



BIG4SPORTS Training Package has been designed to both train stakeholders in the principles of Good Governance in Sports and create the understanding needed to commit to an organization that aims to reach an optimum level of GG. This comprehensive training package action is oriented to ensure successful learning and communication on GG Principles. Each block is divided in a theoretical part where concepts and discussions are exposed and shared, and a practical part where the attendees must finish the proposed activity in order to finalize the package. For the three different packages a part will be assessed and conducted by an expert, but the rest will be able to be executed by the attendees in their own chosen time.

This Training Package must be executed after going through the BIG4SPORTS self-evaluation so the attendees have a knowledge of their organization and its standard of Good Governance.

Round table on what do you think Good Governance is?

To start the training package and all the content delivered by the BIG4SPORTS experts, a round table debate will be created in order to start the discussion about what Good Governance is for every single one of the attendees.

This exercise should be dynamic and coherent. Attendees can refer to a definition, an example or a word that relates to Good Governance in general or in the sports context.

What is Good Governance? (European commission)

The *United Nations Human Rights* refers to Governance as all processes of governing, the institutions, processes and practices through which matters of common concern are decided and regulated. Good governance adds a normative or evaluative attribute to the process of governing. From a human rights perspective it refers primarily to the process whereby public institutions conduct public affairs, manage public resources and guarantee the realisation of human rights.

While there is no internationally agreed definition of 'good governance', some of the common topics that all of them include are: full respect of human rights, the rule of law, effective participation, multi-actor partnerships, political pluralism, transparent and accountable processes and institutions, an efficient and effective public sector, legitimacy, access to knowledge, information and education, political empowerment of people, equity, sustainability, and attitudes and values that foster responsibility, solidarity and tolerance.

In summary, good governance conveys to the political and institutional processes and outcomes that are necessary to achieve the goals of development. The true test of 'good'



governance is the degree to which it delivers on the promise of human rights: civil, cultural, economic, political and social rights.

The Human Rights Council has identified the key attributes of good governance:

- Transparency
- Responsibility
- Accountability
- Participation
- Responsiveness (to the needs of the people)

The links between good governance and human rights can be organised around four areas:

- Democratic institutions
- Public service delivery
- Rule of Law
- Anti-corruption

“Good corporate governance helps to build an environment of trust, transparency and accountability necessary for fostering long-term investment, financial stability and business integrity, thereby supporting stronger growth and more inclusive societies” (OECD).

What is Good Governance in Sports?

In the sporting context, the notion of Governance can be seen as the framework and culture within which sports bodies set policies, engage with stakeholders, monitor performance, deliver strategic objectives, evaluate and manage risks, and also to report to its constituents on the activities and progress that are occurring during a period of time. It also includes the delivery of effective, sustainable and proportionate sports policies and regulations.
(European Commission)

Across Europe efforts are being made on try to raise awareness in this issue, while raising governance standards in the sports world. Some of the principles that the European Commission focused on are:

- Democracy
- Decision Making
- Inclusiveness in the representation of interested stakeholders.

Poor governance is a serious issue which holds international sport back from fulfilling its full potential to benefit individuals and society by reducing the efficiency and effectiveness of the use of resources available to sport, including private and public sponsorships.

Numerous instances of poor governance have been demonstrated in recent years in international and national sports organisations, ranging from management corruption such as bribery at one extreme, through to missed opportunities due to inefficient management at the other end of the scale.



One of the causes of governance failures in sport may be the slow evolution of what were primarily voluntary institutions founded in the 19th century into professionalised bodies and regulatory systems adequate to govern the modern, commercial world of sport of today. However, it is not the only explanation: many entirely voluntary sports bodies have governed well, and there are plenty of professional organisations where widespread abuses have taken place.

- Include discussion with the attendees and lecturer.

Background and Context

The EU has identified the economic dimension of sport as one of the priority areas for the Member States and the European Commission during the period covered by the EU Work Plan for Sport (2014-2017) one of the focuses being financing of sport and sporting bodies. In addition to public funding, sponsorship from private companies is also a critical financing mechanism for sporting bodies. Indeed, sponsorships and media rights emerge as the main engines of growth, putting the traditional dominance of gate revenues under pressure.

Even though today's sport clubs are primarily evaluated and perceived through their balance sheets and financial stability and strength, Good Governance (GG) generally implies a much wider spectre of standards such as internal functioning, institutional communication, communication with their respective national and local public bodies, respect of competing clubs in their fields, management with focus on development, etc. sports industry will only commit in sponsorship agreements with those organisations that can prove solid levels of governance, responsibility and accountability. No business will support federations, clubs or athletes involved in corruption, doping or match-fixing scandals, to mention only some of the threats to sport integrity.

It is clear that adopting standards and new and innovative mechanisms of GG will have a direct and positive effect in the overall image of the sport organisations and likely increase the sponsorship revenues and attractiveness of the sport.

To work towards this direction and spirit, BIG4SPORTS aims at connecting funding sources (public and private) with sports organisations to jointly develop new and innovative collaboration schemes in GG for sport. The project will capture the best and most relevant standards in terms of corporate and public governance and develop a comprehensive implementation methodology to reinforce sporting organisations' GG capacities.

Project



This training package aims to train the trainees of different sport organizations that will in the future be able to have a positive impact on the Good Governance of these institutions. The core training team will be based in Europe and developed in the same geographical area. It will address different aspects of Good Governance in sports and the packages will be prepared to prepare sport administrators to analyze, design and implement improvements to their own organizations.

The general objective, BIG4SPORTS has is:

- To strengthen GG capacities of sport organisations fruit of their collaboration with public and private sponsors, achieving long-lasting cooperation between them.

In terms of specific objectives, BIG4SPORTS seeks to:

- Jointly develop an innovative collaborative scheme to effectively enforce GG principles in sport organisations, built from the excellence of public and private (corporate) GG standards.
- Implement and evaluate this scheme in order to deliver a solid and tested methodology transferrable to the EU sporting community.

All of these objectives have been attained with an innovative framework that aimed not only on analyzing Good Governance in sport organizations but to educate and have a positive impact in those organizations seeking for guidelines and help to improve. Some of these innovative tools include:

1. **Creating a bridge between sports universe and the industry:** This combination of players is certainly innovative, as it is quite uncommon to gather these profiles into a single project with a common goal.
2. **Corporate Governance Standards:** capturing those principles with more relevance for sporting organisations to produce new simple and easily enforceable guidelines and new goals to achieve in order to comply with the criteria from private sponsors.
3. **Bottom-up and Inclusive approach:** develop a scheme based on the real and specific needs from the final beneficiaries, this is a bottom-up approach complemented by the clarity and simplicity of the enforcement methods. All together as an inclusive process to foster cooperation between sponsors and sporting organisations
4. **Implementation and evaluation:** foreseeing this support and proposing training / advising tool to support in the implementation process but also in monitoring and evaluation the process to put on the right track the sporting organisation if any deviation happens.
5. **Agents of Change:** promote mutual learning and fostering empathy, always with the focus of what is relevant in terms of governance of organisations.
6. **International Best Practices:** Web portal dedicated to governance so as organizations can access educational programs (webinars) and tools developed by leaders in the field to assist them with the training of volunteers and professional staff on specific governance topics.



Training Modules

BIG4SPORTS has classified the main domains of Good Governance in different criteria. Each one of them will have a Training Package focalized in the specifics necessary to understand the concepts and then to be able to apply the knowledge acquired:

1. **Block 1 Organization of your Governance:** These criteria relate to the composition of governance, the distribution of powers and the transparency of your organization.
2. **Block 2 Functioning of your Governance:** These criteria relate to the internal organization of your organization: diversity, inclusion, implementation of a good conduct instrument, existence of a control procedure, etc.
3. **Block 3 Policies relating to the protection of Sports Integrity:** These criteria relate to the programs / action plans that your organization has put in place to fight against acts that undermine the integrity of sport: doping, corruption, illegal betting, etc.

Training Phases

For each module a training package will be created. For each and every block mentioned before, the framework will be divided in two phases: one theoretical and one practical.

1. Phase 1

In this phase each one of the criteria included in each domain of Good Governance will be analyzed and explain.

It is important that the attendees of this training package understand the definitions and learn how to analyze the situation of their sport organization (please refer to the BIG4SPORTS self-evaulation done prior to the training package).

This activity consists of an explanatory exercise of what are the positives and negatives of each criteria. Allowing to have an easy visualization of both spectrums of the standards, and the causes of having a good standard in each one of the criteria.

The board of directors takes on the role of governance. Governance is the practice of the board of directors coming together to make decisions about the direction of the company. Duties such as oversight, strategic planning, decision-making and financial planning fall under governance activities.



The board is responsible for creating the company’s bylaws, which are a set of core policies that outline the company’s mission, values, vision and structure. On an as-needed basis, the board creates and approves major policies.

Discussion and round table regarding this 2nd block between attendees and the trainer.

Within this second block we need to analyze the following criteria:

- Promotion of diversity and inclusion.

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (Governance and Social Responsibility – FIFA)	LINK (FORBES – Promote Inclusion and Diversity)		LINK (Impact of GG Principles on Sports)
	LINK (Diversity and Inclusion Tools)		LINK (Action for Good Governance International Organisations)

- Code of Ethics.

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (A Code for Sports Governance)	LINK (Code of Ethics Portuguese Government)		LINK (Governance and Social Responsibility – FIFA)
LINK (Ethics Management)			

- Ethics Commission or Integrity Unit.

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
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LINK (World Rugby Integrity)	LINK (Impact of GG Principles on Sports)		LINK (Athletics Integrity Unit)
	LINK (Equestrian Integrity Unit)		LINK (Tennis Integrity Unit)

- Internal monitoring & control procedures.

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (UCLA Business and Finance Solutions)	LINK (KPMG – Assessing the system of internal control)		LINK (Sport Governance Observer 2015)
LINK (Lindsay & Brownell - Are You In Control?)			

- Anti-corruption regulations (rules for dealing with gifts, benefits and invitations).

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (Video- Anti-Corruption Regulations – My Compliance Office)	LINK (Preventing Corruption in Sport – UNODC).		LINK (Video- Anti Bribery and Corruption Training)
LINK (Corruption in Sport – UNESCO)			LINK (Anti-corruption Articles – Lawinsports)

- Clear application process for hiring employees.

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (Sport Governance Observer 2015)	LINK (Smart Recruiters).		LINK (Action for Good Governance)



			International Organisations)
			LINK (Inside the Recruitment and Hiring Process)

- Disciplinary procedures proportional to the risk.

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (Disciplinary Measures)			

(15 min BREAK)

- Right of appeal.

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (Video- What is a right to appeal)	LINK (Right to Appeal – Fundamental Right)		LINK (Video + Text – Right of Appeal)
	LINK (TAS-CAS Frequently asked questions)		

- Whistleblowing procedure

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (Implementation of policies by sport organizations)	LINK (best Practices to protect whistleblowers AMICUS).		LINK (Existing Needs and Challenges – Sport Whistle).



LINK (Whistleblowing – The conversation)			LINK (Reporting Mechanisms in Sport – UNODC)
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- Publication of free accessible annual report(s) - annual report and financial report (including number of employees, number of volunteers...).

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (SIGA GG Standards)	LINK (Video - How to create an annual report)		LINK (How to analyse an annual report)
	LINK (8 Tools to create an Annual Report)		LINK (how to create a digital annual report)

- Providing information on network of partners (number of partners, quality of partners, size, line of business).

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (Action for Good Governance International Organisations)	LINK (Video - Partner Networks: Common Misconceptions)		LINK (Successful Partnerships)
	LINK (Video – How to develop Network of contacts and Partners)		LINK (Video - Building a Large, Scalable Network of Partner)

- Annual event calendar made publicly accessible.

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
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LINK (6 best calendar apps)	LINK (Video – Creating a Public Google Calendar)		LINK (Impact of GG Principles on Sports)

- Communication crisis' management (impact of reputational risks).

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (Sport Governance Observer 2015)	LINK (What Is Crisis Communication?)		LINK (Crisis Communication)
	LINK (Video – Crisis Management Principles)		

- Personal data treatment procedures.

POSITIVES	NEGATIVES

MATERIALS	TOOLS	TEMPLATES	EXTERNAL SOURCES
LINK (Guide from European University Institute)	LINK (Data Processing Principles)		LINK (Video-European Data Protection Supervisor)
	LINK (Video- Impact Assessments made EASY)		

2. Phase 2

To make this training package dynamic and not just theoretical, this phase aims to give a different approach in order to apply a real example into reality. To create more flexibility in this part, attendees will be able to execute this task on their own, being able to adapt to their schedule.

Based on the results obtained in B4S self-evaluation questionnaires and according with the acquired theoretical knowledge on the definitions/criteria and their relevance, attendees must provide an analysis of the weaknesses and strengths of their organisation accordingly



identify one/two relevant principles per each “Block” of the Training and necessary steps to address the principles to promote good governance within their organisations based with B4S methodology/training. Attendees could then be requested to discuss/brain-storm strategies in groups depending on the thematic/Block and ultimately be requested to delivery an individual short Presentation to present the analysis, identified steps and results (or foreseen/expected results) according with the knowledge acquired through the Training.

Training & Learning Objectives

This training package aims to introduce certain criterion regarding Good Governance, allowing the attendees to improve their current organization’s situation by consolidating their strengths and decreasing the weaknesses within the functioning of their sport entity.

To reach this overall goal, is important to understand what the learning objectives have been established for those who attend this training package:

- 1 To understand the concepts relating Good Governance and each criteria.
- 2 To understand the importance of the Good Governance criteria, in order to reassure how can affect the private and public sponsors.
- 3 To identify the different Good Governance criteria.
- 4 To identify which criteria are you already implementing in your organization and which level are you doing so. Weakness and strenghts realization.
- 5 To know How to Imporve the weaknesses found on your current Good Goverce situation.
- 6 To reinforce the strenghts already exisintg on your Good Governance situation.

BIG4SPORTS evaluation form is necessary for us to consolidate your organization’s standards of Goof Governance. This evaluation will allow you to understand what level of standard and the best practices for each of the criteria selected by the group of expertise behind BIG4SPORTS platform. Therefore, the first step is to do the evaluation form in order to understand what the best practices you should be applying in your organization to improve or consolidate your position. Next step is to conduct the training package that will allow you to understand the concepts and the applicable tools to once again, improve or consolidate your organization’s Good Governance standards.

On the model of the SIGA Standards, each of the good governance criteria can be assessed at three levels (bronze, silver and gold) depending on the degree of their implementation.



The existence of these levels allows sports organizations to know 1) their level of governance for each of the criteria, 2) the level they could reach, 3) the good practices that should be adopted to implement or strengthen these criteria.

UNDERSTANDING THE MANIPULATION OF GOOD GOVERNANCE – An overview

Synopsis: train stakeholders in the principles of Good Governance in Sports and create the understanding needed to commit to an organization that aims to reach an optimum level of GG

Main problems: Online Set up and engagement.

Core objectives of training: Understand concepts related to GG. Nalyze your own Sport Organizsation GG standards. Improve weaknesses, and reinforce strenghts.

Resources & Materials: External tools + internal disucssion between attendees and BIG4SPORTS experts.

Deliverables: Phase 1: analyzing positive and negative aspects of each GG Subthreat named. Phase 2 activity done by each attendee.



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

