governance challenges for sport organisations

**Source:** *Nine Steps to Effective Governance*, SPARC, 2004

1. Complex and confusing governance structures which fail to ensure accountability or cope with changes to the operating environment.
2. Lack of a systematic approach for governing boards to do their work.
3. A lack of training for board members.
5. A failure to tackle major policy issues.
7. Boards focussing on reviewing decisions instead of making decisions.
8. Failing to define appropriate accountability measures for the board and staff.
9. Failing to define the results which an organisation is striving to achieve.
10. Poor delineation of the roles of the board and staff.
11. Appointing the wrong people to the board.
12. Focusing on compliance issues at the expense of enhancing organisational performance.
13. Failing to define the responsibilities of the board and staff.
15. Poorly skilled and inexperienced board members.
16. Failing to manage the relationship between the board and staff.
17. Developing expectations that exceed the organisation’s capability.
18. Poor succession planning for board members or key staff.
19. Ad hoc attempts to address governance problems.
20. Failing to provide a clear framework for board members to carry out their duties.
The wide variety of challenges highlighted by GGGS partners and participants during the trainings constitutes a clear evidence of the complexity of the issue. They are presented below in relationship to the GGGS principles.

Respect the Democracy and accountability principles

- DEFINING THE OBJECTIVES OF THE ORGANISATION

“When thinking about Good Governance we shall not focus too heavily on procedures. Good Governance has most and foremost to deal with a way of being, organizing and thinking! Of course we do need procedures and tools for good governance to be implemented but they should be seen as a mean of and not a purpose in itself! They should in fine serve the goal and vision of the organisation. The vision/mission should remain the most important things for an organisation, its compass, its ‘raison d’être’.” Jean Camy, University of Lyon, France

“We as a board need to define how to drive towards a common goal and set a common direction”. Dorte With, DGI, Denmark

“Our main challenge in Good Governance is our lack of vision, leadership and ambition that would allow us to follow the speed of global development.” Kai Troll, Special Olympics Europe Eurasia (SOEE), Belgium

- ENSURING BALANCE OF POWER

“Ensuring a balance of power is a crucial way to legitimate the organisation. Our challenge as organisations is therefore to establish a shared power between elected members but also between elected and staff member” Jean-Claude Arnaud, member of ISCA Executive Committee.

“We don’t currently look at is the effectiveness of the board as a whole. We look at individual roles but not the sum total of these roles and how clubs need to ensure a balance of power on the board and effective operations as a team.” Patrick McGrattan – Belfast City Council, United Kingdom.
Work towards the inclusivity principle

- LEADERSHIP AND DELEGATION

“I like the concept developed by Kalzenbach and Smith regarding high performance teams/boards. To my mind, the key dimension is the Shared leadership. We should forget about the idea of THE charismatic leader and give each one his/her place. A good leader is someone who is able to create an environment where everybody is able to play its partition. He shall consider positively the diversity of statutes and interests of people. Indeed, in boards such as in life, diversity brings richness not only complication!” Jean Camy, University of Lyon, France

“Leadership is a two way street - nothing can be done in isolation. This might be a key challenge for sport for all organisations but also a key for success.” Marian Murphy, Special Olympics Europe Eurasia (SOEE), Ireland

“We need to empower new leaders. Currently the majority of board members in grassroots sport organisations are seniors (60+ years and men). It is necessary to include more young people and women.” Philippe Machu, UFOLEP, France.

- BROADEN YOUR VISION

“At the very moment sport organisations are facing the challenge of inclusiveness. They should offer access for all members to responsibilities (though all members do not have equal skills) and therefore contradict the famous thesis by Pierre Bourdieu (anthropologist sociologist professor at the Collège de France) according to which the associative universe is crossed by logics of domination which would let appear a phenomenon of militant elitism not very permeable to social mixing.” Jean-Claude Arnaud, Member of ISCA Executive Committee, France

“The specific nature of grassroots sport means we need models of good governance that are relevant for our organisations and for our sector! We cannot expect a common, “one size fits all” solution but can offer a “a lens of investigation”and develop ideas to find the right solution for your organisation.” Simone Digennaro, University of Cassino and Southern Lazio, Italy

- GET READY TO ADAPT

“Romania is still in a transition from the totalitarian times, and adaptation of the sport system to a liberal democracy based on civil society is a big governance challenge.” Mihai Androhovic, Romanian Federation Sport for All, Romania

“No organisation works independently. It is our challenge to be open and receptive to working in partnership, flexible to change and understand stakeholders’ expectations and motivations.” Filippo Fossati, UISP President, Italy
Develop the transparency principle

- ORGANISATIONNAL PROCEDURES AND TASK DIVISION
“Sport organisations need to make sure to coordinate the activities and tasks but also that the style and coordination way is understood by everybody and are relevant. It is quite a challenge to live with the contradiction that arises from the fact that “Association are ‘mission led’ organisations” (Mintzberg) but that in the same time they need a strong and specific division of labour.” Jean Camy, University of Lyon, France

“When the growth of the management is quick, the board can struggle to retain authority of decision making powers, particularly when board members are volunteers. Furthermore the lack of specific deliverables assigned to board members because of their volunteer status (when managers have job descriptions and clear goals). Therefore, defining and assigning precise tasks to all the parties are of crucial importance and a major challenge for our organisations.” Tarmo Volt, Estonian Sport Association JOUD, Estonia

- RISK ASSESSING: BALANCING VALUES AND FUND RAISING
“Thinking of the financial dependence and the mismatch of values is a crucial point. Should we adapt the organisations values to the funders? Where to set the limits? Can I accept all kind of money if it helps me to deliver the organisation mission?” Toni Llop, UBAE, Member of ISCA Executive Committee, Spain

“We are facing challenges with the commercial sector, on concurrency level and financial level. Investments are needed but the financial situation does not always allow it. How to stay on the market as NGOs?” Herbert Hartmann, DTB, Member of ISCA Executive Committee, Germany.

“A key governance challenge is the dependence on local and national authorities – and the lack of consistency and continuity in the funding from these sources.” UISP, Italy

- CLEAR COMMUNICATION
“We need to recognize that our ability to meet our goals depends also on maintaining financial performance that encourages investment in leading-edge research and development. We need to provide honest, accurate and timely information to our shareholders about our performance and to make clear public reports and communications.” Participants from the 1st Training in Italy.
Alongside the specific challenges linked to Good Governance, GGGS project has also highlighted other managerial challenges faced by sport organisations to deliver their activities. Identifying these challenges contribute to defining the overall environment in which sport for all organisations are performing therefore having a direct impact on their global reflection.

- **SECURING SUSTAINABLE FUNDING**
  Sport for all organisations throughout Europe have to adapt themselves. Indeed they heavily depend on local and national funding which do suffer from a serious cut. It is therefore of crucial importance to showcase the value of grassroots sport sector and be efficient and transparent in delivering activities for all citizens. This only might help the sector to address the issue of the low level of congruence between normative and everyday attitude of government towards sport.

- **ADAPTING THE OFFER TO FACE COMPETITION FROM THE COMMERCIAL SECTOR**
  In our more individualistic society, individuals are less keen to commit themselves to one activity only especially if it is a constraining one. Thus the grassroots sport sector shall adapt its offer in order to face the competition from the commercial sector therefore retaining its members and attracting new one.

- **FACILITY MANAGEMENT**
  Many organisations are facing challenges in terms of facilities management. Indeed, investments are needed but the financial situation does not always allow it. It therefore ended up in situation where some facilities are in good conditions while some others are not. Board members have to develop mid and long-term strategy for facilities development taking into account budget constraints as well as users needs.

- **REGARDING PROFESSIONALISATION**
  A key governance challenge for sport for all organisations is the professionalization of the organisation especially when it comes to define the limits between volunteer and professional spheres. Implementation of the professionalization of the management is a common challenge across Europe.
As a follow up to our discussions, a list of risks has been set up, covering a wide variety of areas.

- Communication
- Misuse of funds
- Running out of funds!
- Conflict between volunteers and staff
- Health risks/overtraining/injuries
- Match Fixing
- Drop-out/Burn-out
- Doping
- Inadequate facilities
- Sexual harassment
- Conflicts of interest
- Labour rights
- Quality of program
- Duty of care
- Data Protection
- Discrimination / Stigma
- Violence against minors
- Tax issues
- Personal quality of leaders
- Internal communication
- Time management
- Strategic planning
- Quality system
- Finance and ethics
- Changes in rules/laws
7. Conclusion: Key outcomes and lessons from the GGGS project

While setting the context we tried to answer this simple question: “Why does Governance matter for Grassroots Sport organisations?”

We identified 7 major reasons for grassroots sport organisations to engage onto the journey towards better governance.

- Strategic thinking and direction-setting are fundamental to success.
- The sport environment is complex and the demands on leaders are significant.
- Management can thrive when supported by strong governance.
- Organisations need to be accountable to their members and stakeholders.
- Organisations want to be recognised as credible by the public.
- Funding partners expect results and accountability.
- Participants in sport have high expectations of their organisation and its leaders.

We discussed whether we should develop standards or guidelines, and the main conclusion is that GGGS project cannot give solutions to organisations on Good Governance. But it can help organisations to go through an internal process to assess their own Good Governance issues and decide their own solutions.

It was also decided that ISCA should be going through such a process as well. The Education trainings were also a chance for some or all of the participating organisations to actually go through such a process (or prepare to do so).

Colin Carter and Jay Lorsch in Back to the Drawing Board (2004) highlighted that “One size does not fit all. Boards are most likely to be effective if their structures are designed to fit the circumstances of their company and the role the board has elected to play.”

This has also been the driving philosophy behind GGGS project, being aware of and respecting the various different levels of organisational capacity and of external obligations of each organisation.

Therefore we do not want to define one single model of good governance. We don’t want to define rules as we don’t believe in ‘one size fits all’.

We want to share and exchange knowledge about existing governance practices in grassroots sport. It is our priority to ensure that grassroots sport organisations have a shared understanding of what good governance means and that they can give each other mutual support. We also identified a need to establish broad good governance guidelines and some kind of check list or quality assurance scheme. The Self-assessment tool is a good example of this.

Link to the Guidelines for Good Governance in Grassroots Sport: http://www.goodgovsport.eu/home

Link to the GGGS Self-assessment tool: www.goodgovsport.eu/selfassessmenttool

The next challenge will be to spread the message through the project partners to raise awareness, improve understanding and create momentum towards positive change. Indeed it is not enough to identify guidelines and good practices, we also have to ensure that as many people and organisations as possible are aware of them. There needs to be political “buy-in” to improve the governance landscape within grassroots sport as well as a desire from the organisations to want to improve and set up governance structures which allow for open and
transparent decisions and communications. The project partners will make fantastic ambassadors to promote the messaging of good governance. They are ready and willing to champion the messages with their networks and partners.

Annexes

Annex 1: GGGS Desk research description
Annex 2: References
Annex 3: List of GGGS partners
Annex 1: GGGS Desk research description

GGGS project carried out a desk research to document and compile the existing body of knowledge when it comes to good governance of the grassroots sport sector. While several principles of good governance are of a generic or universal nature, this project is “translating” these principles into practical everyday use with specific relevance for grassroots sport, including concrete examples.

ISCA and project partners suggest to read and research the most interesting following documents:

“Good governance - A code for the voluntary and Community sector”

Short description: This is a very pragmatic and useful document. It is interesting because the whole guide and the principles mentioned are designed for the entire voluntary and community sector in Great Britain. There are six general principles focusing on board members.

An effective board will provide good governance and leadership by:

• Understanding their role.
• Ensuring delivery of organizational purpose.
• Working effectively both as individuals and a team.
• Exercising effective control.
• Behaving with integrity.
• Being open and accountable.

“Good governance tool kit” from VicSport (Australia).

Short description: The aim of the document is clearly to help sport associations to improve good governance practice. Principles contained in this toolkit are general and the author invites the associations to adapt them to the specificities of their association. The document is focused on the boards:

• Board structure and purpose.
• Election and appointment.
• Board induction.
• Board behavior and culture.
• Board performance and evaluation.

Every section is defined in order to help associations to evaluate and to create their associations in a democratic and transparent way.

“Governance principles: a good practice guide”.

Short description: This code is essential within the frame of GGGS project. It has inspired many other guides on the same topic. This guide is made around six main and broad principles:

• Board composition, roles and powers: divided in 11 principles.
• Board Processes: divided in 6 principles.
• Governance systems: divided in 9 principles.
• Board reporting and performance: divided in 6 principles.
• Member relationship and reporting: divided in 4 principles.
• Ethical and responsible decision making: divided in 3 principles.
As these principles are general, they are then divided into more précis ed principles, and each of them is followed by some comments. Interesting point of the guide is the glossary present at the end of the document.

“Grassroots governance: governance and the non-profit”, by the Certified general accountants of Ontario.
Short description: This booklet has three objectives:
- To help volunteers better understand their role in good governance.
- To guide organizations in their desire to balance transparency and accountability.
- To provide guidance to grassroots organizations as they grow and mature.

The authors want that this document to be helpful for all kind of non-profit organizations, small or big.

It focuses on different points:
- Training of the volunteers, in order to keep them and to have competent volunteers.
- Measuring success not only by money, but also via client satisfaction, decline in negative outcomes, volunteer hours... Grassroots organizations should not try to earn more and more money.
- Grassroots growth: grassroots organizations grow when they serve a local need. But when they grow, they also have to face new challenges (more formal meetings, administrative pressure...).
- In Canada, organizations can decide to incorporate the organization, in order to make easier to sign contracts, to realize transactions...
- Choice of the type of Board.
- Transparency and Accountability: for the authors, “Good governance is all about accountability, transparency and integrity”. There is a balance to find between matters that are confidential and matters that are secret.
- Annual Meeting: key moment for the organization.
- Money well spent: to ensure trust of public and stakeholders, money needs to be well spent.

“Organizational effectiveness in selected grassroots sport clubs in Western Australia”, Thesis from Elissa Burton.
Short description: The author of this thesis led a very important work of research and of data collection in order to perceive criteria of effective or ineffectiveness in chosen Western Australia grassroots sports organizations. MRs Burton finally developed a checklist to assist grassroots sports organizations in order to help them to identify effective and ineffective areas.

The checklist and an explanation can be found in the Appendix N of the document. This checklist presents a great interest to evaluate whether or not the governance is effective in a club.

Best practice ideas for Grassroots sport club Administrators are also mentioned:
- Having committee members visible to club members at competition.
- Committee members need to be approachable and identifiable to ensure communication with club members.
- Support for technical resources like computers.
Few recommendations are also made for Sport Agencies and for Local and State Government agencies.

“20 questions directors of not-for-profit organizations should ask about governance”, by the Chartered accountants of Canada”. Short description: The purpose of the document is to lead Directors of non-profit organizations to evaluate and assess their role. Every question is followed by comments. Questions are divided in few section:
- Questions concerning the Organization
- Questions concerning the Board of Directors
- Questions concerning Senior Management
- Questions concerning the operations
- Questions concerning Communication

“Governance and policy in sport organizations”, by Mary A. Hums and Joanne C. Maclean. Short description: This book is designed to encourage the integration of management theory with governance and policy development practices. It provides an overview of the sport industry that will help readers understand the authority, organizational structures, and functions of the major governing bodies in various segments of professional and amateur sport at local, national, and global levels.

“Study on the funding of grassroots sports in the EU”. Short description: This study of three years on grassroots sports in the EU had five objectives:
- Identify the key financing models for grassroots sport across the EU;
- Analyze the impact of the legislative frameworks in place across the EU on the level of funding available for grassroots sports, and highlight any regulatory aspects that could give rise to Internal Market problems;
- Analyze the sustainability of the various funding models;
- Assess the relative strengths and weaknesses of different financing models, and identify the most efficient and sustainable models;
- Draw, where appropriate, policy implications at EU level.

One of the main conclusions of the study is that, it is obvious that grassroots sport sector differs from other economic sectors, however it responds to economic forces just like any other sector. Funding is therefore one of the biggest challenge grassroots sport will have to face, regarding to the fragile state of public finance, demographic change, lack of infrastructures...

The first volume of the study is divided in two parts. The first one presents the key funding sources for sport in each Member State. The second part is focusing on the funding modes for grassroots sport on 6 disciplines in 8 Member States (Football, Basketball, Tennis, Gymnastics, Swimming, Track and field and Multi-sport clubs). The last part presents the conclusions.

Website of the sport information Center: Short description: SIRC is a Canadian not-for-profit amateur sport organisation with the mandate to provide information and serve the educational needs of organisations and individuals involved in, or responsible for the development of, sport and fitness in Canada and around the world.
An entire section of their online resource center is dedicated to Sport governance.

**“Sport governance”, by R. Hoye**
Short description: Sport Governance provides a comprehensive guide to the practical application of governance principles to amateur and professional sport organisations operating at the community, state/provincial, national, and international levels. It presents a balanced view between accepted practice and what contemporary research evidence tells us about a range of governance principles and practices.

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