



Good Governance in Grassroots Sport Project Training 2, Tallinn, Estonia , 9–11 November 2012

REPORT

THE PROGRAMME:

Main topic of the Training: “Focus on people - Developing leadership by building capacity in grassroots sport associations”

Day 1: Friday 09 November 2012

Plenary Session:

“Focus on people - Developing leadership by building capacity in grassroots sport associations”

Following 2 Principles of Good Governance in Sport:

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 organization. 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 organization.

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

- Welcome by Saska Benedicic Tomat, ISCA project manager, Slovenia
- Welcome by Tarmo Volt, Secretary General, Estonian Sport Association JOUD, Estonia

Presentation 1: “Estonian Sport for All strategic development plan” Tonu Seil, Vice-chancellor of Estonian Ministry of Culture, Estonia

Presentation 2: “How GGGs project can lead us to good governance in our organisations? How GGGs examples of good practice which showcase specific elements of the self-assessment tool can help to build a knowledge base of practical information as part of the toolkit?” Simone Digennaro, University

of Cassino and Southern Lazio, Italy, Judit Farkas Semmelweis University Faculty of Physical Education and Sport Sciences, Erika Vannini, University of Cassino and Southern Lazio, Italy (TBC)

Presentation 3: “Are the roles and responsibilities for the board, management, staff and volunteers clear established?” Jean Camy, University of Lyon, France

Presentation 4: “Club Innovation – How to create opportunities for organization members to influence and shape both strategic policy and practical implementation?” Dorte With, DGI, Denmark

Presentation 5: “Democracy in grassroots sport organisations: What can be a dilemma in implementation of leadership in the organization?” Jean Claude Arnaud, Member of ISCA Executive Committee, France

Moderator and closing of the day: **Vahur Mäe**, Pärnu City Council, Estonia

Day 2: Saturday 10 November 2012

Welcoming workshop: Looking Back and Looking Forward

Workshop 1: Leadership Qualities and Skills

Leadership can be described as “a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task”. A leader needs a range of personal qualities and developed skills to demonstrate good leadership. The demonstration of these personal qualities and skills will shape and influence the way organisations are governed.

Workshop presentation from Marian Murphy, Special Olympics Europe Eurasia (SOEE), Ireland:
“How does Special Olympics lead their leaders? How do SO`s leaders lead Special Olympics?”

Topics for GGGS group discussion led by Simone Digennaro, University of Cassino and Southern Lazio, Italy:

- What are the important personal qualities and interpersonal skills of board members when it comes to good governance?
- How to establish clear roles and responsibilities for the board, management, staff and volunteers?
- How to manage relations among paid and unpaid staff?

Workshop 2: Guiding Values

Values provide a reference for what is good, beneficial, important, useful, desirable, constructive, etc. Values generate and shape behavior and help solve common human problems. Looking at a person’s or organization’s values help to provide answers to questions of why people do what they do and in what order they choose to do them.

Workshop presentation from Toomas Tonise, Secretary General of Estonian Olympic Committee.
“The responsibility of board members. Example from Estonian Sports Registry as a tool for Sports For All”

Topics for GGS group discussion led by **Toni Llop**, UBAE, Spain

- Do leaders (Board members) understand and evaluate the role they play and the way they can contribute to the organization` values?
- How board members can make difference by having proper procedures and policies in place but also to work well as a team and have good relationships within the organization?

Day 3: Sunday 11 November 2012

Workshop 3: Organizational learning

Organizational learning is a characteristic of an adaptive organization. They are able to sense changes in signals from its environment (both internal and external) and adapt accordingly.

Workshop presentation from Herbert Hartmann, DTB, Germany:

“How to define a comprehensive Human Resource Development to develop persons capacities, utilizing, and maintaining their services in tune with the job and organizational requirement - The DTB-Certification „Pluspunkt Ehrenamt ”

Topics for GGS group discussion led by **Vahur Mae**, Chairman of Parnu City Council, Estonia

- How to facilitate organizational learning and personal development?
- How board members (as a team) can ensure the organizational delivers; organizational purposes, a long term strategy, operational plans and budgets, monitoring progress, evaluation of results, assessing outcomes and impact?
- How do you ensure that your organization continuously adapts to new circumstances and that organizational changes are really being implemented and impactful?

Workshop 4: Team discussion

On-going development and review of “self-assessment” tool for good governance in grassroots sport

The focus was on identifying examples of good practice which showcase specific elements of the self-assessment tool to build a knowledge base of practical information as part of the toolkit. Workshop led by **Simone Digennaro**, University of Cassino and Southern Lazio, Italy

Workshop 5: Closing of the Training

Evaluation of the Training and preparation of the next steps led by **Saska Benedic Tomat**, ISCA, Slovenia

GGGS Training 2 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 is exploring 'good governance', collecting a range of good practice examples, developing informal training for leaders of grassroots sport organisations and developing a self-assessment toolkit to support the on-going learning process for organisations.

Following the project kick-off meeting in 2011 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

A self-assessment toolkit and three training sessions covering each of these themes are developed and delivered. The first of these training sessions took place in Casalecchio Di Reno, Italy looking at Policy, developing leadership by understanding context. Following this the second training took place in Tallinn, Estonia focusing on people and developing leadership by building capacity in grassroots sport associations. The third one will be organized in Budapest (Hungary) in January and will be focused on the processes - Developing leadership through monitoring compliance.



Day 1: Friday 09 November 2012

“Focus on people - Developing leadership by building capacity in grassroots sport associations”
(Moderator: Vahur Mäe, Pärnu City Council, Estonia)

1. “Estonian Sport for All strategic development plan” Tonu Seil, Vice-chancellor of Estonian Ministry of Culture, Estonia



Overview of presentation:

- There are three sources for funding for Sport in Estonia: ministry for culture, alcohol and tobacco taxes (for culture, art & grass root sport), lottery taxes (for elite sport).
- Sport occupies 2,7% of the shared budget and has steadily decreased for 10 years.
- Estonia has been part of an EU Work Plan for Sport for 2011-2014 and have been part of an EU working group on Good Governance in Sport. The first meeting was in December 2011, and the first recommendation should be presented later this year with final adoption predicted during Irish EU Presidency.
- One of the main tools which supports good governance and the management of it is a register of clubs and participants which can be found here: <http://www.spordiregister.ee/>
- State funding is available for organisations following good governance principles and can be claimed back if poor management is proven.
- Estonian focus on the promotion of sport (ie sport for all programme) date back from 2006 so quite new priority: the overall target is that 45% of the population should be engaged in regular physical activity by the year 2014 and the Ministry is responsible for this.
- Supporting the development of good governance by all clubs is one way of supporting Estonia to reach this target.



2. “How GGS project can lead us to good governance in our organisations? How GGS examples of good practice which showcase specific elements of the self-assessment tool can help to build a knowledge base of practical information as part of the toolkit?” Simone Digennaro, University of Cassino and Southern Lazio, Italy

Overview of the Presentation:

- Desk research was more than needed because it help us to assess what already exists and build on good foundations.
- A lot of good examples were discovered from practical and academic perspectives.
- From this desk research common themes, challenges and solutions could be identifies.

- An open framework and tool was developed which offers “a lens of investigation”.
- Key to remember: the tool kit does not offer a common, “one size fits all” solution but can develop ideas to find the right solution for your organisation.
- The specific nature of grass roots sport means we need models of good governance that are relevant for our organisations and for our sector!

3. “Are the roles and responsibilities for the board, management, staff and volunteers clear established?” Jean Camy, University of Lyon, France

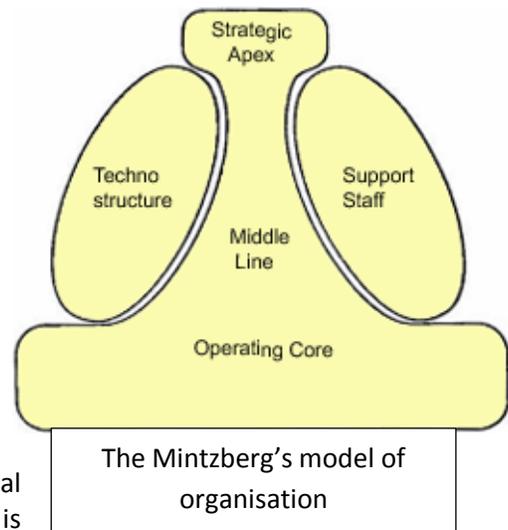


Overview of the Presentation:

- When thinking about good governance we need to keep in mind that within any organisation there is a division of labour.
- Governance is effective when there is specialisation of roles which are brought together, accountability is instilled and there is time for establishment of process.
- For grassroot sport, we are considering specific organisations (clubs, leagues and federations), each have different roles and responsibilities and face different challenges but have common themes.
- To allow organisations to work effectively there is a need to be clearly define the role and responsibilities! Make sure also to coordinate the activities and tasks

within an organisation, make sure that the style and coordination method is understood by everybody and are relevant to the setting.

- Specific situation will influence the setup of organisations and in the case of grass root sport “Association are ‘mission led’ organisations” Mintzberg. Presence of strong values and beliefs will shape the structure.
- Current dilemmas:
 - Permanent staff taking the lead on decisions on the future of the organisations. Their competence is the based on their professional legitimacy while the board legitimacy is democratic based. When the political dimension is weak then the functioning (ie management) takes the lead and this often happens in sport.
 - More demanding members viewing clubs as service providers leading to more pressures and knowledge requirements on a volunteer led board. Recruitment of suitable candidates is more challenging.
 - Research from Germany shows that clubs that are providing more commercial services are flourishing.



- Kalzenbach and Smith: developing the idea of high performance teams/boards. Key dimension is the Shared leadership, forget about the idea of THE charismatic leader, give each one his/her place. Everybody should be able to play their role effectively.
- Challenges in people governance: Clear vision and mission
- **Consider positively the diversity of statutes and interests of people. Diversity brings richness not only complication!**

4. “Club Innovation – How to create opportunities for organization members to influence and shape both strategic policy and practical implementation?” Dorte With, DGI, Denmark

Overview of the Presentation:

- DGI have spent considerable time in looking at what makes clubs successful. The interest focused on the process the organisations are going through.
- Promote knowledge sharing: build door-opening event and drive towards a common direction.
- Club innovation is the key to active citizens! Learn from best practices, generate role models and broaden the vision. DGI wants to be the sport clubs preferred partner with regard to meeting the Danish population, Danish people’s demand for sport and exercise.
- **What do we want to achieve?**
 - Persistence and model clubs
 - We further develop the efforts in the 15 DGI regional associations by focussing on the renewal process in a club over a period of time and in this way create clear, focused and distinct model clubs.
 - Model clubs that can contribute to creating specific suggestions to considerable parts of the objectives in S2015 and that can be motivators for other clubs.
- **5 focus areas for club innovation:**
 - Management: recruiting more volunteers
 - Members: more members, new target groups
 - Sports and activity development: modern and flexible sports and exercising offers
 - Sports settings and facilities: improve the physical surroundings
 - Active involvement in the local society: cooperation with other clubs, companies and public authorities
- Motto of the Club innovation initiative: “See the possibilities. Limit the limitations. See the light”
- The programme to date has been in Denmark but they are looking to develop a similar program on the European level.



5. “Democracy in grassroots sport organisations: What can be a dilemma in implementation of leadership in the organization?” Jean-Claude Arnaud, Member of ISCA Executive Committee, France

Overview of the Presentation:



- War of independence is a common question for sport for all organisation.
- Independence and autonomy are two key words. Seeking to be independent = to be free from an authority.
- Do we need to be autonomous before being independent?
- If independence is not reach can it lead to death of the association?

- Four main principles of democracy:
 - Possible access for all members to responsibilities (though all members do not have equal skills).
 - Interactive communication between board members and base members.
 - Control (GA as a way to show if the movement agrees with the policy leads by the President).
 - Shared and balanced power (shared between elected members and balanced between elected and staff members).
- Problems identified if the power is not shared between elected members:
 - Omnipotent president: association tending then to be a sect (president as a guru and board members as adept)
 - Missing president: power is then hold by professional staff
- Problems identified if the power is not balanced between elected and staff members:
 - Elected member considers that power belong to him and his ideas are prevalent
 - Professional staff taking the lead and board just validation.

Associative governance is facing two challenges:

- **Democratic requirement as well in ambition as in its functioning**
 - Associations must develop a culture and methods of operation at the level of ambitions which they affirm. The inner functioning is not always worthy of principles which are claimed. The statutes are very often a modest rampart facing multiple drifts which lead to simulacrum of democracy.
 - Associations are often directed by often retired men, the renewal of the presidents is slow, the place reserved to the women, young people and people of modest category in the leading authorities is very limited. That joined the thesis of Pierre Bourdieu anthropologist sociologist professor at the Collège de France according to which the associative universe would be crossed by logics of domination which would let appear a phenomenon of militant elitism not very permeable to social mixing.
- Maintaining of an harmonious balance between elected members and professionals.

- It is noted that, the more the association is dynamic in its projects and achievements the more imbalances are cancelled and correct themselves. In fact, passive and inactive associations show the most serious imbalances.

**“If in fact houses make the town, citizens are the one making the city” Jean-Jacques Rousseau
“If in fact statutes make association, they are the members who make it live”.**

Day 2: Saturday 10 November 2012

Welcoming workshop: Looking Back and Looking Forward

Outcomes from discussion:

1. What are your expectations from the training?

- To understand how different grassroots sport organisations are.
- To find out of democracy is the best principle for the organisations today.
- To define tools of intervention
- To learn more about us – people
- To share my experience and explore personal development
- To find out what skill and competences are needed for leaders
- To explore leadership
- To discuss about dilemmas and find solutions connected to leadership
- To understand my organisation`s leadership in perspective of other organisations
- To map my organisation`s weakness and strength
- To analyse the capabilities of my organisation`s board members
- To translate into practice the theoretical background from Friday`s presentations



2. What are the 3 top skills needed by a board member?

- To have good delegation`s skills
- To be good listener
- To understand political challenges of organisation
- To communicate clear vision of the organisation
- To follow strategic planning and thinking
- good communication and mediation skills
- To define precise present situation in sport (in organization and in the country)
- To know how to implement needs and resources
- To know and follow Life-long-learning approach
- To be open minded
- To share leadership
- To motivate and inspire management of organization
- To set development direction

3. What we expect from a manager and what from a president?

President	Manager
<p>Good delegation` s skills. Communication skills. Decision-making skills. Overall understanding of board members. Political lobby. Ability to be comfortable speaking in public. Political negotiation. To set org. vision and lead others to the same goal. Knowing the members needs and wishes. To coordinate balance between staff and board. To inspire democratic values. To join different interests and give directions. Transparency. To understand ethic codes in sport. To follow GGGs Principles. Interact with stakeholders.</p>	<p>Strong written and verbal communication skills. Ability to be persuasive in a variety of situations and with different types of people. Strong interpersonal skills. Excellent time management and organisation skills. Decision-making skills. Ability to be comfortable speaking in public. Research skills. Strong computer skills and knowledge. Problem-solving skills. Marketing. Media relations. Event planning/management. Advertising skills. Understanding of business organisational structures. To define balance between services, market, results and finance of organization.</p>

Some more important issues/dilemmas:

- Mismatch between board and managers drive and vision can lead to frustration.
- The managers can get promoted up and do more and are unable to lose the ability to want to keep in touch with all decisions.
- When the growth of the management is quick, the board can struggle to retain authority of decision making powers, particularly when board are volunteers.
- Lack of specific deliverables assigned to board members because of their volunteer status when managers have job descriptions and clear goals.
- Application of the statutes is challenging.

Workshop 1: Leadership Qualities and Skills



Workshop presentation from Marian Murphy, Special Olympics Europe Eurasia (SOEE), Ireland:
“How does Special Olympics lead their leaders? How do SO’s leaders lead Special Olympics?”

Leadership is a two way street - nothing can be done in isolation. Management is about the current objectives (day to day stuff such as allocating resources, scheduling & controlling, solving today’s problems) Vs Leadership demands (such as integrity, long term vision)

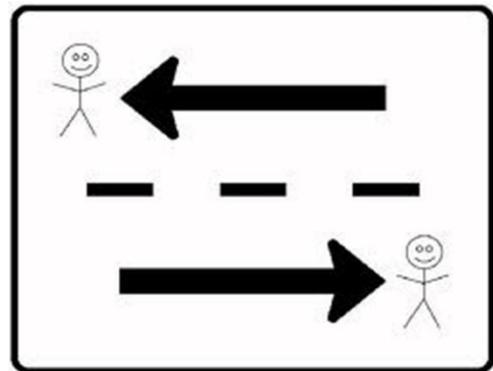
SO work in 58 countries and all have an annual strategic plan.

Leadership Conference

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

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>>>progressing>>>developed>>>advanced



Programme Development System (PDS)

Governance

RESPONSIBILITIES & POLICIES			
EMERGING	PROGRESSING	DEVELOPED	ADVANCED
Board of Directors (BOD)/National Committee has management oversight (approves Annual Report) and financial responsibility (approves budget and financial statements). Programme has organisational governance documents (articles of incorporation, statutes, bylaws) which include SO mission statement.	Board provides direction/leadership in development of programme’s strategic plan. Detailed board operating procedures in place. Board members have defined, written roles and responsibilities. Board sets written policy for programme behaviour (fundraising, personnel, PR activities). Board sets written policies for Board behaviour (attendance, level of involvement, conflict of interest policy) Board requires Programme to obtain appropriate liability insurance (may not apply in all Regions).	Board approves key management initiatives (strategic plan, establishes new committee, new financial standards). Board members have defined roles, responsibilities & specific deliverables (donations, liaison with National Sports body) Board enforces policies for Programme behaviour. Board enforces policies for Board behaviour.	Board members are involved in special projects such as capital fundraising campaigns.

Accreditation

SO have an accreditation structure for each country to adhere to. They are minimum standards such as: athlete on the board, close family member on the board and an expert in intellectual disability.

Group Discussion:

Topics for GGS group discussion led by Simone Digennaro, University of Cassino and Southern Lazio, Italy:

What are the important personal qualities and interpersonal skills of board members when it comes to good governance?

How to establish clear roles and responsibilities for the board, management, staff and volunteers?

How to manage relations among paid and unpaid staff?

The group were split into 3 to discuss this topic, come up with ideas for all 3 and rank them:

1. What are the important personal qualities and interpersonal skills of board members when it comes to good governance?

- Mission led visionary
- Ability to motivate and persuade others
- Story teller – knowledge of situation
- Appreciation of the context they are working in
- Knowledge of their own role and responsibility,
- Organisation`s set up and their place within it
- To clearly define key org. processes and work flow

2. How to establish clear roles and responsibilities for the board/volunteers and management?

- Written roles detailing responsibilities and tasks.
- Regular communication (meetings, email, informal).
- Training.
- Solid procedures, processes and tools for solid coordination.
- Effective evaluation.
- Instil an ethos of accountability.
- To organize annual meeting among staff and board members: room for discussion and feedback.
- To define “tandem”: 1 board member + 1 staff.

3. How to manage relations among paid and unpaid staff?

- Recognise peoples motivations to be performing their role and ensure the recognition reflects this.
- Ensure that the roles are clearly defined so as not to put undue pressure on staff especially volunteers.
- Ensure there is effective communication mechanisms.

Workshop 2: Guiding Values

Workshop presentation from Toomas Tonise, Secretary General of Estonian Olympic Committee.

“The responsibility of board members. Example from Estonian Sports Registry as a tool for Sports For All”

Highlights from presentation

- In the meaning of the 90’s running an association was simple: invite, come, speak and vote
- In 2001 we had no standard, anybody could be proposed as President, now it’s only elected person that are representing a large base members. Working hard towards a transparent and trust-based system
- Use of IT to make it easy and fully transparent (i.e. list of clubs, list of coaches, biography...)
- Federations are giving grant according to criteria and only to recognised clubs
- Transparency is good for sport sector: it gives credibility
- Protect the specificity of sport but also develop soft and easy tool for government to give orientations (i.e. funding streaming, harmonise some rules...)



Topics for GGGs group discussion led by Toni Llop, UAE, Spain

1. How do leaders (Board members) understand and evaluate the role they play and the way they can contribute to the organization` values?

- Board training
- Clear role defined
- Vision and mission statement
- Commitment of knowledge

2. How board members can make difference by having proper procedures and policies in place but also to work well as a team and have good relationships within the organization?

- Be open minded
- Define key processes continually
- Quantifiable measures need to be in place
- Develop monitoring system in organization, self-criticism/evaluation/self-assessment.

Highlighted dilemmas from discussion:

- What about the dilemmas of values vs financial dependence?
- 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?

Sunday 11 November 2012

Workshop 3: Organizational learning

Workshop presentation from Herbert Hartmann, DTB, Germany:
“How to define a comprehensive Human Resource Development to develop persons capacities, utilizing, and maintaining their services in tune with the job and organizational requirement - The DTB-Certification „Pluspunkt Ehrenamt ”

DTB is a large learning organisation which provides forward thinking support to its members in this context: Identified issue: number of volunteers is decreasing in Germany, particularly in leading positions

Challenge: How to attract, recruit and train new volunteers?

Reason for problem:

- Volunteering is increasingly time consuming
- Regulations are more complex
- The number of sport activities have increased
- Increasing financial challenges
- Commercialism rise clubs are seen more as service providers from community organisations
- Boards have a larger political function
- Solution: Define an educative programme tailor-made for top political leaders and help them to get new skills and but also to offer room for new thinking

Reasons for personal development training:

- It was a reaction on demand of the grassroots of our gym-clubs!
- Studies verify a big lack of volunteers, particularly in leading positions!
- New and higher demands on volunteering prevent often from engagement!
- Better preparation and education has to be offered!
- To encourage volunteering
- To improve personal competencies
- To improve exchange of communication between clubs and DTB
- To build networks
- To create benefits for volunteers

The training

6 workshops x 2 days of 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

Process:

- Content of training tested in 2009
- Moderators educated in 2010



- Education materials produced for moderators and participants
- Ensured buy in throughout DTB to get political buy in
- Promotion of course

Data from first year of implementation

- We tested the content and the methods of the workshops in 2009 and 2010;
- We briefed the moderators in 2010
- We produced for each modul a manual for organisers and moderators including organisational guidelines, a detailed program for the workshop, background information and literature on the topic, learning aids;
- We decided on the concept in our highest body 2010;
- We promoted the workshops through our communication tools, edited a promotion flyer,
- We presented the program on the Annual Meeting for leaders of the regional associations.

Topics for GGGS group discussion led by **Vahur Mae**, Chairman of Parnu City Council, Estonia

1. How to facilitate organizational learning and personal development?

- Development of flexible learning programmes
- Make it fun
- Make the purpose clear
- Understand the culture of volunteering in sport
- To define the right recruitment process for top political leaders
- To define clear roles, skills and competences of leaders to have a starting point for the program
- To define quality standards for education programs
- To develop different education tools: e-learning, formal/non-formal education, conferences, meetings, interactive workshop...
- To develop learning packages for volunteers: manuals or handbooks

2. How board members (as a team) can ensure the organizational delivers; organizational purposes, a long term strategy, operational plans and budgets, monitoring progress, evaluation of results, assessing outcomes and impact?

- Develop a vision, strategy and a project plan
- Assign roles and tasks to all to make accountable
- Meet regularly to share information and build trust

3. How do you ensure that your organization continuously adapts to new circumstances and that organizational changes are really being implemented and impactful?

- Be open minded and forward thinking and looking
- Networking to understand potential future challenges
- Have visionaries in positions of influence
- Make someone responsible for change
- Develop evidence based strategy and market analysis
- To organize coordination meetings between Executives, Experts and Staff
- Annual review

Workshop 4: Team discussion

On-going development and review of “self-assessment” tool for good governance in grassroots sport
 Workshop led by Simone Digennaro, University of Cassino and Southern Lazio, Italy

Workshop framework

1st part – individual working to identify weakness and strengths concerning the drafted self-assessment tool

2nd part – to choose one of the following items:

- 1) I think that Good Governance is an important topic for my organization.
- 2) I think that my organization has a good approach in terms of Good Governance
- 3) I think that organisations at grassroots level are aware of the topic of Good Governance
- 4) I think that the self-assessment tool is relevant for my organization
- 5) I think that the self-assessment tool is relevant for the sport sector

Each participants was required to respond to each of the previous items by choosing of the following options:

- I agree
- I disagree
- I partially agree

3rd part – working group + general session

Based on the inputs from 1st and 2nd part participants had the opportunity to discuss in smaller group.

Report

Weakness of the draft self-assessment tool	Proposal
Lack of a part concerning the social inclusion	Question needs to be asked: Is your club inclusive? Do you have structures and procedures in place to accommodate all
Format	Numbers are needed for reference purpose Work on the visual dimensions; Introduce dilemmas as examples Include a note at the beginning inviting respondents to clearly define which level is assessed (for bigger organisation)
Too broad	Attach a glossary of term Use of stakeholder theory need to be removed?
Introduction	Clear explanation about : The sense of the s-a; The way the s-a must be used and filled out; The purpose Clear state that it can be a process you can take it step by step
Communication	Develop a strategy to spread it. National ambassador
Topics/Themes	Make more clear the analysis concerning risk management/financial management Add the following statement in the Process part: we understand and follow organisational development plan. Add the following statement in the Policy part: we are open and inclusive to everybody without discrimination Add statement concerning children protection policy (safe guarding). The same for disable people

Survey “results”

I think that Good Governance is an important topic for my organization.	
I agree	XXXXXXXXXXXX
I part. Agree	Xxxxxx
I disagree	
I think that my organization has a good approach in terms of Good Governance	
I agree	xxxxxxx
I part. Agree	xxxxxxx
I disagree	X
I think that organisations at grassroots level are aware of the topic of Good Governance	
I agree	Xx
I part. Agree	Xxxxxxx
I disagree	XXXXXXXX
I think that the self-assessment tool is relevant for my organization	
I agree	XXXXXXXXXXXXXXXX
I part. Agree	X
I disagree	
I think that the self-assessment tool is relevant for the sport sector	
I agree	XXXXXXXXXXXX
I part. Agree	Xxxx
I disagree	

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