

National Sports Governance Observer

Research process and preliminary results

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Presentation

1. Project
2. Research
3. First preliminary results
4. Next steps

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Project background: Sports Governance Observer

SPORTS GOVERNANCE OBSERVER 2015

The legitimacy crisis in international sports governance

Report / October 2015



Arnout Geeraert



All 35 federations		
Dimension	SGO score (on a scale from 1-5)	SGO Index
Transparency	2.99	49.6%
Democratic process	2.81	45.2%
Checks and balances	2.68	42.0%
Solidarity	2.79	44.9%
Overall		45.4%

NSGO project: relevance

Good governance: a means to an end

- Enhances federations' **legitimacy, effectiveness, and resistance to unethical practices.**
- Enables federations to increase their **autonomy** by building trust with governments and stakeholders.

Good governance: difficult to define, measure, and implement

- **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: objectives

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

NSGO project: partners

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)

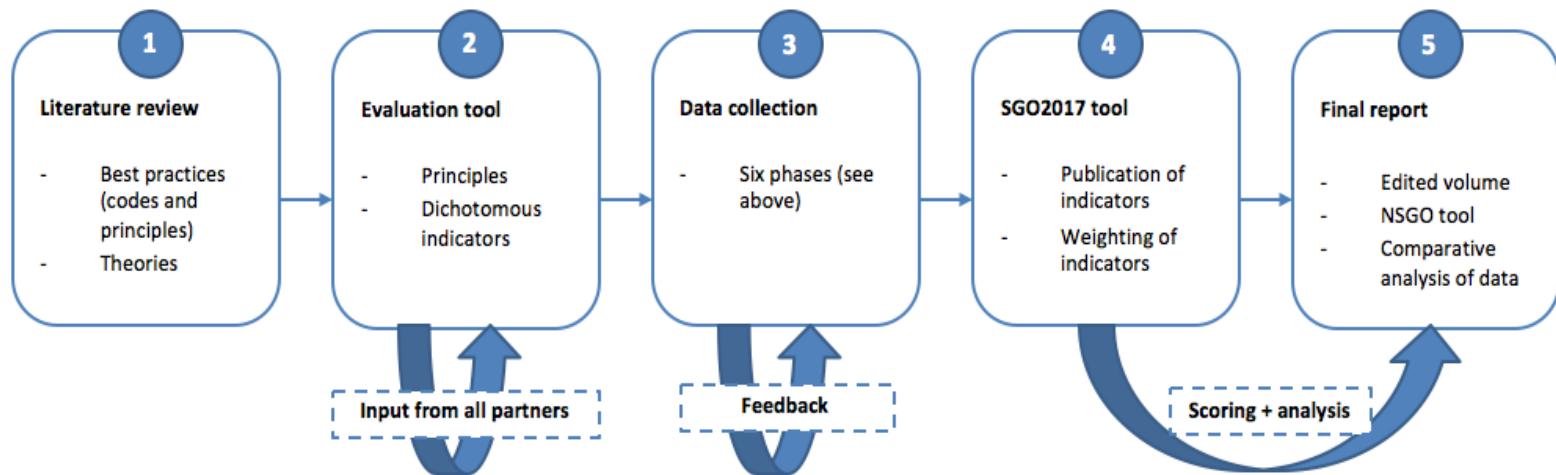
Nine associated partners: advice and dissemination of research findings

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)

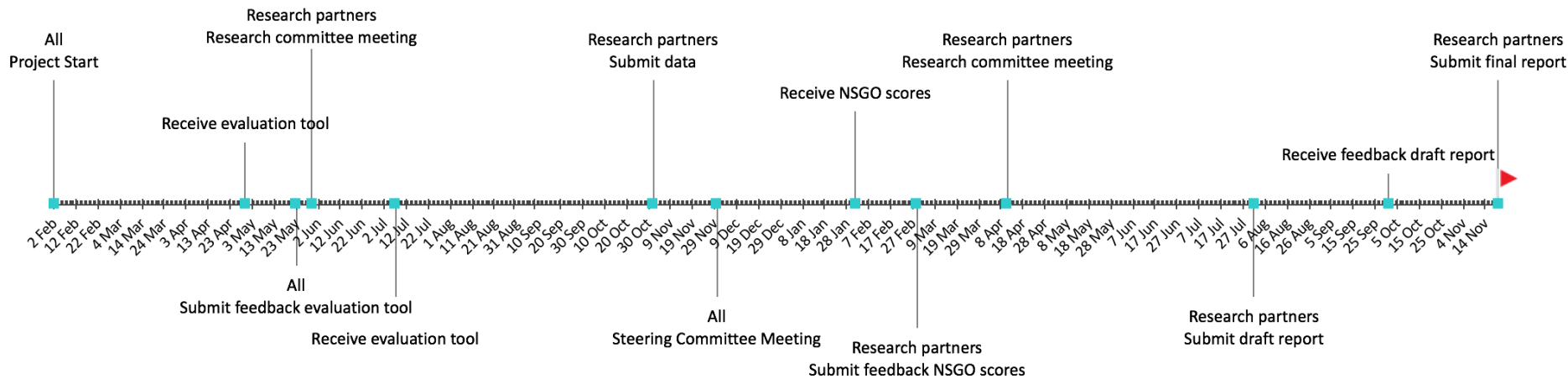
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Research: process



Research: timeline



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Report

NATIONAL SPORTS GOVERNANCE OBSERVER

Indicators of good governance in national
federations

Arnout Geeraert



Operationalising good governance: dimensions

Transparency refers to an organisation's reporting on its internal workings, which allows others to monitor these workings.

Democratic processes entail free, fair and competitive elections; affected actors' involvement in decision-making processes; and fair and open internal debates.

Internal accountability and control refers to both the implementation of 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.

Operationalising good governance: indicators

- **46 principles:** 274 indicators
- **3 categories:** basic, advanced, state-of-the-art
- **Reliable measurement:** clearly defined criteria
- **Easy to apply:** 1 or 0

Dimension 2: Democracy

[Principle 8]

Board members are democratically (re-)appointed according to clear procedures.

Relevance

The threat of being replaced by a challenger in case of under-achieving or inappropriate behaviour incentivizes officials to conform to their constituents' wishes, perform better, and refrain from opportunistic behaviour.

Indicator	Category	Detailed evaluation criteria	Data source	Score
8.1	Basic	Do the organisation's statutes or internal regulations contain procedures that determine the appointment and reappointment of all the members of the board? <i>Note: under these criteria, board members may be co-opted or ex officio members.</i>	Organisation's statutes and internal regulations	
8.2	Basic	Do the rules governing elections cover information on people qualified to vote; majority or percentage needed to win the election and, where applicable, weighting of votes; quorum; and election rounds?	Organisation's statutes and internal regulations	
8.3	Basic	Do the rules governing elections ensure that the general assembly directly elects more than half of the members of the board? <i>Note: federations may co-opt members of the board (in order to help fill gaps in terms of skill and expertise in the short term). They should form a minority in the board and may only be appointed for a limited period of time. If the latter is not the case, the organisation does not meet the criteria.</i>	Organisation's statutes and internal regulations	

First preliminary findings: transparency

Major strengths

- 95% of the federations publish their **statutes and sport rules** on their website.
- 78% of the federations publish their **internal regulations**.
- 94% of the federations list the names of all the current members of the board.
- 86% of the federations list **basic information about affiliated clubs**.

Major weaknesses

- 34% of the federations publish **board decisions** on their website and 28% explain the rationale behind decisions.
- 34% of the federations publish information on **remuneration** and 25% of the federations publish a separate statement on the remuneration of board members. Only in Denmark, all federations do the latter.

Other key indicators

- 48% of the federations publish a recent **annual report** on their website.
Denmark, the Netherlands, and Flanders: 100%
Poland and Montenegro: 0%
- 61% of the federations publish **information on finances** (annual income and expenses).
Denmark 100%, Montenegro 88%, the Netherlands 88%
Cyprus and Flanders 50%, Germany 0%, Poland 38%

First preliminary findings: democratic processes

Major strengths

- 88% of the federations have **clear voting rules** for the elections of board members.
- In 88% of the federations, **at least half of the members of the board are elected** by the general assembly.

Major weaknesses

- 38% of the federations **formally involve athletes** in their policy processes.
Germany 83%, Denmark 67%, the Netherlands 63%, Cyprus 13%, Flanders 14%, Montenegro 25%, Poland 13%, Romania 25%.
- 26% of the federations **adopt their multi-annual policy plans in consultation with athletes**.
Denmark 67%, the Netherlands 63%
- 22% of the federations undertake certain actions aimed at promoting **gender equality** internally.
Denmark 83%

Other key indicators

- 44% of the federations establish **term limits** for elected board members.
The Netherlands 100%, Poland 100%, Denmark and Montenegro 0%, Cyprus 57%, Flanders 50%, Germany 33%, Romania 13%.

First preliminary findings: internal accountability and control

Major strengths

- 89% of the federations have statutes that establish that the **general assembly approves the annual financial statements**.
- 75% of the federations have statutes and/ or internal regulations that establish that **the board determines the organisation's general policy** (e.g., mission, vision, and strategy).
- 71% of the federations have their **financial statements externally audited**.

Major weaknesses

- 26% of the federations establish a **long-term financial planning**.
- 44 % of the federations have a **code of conduct that applies to board members**.
Denmark 100%, the Netherlands 88%, Cyprus 0%, Montenegro 0%, Flanders 38%, Germany 50%, Poland 38%, Romania 50%.
- 38% of the federations have code of conduct for board members that contains **rules on conflicts of interest**.
The Netherlands 88%, Denmark 100%, Cyprus 13%, Flanders 25%, Montenegro 0%, Poland 0%, Germany 40%, Romania 43%

Other key indicators

- 43% of the federations establish a **multi-annual policy plan**.
The Netherlands 100%, Romania 88%, Cyprus 13%, Poland 13%, Germany 40%, Flanders 38%, Denmark 29%, Montenegro 25%.
- 42% of the federations establish **procedures regarding conflicts of interest**.
Denmark 71%, Flanders 63%, Poland 63%, the Netherlands 63%, Cyprus 13%, Germany 17%, Montenegro 0%, Montenegro 50%.

First preliminary findings: societal responsibility

Major strengths

- 84% of the federations implement **disciplinary rules to combat doping** in conformity with the World Anti-Doping Code.
- 76% of the federations implement **formal procedures establishing their cooperation with the National Anti-Doping Authority**.
- 66% of the federations **undertake actions aimed at promoting sport for all** (Cyprus 25%, Montenegro 0%).

Major weaknesses

- 37% of the federations have a **code of conduct** which outlines rules aimed at promoting the **physical integrity of athletes** (Netherlands 100%, Denmark 88%).
- 32% of the federations establish **procedures for processing complaints about unwanted sexual behavior** in their statutes and/ or internal regulations (The Netherlands 100%, Denmark 67%).
- 32% of the federations have a formal policy that outlines objectives and specific actions aimed at **combating discrimination in sport**.
- 20% of the federations undertake actions aimed at promoting the **environmental sustainability of the sporting events** it (co-)organizes (Denmark 67%).

Other key indicators

- 43% of the federations provide some form of **consulting to member organisations in the areas of management or governance** (Denmark 100%, the Netherlands 100%, Flanders 88%).
- 39% of the federations implement **disciplinary rules to combat match-fixing** (Denmark 100% ,Flanders 63%).

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Next steps

Review and revise data: address inconsistencies and measurement errors

Assign weights to indicators: taking into account the importance of the individual indicators and federations' size and capacity

Produce project report and national reports: detailed overview of the status quo and recommendations that aim to inform and stimulate federations' governance policies

Organise national training seminars: stimulate discussion and contribute to capacity building

Implementing good governance

Compliance strategies for two types of organisations

- Unwilling to comply
 - **Monitor** compliance: measure / check the implementation of principles
 - **Sanction** non-compliance: naming/ shaming, financial repercussions
 - **Involve federations** in good governance policies and **explain the importance**
- Unable to comply
 - **Explain** good governance principles
 - Build **capacity** through consulting, one-on-one advise, exchange of best practices...
 - Give **financial support**