



Good Governance in Grassroots Sport project

GGGS Training 1, 14. – 16.9.2012, Casalecchio Di Reno, Italy

REPORT

Program: Topics, Speakers, Moderators

Main topic of the Training: "Focus on policy - Developing leadership by understanding context"

Friday 14.9.2012

Conference afternoon: **"Focus on policy - Developing leadership by understanding context"**

Inclusiveness in the representation of interested stakeholders means that grassroots sport organizations 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 organization should be able to identify underrepresented groups and create pathways for their involvement

Welcome and presentation by Municipality Casalecchio di Reno, **Mayor Simone Gamberini**

Welcome by **Fabio Casadio**, Chairman Bologna UISP

Moderator: **Mark Lowther**, School of Sport, Cardiff Metropolitan University UWIC

"Identifying and analyzing stakeholders in grassroots sport", prof. **Antonio Borgogni**, , dr. **Simone Digennaro**, dr. **Erika Vannini**, University of Cassino and Southern Lazio, Italy

"The role of sports organizations in relation to state structures and forms of governance adjustment upon it – example from Slovenia", dr. **Simona Kustec-Lipicer**, Chair of Policy Analysis and Public Administration, Faculty of Social Sciences, Ljubljana, Slovenia

"UISP experience with the good governance in sport and how UISP works with Inclusivity as one of four key principles of good governance", **Filippo Fossati**, UISP President, Italy

Saturday 15.9.2012

Workshop 1: **External challenges and opportunities**

We can use the "power of sport" to motivate, to inspire and to educate individuals in Society. Sport is used as the "engagement vehicle" as it is unique, it is fashionable, it is "sexy" and the majority of individuals readily engage with it.

With the social responsibility we embrace responsibility for the organization's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders.

"How social responsibility in Sport is rolled out via the community programmes at professional or volunteering level? How are stakeholders involved in activities?" , **Henriett Vass**, Hungarian Olympic Committee, Sport for All Coordinator, Hungary

GGGS group discussion led by dr. **Judit Farkas**, Semmelweis University Faculty of Physical Education and Sport Sciences, Hungary

Workshop 2: **Stakeholder analysis and management**

Stakeholder engagement and participation practises are increasingly becoming part of mainstream business. It is being used as a mean to improve combination, obtain wider community support or buy-in for projects, gather useful data and ideas and provide for a more sustainable decision making. How you manage stakeholders? Do you have structure and plan?

"Stakeholder Management in the grassroots sport organization", prof. **Roberto Meglioli**, UISP/Legacoop Reggio Emilia, Italy

GGGS group discussion led by **Toni Llop**, UBAE, Spain

Sunday 16.9.2012

Workshop 3: **Strategic vision and direction**

It is crucially important to stakeholders that organisations are well led and know what they want to be famous for. At its core is having strong organisational vision and direction, and having the confidence to make decisions to follow this through. It was found that those organisations that rate best among their stakeholders are those with the greatest clarity of purpose – stakeholders want to know what an organisation is doing to add value to them and how they can be involved in.

"Good example on the planning and materials that support partners/members with own strategic planning process. What kind of tools can be used and how? How do we in Special Olympic EE cooperate with other stakeholders to develop material and strategies?"

Kai Troll , Special Olympics Europe Eurasia (SOEE), Belgium

GGGS Team discussion led by **Pippo Russo**, UISP, Italy

Workshop 4: **Team discussion on good examples and dilemmas**

Development of "self-assessment" tool for good governance in grassroots sport

Workshop led by **Mark Lowther**, School of Sport, Cardiff Metropolitan University UWIC

Closing workshop: **Evaluation of the Training and preparation of the next steps** led by **Saska Benedicic Tomat**, ISCA, Slovenia



GGGS Training 1 Report

Background:

The Good Governance of Grassroots Sport project was set up in December 2011, funded by the EU, with the aim to provide support and guidance to leaders of grassroots sport organisation. The objectives are to develop the understanding of what good governance is and why it is important at all levels. In collaboration with key partners, the project will explore 'good governance', collect a range of good practice examples, develop informal training for leaders of grassroots sport organisations and develop a self-assessment toolkit to support the on-going learning process for organisations.

Following the project kick-off meeting and special workshop with partners, a specialized working group worked to develop a framework which supported the collective understanding of good governance. The framework falls into three themes:

- Policy
- Process
- People

There will be three training sessions and a self-assessment toolkit covering each of these themes. The first of these training sessions took place in Casalecchio Di Reno, Italy looking at **Policy, developing leadership by understanding context**.

1. Friday 14.9.: GGGS Training Conference day

"Focus on policy - Developing leadership by understanding context"

(Moderator: **Mark Lowther**, School of Sport, University Wales, Institute Cardiff)

- Welcome and presentation (Municipality Casalecchio di Reno, **Mayor Simone Gamberini**)
- "Identifying and analyzing stakeholders in grassroots sport" (prof. **Antonio Borgogni**, , dr. **Simone Digennaro**, dr. **Erika Vannini**, University of Cassino and Southern Lazio, Italy)
- "The role of sports organizations in relation to state structures and forms of governance adjustment upon it – example from Slovenia" (dr. **Simona Kustec-Lipicer**, Chair of Policy Analysis and Public Administration, Faculty of Social Sciences, Ljubljana, Slovenia)
- "UISP experience with the good governance in sport and how UISP works with Inclusivity as one of four key principles of good governance" (**Filippo Fossati**, UISP President, Italy)
- "Closing of the day and regards to participants" (**Piero Gasperini**, Councillor responsible for sport, Municipality of Casalecchio Di Reno)

Questions to consider:

- What kind of model/approach, that helps organization in identifying and analyzing stakeholders, do you know?
- Who are specified key stakeholder groups?
- Who are our own stakeholders? Do we know their power, influence and interest?

1.1. Overall Summary and Key lesson:

Each presenter outlined the lessons they had learned from their university research or direct work in governance and sports development. A common thread through all the presentations highlighted that no organization works independently, that organizations need to be open and receptive to working in partnership, flexible to change and understand stakeholders expectations and motivations.

When organizations are set up to do this, the result is stakeholders perception of the organization is more likely to be positive. The services are perceived as aligned with personal expectations.

However, with this in mind there needs to be an appreciation that working in the 'real world' means that you will need to constantly adjust to maximize your effectiveness and to continually identify partners that can support the realization of your vision.

Highlights form presentations:

- **"Identifying and analyzing stakeholders in grassroots sport"** (prof. Antonio Borgogni, , dr. Simone Digennaro, dr. Erika Vannini, University of Cassino and Southern Lazio, Italy)

Stakeholders are those groups who affect and/or could be affected by an organisation's activities, products and services and associated performance.



Lessons learned from the Case study: analysing stakeholders in grassroots sport on the case Polisportiva Giovanni Masi

- Stakeholder analysis as the back-bone of the decision-making process;
 - Decision-making as a multidimensional process;
 - GG, as process of decision-making inspired by organisational values and beliefs, is contextual;
 - We need to analyse organizational behaviours (processes and decisions) by referring them to the context.
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- **“The role of sports organizations in relation to state structures and forms of governance adjustment upon it – example from Slovenia”** (dr. Simona Kustec-Lipicer, Chair of Policy Analysis and Public Administration, Faculty of Social Sciences, Ljubljana, Slovenia)

Assessment of sport policy-making and the role of government by the national sport organisations (Novak 2012):

- Stabilisation and continuity over time
- Common hierarchy of the main areas of their activities: education and sport, raising resources, informing, workshops and training
- Political targets of their influence: government, ministries, public agencies, very reserved towards political parties
- Stable, close policy networks
- EU membership does not change their status, opportunities
- Differences between umbrella sport organisations and grassroots sport organisations in the resources of their work, level of success to influence on policy making processes and decision makers, attitude towards decision making processes, attitude towards international arena

Main problems and dilemmas:

- Low level of congruence between normative and everyday attitude of government towards sport
- Underprivileged attitude of government towards selected issues and target groups
- Unequal treatment of various types of sport organisations – inside and in relation to government
- Debate about the democratic governance, transparency, discrimination, corruption, money laundering in circumstances of the expressed positive need of state intervention in sport expressed by sport organisations

- **“UISP experience with the good governance in sport and how UISP works with Inclusivity as one of four key principles of good governance”** (Filippo Fossati, UISP President, Italy)

Challenges and dilemmas from UISP

- UISP doesn't have a recognizable stakeholder in employees and staff. We are not able to say if it's a strong or weak point, but our workers situation is in the most part occasional, temporary and regulated by different kind of contracts and there is often an overlap with management roles. We're not glad of this situation, but without external normative input it won't be easy to face this topic.
- The inclusiveness of institutional partners and communities is a fascinating topic. The strength of a big organisation as UISP, self-funded with the membership fees, is the possibility to develop favoured collaborations around common goals to its own strategies, and to openly contrast the wrong choices.
- Important topic is the role of UISP in the governance of local authorities. We're often well represented, but on the basis of informal relationship and not on rules and transparent procedures.
- Our important topic is inclusiveness of project partners and investors when they are from for-profit companies. We are open for cooperation, but very careful. Companies are always more interested to produce actions of social responsibility. The degree of coherence is different from case to case. Companies mostly remain stakeholders of actionists' profit, as it should be. This relationship should be handled with care. UISP is interested to a path of sharing, mutual knowledge, shared projects with companies keeping on the topic of social responsibility, but we would not define as criterion of good governance the inclusion of economical partners in the decision-making process, unless this process is mutual and UISP can sit with a golden share in their board of directors!



2. Saturday, 15.9.2012: Workshop day 1

2.1. Workshop 1

Presenter: Henriett Vass, Hungarian Olympic Committee, Sport for All Coordinator, Hungary

Moderator: Dr. Judit Farkas, Semmelweis University Faculty of Physical Education and Sport Sciences, Hungary

Context: External challenges and opportunities

"Sport is often used as the "engagement vehicle" as it is unique and has the ability to appeal to a wide variety of people if positioned and marketed correctly. For organisations whose role it is to promote physical activity, comes a social responsibility to make sure there is a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders. "

Workshop presentation:

"How social responsibility in Sport is rolled out via the community programmes at professional or volunteering level? How are stakeholders involved in activities?"

Key presentation points:

- a. The Hungarian Olympic Committee developed a programme with the aim of increasing participation in general physical activity. The selected activity needed to be open to all, low cost and easy to learn.
- b. Nordic walking was selected as meeting this requirement and work began to identify any partners who were already delivering Nordic walking. A number of partners were identified and their aims and ethos matched against the aim of the programme
- c. The programme trained new club leaders and these were brought together under an agreement to create a network
- d. The new club leaders then delivered 20 Nordic walking opportunities each engaging with their local community

Topics for GGGs group discussion

- Do we consider sport as a vehicle for social responsibility and what is stakeholder involvement and attention to the social responsibilities of sport itself?
- Is social responsibility based within the human resources, organizational development or public relations of an organisation?
- What good examples and dilemmas do we know?

Group discussion comments of where good governance could be witnessed:

- There are occasions where skilled state intervention is suitable and it needs to be carried out whilst ensuring that the activity is sustainable beyond the intervention delivery time. It needs to facilitate autonomy and let communities buy in to the programme and develop further the concept once state intervention has been completed
- The landscape of the partners needs to be carefully examined from the beginning
- There is no perfect project, but it is important to ensure that throughout the programme you are evaluating the work and ensuring you are continually adjusting new information and any changes which could impact the success of the project
- We need to build on and leverage the strengths and resources of the diverse sectors.
- We need to create a culture of partnership and build a Community of Practice related to physical activity, recreation and sport participation.
- We need to facilitate the coordination of communications through social marketing, media and public relations initiatives across Europe.



2.2. Workshop 2

Presenter: prof. Roberto Meglioli, UISP/ Legacoop Reggio Emilia, Italy

Moderator: Toni Llop, UBAE, Spain

Context: Stakeholder analysis and management

Stakeholder engagement and participation practises are increasingly becoming part of mainstream business. It is being used as a mean to improve commination, obtain wider community support or buy-in for projects, gather useful data and ideas and provide for a more sustainable decision making. How we manage stakeholders? Do we have structure and plan?

Workshop presentation: "Stakeholder Management in the grassroots sport organization"

Key presentation points:

The first step in UISP was to identify who its stakeholders are. In order to do this UISP had to think of all the people who are affected by their work, who have influence or power over it, or have an interest in its successful or unsuccessful conclusion. UISP has 3 identified groups:

- active stakeholders (members, trainers, volunteers, individuals)
- internal organizations (clubs, employees, associations / institutions)
- social associations (communities, non-profit organizations)



UISP regularly holds meetings/interviews with team members/stakeholders/members....

The meeting are an opportunity to ask questions, raise any issues or identify items that may have been missed. As with the management team, key result areas, metrics and objectives are developed for stakeholders and each team member creates consensus with them. This analysis is made with objectives tied to the overall evaluation plan for the organization every 4 years. This is the time when UISP ensures everyone is on track with their objectives or to address any strategic changes that need to be reflected in the next period. Dilemma: to hold Congress and analyze situation every 4 years is not enough.

Topics for group discussion:

- How important is Stakeholder Management in our organization? Does it help us to ensure that our activity/project/program succeed where others fail?
- What financial or emotional interest do they have in the outcome of our work? Is it positive or negative?
- Who influences their opinions generally, and who influences their opinion of us?
- What kind of approach should be adopted for involving stakeholders?
- What good examples and dilemmas do we know?

Group discussion comments of where good governance could be witnessed:

- By combining the power/interest matrix and stakeholder engagement and participation strategies, we have to identify stakeholders and implement a management strategy appropriate for that specific stakeholder group following:
 - stakeholders interests
 - stakeholders power
 - stakeholders engagement
 - stakeholders participation
- It is crucially important to stakeholders that organisations are well led and know what they want to be famous for. At its core is having strong organisational vision and direction, and having the confidence to make decisions to follow this through.
- Good communication is vitally important to stakeholder management. In particular, communication needs to be a two-way process. Stakeholders want to feel that their views are listened to and acted upon – or to know why their advice has not been used. While many public sector organisations are felt to listen to their stakeholders, most need to do better at feeding back to stakeholders how they are acting on their views.
- Stakeholder relationships are ultimately about day-to-day working relationships. Therefore, as effectively as an organisation might be led, the quality of working relationships really makes a difference to stakeholders: “The people make the relationship rather than the organisation.”
- A strong leadership team is important – but all staff need to know that they act as ambassadors for their organisation through the impressions they give in their daily interactions. Staff advocacy is vital.

3. Sunday 16.9. Workshop day 2

3.1. Workshop 3

Presenter: Kai Troll, Special Olympics Europe Eurasia (SOEE), Belgium
Moderator: Pippo Russo, UISP, Italy



Context: Strategic vision and direction

It is crucially important to stakeholders that organisations are well led and know what they want to be famous for. At its core is having strong organisational vision and direction, and having the confidence to make decisions to follow this through. It was found that those organisations that rate best among their stakeholders are those with the greatest clarity of purpose – stakeholders want to know what an organisation is doing to add value to them and how they can be involved in.

Workshop presentation:

“Good example on the planning and materials that support partners/members with own strategic planning process. What kind of tools can be used and how? How do we in SOEE cooperate with other stakeholders to develop material and strategies?”

Key presentation points:

- Special Olympics are a grassroots sport organisation that delivers sport competitions for adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage and experience joy.
- They are an international organization with a presence in all continents
- A considerable challenge for them is to ensure their branding remains true to their vision and ethos across all their international work
- A key success is the level of satisfaction customers and stakeholders have once engaged with the organisation
- In order to capitalise on this and promote the messaging further, Special Olympics must create a strong internal leadership strategy in order to ensure the external communication to partners and stakeholders is consistent



- Special Olympics have developed an internal toolkit to support employees to develop their understanding and skills in strategic leadership.
- Good planning is the key activities to be sure that our vision can be served.
- Who are our stakeholders? Do we know their needs?

Topics for GGS Team discussion:

- Do you apply the values of your organisation when dealing with stakeholders? How?
- How does the leadership of your organisation set a direction for our stakeholders?
- What good examples and dilemmas do we know?

Group discussion comments of where good governance could be witnessed:

Good example from SOEE

Governance and Operation of Accredited Programs



- **General Rules**
- **Accreditation Guidelines**
- **Accreditation License**
- Governance Requirement
- Board Composition and Board Rotation
- Prohibitions
- Compliances with laws and standards, Code of Ethical Conduct, conflict of interest situations,
- Quality and growth requirements
- Fundraising and Development
- Fiscal accountability and Financial Management
- Bylaws
- Use of all Intellectual Properties
- Annual / Bi-annual Census (Data collection)
- Enforcing standards and policies

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SOEE Dilemmas in good governance:

- lack of vision, leadership and ambition and follow the speed of global development
- leadership: leaders vs. Presidents vs. Chairman/woman
- governments who still do not see the value of and importance of SO and disable sports in general
- global communication alignment

- media/low level of awareness in some countries
- perception Special Olympic versus Paralympic
- fundraising

More comments/conclusions from participants:

- We need fundamental values and standards, which continue to effectively guide our operations in this rapidly changing environment. Integrity and high standards of conduct remain the very foundation upon which we will build good governance.
- Our mission is to discover, develop and provide innovative activities (products) and services that save and improve lives. No matter how we change and grow, at the core of who we are, embodied in our values and standards, will remain constant. And those values and standards will always be the very basis of our success.
- 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.

3.2. Workshop 4

Context: Development of “self-assessment” tool for good governance in grassroots sport

Workshop led and materials prepared by **Mark Lowther**, School of Sport, Cardiff Metropolitan University UWIC

Background for the process:

- governance landscape
- desk research
- collection of good examples

GGGS Project partners and GGGS Team are working on the governance landscape that shows:

- rules and expectations
- mistakes and failures
- examples of heroes and heroics
- a wealth of information and instructions
- demands and dilemmas
- **How do we proceed – fearful of failure but excited by experiences?**

GGGS Project partners and GGGS Team are working on desk research that shows:

- there are codes out there for public, private and third sector
- there are codes tailored to sport
- there are also models and tools (and theories) to help underpin and support governance
- ISCA appears to have taken a blended & balanced view by exploring & engaging across states and sectors
- it is a start not the finishing place
- **How can we create a way of governing for the sector by the sector?**

What are your experiences or perceptions of self-assessment based on context, process and content – when doesn’t it work ad when does it? (Feedback from participants)

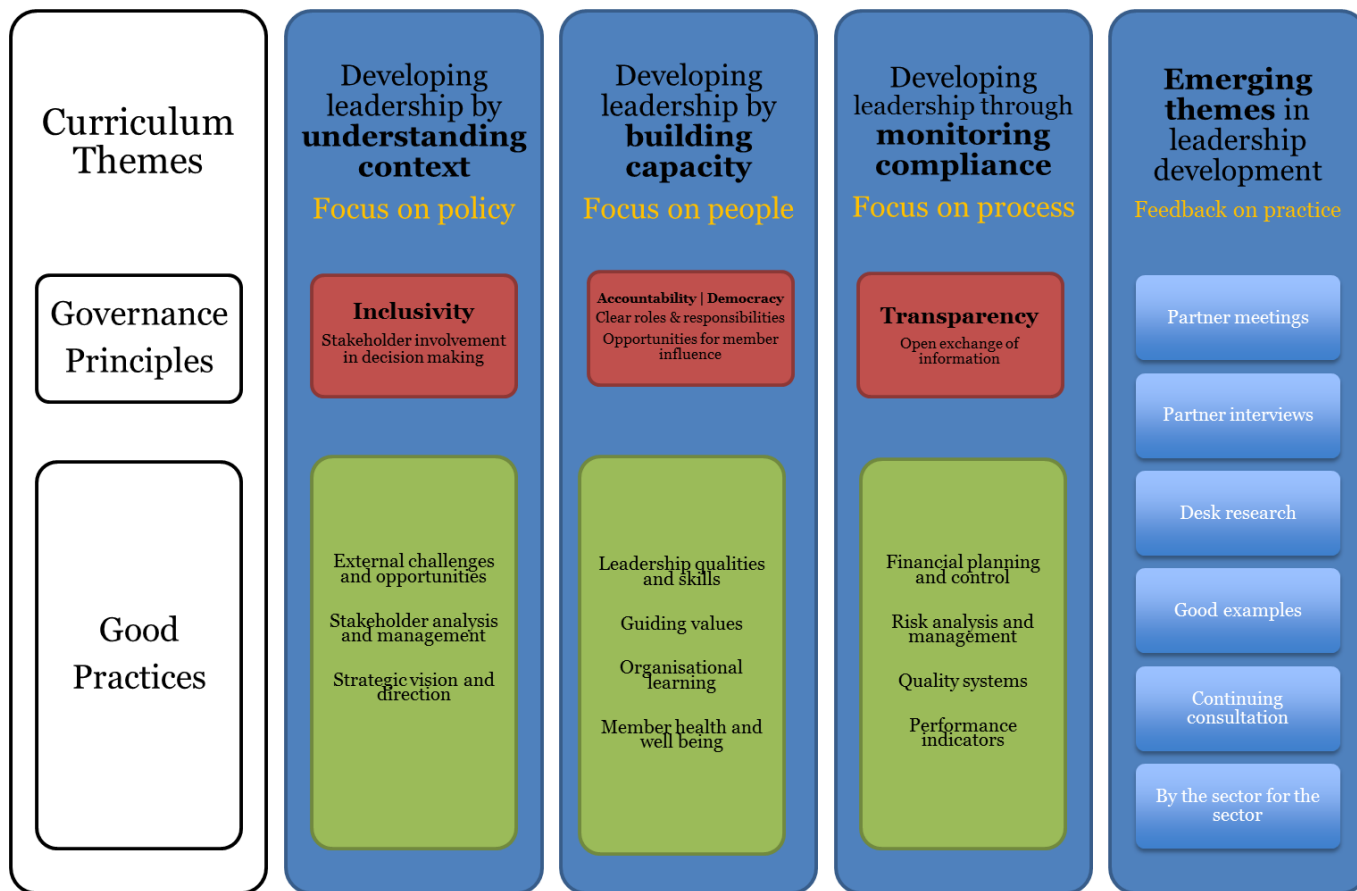
Context:

Self-assessment works well when...	Self-assessment doesn’t work well when...
Clear link to strategy is established	We doesn’t take into account political structures
External audit justify and confirm our financial report	

Process:

Self-assessment works well when...	Self-assessment doesn’t work well when...
Implementation is in the collaborative way with staff and stakeholders	Differences in view are not managed well or difficult questions are avoided
Process is pilot tested	People are not honest about issues
Self-assessment is undertaken regularly	People are not supported or motivated through the process
	Results are not shared or corrective action established
	There is no review or follow up

Background for draft self-assessment tool:



List of self- assessment topics were defined by partners and GGS Team

List of self assessment "questions" for the "Developing leadership by understanding context - Focus on policy"

1. We have considered the significant external challenges facing us and potential opportunities open to us
2. We have considered our ability to survive and prosper in the future
3. We know who our active and established stakeholders are
4. We know who our under-represented stakeholders are
5. We involve and have plans in place to include both established and under represented stakeholders in decision making
6. We have developed a clear strategic vision and direction

List of self-assessment “questions” for the “Developing leadership by building capacity - Focus on people”:

1. Our leaders, at whatever level, have the strategic and interpersonal skills to guide, engage and develop us
2. We understand the values that guide our organisational purpose and activities
3. We establish clear roles and responsibilities for the board, management, staff and volunteers
4. We create opportunities for organisation members to influence and shape both strategic policy and practical implementation
5. We facilitate organisational learning and personal development
6. We create a healthy working environment and ensure the wellbeing of organisation members

List of self-assessment “questions” for the “Developing leadership through monitoring compliance - Focus on process”

1. We have a clear approach to financial planning and control
2. We know what the routine operational risks are in our organisation and how these are assessed and subsequently managed
3. We take action to manage the key processes in our organisation
4. We set measures to review and assess organisational performance
5. We ensure open exchange and sharing of information on organisational matters with members and stakeholders
6. We make organisational information available to members and stakeholders

Example for scoring:



Next step from the GGS project:

- draft of self-assessment tool
- draft of self -assessment tool presented in the GGS workshop in Cyprus, November 2012
- test of draft of self - assessment tool
- GGS project will find and list “Existing good examples for each topic of self-assessment”
- GGS project will find and list “Contact organization and person for consultation”
- ISCA and partners will lead “Consultation process”
- ISCA will eventually “Upgrade the Education program”

Contact:

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