Unveiling the National Sports Governance Observer

13 November 2018

Dr. Arnout Geeraert

Assistant Professor, Utrecht University School of Governance

Associate, Leuven International and European Studies, KU Leuven

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.
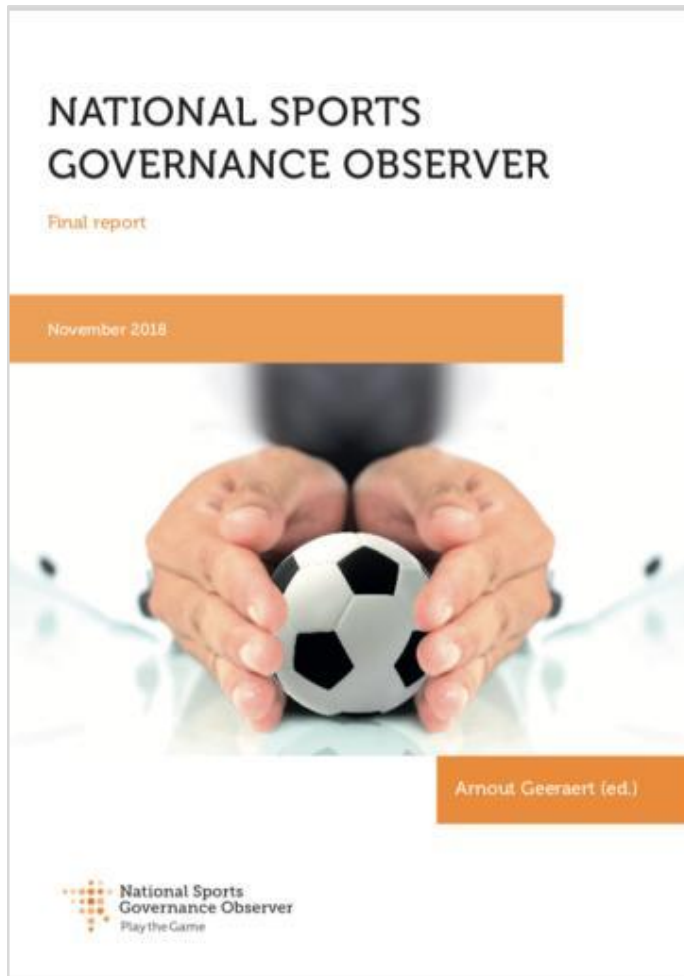
NSGO project: what

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

NATIONAL SPORTS GOVERNANCE OBSERVER

Final report

November 2018

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National Sports
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Play the Game

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.

www.nationalsportsgovernanceobserver.org

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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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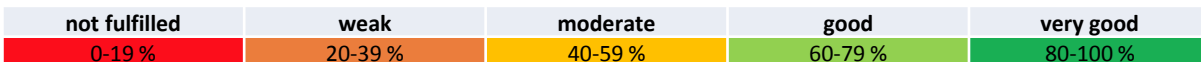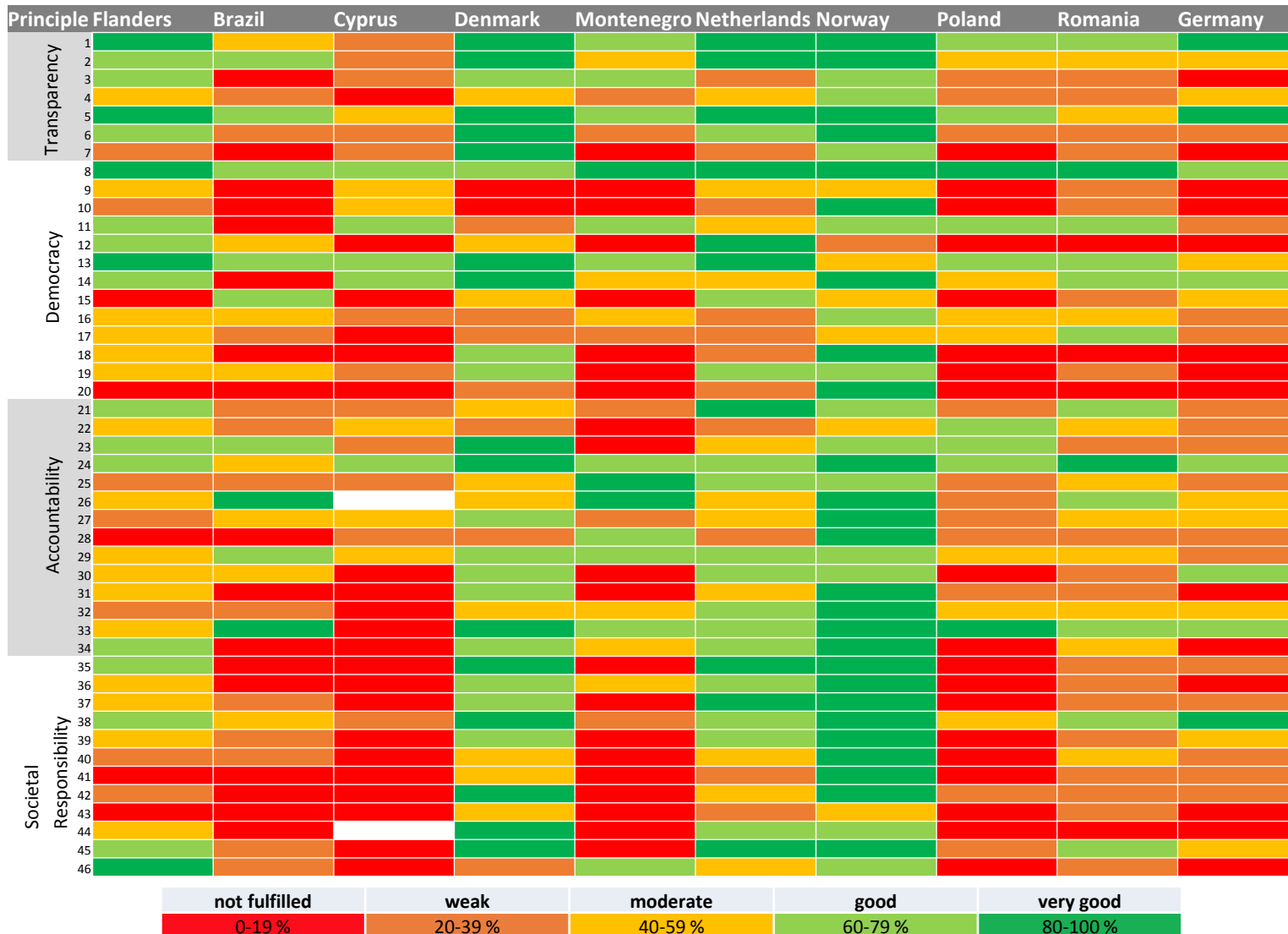
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Key results: Flanders, Belgium

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

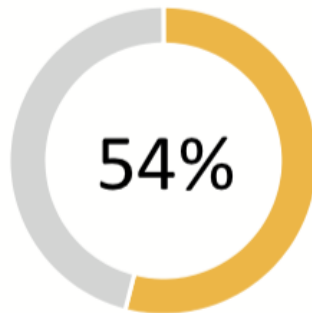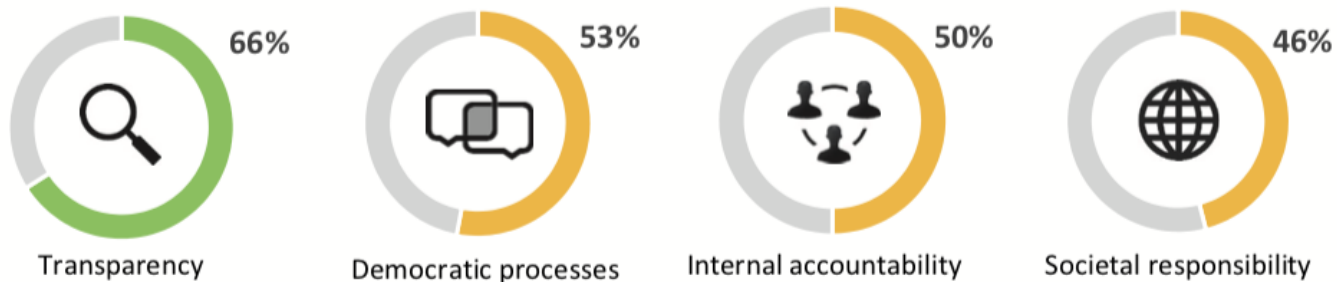**Figure 1: Flanders' overall NSGO index score**

54%

Figure 2: Flanders' scores on the four NSGO dimensions

66%	53%	50%	46%
Transparency	Democratic processes	Internal accountability	Societal responsibility

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

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

Internal accountability

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

Societal responsibility

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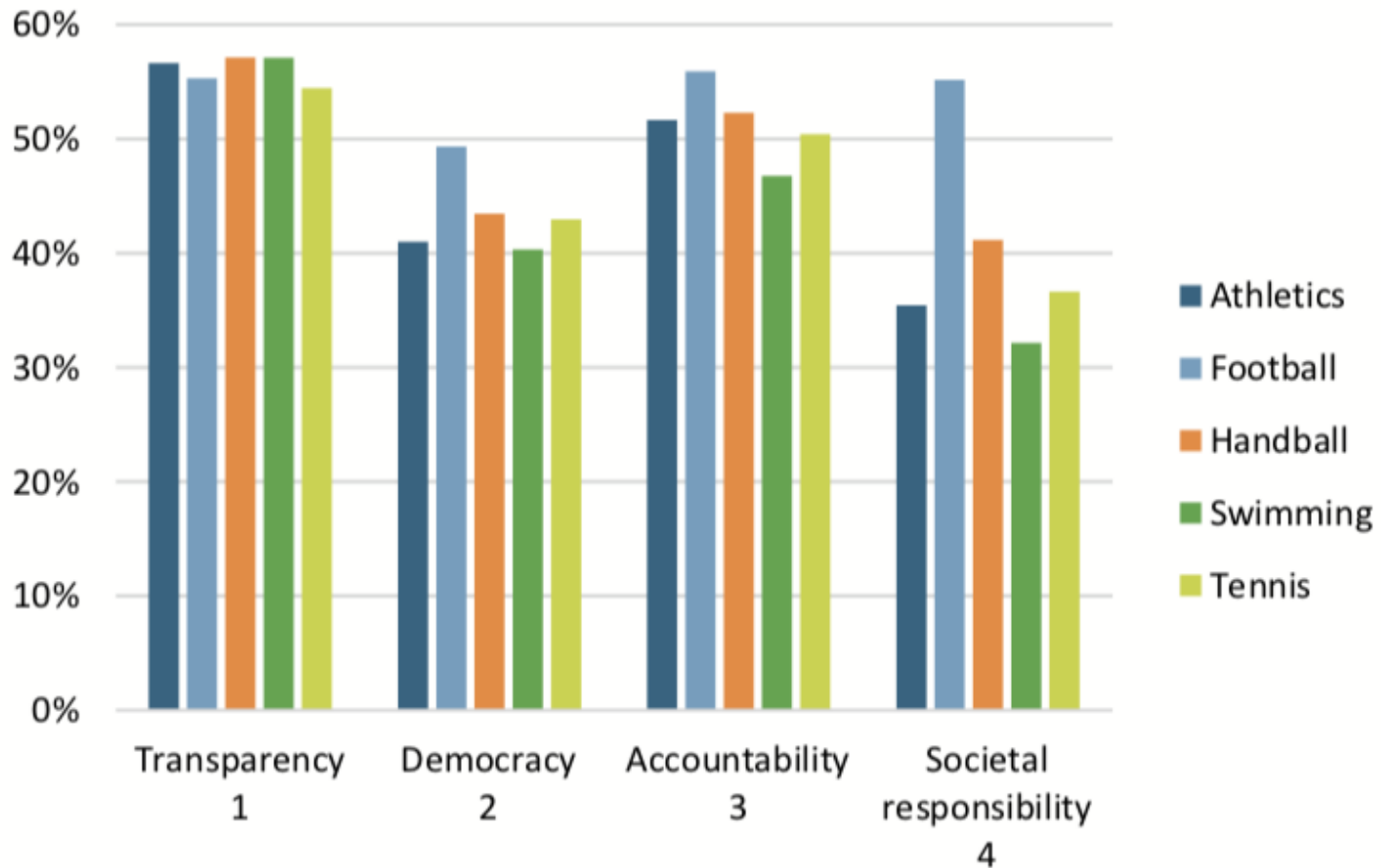
	Transparency	Democracy	Accountability	Societal responsibility
	1	2	3	4

Belgium

Brazil

Cyprus

Denmark

Montenegro

Netherlands

Norway

Poland

Romania

Germany

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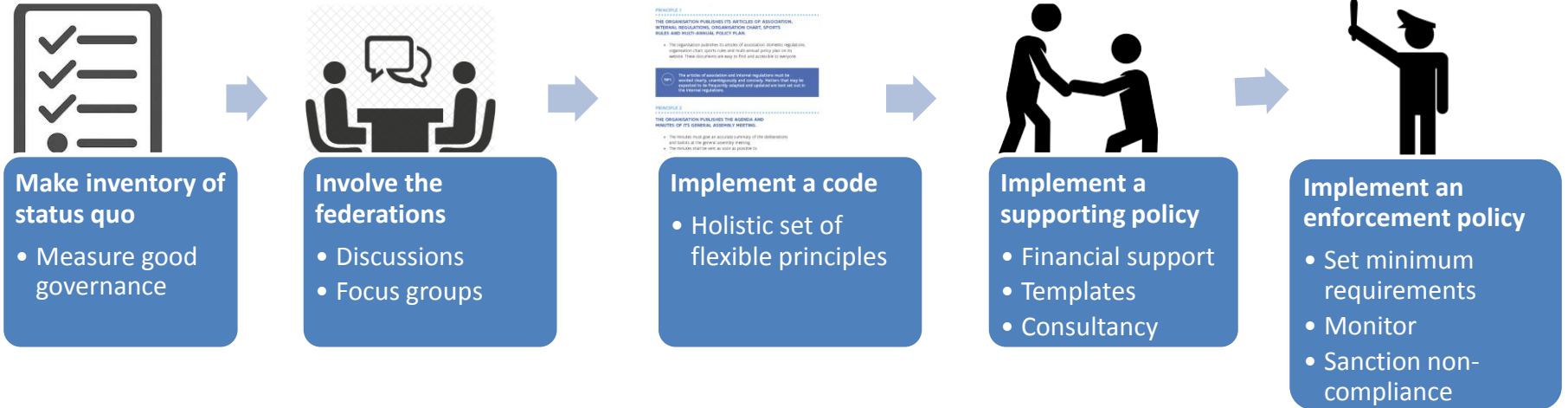
What the NSGO provides – and what not

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.

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How to improve the governance status quo?

Make inventory of status quo

- Measure good governance

Involve the federations

- Discussions
- Focus groups

Implement a code

- Holistic set of flexible principles

Implement a supporting policy

- Financial support
- Templates
- Consultancy

Implement an enforcement policy

- Set minimum requirements
- Monitor
- Sanction non-compliance

Thank you

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arnout.geeraert@kuleuven.be