

KU LEUVEN



Utrecht University

Unveiling the National Sports Governance Observer

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Content

- NSGO project: who, why, what
- Methodological choices: defining and measuring good governance
- Results
- General conclusions

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NSGO project: who

Funding: 383,000 euro EU Erasmus+ programme + subsidies from Danish Parliament.

Coordinator: Play the Game / Danish Institute for Sports Studies (Idan)

Seven full project partners: research

Danish Institute for Sports Studies/Play the Game; German Sports University Cologne; KU Leuven; Molde University College (MUC); University Bucharest; University of Warsaw; Utrecht University

Three voluntary partners: research

Sou do Esporte (Brazil); Marco Begovic (private researcher; Montenegro); University of Central Lancashire and Molde University College (MUC)

Nine associated partners: advice and dissemination of research findings

Cyprus Sport Organisation (CSO); Danish Football Association (DBU); EPAS, Council of Europe; European Association for Sports Management (EASM); Flemish Sports Confederation (VSF); International Council of Sport Science and Physical Education (ICSSPE); Norwegian Football Association (NFF); Polish Golf Union (PGU); Romanian Football Federation (FRF)

NSGO project: why

Good governance: difficult to define, measure, and implement

- **No common understanding** of 'governance' and its (abstract) components.
- **Gap** between discourse and practice and between expectations and reality.
- **Sport federations** need to understand what principles must be implemented and how and why.
- **Public actors, stakeholders, and researchers** need reliable and valid monitoring tools to effectively signal and address weaknesses.

NSGO project: what

Main aim

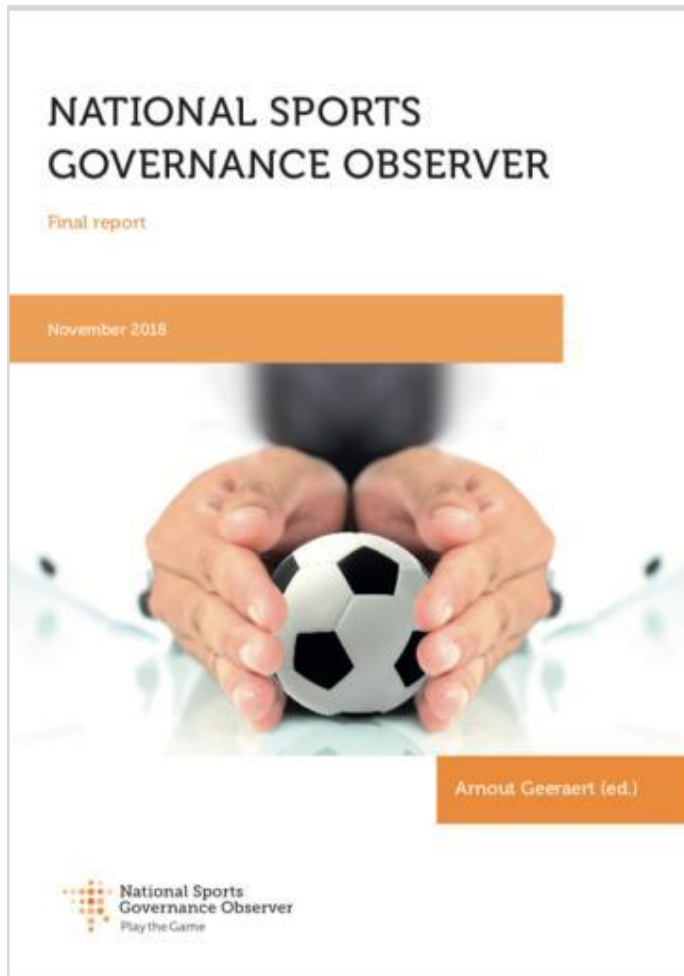
Assist and **inspire** national sports organisations to raise the quality of their governance practices

Measure governance and build capacity

- Develop and apply **indicators** of good governance
- Produce **reports** on the status quo of good governance

Establish sustainable networks: between the project partners and key stakeholders

- National **training workshops** and Play the Game conference



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

Nine European countries

Cyprus, Denmark, Flanders, Germany, the Netherlands, Norway, Poland, Romania

Eight federations or more

Five common federations: handball, swimming, athletics, football and tennis.

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What is good governance?



Transparency refers to the reporting of the organisation's own internal workings, which allows others to monitor these workings .



Democracy free, fair and competitive elections; actors' involvement in decision-making processes that affect them; and fair and open internal debates .



Accountability refers to both the separation of powers in the organisation's governance structure and a system of rules and procedures that ensures that staff and officials comply with internal rules and norms



Societal responsibility refers to deliberately employing organisational potential and impact to have a positive effect on internal and external stakeholders and society at large.

Why implement good governance?

Good governance and effectiveness

- Incentivises staff and officials to **perform better**
- Allows stakeholders to **contribute specialised knowledge**
- Generates **effective solutions** to policy problems
- Stimulates **learning**



Good governance and corruption

- Decreases the likelihood of **power imbalances** and **abuses of power**
- Increases the likelihood that corruption will be discovered and punished



Good governance and legitimacy

- Enhances **trust** from government and stakeholders



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Measuring good governance

NSGO benchmarking instrument

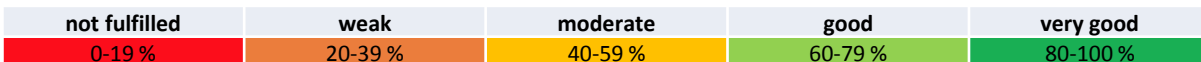
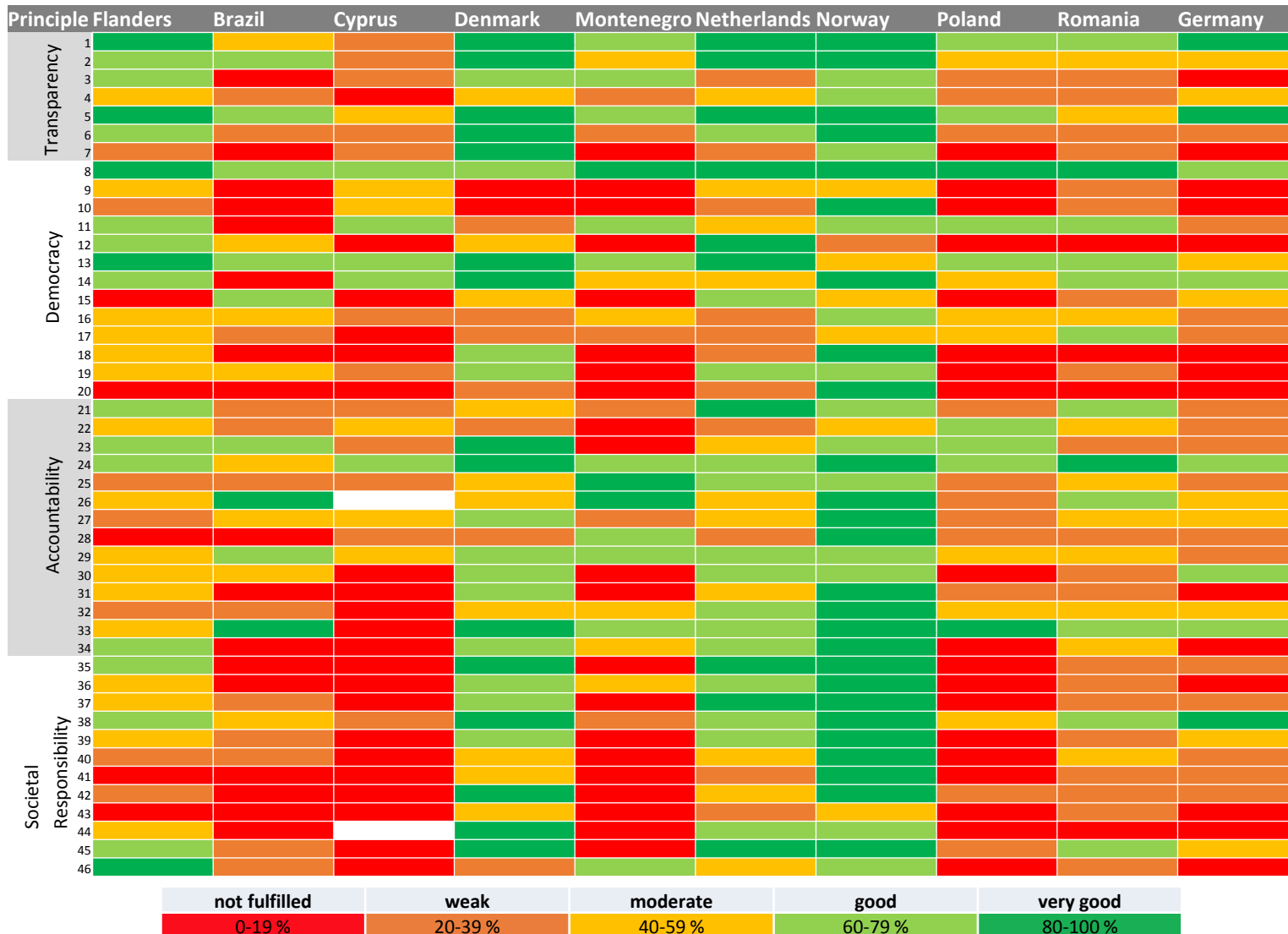
- Academic literature → **4 dimensions**: transparency, democracy, accountability, societal responsibility
- Best practices + academic literature → **46 principles**
- Best practices + academic literature → **274 yes or no indicators**

Added value

- **Reliable**: strict standard
- **Objective**: no self-assessment
- **Easy-to-use**: yes or no
- **Holistic**: 274 indicators give broad overview
- **Easy to interpret**: traffic light scoring system

not fulfilled	weak	moderate	good	very good
0-19 %	20-39 %	40-59 %	60-79 %	80-100 %

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Key results: Flanders, Belgium

Figures 1, 2, and 3 show Flanders' main NSGO scores. Table 1 summarises the surveyed federations' principle scores by showing their corresponding labels.

Figure 1: Flanders' overall NSGO index score

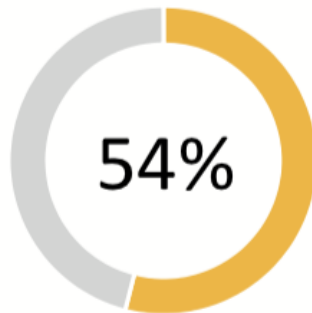
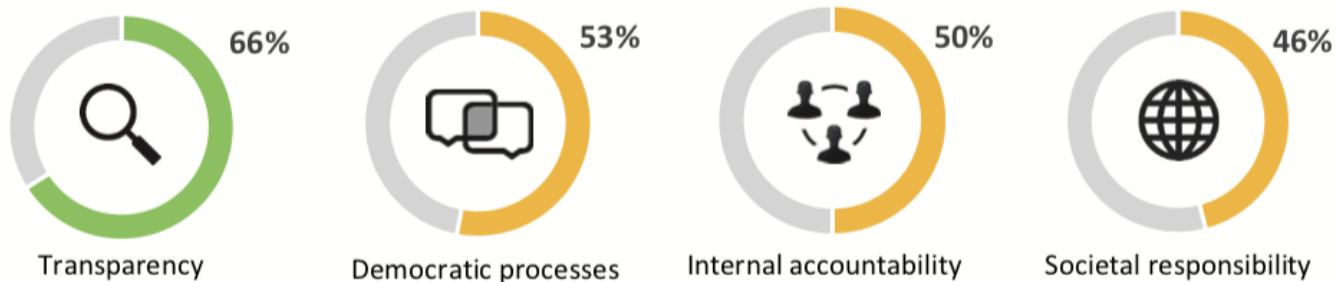


Figure 2: Flanders' scores on the four NSGO dimensions



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	Principle	BE (FL)	BR	CY	DE	DK	MNE	NL	NO	PL	RO	Avg
Transparency	1. Legal and policy documents	Green	Yellow	Orange	Green	Green	Light Green	Green	Green	Light Green	Light Green	Green
	2. General assembly	Light Green	Light Green	Orange	Yellow	Green	Yellow	Green	Green	Yellow	Yellow	Light Green
	3. Board decisions	Light Green	Red	Orange	Red	Light Green	Light Green	Orange	Light Green	Orange	Orange	Yellow
	4. Board members	Yellow	Orange	Red	Yellow	Yellow	Orange	Yellow	Light Green	Orange	Orange	Yellow
	5. Athletes and clubs	Green	Light Green	Yellow	Green	Green	Light Green	Green	Green	Light Green	Yellow	Light Green
	6. Annual report	Light Green	Orange	Orange	Orange	Green	Orange	Light Green	Green	Orange	Orange	Yellow
	7. Remuneration	Orange	Red	Orange	Red	Green	Red	Orange	Light Green	Red	Orange	Orange
Democratic processes	8. Elections of board members	Green	Light Green	Light Green	Light Green	Light Green	Green	Green	Green	Green	Green	Green
	9. Policy for differentiated board	Yellow	Red	Yellow	Red	Red	Red	Yellow	Yellow	Red	Orange	Orange
	10. Nomination committee	Orange	Red	Yellow	Red	Red	Red	Orange	Green	Red	Orange	Orange
	11. Quorums	Light Green	Red	Light Green	Orange	Orange	Light Green	Yellow	Light Green	Light Green	Light Green	Yellow
	12. Term limits	Light Green	Yellow	Red	Red	Yellow	Red	Green	Orange	Red	Red	Orange
	13. Member representation	Green	Light Green	Light Green	Yellow	Green	Light Green	Green	Yellow	Light Green	Light Green	Light Green
	14. Regular board meetings	Light Green	Red	Light Green	Light Green	Green	Yellow	Yellow	Green	Yellow	Light Green	Light Green
	15. Athletes' participation	Red	Light Green	Red	Yellow	Yellow	Red	Light Green	Yellow	Red	Orange	Orange
	16. Referees' participation	Yellow	Yellow	Orange	Orange	Orange	Yellow	Orange	Light Green	Yellow	Yellow	Yellow
	17. Coaches' participation	Yellow	Orange	Red	Orange	Orange	Orange	Orange	Yellow	Yellow	Light Green	Yellow
	18. Volunteers' participation	Yellow	Red	Orange	Red	Light Green	Red	Orange	Green	Red	Red	Orange
	19. Employees' participation	Yellow	Yellow	Orange	Red	Light Green	Red	Light Green	Light Green	Red	Orange	Orange
	20. Gender equality policy	Red	Red	Red	Red	Orange	Red	Orange	Green	Red	Red	Orange

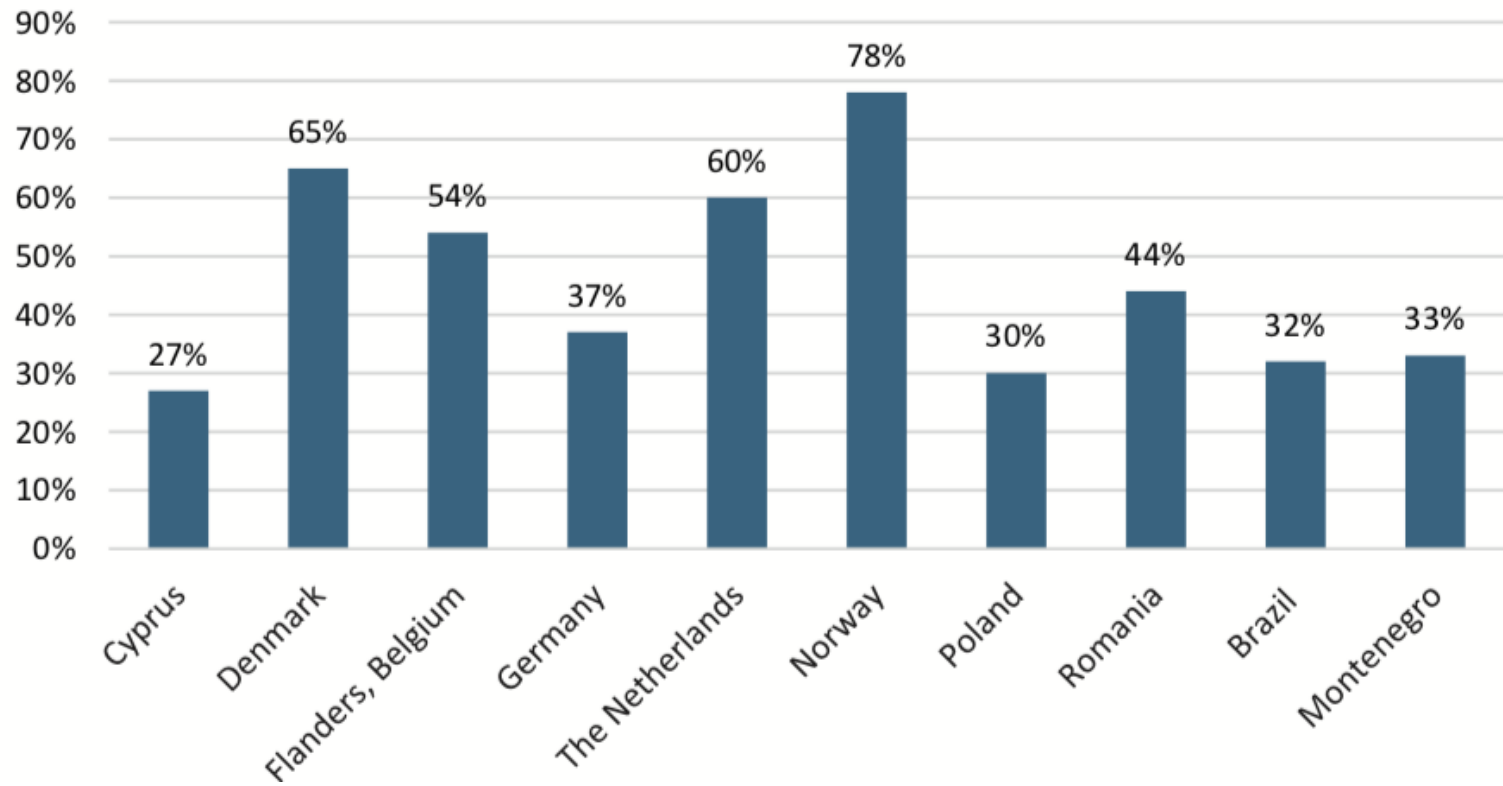
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	Principle	BE (FL)	BR	CY	DE	DK	MNE	NL	NO	PL	RO	Avg
Internal accountability	21. Supervision of board	Green	Orange	Orange	Orange	Yellow	Orange	Green	Green	Orange	Green	Yellow
	22. Board resignation procedures	Yellow	Orange	Yellow	Orange	Orange	Red	Orange	Yellow	Green	Yellow	Orange
	23. Board eligibility rules	Green	Green	Orange	Orange	Green	Red	Yellow	Green	Green	Orange	Yellow
	24. Clear governance structure	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green
	25. Supervision of management	Orange	Orange	Orange	Orange	Yellow	Green	Green	Green	Orange	Yellow	Yellow
	26. Audit committee	Yellow	Green	White	Yellow	Yellow	Green	Yellow	Green	Orange	Green	Green
	27. Financial controls	Orange	Yellow	Yellow	Yellow	Green	Orange	Yellow	Green	Orange	Yellow	Yellow
	28. Board self-evaluation	Red	Red	Orange	Orange	Orange	Green	Orange	Green	Orange	Orange	Orange
	29. External audit	Yellow	Green	Yellow	Orange	Green	Green	Green	Green	Yellow	Yellow	Yellow
	30. Code of conduct	Yellow	Yellow	Red	Green	Green	Red	Green	Green	Red	Orange	Yellow
	31. Conflict of interest procedures	Yellow	Red	Red	Red	Green	Red	Yellow	Green	Orange	Orange	Orange
	32. Complaint procedure	Orange	Orange	Red	Yellow	Yellow	Yellow	Green	Green	Yellow	Yellow	Yellow
	33. Appeal procedure	Yellow	Green	Red	Green	Green	Green	Green	Green	Green	Green	Green
	34. Board meeting schedule	Green	Red	Red	Red	Green	Yellow	Green	Green	Red	Yellow	Yellow

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	Principle	BE (FL)	BR	CY	DE	DK	MNE	NL	NO	PL	RO	Avg
Societal responsibility	35. Governance consulting	Green	Red	Red	Orange	Green	Red	Green	Green	Red	Orange	Yellow
	36. Mitigating health risks	Yellow	Red	Red	Red	Light Green	Yellow	Light Green	Green	Red	Orange	Yellow
	37. Combating sexual harassment	Yellow	Orange	Red	Orange	Light Green	Red	Green	Green	Red	Orange	Orange
	38. Anti-doping	Light Green	Yellow	Orange	Green	Green	Orange	Light Green	Green	Yellow	Light Green	Light Green
	39. Social inclusion	Yellow	Orange	Red	Yellow	Light Green	Red	Light Green	Green	Red	Orange	Orange
	40. Anti-discrimination	Orange	Orange	Red	Orange	Yellow	Red	Yellow	Green	Red	Yellow	Orange
	41. Gender equality	Red	Red	Red	Orange	Yellow	Red	Orange	Green	Red	Orange	Orange
	42. Anti-match-fixing	Orange	Red	Red	Orange	Green	Red	Yellow	Green	Orange	Orange	Orange
	43. Environmental sustainability	Red	Red	Red	Red	Yellow	Red	Orange	Yellow	Red	Orange	Red
	44. Dual careers	Yellow	Red	White	Red	Green	Red	Light Green	Light Green	Red	Red	Orange
	45. Sport for all	Light Green	Orange	Red	Yellow	Green	Red	Green	Green	Orange	Light Green	Yellow
	46. Athletes' rights	Green	Orange	Red	Red	Orange	Light Green	Yellow	Light Green	Red	Orange	Orange

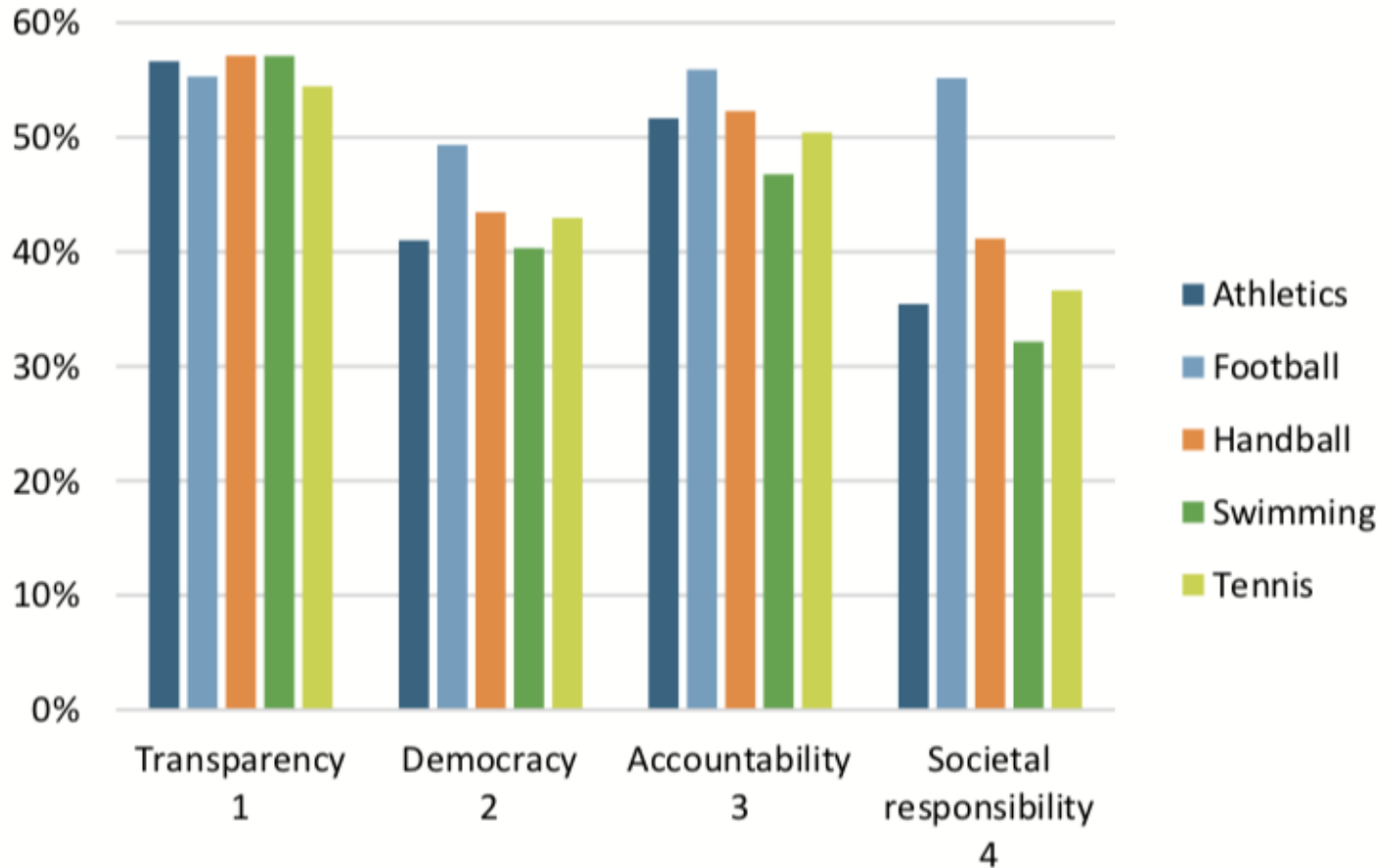
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What the NSGO provides – and what not

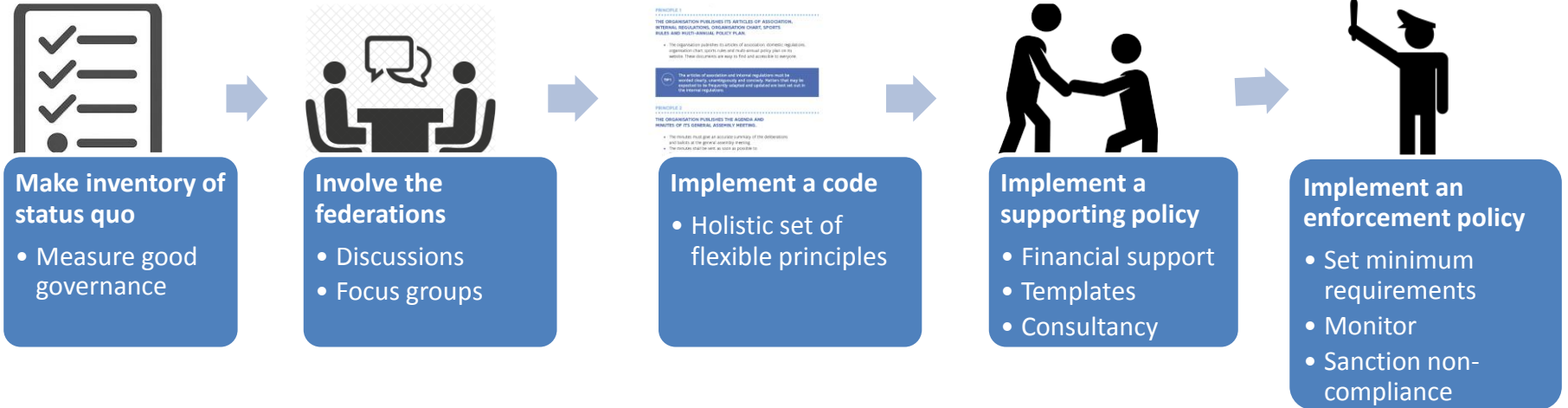
What the NSGO does not provide

- A definitive set of good governance principles.
- A definitive measurement of good governance.
- A direct measurement of effectiveness, legitimacy, and ethical conduct.
- A blueprint that sports federations can implement as such.

What the NSGO provides

- A holistic overview of strengths and weaknesses via the use of 46 principle and 274 indicators,
- A reliable and clear assessment through yes/no indicators.
- An objective external assessment via a standardised data gathering process and instructions.
- Benchmarking that serves as an ideal starting point for a discussion on good governance policies.

How to improve the governance status quo?



Thank you

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